



**DEALS** ●  
GOVERNANCE OF INCLUSIVE  
GREEN GROWTH IN CITIES

**Report on the Governance of  
Inclusive Green Growth in Cities  
(DEALS) programme advisory  
committee meeting**

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Kumasi, Ashanti region of Ghana, October 2019

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## Decongesting KMA into a Safe, Smart City full of Investment Opportunities

Improving Urban Mobility and enhancing accessibility in the central business district (CBD) of the Kumasi Metropolitan Assembly (KMA) through decongestion and effective functioning of satellite markets to make the human settlement in the district safe, resilient and sustainable is the core basis of the Governance of Inclusive Green Growth in Cities (DEALS) programme. The Advisory Committee Meeting, held on October 2, 2019, was to assess progress of work and to strategize moving forward.

The Vice-Mayor of Enschede and Chair of DEALS Advisory Committee, Mr. Jeroen Diepemaat, expressed optimism about the strong partnership within the DEALS programme between VNG International and KMA. In his opening remarks, Mr. Diepemaat noted that through such partnership, DEALS is able to co-create enhanced opportunities for dwellers of congested spaces and at the same time accelerate the project objective which is aligned with Goal 17 of the Global Agenda of the Sustainable Development Goals.



### Congestion in KMA – the situation

The Kumasi Metropolitan Assembly (KMA) is one of the major Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana and part of the 43 MMDAs in the Ashanti Region. KMA serves as a major entry point for traders converging from Northern part of the country. According to Mr. Charles Kwasi Adjei, Planning Officer of KMA and VNG DEALS Team Coordinator, land segregation, poor road connections and layout of the City of Kumasi are the major factors contributing to congestion in the metropolitan assembly. The multifaceted nature of the factors contributing to congestion of the KMA requires citizen engagement, civic education and ongoing research to determine appropriate and lasting solutions. Notably, urban sprawl, poor public transport systems and socio-economic factors are significant negative nexuses between congestion and associated provocation on inclusive green growth in Kumasi which the DEALS project through concerted efforts can address, Mr. Charles Kwasi Adjei opined. Currently, congestion in the Central Business District alone generates between 300 to 400 tons of waste a day and though the waste management department of KMA conducts day and night tidying and collections of waste, sanitation challenges persist, a reason to work more and quickly at decongestion.

Leading to this advisory committee meeting, the KMA conducted sustainable analysis to determine the priority areas in the DEALS project. Decongesting the city, further improving the quality of accessibility in the CBD and effective functioning of satellite markets and upgrading the Zongo slums came out strongly. Through multi-stakeholder engagements, messages that amplify the use of buses instead of single-occupancy vehicles is a concept that should be explored to avert the domino effects of pollution from these congested areas. Making cities and human settlements inclusive as well as safe and resilient is primarily the call to action here, Mr. Anokye asserted.

## Day-to-Day Ways and Approaches that Keep the Project Running

### Existence of a Core Project Team

Building interdepartmental synergy towards a single collective goal is often a herculean task, but it is not so in the case of the DEALS Project Team in Kumasi. How do they do this? Using semi-formal invitation to experts, devoid of the usual bureaucratic memo-style of disseminating information, the Team find it easier and quicker to work and approach and address issues. However, two core project team members, a smaller group consisting of representatives of seven departments of the assembly and the bigger group consisting of all sixteen departments engage on a regular basis with dwellers in the affected areas.

### Continuous Engagement with Other Departments and Other Stakeholders

The DEALS programme is about using collaborative means, stakeholder engagement, and networks to bring the synergies of people together to address problems. The question is, how do you bring these people with different strengths and abilities together to address a problem? Continuous engagement with departments and stakeholders is leveraged upon through periodic meetings tailored at addressing problems identified and creating space for promotion of a circular economy where the things that are nuisance in the city can be used to address a problem and again create wealth.

### Capacity Building

Capacity building support from VNG International and Almere City form a colossus in the day to day implementation of the project and helps in shaping the phases of ongoing discourse.

## The Use of Baseline Indicators

Checking of progress or otherwise on the project is pivotal in measuring success. The use of baseline indicators is therefore incorporated into the programme evaluation processes to effectively monitor the incremental decongestion of the city, effective functioning of the satellite markets and upgrading of the slums. With collected baseline data, there is then a basis for checking progress of the project. Results to date? Enumerators and field supervisors have been trained, research instruments have been tested, data has been collected through market survey, slum survey and transport enumeration and are being put together to carve a report on the programme.

## Partnerships and Synergies with Other Organizations

Funding gaps can take the team beyond the project timelines and deadlines. Being mindful of that, the DEALS project city team of Kumasi is connected to the International Municipalities Investment Fund – a global funding support for cities around the world. The DEALS programme has therefore submitted an expression of interest and has followed it up with a concept note and is successfully chosen amongst the highest pitches. In effect, the team is expected to travel to Durban, South Africa in November 2019 to meet the funding agency to negotiate for support for the project in the city of Kumasi. Additionally, the team has also made attempts to connect with the AfD for a possible funding opportunity for the project.

For Mr. Julian Baskin – Special Advisor to Cities Alliance, a case study of Abidjan’s \$2billion investment in the road sector and the continual congestion of vehicular mobility, suggests the need for attention to start shifting to the use of bicycles for both the carriage of passengers and for transporting of cargo.



Bridging of Communication gaps between the traders and the team and securing the political will to ensure inter-stakeholder collaboration in the delivery of these interventions hold sway and are subjects of keen interest as expressed by the Mr. Jean Eigeman and Mr. Jeroen Diepemaat. The question then is how is the Kumasi team able to make headway in this regard? Agreeably, the last departmental meeting collectively identified these gaps indeed as grey areas that need strengthening. To that effect, a communication strategy

and a roadmap on how to get all adjoining municipalities to be on the same page with the DEALS project team is underway.

To clear his doubts and also get informed of the best practices used by the Kumasi team in attaining day-to-day incremental progress with the DEALS project, Mr. Gilles Bessan - DEALS City Expert in Sèmè-Podji questions how the team is able to get the buy-in of leaders of the congested markets since any disagreement from them will translate into non-cooperation from their beneficiaries. Again, what level of commitment do adjoining municipalities demonstrate to the success of this project? Putting the facts out, Mr. Charles Kwasi Adjei, concurred that it was fair to accept pockets of obstacles surfacing along the path of the project but participatory approach adopted by the team in 2018 brought together various market group leaders into a roundtable discussion. During the discussion, participants raised the issue of congestion and its domino effects. They agreed that the current congestion situation was undesirable for an inclusive human settlement, safe and resilient cities and that an intervention was necessary and must be supported by all. Using the circumstance of “ants gravitate to sugar” as a concept, Mr. Prince Aboagye Anokye observed that, efforts and programs of the team are carefully being constructed to offer better prospects to traders in the satellite markets vis-à-vis the congested zones. For instance, traders in the satellite markets currently are not taxed as opposed to those in the congested zones. One other approach in the offing and under test is how to reverse what keeps people in the congested areas and create the same thing or better in the decongestion sites, Mr. Anokye indicated.

Is the situation of congestion a new development with the city of Kumasi and why the need to address it with the DEALS project? Congestion dates way back in the history of the metropolis and decongestion has until now been ad hoc because there was no concentrated holistic approach tailored at decongestion for good. The DEALS project has therefore provided that renewed energy and synergy for a comprehensive and systematic co-creation of a permanent solution.

## What is in After All?

The search for opportunities is a major source of the problem at hand – congestion. How then can opportunities be created out of the problem as a more efficient way of proffering the desired situation? For the market woman, this intervention will mean more revenue in sales, less exposure to environmental hazards, and healthier lives. For the driver, less time is spent on the road, savings is made on gas resulting in more revenue and there is reduction of carbon footprints on the climate. For the city resident, cleaner air, less airborne diseases, reduction in health bills. For the city authorities, more organized, safe, resilient and sustainable city structures, more efficient opportunity for data collection and revenue mobilization vis-à-vis an enabling environment for proactive incremental interventions.



## What then is the Way Forward?

Because the overall situation of decongestion will favour some beneficiaries more than others, how to balance losses and gains effectively is of utmost importance in ongoing visibility and viability analysis and these have so far granted the team passion towards:

- A decongestion strategy for the city;
- Exploration of the potential in leveraging international, national and private capital to fund infrastructural needs of satellite markets and other hard infrastructure;
- Synergy with KMA in helping the urban poor to benefit from the economic prosperity of the city;
- Creating of opportunities for effective communication and civil engagements between the city and its stakeholders for concretization and sustainability of project gains.

## The Spotlights

One of the pilot areas for the DEALS Project is the Race Course Market and expected trader population it holds is huge according to the site engineer, Mr. Jones Boakye Boateng. Primary data collected so far shows that trade has gone down because, “market is not where the traders’ market is” even though there is adequate variety of items with them. What is/are the cause(s)? The findings point to bad network of road leading to the market, lack of security, low patronage and this tilts



towards difficulty in sustainability if decongestion of the streets is not executed early and traffic directed to the satellite market among others. Using Mr. Aboagye Anokye’s concept of “ants gravitating to sugar” again, can the team give the market a new character where something compelling is tied to it as a call to action? Yes! A health post, cultural affinity centres, day-care schools, health screening campaigns should be planted in the satellite market as sources of persuasion to the street dwellers.



How does this satellite market fit into the decongestion plan in line with DEALS Project? It is a duo for the team. In that, soon as the new Kejetia market which also forms a part of the holistic approach is opened for business; all those who are not captured there will be moved to the Race Course Market as



work progresses on sustainability and viability. The Kejetia New Market boasts of 8,420 shops arranged in commodity specific markets. The cost for occupancy, depending on size, ranges from a low of 1,000Euros to 7,000Euros for 60-month long lease agreement. Clearly, the opening of the Kejetia market will decongest the streets to a point and the coming into full operation of the Race Course Market will augment the gains in the DEALS Project.

## DEALS Kumasi – 2020 Action Streams

KMA in the first quarter of 2020 will upon decongesting the city into the Race Course market and the Kejetia market, conduct research to measure the success of the intervention and also obtain findings on obstacles at that point. Co-creating sessions with residents from Dagomba Line and Moshie Zongo at the newly developed circular hub with the aim of engaging waste management streams that are abundant, affordable and applicable for use in the public space of residents will also be pursued in the first quarter of 2020

Citizen engagement, cum civic education campaign focused on sustaining the decongestion efforts, sanitation and waste management will then be carried out in-between the second and third quarters of 2020. Embedded in this phase will be training of PROs, representatives from the National Commission on Civic Education, CSO representatives and representatives from the Ghana Education Service.

Support to KMA to leverage Public-Private Partnerships tailored at stimulating private sector parties to develop amenities at the Race Course market pilot area are action streams for the second quarter of 2020. The team will therefore research into the possibilities for private sector involvement, mobilize PPP experts for training on PPP constructions for KMA staff and potential investors, and explore the opportunity for leveraging PPPs in the development of transit nodes related to decongestion.

In the third quarter stretching into the fourth quarter, the Programme will conduct line ministries joint visit to Accra to build on action research and multi-level governance roundtable discussions for ongoing supports of the project.



Monitoring and evaluation of implemented activities, vis-à-vis mapping changes resulting from the decongestion and investigating impact of citizen's engagement campaign will be conducted in the last quarter of 2020. However, continuous supports on development of decongestion master plan, including liaising with the technical assistance provided by the International Municipal Investment Fund. Recurrent interdepartmental meetings with the KMA departments that have a stake in the issues at hand, targeted peer-to-peer support on demand by the Municipality of Almere civil servants pertaining to action tracts, and cross-cutting multi-stakeholder meetings at pilot sites related to these action streams will cut across all quarters of year 2020.

Through the DEALS Kumasi – 2020 Action Streams, the project team is convinced the success story will be well captured. That notwithstanding, the Mayor of KMA, Mr. Osei Assibey-Antwi appealed to the team to critically look to shorten the timelines and deadlines within the project to eliminate all possible domino effects of the project.

In attendance of this agenda DEALS Advisory Committee meeting were five experts from VNG International, an expert from Cities Alliance, the Mayor of KMA and 13 personnel from the Assembly, an expert and a participant from Rights and Responsibilities Initiatives Ghana and an expert from the Department of Planning at the Kwame Nkrumah University of Science & Technology.

