



Ketu South Municipal Assembly COVID-19 Recovery Plan 2021-2025



Republic Of Ghana



Ketu South Municipal Assembly COVID-19 Recovery Plan 2021-2025



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ACRONYMS

AGI	Association of Ghana Industries
BAC	Business Advisory Centre
BECE	Basic Education Certificate Examination
CSOs	Civil Society Organisations
DACF	District Assembly Common Fund
DPs	Development Partners
DSWCD	Department of Social Welfare and Community Development
DUR	Department of urban Roads
EHSU	Environmental Health and Sanitation Unit
FBOs	Farmer Based Organisations
GES	Ghana Education Service
GHS	Ghana Health Service
GIZ	German Technical Cooperation
GNPC	Ghana Investment Promotion Centre
GoG	Government of Ghana
GRA	Ghana Revenue Authority
GSS	Ghana Statistical Service
IGF	Internally Generated Funds
ISD	Information Services Department
KSMA	Ketu South Municipal Assembly
LED	Local Economic Development
LVD	Lands Valuation Division
MAG	Modernising Agriculture in Ghana
MCD	Municipal Coordinating Director
MCE	Municipal Chief Executive
MDA	Municipal Department of Agriculture
MFD	Municipal Finance Department
MLGRD	Ministry of Local government and Rural Development
MMDAs	Metropolitan, Municipal and District Assemblies
MOC	Ministry of Communication
MoF	Ministry of Finance
MOFARI	Ministry of Foreign Affairs and Regional Integration
MOIt	Ministry of Interior
MPCF	Member of Parliament Common Fund
MPCU	Municipal Planning Coordinating Unit
MTDP	Medium-Term Development Plan
MWD	Municipal Works Department
NADMO	National Disaster Management Organisation

NBSSI	National Board for Small Scale Industries
NCA	National Communication Authority
NCCE	National Commission for Civic Education
NDPC	National Development Planning Commission
NGOs	Non-Governmental Organisations
NITA	National Information Technology Authority
OHLGS	Office of the Head of Local Government Service
PPD	Physical Planning Department
PPEs	Personal Protective Equipment
PPP	Public-Private Partnership
PWDs	People with Disabilities
REP	Rural Enterprise Programme
RFG	Responsiveness Factor Grant
SMSEs	Small and Medium-Size Enterprises
SSNIT	Social Security and National Insurance Trust
TA	Traditional Authorities
VRCC	Volta Regional Coordinating Council (VRCC),

Foreword



Across the world, there are signs that countries are working to reduce the spread and impacts of the novel coronavirus disease (COVID-19). Some have started the process of recovery in various forms so when the process to prepare a COVID-19 Recovery Plan was started in the Ketu South Municipal Assembly (KSMA), I knew we were heading in the right direction. It could not have come at a better time since the preparation of the development plan and budget for the 2021 year are on-going.

The COVID-19 pandemic, has adversely affected socio-economic activities in the municipality with the closure of the land borders, in particular severely impacting commercial activities. The Assembly seeks to mitigate the adverse impacts of the pandemic on households, businesses and essential social services, as well as quickly recover. We also would want to leverage on the lessons and opportunities presented by the pandemic to transform the local economy and make it more inclusive, diversified and resilient.

I am aware of the consultative processes that this document has gone through and I believe that it has benefitted from the rich input from a wide range of stakeholders across the Municipality. The task ahead of us is for all stakeholders to work together to translate proposals in this document into actions that will improve health and well-being, boost the local economy and improve local governance.

My appreciation goes to all stakeholders who provided information for the preparation of this document and to the Departments who assisted in coordinating this process. We are also very grateful to National Development Planning Commission (NDPC) and United Nations Development Programme (UNDP) for the technical and financial support and we look forward to your partnership as we implement the recovery plan.

A handwritten signature in blue ink, appearing to read 'Edem Agbenorwu'. The signature is stylized and fluid, with a long vertical line extending downwards from the bottom of the name.

Elliot Edem Agbenorwu
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 impact of the recent outbreak of coronavirus (COVID-19) has been seen in all countries the world over and Ghana was not left out. From March 2020, the effects of COVID-19 have been felt on the economic, social and cultural lives of and service delivery for the people. At all levels, preventive and curative measures have been put in place by public and private sector actors to prevent the further spread of the disease and cure the affected persons. These ranged from severe to moderately restrictive measures and protocols such as the closing of all borders and lock down of some hotspots of the country to the washing of hands, among others. As the restrictions and protocols were yielding some respectable results, some of these restrictions were eased gradually leaning towards resumption of full activities. Meanwhile, the land border remained closed.

As a result of these, the Ketu South Municipal Assembly (KSMA) suffered a reduction in revenue, review of planned programmes and activities in the Medium Term Development Plan (2018-2021), job losses to people, crushing of businesses and loss of livelihoods to all manner of persons (including persons with disability). New activities in the health, water, sanitation and security sectors were allocated about 36% of District Assembly Common Fund-Responsiveness Factor Grant (DACF-RFG) funds and 74% of Internally Generated Fund (IGF) that were to initially fund other non-COVID-19 activities. On the other hand, programmes including trainings, community/consultative engagements meetings were slowed down hence impacting their implementation considering that these constitute 33% of the total 2020 Annual Action Plan (AAP). There is therefore the need for the Ketu South Municipal Assembly to undertake programme of activities to build back all sectors from the impact of COVID-19, enhance Local Economic Development (LED) and build a resilient economy against local and external shocks.

The need to take action became eminent hence the preparation of this document. With the foregoing, activities were designed to provide Relief, Mitigation, Recovery, Transformation and, Resilience. This recovery plan is based on the recovery framework developed by the National Development Planning Commission (NDPC) that identified four inter-connected pillars underpinning the recovery: Local Economy, People, Infrastructure, and Governance. This plan is hinged on the guiding principles of inclusiveness, community and phased approach, and sustainability. The overall objectives are to assist Ketu South Municipal Assembly recover from the pandemic, bounce back better, transform the Municipality and become more resilient to future pandemics. It was prepared in a participatory approach, utilising primary and secondary data, complemented by the solicited views of the people.

The consultation with stakeholders revealed a number of issues which have been grouped under the four main pillars of Local Economy, People, Infrastructure and Governance. Observations indicate that since the Municipality depended heavily on cross border trade and commercial activities, all pillars, especially, the economy and people were affected. Mainly, reduction in household and corporate income in the face of increased cost of living and expenditure, increase in residential crime, illegal entry and teenage pregnancy, cross border relations as seen in the increase of unapproved routes from 23 to 120 as at the beginning of September 2020.

In all, a total of thirty-one interventions have been outline in this document at an expected cost of Twenty-Five Million, Fourty-One Thousand, Two Hundred and Fourty-Six Ghana Cedis and Sixty Pesewas (GH¢25,041,246.60). This would be sourced from traditional and non-traditional revenue sources that are available to the Municipality with the help of the Assembly's Integrated Financing Framework.

Monitoring and evaluation will be carried out using a set of indicators to track the achievements during implementation and inform the next course of action thereby driving the KSMA towards the ultimate goal to recover from the pandemic, bounce back better, transform the Municipality and become more resilient to future pandemics. An estimated amount of One Million, One Hundred and Ninety-Two Thousand, Four Hundred and Fourty Ghana Cedis (GH¢1,192,440) will be required for the overall monitoring and evaluation of the recovery plan.

Introduction

Chapter

1

Chapter One: Introduction

1.1 Background

The recent outbreak of coronavirus (COVID-19) impacted countries throughout the world, including Ghana. 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 closure of schools and places of worship; ban on social gatherings; social and physical distancing; avoidance of handshaking; and vigorous hand-washing with soaps under running water campaigns, among others. To further boost the efforts at curbing the spread of the disease, the President of the Republic directed all national borders to be closed to human traffic (but opened to goods and services). A fourteen-day mandatory quarantine and testing of all new arrivals through the Kotoka International Airport and a three-week partial lockdown in the greater Accra and Kumasi area (identified hotspot areas for the spread of the disease), were some of the measures introduced.

Over time, some of these restrictions were gradually eased. For instance, schools were partially opened for final/exit year students from basic to tertiary levels to return to school to complete their terminal year; there was also partial opening of places of worship; pubs, drinking spots, restaurants and

chop-bars were also opened and though borders remained closed to human traffic, special arrangements were made to transport Ghanaians “trapped” abroad by chartered flights to return home subject to mandatory quarantine, testing and contact tracing (where applicable) measures put in place. As at September 1, 2020, the Kotoka International Airport has been opened to international flights with strict protocols for testing and other arrangements to curb the spread of the disease.

These measures have had profound effects on the economy of the Ketu South Municipal Assembly (KSMA) in all the development dimensions i.e. socially, economically, environmentally, and spatially. During this period, both national and local interventions that aimed at reducing the impact of the pandemic were carried out. At the national and sector levels, outlined interventions included the Ghana COVID-19 Recovery Package (Obatanpa package), relief packages for Small and Medium-Size Enterprises (SMSEs) and businesses such as moratorium on loan repayments and “soft loans” by banks, Unemployment Insurance Schemes etc. Locally, public and private sector actors implemented activities such as renovation of the Municipal Hospital holding room for isolation of patients with positive cases; extension of water supply; supply of containers and allied

hand washing facilities to markets, lorry parks and some public places in the Municipality; distribution of face masks to the public; and Personal Protective Equipment (PPEs) to health professionals and frontline workers. Again, accommodation and feeding were provided to the infected population while aggressive contact tracing of people who had come into contact with affected persons were conducted. These activities increased the goods and services budget of the Assembly to the detriment of capital expenditure.

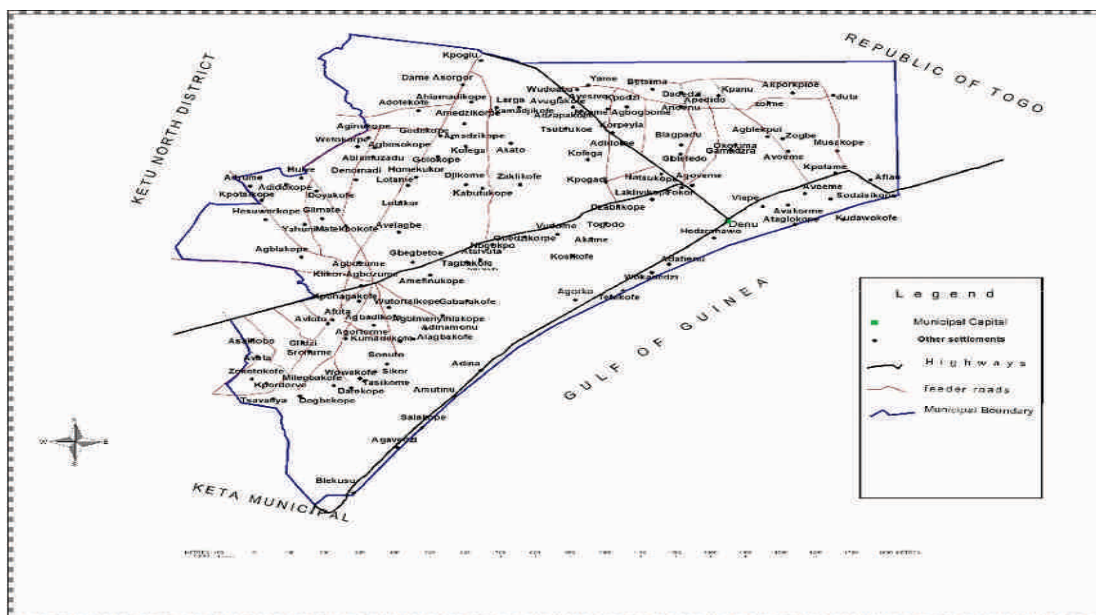
There is therefore the need for the Keta South Municipal Assembly to undertake a cogent and coherent programme of activities to build back all sectors from the impact of COVID-19, enhance Local Economic Development (LED) and build a resilient economy against local and external shocks.

1.1.1. Brief Profile of Keta South Municipal Assembly

The Keta South Municipal Assembly established by LI 2155, 2012 is one of the eighteen (18) Administrative Municipal/District Assemblies in the Volta Region of Ghana. The Municipality covers approximately a total land area of 279.64km² and shares boundaries with the Republic of Togo in the east, Gulf of

Guinea in the south, Keta Municipal and Akatsi South District in the west, and Keta North Municipal in the north. The population of the Municipality is currently estimated at 202,614 with the growth rate of 2.4 percent; 49.2 percent of which are males and 50.8 percent females. There are over 400

Figure 1: Map of Keta South Municipality



communities clustered into five (5) Zonal Councils namely Aflao Urban, Some-Wego, Some-Fugo, Aflao-Wego and Klikor in the Municipality. Figure 1 above is the political map of the Municipality.

The economy of the Municipality is mainly driven by the craft and related trades (31.0%), services and sales (28.2%) and skilled agriculture, forestry and fishery (17.3%) sectors. These account for over 76.5% of the employed population. There are deficiencies in socio-economic infrastructure which hamper local economic development. The major development challenges in the Municipality include low agricultural productivity, weak local resource mobilization for local economic development, weak capacity to control the human settlement development, inadequate infrastructure to meet equitable access to quality education and healthcare at all levels, and sanitation management.

Ketu South Municipal Assembly is one such districts heavily impacted by the COVID-19 pandemic. It is a border district which shares border with the capital city of Republic of Togo, Lome. This makes KSMA unique from all the other border districts of Ghana i.e. these border districts share borders with towns which are distant from their capital cities of the neighboring countries. KSMA has high population growth and this is largely attributed to influx of immigrants mainly from countries such as Togo, Benin, Nigeria and Niger, who engage in commercial activities in the Municipality. There are 179 private schools and 83 public schools in the district, making it one of the districts with the highest

number of private schools. It also has 33 private and public health facilities.

1.1.2 Overall Objective

The overall objective of the recovery plan is to assist Ketu South Municipal Assembly recover from the pandemic, bounce back better, transform the Municipality and become more resilient to future pandemics.

1.1.3 Specific Objectives

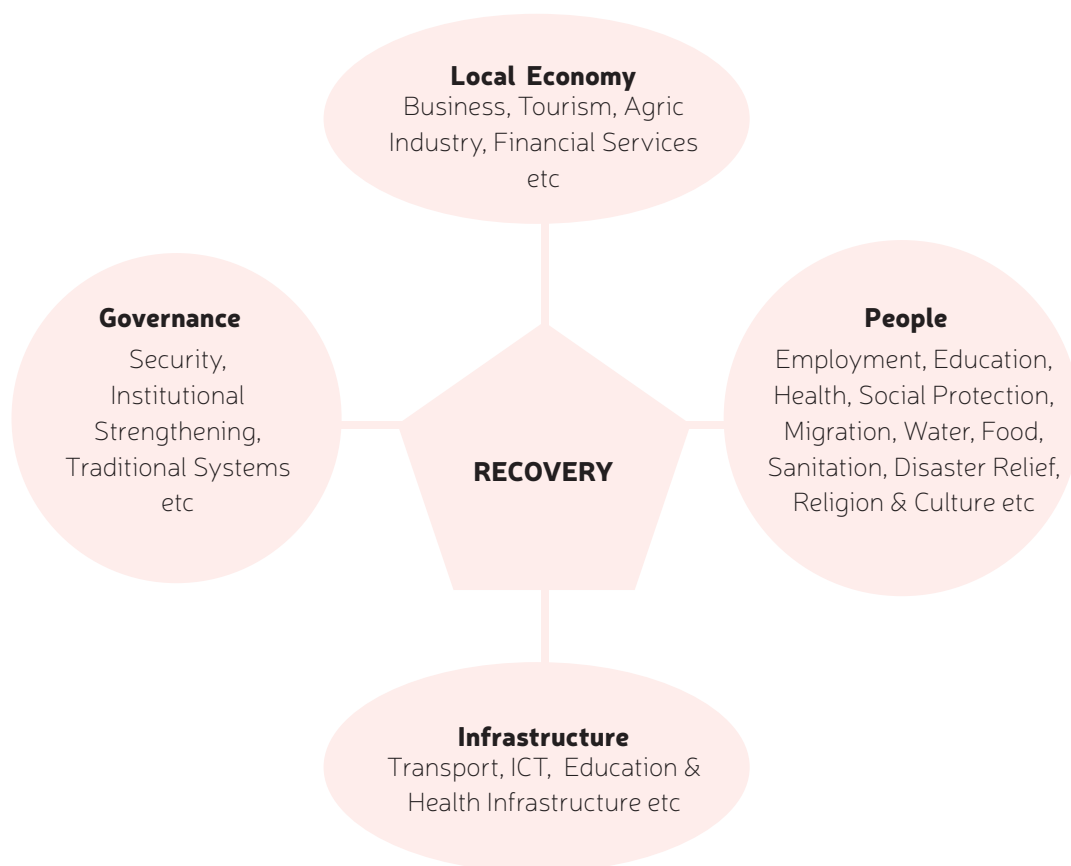
The specific objectives of the recovery plan are as follows:

- i.** Facilitate the review and re-prioritisation of the Medium-Term Development Plan (MTDP) of Ketu South Municipal Assembly in response to COVID-19;
- ii.** Accelerate post-COVID-19 recovery in the Ketu South Municipal Assembly and enhance its resilience against local and external shocks;
- iii.** Boost local economic development by leveraging on identified catalytic development anchors (e.g. education, tourism, agribusiness, etc.) that provide a unique competitive advantage.

1.1.4 Guiding Principles

The recovery plan was developed in line with the recovery framework developed by NDPC. The framework based on assessment of global and local conditions, identified four interconnected pillars for underpinning the recovery. These are the Local Economy, People, Infrastructure, and Governance (see Figure 2)

Figure 2: Recovery Pillars



Source: NDPC, 2020

The recovery plan is 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 emphasizes the need for broad consultation and engagement of communities, including the most

vulnerable groups such as the aged and persons with disabilities. It is therefore important to consider the excluded or marginalised. This ensures that there is fullness in the actions and resilience of the individuals.

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

Sustainability – Actions implemented should be owned by the stakeholders, have a lasting impact and should

conform to sound environmental, social, cultural and economic values without compromising benefits for future generations.

1.2 Why we need to Act

The need for a recovery plan for Ketu South Municipal Assembly cannot be over emphasized. Having established that the pandemic has caused enormous disruptions to socio-economic activities and well-being, it is imperative to rethink how to get the Municipality back on its feet and build back better and faster. There is also the need to take advantage of the current situation to position the district better against future shocks. For instance, it had become very obvious, that the measures put in place to curb the spread of COVID-19, had resulted in a reduction in revenue, job losses, crushing of businesses and loss of livelihoods.

A recovery plan based on such critical guiding principles as community approach, inclusiveness, sustainability and phased approach is very necessary to help revive and recover the local economy. The recovery process also presents opportunity for the municipality to innovate and make the local economy more robust, inclusive and resilient.

How We Did It & What People Said

Chapter

2

Chapter Two:

How We Did It And What People Said

2.1 Methodology

The recovery plan was prepared in a participatory approach, utilising 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. The plan was done through various stages. They included: desk review, stakeholder consultation, key informant interviews, drafting of the plan, validation of the plan, and launching of the plan.

2.1.1. 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 in response to the pandemic.

2.1.2. Stakeholders Consultation

This involved the congregation of 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 actions to be achieved. Stakeholders were clustered around the four inter-connected pillars, namely; Local Economy, Infrastructure, People and Governance.

2.1.3 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 instituted by the assembly and the level of preparedness towards recovering and transforming the Assembly post-COVID-19.

2.1.4 Drafting of Plan

This involved the planning officer of the municipality 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 KSMA.

2.1.5 Stakeholder Validation

This involved the submission of the draft recovery plan to the people at the Assembly and the Municipal Planning Coordinating Unit (MPCU) members 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-19.

2.1.6 Launch of Plan

This involved officially presenting the plan to the public to allow for transparency, ownership and also for all

to be able to keep track and support its implementation.

2.2 What did the People Say?

The consultation with stakeholders revealed a number of issues that can be classified into in two broad groups. The first group are issues that fall under the control of the Assembly to a large extent while the second group fall largely within the domain and control of the central government. The first group of issues have been grouped under the four main pillars of Local Economy, People, Infrastructure and Governance and discussed in the paragraphs that follow. However, the second group of issues raised by the stakeholders that require more central government intervention include the issues of border reopening and the decreasing value of the Ghana Cedi against the CFA Franc. Stakeholders mentioned that the reopening of the border by both Togo and Ghana through bilateral negotiations was very necessary since it will provide the opportunity to most people to trade thus recover personal, family and corporate incomes and profits. According to a participant, the quickest form of relief will be to reopen the land borders to restore trading activities. Secondly, the exchange rate between the Ghana Cedi and CFA Franc has tended to

favour the CFA Franc thus increasing the cost of business for Ghanaian traders. Perhaps measures to stabilize the currency and its value would go a long way to aid traders spend less on operation cost.

2.2.1 Pillar One - Local Economy

The restrictions on cross-border trade impacted adversely on a wide range of business including those of market women, chop bars, restaurants, farmers, fishermen, fishmongers, hairdressers, dressmakers, garages and motor riders. The inability to obtain goods from Lome, the capital city of Togo, which is closer and where prices are relatively lower, led to many traders running out of stock of many household and food items. Some traders had to shut their shops as they were unable to replenish their stock. Traders witnessed a reduction in sales of their wares.

The closure of the border and lockdown of Accra and Greater Kumasi and anticipation of a national lockdown led to price hikes. Besides, many of these would-be buyers had already suffered loss of or reduction in income. Traders who used to sell on credit could not afford to do so anymore because many were running into bad debts.



a. Hospitality Operators

Operators of chop bars, restaurant and hoteliers also felt the impact of the COVID-19 disease. They indicated that they could not pay for the stores or spaces they occupied since landlords could not reduce their rents in the pandemic era, a time when business was slow. Indeed, others witnessed rent increase causing eviction of defaulters who could not afford.

The pandemic also halted tourism in the municipality resulting from increasing maintenance cost and payment of salaries to workers at a time when corporate incomes were reducing. Tourism sector players mentioned that the closing of the border reduced movement of guests and tourists on

whom the industry thrive. Most of the hotels and beach resorts had to be shut down as part of the pandemic measures thus resulting in job losses, they intimated.

b. Agric Sector Workers

Majority of farm yields were left unsold; vegetables (lettuce in particular) were lost on the farms due to restricted movements of persons and vehicles. This reduced income and profit levels that could pay for production cost. Fishermen who hitherto went to neighbouring countries to fish could not do so anymore due to presence of marine police enforcing border closure even at sea.





c. Garment and Fashion

Artisans, including hairdressers, barbers, tailors, and Kente weavers noted that business activities had reduced. According to them, ban on social gatherings and enforcement of physical/social distancing protocols saw a reduction in the patronage of their services. Though measures were put in place to ensure observance of these protocols, patronage of their services still reduced mainly due to the contact-oriented nature of their business. Access to raw materials from neighbouring countries, especially for Kente weavers and tailors, was also impacted negatively. The positive aspect for some of the dressmakers was increased demand for sown face/nose masks from old cloths. This gave them some respite. That notwithstanding, other tailoring and hairdressing shops collapsed as a result of the impact of COVID-19

d. Transport

Furthermore, the incomes of garage operators reduced also because vehicles were not plying the roads due to campaigns for people to stay at home

unless very necessary as well as restricted movements of persons. This meant less vehicles on the roads to necessitate the need for maintenance. Mechanics asserted that accessing spare-parts for the few vehicles that required maintenance was equally difficult due to the partial restrictions of movement.

Also, some motorists incurred extra cost of buying nose masks for passengers to keep their business running. According to the Organiser of the Denu Safe Riders Association, about thirteen (13) branches collapsed due to inability of members to sustain their businesses. This caused some to venture into other trade. There was also increased use of motor for robberies in the Municipality.

Transport operators and administrators were heavily hit by the COVID-19 pandemic too. According to them, passenger intake reduced drastically as a measure to ensure physical distancing in vehicles whereas fares had remained same, without upward adjustments to make up the difference in incomes. Besides, the transport sector responsible for movement of goods and people across the border was severely impacted

due to the border closure.

Compounding their plight, transport operators noted that vehicle insurances, parking and highway tolls, among others, were not reduced to reflect the drop in income due to the low passenger volumes. . This affected loan repayment to the financial institutions supporting the transport operators. Beyond that, the labour force around transport operation i.e. head porters, station officers, hawkers etc. were reduced. Thus, personal and family incomes of these workers were equally affected.

2.2.2 Pillar Two Infrastructure

The three (3) major road arteries out of the Municipality to Accra, Ho, Keta are not in very good condition thus hampering the smooth transportation of good and passengers in and out of the municipality. The poor nature of the roads and the challenges they pose to vehicles have contributed to the upsurge in patronage of services provided by motor riders (okada).

a Artisans

The effect of the pandemic on artisans including carpenters, masons, plumbers, painters, draughtsmen, and landscapers cannot be disregarded. Building and related projects that were ongoing before the COVID-19 outbreak either came to a stop or slowed down because of fear of exposure to the disease. Price hikes of building and related materials due to border closure was one of the contributing factors.

b Water Providers

There was an increase in expenditure on the water systems in the municipality to help deliver the government's free water policy. Also, the services of water tankers were engaged to supply water to unserved communities.

c. Online Learning

Online learning replaced the traditional classroom teaching and learning in most cases, but a sizeable proportion of children in rural communities within the KSMA were disadvantaged due to the poor network quality. Interference by Togo networks worsened the case.

2.2.3 Pillar Three - People

The conditions of workers in the public sector was considerably better compared to their colleagues in the private sector, even though stakeholders reported increased dependency on public sector workers at the onset of the restrictions. Price increases and non-availability of goods placed a strain on workers making them to spend more on the same and sometimes lesser quantity goods

a. Education: workers and students/pupils

Teachers, education workers and those whose sustenance depended on the operation of the education facilities such as food vendors also

felt the impact of the pandemic. Parents complained of increased household expenditure with the children being out of school. The COVID-19 outbreak generally caused an increase in family expenditure arising from expenses on care-givers to children at home. Closure of schools has been so long that it was feared children might take their minds off school. There has also been an increase in pregnancy among school going children. For instance, during the Basic Education Certificate Examination (BECE) many of the girls were pregnant. Some students also resorted to doing business to support the increased family expenditure. The boys, on the other hand, were said to be joining bad companies. There were also concerns about practicing the social distancing protocols when schools re-open because of the large class sizes.

b. Private Schools

The effect on private schools was dire, according to players in the sector. Corporate income of private schools reduced drastically – school fees that are used to pay teachers were not forthcoming because of school closure resulting in a reduction or stoppage of salaries to teachers. Some affected teachers have since moved into other



activities or trade to generate income to support themselves and their dependants. There was also pessimism that when schools are reopened some of the teachers are unlikely to return to the classrooms.

c. Health

According to informants in the area, patients were uncomfortable going to the hospital, for fear of getting infected by the virus. Preventive measures were put in place at health facilities and health workers continued to provide critical health services.

d. Religion and worship

Increased cases of disregard for COVID-19 preventive protocols and regulations were recorded, according to religious leaders. Society experienced some level of decline in morals such as disobedience of children to their parents, joining of bad companies, non-participation in religious programmes as a result of restrictions on religious gatherings, among others. Churches play a very vital role in molding behaviour of children hence the restrictions on gatherings by religious organisations contributed to the moral deterioration noted above, it was reported.

e. Vulnerable Groups

Vulnerable groups including youth, aged and persons with disabilities (PWDs) felt that the needed attention was not given to them when the restrictions were imposed. Businesses of PWDs were the affected especially in communities along

the border. Dissemination of information on the pandemic did not take into consideration their peculiar needs, and relief items did not also get to most of them particularly the aged and disabled, they mentioned. The effect of COVID-19 on the businesses of the elderly coupled with reduction in support from religious and benevolent bodies reflected massively on street children. Some street children were reported to be engaging in vices such as thievery because of the loss of support to them. Some poor and rural community dwellers complained that relief items did not get to them.

f. Media

Media houses used more airtime for public education on the COVID-19 education and prevention protocols free of charge. Media houses suffered significant drop in adverts, which was their main source of income, leading to a reduction in profit margins. To aid online teaching and learning, some radio stations held classes for basic, junior and senior high school students with some limited support from government.

2.2.4 Pillar Four Governance

a. Security

A major impact of the pandemic was the security threat posed by illegal migration. As at the end of July, 2020, the number of unapproved routes along the southern section of the Ghana-Togo border increased from 23 to 120. There was also an upsurge in crime, unlawful entry, stealing, and defilement cases. This led to congestion in prison cells in the municipality and increased expenditure of the security agencies in

the area of feeding and testing of suspected criminals and convicted prisoners alike.

b. Assembly revenue, meetings and functions

Reduction in revenue mobilization of the Municipal Assembly because of COVID-19 affected service delivery to communities. General Assembly and committee meetings were reduced, while many Civil Society Organisations (CSOs) which supported development activities of the municipality scaled down on their activities. Many public and private organisations adopted working arrangements that reduced the number of staff physically present on their premises. This affected the delivery of some services as both staff and the general public adjusted to the new working arrangements.

c. Culture

Restriction on public gatherings brought the organisation of festivals to a standstill. The end of these festivals which hitherto aided the Traditional authorities, clans and families to raise funds for various developmental activities heavily impacted funds for development activities of the chiefs, queen mothers, family and clan heads.

What Should be Done

Chapter

3

Chapter Three:

What Should Be Done

3.1. Desired Future State

With the foregoing, activities were designed to address the issues identified and build back the economy and other sectors of the Municipality. These actions fall into five areas as explained below:

- **Relief:** Actions to provide essential, appropriate and timely assistance to those affected based on initial rapid assessment of needs.
- **Mitigation:** Action for reducing the severity and seriousness of a situation.
- **Recovery:** Actions for or possibility of regaining something lost or taken away
- **Transformative:** Actions that inspire or cause a shift and lasting change in a situation.
- **Resilience:** actions that ensures that the Municipal Assembly is better positioned to withstand future shocks.

3.2. How it should it be done?

Economy Pillar:

The activities envisaged for implementation in the next five years to mitigate, give relief, recover, be resilient and transform Ketu South Municipal Assembly is presented in the table below.

Table 1: Proposed interventions and actions

Pillar I: Local Economy

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

Proposed Interventions / Actions	Time frame		Funding		Implementation Arrangement (Responsibility)	Type (Relief, Mitigation, Recovery, Transformative, Resilience)
	Short 2021	Medium (2022-2025)	Cost (GHc)	Source		
Provide a platform to facilitate access of local businesses (including private schools) to rural finance.		✓	15,000.00	DACF, DP, Redcross Society	BAC, NBSSI, REP, Banks, MoF, KSMA	Recovery
Train business owners on the utilisation of e-platforms (commodity exchange, marketing mobile apps etc.)	✓	✓	5,000.00	DACF, DP	KSMA, CSOs, GES	Transformative
Promote private sector investment in local businesses and agricultural establishments.		✓	30,000.00	IGF, CSOs, Private Investment	MDA, BAC	Transformative
Provide farm-based and agro processing start-up kits for trained youth and graduate apprentices.	✓	✓	500,000.00	DACF, Donors	BAC, KSMA, MP	Recovery
Organise consultative meetings with rate payers on 2022-2025 fee-fixing resolution.	✓	✓	30,000.00	IGF	KSMA	Relief
Promote the establishment of heavy and light industries and their associated value chains to help diversify the economy		✓	30,000.00	PPP, DP	KSMA, UNDPs	Transformative

Pillar II: Infrastructure

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

Proposed Interventions / Actions	Time frame		Funding		Implementation Arrangement (Responsibility)	Type (Relief, Mitigation, Recovery, Transformative, Resilience)
	Short 2021	Medium (2022-2025)	Cost (GHc)	Source		
Facilitate the development of modern ICT infrastructure to promote digitization of the local economy.		✓	15,000.00	IGF, DP	KSMA, NCA, MOC	Resilient
Introduce modern equipment and upgrade facilities at the Municipal Hospital.	✓	✓	951,806.60	DACF, DP, MOH, UNDP	KSMA	Recovery
Extension of Sogakope-Togo pipe borne water to communities in the Municipality		✓	100,000.00	GoG	KSMA, GWCL, MWH	Recovery
Construct four additional CHPS compounds within deprived communities to improve access to healthcare.	✓	✓	800,000.00	MPCF, DACF, UNDP, DP,	KSMA, Office of the MP, DPs	Recovery
Rehabilitate and maintain Denu, Aflao, Wudoaba, Klikor and Agbozume town roads.	✓	✓	225,000.00	DP, DUR	DUR, MWD, KSMA	Mitigation
Opening of road along the border to create a clear line of sight for users and security agencies		✓	100,000.00	DACF	MWD, DUR, MOIt, MOD, MOFARI	Mitigation
Construct ultra-modern shopping centre at Denu with clinic, daycare, guest house, car park, warehouse and adequate walkway.		✓	20,000,000.00	PPP	KSMA, MOF (PPP Secretariat), GIPC, VRCC, AGI, Office of the MP	Transformative
Construct lorry parking station with ancillary facilities at Segbe Junction		✓	200,000.00	PPP, GRA	KSMA, TAs, Assembly Member / Unit Committee, MWD, Private Sector	Mitigation

Pillar III: People

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

Proposed Interventions / Actions	Time frame		Funding		Implementation Arrangement (Responsibility)	Type (Relief, Mitigation, Recovery, Transformative, Resilience)
	Short 2021	Medium (2022-2025)	Cost (GHc)	Source		
Facilitate enrollment of informal sector workers on to the tier 3 pension scheme and update business register to formalize the local economy.	✓	✓	20,000.00	GoG (SSNIT)	SSNIT, KSMA, GRA, Trade Associations, ISD, Assembly Members / Unit Committees, BAC/ NBSSI	Transformative
Support PWDs, and other vulnerable groups to acquire skills	✓		130,000.00	DACF	KSMA, DSWCD, NADMO	Recovery
Facilitate the organization of annual ICT camps for Primary, JHS and SHS.		✓	20,000.00	Donor (Sponsorship from Private sector)	GES, Ghana Think Foundation, Talent Hunt Foundation	Relief, Recovery
Construct modern community information centre	✓	✓	100,000.00	MOC	KSMA, MOC	Resilience
Improve access to counselling services and child welfare protection / promotion at schools, work places and communities.	✓	✓	50,000.00	GoG	FBOs, GES, GHS, DSWCD	Mitigation
Promote preventive health care within communities	✓	✓	5,000.00	DACF	GHS, NCCE, ISD, DSWCD, Media, KSMA	Resilience
Reinforce adherence to COVID-19 protocols and create awareness on early warning systems.	✓		20,000.00	DACF, IGF, GOG	GHS, NCCE, ISD, NADMO, GPS, GIS	Mitigation, Resilience
Establish adolescent health corners at all health facilities in the Municipality.		✓	100,000.00	DP	GHS, UNICEF, KSMA	Recovery
Create awareness on the importance of self-employment and acquisition of technical/vocational skills training.		✓	3,500.00	GOG, DP	Central Admin, TA, Assembly members, Religious bodies, BAC, MPCU	Recovery

Proposed Interventions / Actions	Time frame		Funding		Implementation Arrangement (Responsibility)	Type (Relief, Mitigation, Recovery, Transformative, Resilience)
	Short 2021	Medium (2022-2025)	Cost (GHc)	Source		
Collaborate with GRATIS Foundation, NBSSI and AME Zion Vocational Training Centre to train master artisans and 'trade masters' in modern apprenticeship practices and technologies.		✓	3,500.00	GOG, DP	GRATIS Foundation, NBSSI, AME Zion Voc. Train. Centre (Klikor)	Recovery
Strengthen the Municipal Assembly's MIS office and Statistics Department to improve access to data to support evidence-based decision-making.		✓	70,000.00	DACF-RFG, Private Sector	KSMA, NCA, MLGRD, GSS, NDPC, GIZ, GoG, DP	Transformative

Pillar IV: Governance

Sensitization of citizens on COVID-19 bye-laws	✓	✓	5,000.00	IGF	KSMA, NCCE, ISD, Assembly Members / Unit Committees	Recovery
Complete Street Naming and Property Addressing for the entire Municipality	✓	✓	85,000.00	IGF, GIZ	PPD, MWD, LVD	Transformative
Establish e-platforms, e-billing, e-payments, e-registration etc. to operationalize the Assembly processes.		✓	100,000.00	GoG, IGF, GIZ	KSMA, GIZ, NITA, IT Office, MFD	Transformative
Partner with radio stations and other private entities to continue radio learning initiative		✓	10,000.00	Media, Private Sector	KSMA, Media Houses, GES	Recovery
Prepare local plan for the municipality	✓	✓	130,000.00	DACF	PPD, KSMA, Land Owners, TAs, Lands Commission	Resilience
Develop a monitory and evaluation (M&E) system for the recovery plan	✓	✓	1,192,440.00	DACF, IGF, DPs	KSMA, PPD NCCE, ISD, Assembly Members / Unit Committees, Media Houses	Recovery
Total	15	30	25,041,246.60			

Mobilising Resources For The Plan

Chapter

4

Chapter Four:

Mobilising Resources For The Plan

4.1. Introduction

This chapter focusses on strategies for getting the needed financial resources to implement programmes, projects and activities highlighted in the previous chapter with the aim of maximizing revenue from all available and emerging/unexploited sources in the Ketu South Municipality. The Municipal Resource Mobilisation Strategy is inspired by the Integrated National Financing Framework.

The utilization, reporting and auditing of funds will be done with already existing systems in the Municipal Assembly in conformity to public financial management and accountability laws of the country. The Ghana Integrated Financial Management Information System (GIFMIS), internal and external auditing systems will be applied to the utilization, accounting and reporting of the funds mobilised.

4.2. Financing Strategy

The financing strategy is a critical aspect of the Integrated District Financing Framework (IDFF) which sets out how funds and investments required to achieve the MMDAs development objectives will be mobilized and aligned. The financing strategy for the Ketu South Municipal Assembly (KSMA) provides the needed solutions to essential questions on what kind of transformation KSMA envisages. This financing strategy, therefore, seeks to:

- consolidate existing revenue sources;
- attract and sustain private sector investments;
- mobilize and sustain development partner Investments;
- enhance philanthropic financing; and
- improve diaspora cooperation for development financing.

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

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

The objectives of the current RIAP focuses on IGF financing and does not address the trade-offs between policies and regulations, private sector

investment, the protection of businesses and Development Partner financing amongst others. Additionally, the RIAP does not:

- i. contain an implementation plan matrix;
- ii. show the diagnostics of financing sources;
- iii. demonstrate evidence of inventory that properly identifies taxpayers within the district;
- iv. consider the trade-off analysis in revenue sources;
- v. contain strategies for mobilizing resources and investments from Private Sector, Development Partners and other innovative financing sources.

In the medium-term, KSMA intends to explore specific strategies that simultaneously expand revenue and spur private sector investment in the municipality. The key to any financing strategy at the local assembly level is to ensure close collaboration between all spheres of government - local and central - as well as between local government, the private sector, civil society, development partners, the diaspora amongst others. It is evident that financial resources at the assembly level are always likely to be constricted making it imperative that these scarce resources are utilized in the most efficient manner to promote inclusive SDGs aligned strategies that addresses the real needs of the local community. The following are the key components of the financing strategy:

4.2.1. 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 maximize the trade-offs, and strengthen revenue capacities. Specifically, KSMA 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 Municipality;
 - promoting an electronic system of revenue collection;
 - providing incentives to encourage the prompt payment of fees, royalties, and tax administration in the assembly;
 - enforcing 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
 - Continuing 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 KSMA 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 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 projects;
- building capacities to design, deliver and evaluate bankable projects.

b. In seeking to attract the private sector, 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, in this case, at the sub-national level.

c. Private-Public-Partnership (PPP) is also another financing mechanism adopted by KSMA. In utilizing the opportunities presented by PPPs, KSMA will 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.

4.2.3 Attract and sustain development partner investments in the Municipality

Globally, There are a number of international development agencies, both bilateral and multilateral, that are actively supporting reforms 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 understands the peculiar interest of such development partners and intends to prepare tailor made proposals to attract their investments. Thus, KSMA will build the knowledge base of staff to 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 calls for proposals. Apart from these calls, a number of these organizations utilize challenge grants and grants for specific interventions.

KSMA will build capacity in the requisite approaches to attract philanthropic funding. To this end KSMA will build capacities in proposal writing aimed at dealing with specific challenges within the Municipality.

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 KSMA 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 KSMA 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 & Evaluation

For the first year for implementation 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¢1,192,440 will be required for the monitoring and evaluation of the recovery plan. The framework below provides details of how the implementation of the recovery plan will be tracked.

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	Responsibility
				2021	2022	2023	2024	2025			
Proportion of businesses who accessed credit facilities through the BAC	The indicator measures the proportion of businesses who accessed credit facilities through the BAC expressed as a percentage of the total number of trained business owners by BAC	Outcome	10%	20%	25%	30%	32%	32%	Sex of owners Age Business type	Annually	BAC
Number of business owners using available e-platforms	Count of trained business owners using any type of e-platforms for marketing. e.g. Social media sites, marketing apps etc.	Output	2%	5%	10%	15%	20%	25%	Sex of owner Business type Type of e-platform	Biannually	BAC
Number of investment promotion activities held	Count of total trade and investment promotions carried out by the Assembly	Output	2	4	7	8	11	13	Sex Sector	Annually, Quarterly	BAC, MDA, MPCU
Proportion of trained youth and graduate apprentices with established businesses	Proportion of trained youth and graduate apprentices with established businesses expressed as a percentage of total trained youth.	Outcome	10%	20%	30%	30%	40%	50%	Sex of owner Business type Type of e-platform	Annually, Quarterly	BAC
Number of consultative meetings conducted	Count of consultative meetings conducted with stakeholders	Output	29 ¹	57 ²	57	57	57	57	Sex Sector	Annually, Quarterly	BAC, MDA, GHS, GES, Central Admin., MPCU

¹ 4 by GHS, 3 by BAC, 22 by MDA² 4 by GHS, 4 by BAC, 49 by MDA; this jump is hinged on expected increase in staff

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

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
Value of facilities Improved or replaced	Total amount of facilities and logistics provided to the Municipal Hospital and Assembly Offices expressed in 100,000	Input	1	1	1.5	1.5	2	2	Funding source Location Type	Annually, Quarterly	GHS, MFD
Number of CHPS compounds constructed	Count of CHPS compounds constructed.	Output	20	23	25	27	29	31	Funding source Location Type	Annually, Quarterly	GHS, MWD
Length of roads improved	The indicator measures the length of roads reshaped or surfaced	Output	25km	30 km	35km	40km	45km	50km	Type (feeder, urban) Funding source	Annually, Quarterly	MWD, DUR

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

Percentage change in informal sector workers registered with SSNIT	This indicator measures the change in number of registered informal sector workers on the SSNIT Tier 3 Scheme expressed as a percentage of total number of informal sector workers on the SSNIT Tier 3 Scheme in the preceding year	Outcome	1%	3%	6%	9%	12%	15%	Sex Age Education level Location	Monthly, Quarterly, Annually	SSNIT
Number of PWDs trained	Count of PWDs trained	Output	0	80	100	150	200	250	Disability type Sex, Age, Location (rural, urban)	Annually, Quarterly	DSWCD, BAC

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
Number of students trained in e-Learning tools	Count of students trained	Output	105	200	400	600	1000	2000	Sex, Age Education level Location	Annually, Quarterly	GES
Number of peer counsellors trained	Count of peer counsellors trained	Output	112	150	150	150	150	160	Sex, Age Facility	Annually, Quarterly	GHS, GES
Number of participants trained	Count of participants trained in healthy eating, stigma and other relevant issues	Output	3535	4242	4949	5656	6363	7070	Topic, Sex Location (Rural / urban)	Annually, Quarterly	DSWCD, GHS, GES, MDA, NCCE
Number of health staff re-trained	Count of health staff re-oriented on preventive health objective of CHPS system	Output	18	21	24	27	30	33	Bi-monthly	Annually, Quarterly	GHS
Proportion of ODF communities	Percentage of communities declared open defecation free (ODF) of total communities in the Municipality.	Outcome	2.7% ³	3.8%	3.8%	4.3%	4.7%	5.2%	Location (rural / urban)	Annually, Quarterly	EHSU
COVID-19 prevalence rate	Percentage of people in the population living with COVID-19	Outcome	0.03% ⁴	0.0%	0.0%	0.0%	0.0%	0.0%	Sex, Age Location	Monthly, Quarterly, Annually	GHS
Number of adolescent reproductive health corners established	Count of adolescent reproductive health corners established	Output	30	34	38	42	46	50	Facility type	Annually, Quarterly	GHS
Proportion of Assembly expenditure on BAC	This indicator measures the total amount of Assembly expenditure on BAC activities expressed as a percentage of total Assembly expenditure	Outcome	25%	29.5	30.5	40	45	50	Funding source	Annually, Quarterly	BAC MFD
Number of Public-Private-Partnership MOUs signed	Count of PPP MOUs signed by the Assembly and other investors	Output	1	0	1	2	3	4	Sector, Value of investment Type of PPP	Annually, Quarterly	MFD, Records

³ 12 out of 446 communities

⁴ As at time of preparing this Document

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

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
Number of bye-law sensitization sessions held	Count of bye-law sensitization sessions held	Output	2	4	4	6	6	6	Location Category of participants	Annually, Quarterly	EHSU, NCCE
Percentage change in property rate collected	Percentage change in property rate collected	Outcome	4%	177%	10%	15%	20%	25%		Annually, Quarterly	MFD
Proportion of payments done electronically	Proportion of official income and expenditure payments done by Assembly or rate payers electronically expressed as a percentage of total income & expenditure	Outcome	0%	3%	5%	10%	15%	20%	Payment type (income, expenditure) E-payment platform used	Annually, Quarterly	MFD
Number of Departments delivering government services using ICT	Number of Departments delivering government services using ICT	Outcome	3	6	7	9	11	13	Department Service type Software used Users	Annually	MIS Office, MPCU
Number of radio stations doing radio learning	Count of radio stations doing radio learning with GES curriculum	Output	1	3	3	3	3	3	Radio station Topic	Weekly, Monthly, Quarterly, Annually	Media houses, Local Government Inspector
Proportion of communities with layouts	Proportion of communities with layouts expressed as percentage of total number of communities in the Municipality	Outcome	30%	40%	50%	60%	70%	80%	Location (Zonal Council, Rural/ Urban) Funding source	Annually, Quarterly	PPD
Proportion of businesses with updated information in business register	The indicator measures the proportion of registered businesses in the Assembly with all needed data in the Assembly's business register expressed as a percentage of total registered businesses	Outcome	55%	60%	70%	80%	90%	95%	Location Gender of ownership	Annually, Quarterly	MFD, Revenue Office

5.2 Dissemination and Communication

This section describes the processes that will be followed to 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 with key stakeholders such as Volta Regional Coordinating Council (VRCC), 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

The channels of dissemination and communication are detailed below;

Means of Communication	Language(s) to be Used	When/Period	Responsibility
Mobile Phones	English/Ewe	Invitations, Consultations, Advocacy, Information Dissemination	Records, MPCU
Memos & Letters (both hard and soft copies)	English	Invitation, Consultation, Reporting, Information Dissemination	Records, MPCU
Briefing Meeting	English/Ewe	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)	English	Reporting, Information Sharing	Assembly members, Unit Committee members, MPCU, Records

