



KUMASI
METROPOLITAN
ASSEMBLY (K.M.A.)

Sessional ADDRESS

DELIVERED BY THE METROPOLITAN CHIEF EXECUTIVE,
HONOURABLE OSEI ASSIBEY ANTWI

AT THE SECOND ORDINARY MEETING OF THE SECOND
SESSION OF THE SEVENTH KUMASI METROPOLITAN ASSEMBLY (KMA)

DATE 11TH - 12TH MAY, 2017. @ THE TRUE VINE HOTEL,
ADIEBEBA - KUMASI



**HONOURABLE PRESIDING MEMBER,
HONOURABLE MEMBERS OF PARLIAMENT,
HONOURABLE ASSEMBLY MEMBERS,
NANANOM,
HEADS OF DEPARTMENT,
THE MEDIA,
DISTINGUISHED INVITED GUESTS,
LADIES AND GENTLEMEN;**

I feel truly honoured and humbled, to stand before this august House to present my first Sessional Address as the Chief Executive (MCE) of the Kumasi Metropolitan Assembly.

First and foremost, I would like to thank the Almighty God for his grace and for making it possible for us to share this memorable day.

I would also like to use the opportunity to express my heartfelt



gratitude to His Excellency, the President of the Republic of Ghana, Nana Addo Dankwa Akufo-Addo, for nominating and subsequently appointing me to the high office of the Chief Executive of the Kumasi Metropolitan Assembly.

My sincerest appreciation further goes to the Asantehene, Otumfuo Osei Tutu II, Nananom, the Ashanti Regional Minister, Hon. Simon Osei-Mensah, the Executives of the New Patriotic Party (NPP), and all those who contributed in diverse ways to make my confirmation a success.

I cannot leave out the Honourable Assembly members of KMA. Honourables, I am most grateful for the overwhelming confidence reposed in me during my confirmation.

Honourable Presiding Member, for over two years, KMA suffered a protracted tussle over the choice of a Presiding Member; and as if that was not enough, the Assembly also had to grapple with working without a substantive Chief Executive since August 2016. All these had had a negative effect on the governance as well as the administration of the Assembly.



We thank God that such a setback is now history; and much as we need to hasten slowly, we cannot at the same time afford to lag behind. **Honourable Members**, it is our duty to “improve the quality of life of the people in the metropolis through the provision of essential services and creation of an enabling environment to ensure the total and sustainable development of Kumasi”. This, indeed, is our core mandate.

Honourable Members, we need to remind ourselves that very soon, you will be presenting yourselves once again before your constituents for re-election; and your chances of returning to office will depend on the level of development you have succeeded in bringing to your electoral areas.

Honourable Presiding Member, I wish also to remind all of us about the statement made by His Excellency Nana Addo Danquah Akuffo Addo, President of the Republic of Ghana, in his maiden State of the Nation Address delivered on 27th February 2017. That, effective 2018, the selection of the Metropolitan/Municipal/District Chief Executives (MMDCEs) is going to be an elective one. What this means is that those of us who have also been appointed as MMDCEs would now have to justify our



continuity of tenure by subjecting ourselves to a universal adult suffrage after just one and a half years of our assumption of office.

It is therefore incumbent on us the MMDCEs also to ensure that we come up with initiatives that would enable us identify and pluck the “low hanging fruits” and get the Assemblies the needed quick wins to meet the immediate expectations of the people. This has become very crucial in view of how the Ghanaian electorate has now become very discerning and sensitive to whatever goes on around them. We can only succeed if we cooperate effectively.

Honourable Members, you will also succeed if the level of cooperation and support is able to attract the tangible developments into your respective electoral areas. As it stands now, it means our fates are joined and we therefore do not have any choice than to close our ranks and work hard to ensure that all the projects that will be earmarked for each year are successfully executed.

Honourable Presiding Member, this Sessional Address is not intended to really introduce any programmes that are different from what my predecessors have pursued in the past, because



the Assembly's core business has not changed. The only thing that I am bringing and which is new is the **spirit and passion** with which we are going to drive the new Development Agenda for the Kumasi Metropolis.

Honourable Presiding Member, for us to succeed in the execution of the KMA Development Agenda, we need to forge a stronger partnership with the Central Government, the Kumasi Traditional Council, the private sector, civil society and well-meaning individuals who have the growth and development of the metropolis at heart.

To ensure its success, this new partnership shall be guided by the following principles:

- I. Collective effort to mobilize resources.
- II. Mutual accountability for delivery of services and programmes.
- III. Effective communication and mutual respect among stakeholders.



- IV. Committing all the key stakeholders to our development strategies.
- V. Supporting transparent and evidence-based policy making.
- VI. Harnessing the capabilities of the private sector and civil society.
- VII. Selecting collaborative stakeholders on the basis of access and efficiency.
- VIII. Inviting development partners to align their support.
- IX. Flexibility in the implementation of our programmes.

Honourable Presiding Member, this Sessional Address, touches on the key sectors that constitute the core functional areas of the Assembly, namely:

- **Governance**
- **Legal & Administrative issues**
- **Finance**
- **Revenue mobilization**



- **Markets**
- **Education, Youth & Sports**
- **Social Services**
- **Justice & Security**
- **Development Planning**
- **Sister City Relationships & Strategic Partnerships**
- **Corporate Image & Public Relations**

I.0 GOVERNANCE

I.1 A Compliment to Assembly Leadership

Honourable Presiding Member, I wish to congratulate the Assembly for allowing peace to prevail within your ranks and rallying round in unanimity to elect a Presiding Member after several months of wrangling over the choice of an acceptable candidate. Apart from the despondency that engulfed the residents of the metropolis, there were many Ghanaians who were equally worried about that unfortunate development, which to a large extent, had adversely affected the growth and development of our city. Surely, you arrived at that decision just for the good of our beloved metropolis; and I believe that it is with the same



spirit and appreciation of the bigger picture that made you give me your overwhelming endorsement when I was nominated by the President to come and serve as the MCE of Kumasi.

Thankfully, we now have the full complement of our august Assembly. All the ninety-two (92) Unit Committees have been sworn-in and their representatives duly elected to serve on the Sub-Metropolitan District Councils.

What is outstanding is the inauguration of the Sub Metropolitan District Councils as provided by the Local Government (Sub-Metropolitan District Councils of Metropolitan Assemblies) (Establishment, Composition and Functions) Instrument, 2015, L.I. 2223. Plans are far advanced to enable us have them inaugurated before the end of the second quarter of 2017.

Sub-committees

Honourable Presiding Member, the various sub-committees of the Assembly are also in place.



Executive Committee

With the coming into force of the Local Governance Act 2016, Act 936, I have to draw the attention of the House to the membership of the Executive Committee, (in our case as a Metropolitan Assembly, the “Metropolitan Authority”) which is now composed as follows:

- **The Metropolitan Chief Executive as Chairperson**
- **The Chairpersons of the following Sub-Committees of the Executive Committee:**
 - **Development Planning**
 - **Social Services**
 - **Works**
 - **Justice & Security, and**
 - **Finance and Administration**
- **The chairperson of one ad-Hoc Sub-Committee of the Executive Committee elected by the Assembly.**
- **Any two (2) other members elected by members of the Assembly, at least one of whom is a woman**



The Public Relations and Complaints Committee

The Public Relations and Complaints Committee (Section 26) which is under your chairmanship, **Honourable Presiding Member**, requires the Assembly to elect five (5) of its members to be joined by a representative each of the National Commission on Civic Education (NCCE), the Commission on Human Rights and Administrative Justice (CHRAJ) and the Information Service Department to constitute the Committee.

Representatives of Civil Society Organisations in the Metropolis duly selected by these agencies, shall be members without voting rights.

Establishment of the Assembly's Boards

Honourable Presiding Member, paragraph 15 of the Assembly's Legislative Instrument (L.I. 1614) provides for the establishment of a Metropolitan Planning Board, a Metropolitan Board of Works and Metropolitan Board of Administration to be composed as follows:



Membership of the Metropolitan Planning Board

- Metropolitan Chief Executive as Chairman
- Head of Physical Planning Department as a member,
- Chairman, Board of Metropolitan Works as a member,
- Chairman, Board of Administration as a member,
- Heads of Non-Decentralized Departments involved in the planning process in the Metropolis as members,
- Chairmen of Sub-Metropolitan District Councils as members, and
- Chairmen of the Sub-Committees of the Metropolitan Authority also as members.

Membership of the Board of Metropolitan Works

- Head of Works Department as Chairman
- Head of Metropolitan Roads Department as a member,
- Heads of Non-Decentralized Department responsible for infrastructure and utility services as members,
- Head of Transport Department as member, and
- A representative of Real Estate Developers in the Metropolis as a member.



Membership of the Metropolitan Board of Administration

- Metropolitan Co-ordinating Director as Chairman
- Head of Finance Department as a member,
- Head of Budget and Rating Department as a member,
- Metropolitan Police Commander as a member,
- Head of the Legal Department as a member, and
- Head of the Public Relations Unit as a member.

Management has undertaken to have these three Boards perform their functions as envisaged by the laws as soon as practicable.

1.2 Strengthening of the Decentralized Structures

Honourable Presiding Member, the essence of decentralization is to make the downstream structures of local governance stronger in order to bring democracy and development closer to the people. We shall therefore ensure that our Sub-Metros, Town Councils and the Unit Committees are adequately resourced to enable them discharge their functions efficiently and effectively. To this end, a comprehensive needs assessment shall be carried



out to determine the specific areas where the Honourable Assembly members, the Sub Metropolitan/Town Councils and our staff will require some form of training, financial and logistical resources to enable them perform effectively.

1.3 **Creation of new Administrative Unit and Sub-Committees**

Honourable Presiding Member, over the last few weeks since my endorsement as the MCE, I have had the opportunity to consult some stakeholders to seek their counsel on how to move the KMA Development Agenda forward; and I am happy to state that beyond the need for the strengthening of existing sectors and departments of the Assembly, another proposal which has come up strongly for the Assembly to consider, is the establishment of Sub-Committees on ***Youth and Sports as well as Trade and Industry/Private Sector Development*** to address some of the key development poles of our metropolis, namely;

Critical as these sectors are, there have been no committees which have direct oversight on them.



Honourable Presiding Member, another proposal I would want the Assembly to consider is the creation of a unit within my Secretariat to handle issues that have to do with Sister City Relationships and Strategic Partnerships.

2.0 LEGAL AND ADMINISTRATION ISSUES

Honourable Presiding Member, it is very disturbing to note that as an Assembly, most of the departments have their offices interspersed across the metropolis. This has created a serious challenge in the effective supervision and monitoring of their activities from the seat of administration. This situation has created a field day for some heads of departments and other members of staff who have created their own enclaves and have been acting on the blind side of the administration. Such a development has resulted in a situation where some Honourable Members and employees of the Assembly have encumbered it with some financial commitments which have eventually led to many judgment debts.



2.1 Kumasi City Hall Project

Honourable Presiding Member,

You would agree with me that, it is long overdue for the Kumasi Metropolitan Assembly to have a befitting office complex. To this end, we need to dispassionately discuss the options open to the Assembly regarding the ideal site for the project and a Public-Private Partnership implementation strategy. Records show that since 2012, steps had been taken to have Messrs Hai Hong ETS Limited construct an Ultra-Modern Office Complex in the sum of **US\$33.3million** relying substantially on Public-Private Partnership (PPP) funding in order to house the Assembly, its sub-committees and departments. **Honourable Presiding Member**, the House needs to settle on the way forward for the commencement of this project.

2.2 Evaluation and Review of Policies and Strategies at the Institutional Level

Honourable Presiding Member, I have been informed of a head-count of all KMA staff, and that a proper assessment of the staff numbers at post vis-à-vis the manpower ceiling



for the Assembly has been undertaken in order to have the right skills mix to ensure effectiveness and efficiency in the Assembly's operations.

It must be admitted that it is not only the numbers and skills of the staff that matter, but the right attitudes in addition to providing a congenial work environment, adequate logistics; especially vehicles and computers with accessories that are also key to productivity; and these, the Assembly must also see to.

Honourable Assembly Members, some of the Assembly's field staff, whose duties bring them in direct contact with the general public, notably the Metro Guards, Revenue Collectors, Environmental Health Officers, Development Control Officers, etc. have in one way or the other contributed to giving KMA a negative image. From hence, we shall deal drastically with any staff who misconduct him/herself.

To say the least, all negative tendencies must be eschewed. We all have to turn a new leaf.

Apart from the Local Governance Act and the various



Edicts which are statutory, there are several administrative blueprints, policies and plans at the Assembly which have either outlived their relevance or need to be revised to reflect the new government's policy initiatives. Some of such policies that would be subject to internal reviews include:

- i. Information systems management (data collection and processing)
- ii. Guidelines for revenue generation (IGF)
- iii. New approaches for tax administration
- iv. Mechanisms for managing waste and sanitation
- v. Enforcement of /compliance to bye-laws
- vi. Strategic plans, etc.

We hope to count on the cooperation and support of all to make these a reality.

Honourable Presiding Member, I, together with the Management and staff of the Assembly, hereby make a solemn promise to step up service delivery and to ensure quality customer care. To this end, an Organizational



Manual and the Service Delivery Charter aimed at informing members of the public about the Assembly's structure and functions as well as where to go for what kind of services and at what fee will be published. The draft documents are being reviewed to be in tune with recent legislations and will be out in the second half of 2017.

2.3 Evaluation and Review of Existing and Pending Contracts

Honourable Members, although the KMA has initiated a lot of programmes and awarded several contracts most of which are ongoing, my recent engagements with some of the contractors as well as site visits gives a clear indication that some of the service providers have not been living up to expectation.

In order to accelerate progress on the backlog of projects whose completion times have elapsed, we shall review all the existing contracts including those that are pending, to determine their propriety. This will be done in concert with both the Executive Committee and the Technical Teams at the Assembly so that such projects are prioritized to suit the exigencies of the time within the spirit of the guiding



principles alluded to earlier on.

Honourable Presiding Member, whilst we take these steps to bring all departments and units of the Assembly under one roof in the future, as well as review our plans and contracts, ***a Project Monitoring and Control mechanism will be set up under my secretariat to ensure that the business of the Assembly is run with a high sense of discipline and responsibility from the duty bearers.***

3.0 FINANCE

Honourable Presiding Member, per the Handing-over Notes (2013-2016) as prepared by the Administration in line with the Presidential Transition Act 2012, Act 845, the Assembly has ten (10) main sources of funding, namely:

- i. **Internally Generated Fund (IGF)**
- ii. **Personnel Emoluments transfers**
- iii. **District Assemblies Common Fund**
- iv. **People with Disabilities (PWD) Fund**
- v. **HIPC Fund**
- vi. **District Development Fund**
- vii. **Urban Development Grant**



- viii. **Central Government Treasury Accounts
(for the Departments)**
- ix. **School Feeding Programme**
- x. **Other Grants**

Honourable Members, out of all these funding streams the only one that we have control over in terms of generation capacity but for which we are ironically relenting is that of the IGF. For the rest of the funds, we receive our share according to the size of cake from the central government; and depending also on when such monies are released. Incidentally, these itemized funds are earmarked for specific projects and programmes and cannot be diverted for other uses. We must therefore get our act together to generate as much revenue internally as possible if we are to fulfill our vision and mission by bringing more development to our people. **Honourable Members**, it is strange and sad to note that when it comes to the issue of revenue mobilization, much is left to be desired.



3.1 Our Debt Stock & Risk Management

Honourable Presiding Member, financially, KMA is currently standing at the edge of a cliff and if we do not tread with caution, tact and quickly evolve a turnaround strategy to manage our debt stock, we shall fall into an abyss of insolvency. For instance, a memo written by the Metropolitan Co-ordinating Director to then Ag MCE, on **14th October 2016**, captioned “Appeal for intervention to manage the Kumasi Metropolitan Assembly’s judgment debts”, indicated that our Assembly was saddled with Judgment debts to the tune of Six Million, Four Hundred and Twenty-seven Thousand, Two Hundred and Eighty-seven Ghana Cedis, and Seventy-five Pesewas (GH¢6,427,287.75). This debt according to the memo, was borne out of court cases bordering on the:

- Failure of the Assembly to meet its financial obligations to contractors and service providers who had performed their side of the contracts between 1992 and 2012.
- Abrogation of contracts



- Frustration/obstruction of contractors on site; specifically the seizure of public latrine project sites by some Assembly and Unit Committee Members.
- Perfunctory handling of court cases (including a few appeals of these cases by the Assembly's Legal Department)

As a result, the memo posited that the Assembly was faced with an imminent slap of a ***“feri facias”*** (fi fa) to attach our physical assets to judgment creditors whilst an amount of One Million, Two Hundred and Thirty-five Thousand and Seventeen Ghana Cedis, Sixty-two Ghana Pesewas (GH¢ 1,235,017.62) had already been garnisheed to pay two of the judgment creditors between January and August 2016.

Honourable Presiding Member, I am dismayed also to inform the House that I have in my possession, a summary report of KMA's Financial Liabilities as at 31st December 2016 which stands at **One Hundred and Nineteen Million, Two Hundred and Thirteen Thousand, Three Hundred and Thirty-Three Ghana Cedis Twenty-two Pesewas (GH¢119,213,333.22)** accumulated over several years. The details are as follows:



No.	Contractors/Suppliers/ Waste Management Service Providers	Amount Owed GH¢
1	Common Fund Contractors and Suppliers	321,550.59
2	IGF Suppliers	3,599,717.05
3	IGF Contractors	855,564.42
4	Waste Management Service Providers	63,833,626.73
5	Judgment Debt Creditors	50,602,874.43
	Total	119,213,333.22

Honourable Members, it is worrying to note that within a space of three (3) months i.e. October to December 2016, our judgment debt stock has risen from **GH¢6,427,287.75** to **GH¢50,602,874.43**. These figures are likely to increase as other judgments are given in favour of the plaintiffs in the pending cases. Just last week Meskworld company limited, through their solitors LithurBrew and company served notice on KMA to sue if the Assembly fails to pay the sum of Three Million, One Hundred and Seventy-one thousand, Eight Hundred and Sixty-six Ghana cedis, four pesewas (3,171,866.04) owed since 2008.



Honourable Presiding Member, apart from the Sapso Construction Limited judgment debt over alleged non-payment for the construction of market stores at various locations on Build, Operate and Transfer basis (BOT), all the other judgment debts arose out of waste management contracts.

Honourable Presiding Member, through our actions and inactions that is how far some Honorable Members and other staff of the Assembly have brought us. Such a development serves as a great deterrent to potential investors and must not be allowed to happen again.

We cannot just sweep such unacceptable incident under the carpet and so we shall take the necessary steps to unravel the mysteries surrounding such debts. To that end, a Special Audit Team will be set up to investigate how such issues came about in the first place.

Moving forward, we are going to seek legal opinion including the option of resorting to Alternative Dispute Resolution (ADR) to deal with all the outstanding court cases. We are also going to be guided by the provisions of the Public



Financial Management Act 2016 (Act 921), which seeks to “regulate the financial management of the public sector within a micro economic and fiscal framework; to define responsibilities of persons entrusted with the management and control of public funds, assets, liabilities, and resources, to ensure that public funds are sustainable and consistent with the level of public debt; to provide for accounting and audit of public funds and to provide for related matters”

This will be the one sure way of avoiding financial leakages, protecting the public purse and ensuring the judicious use of public funds for the good of our Metropolis; and I believe that I can count on your maximum support in making sure that we stick to these rules.

3.2 Securing KMA’s Assets

Honourable Presiding Member, I must inform you and everybody that the Assembly’s movable and immovable assets have been inventorised, except that majority of them need intensive maintenance or even replacement. To enhance field work and make the Sub-Metro District Councils more functional, the Assembly’s vehicle supply situation needs drastict improvement.



The office buildings and the available staff residential facilities also require rehabilitation. Above all, the need to perfect the Assembly's title to its landed properties cannot be overemphasized.

4.0 REVENUE MOBILIZATION

Honourable Presiding Member, under our Internally Generated Fund (IGF) component, our main proceeds are generated from **rates, lands, fees, fines, licenses, rent and miscellaneous sources**. According to the financial records as captured in the Handing-over Notes dated 31st December, 2016, there has been an increase in our revenue collection stream from Thirteen Million, Four Hundred and Thirty-one Thousand, Two Hundred and Fifty Ghana Cedis, Fifty Ghana Pesewas (**GH¢13,431,250.50**) **in 2013** to Twenty-three Million, Three Hundred and Five Thousand, Three Hundred and Fourteen Ghana Cedis, Sixty-four Ghana Pesewas (**GH¢23,305,314.64**) as at November ending 2016. The IGF performed at Twenty-nine Million, Three Hundred and Seventy-seven Thousand, Two Hundred and Seventy-six Ghana Cedis, Seventy Ghana Pesewas (GH¢29,377,276.70) representing 99.2% of its



2016 target of Twenty-nine Million, Five Hundred and Ninety-six Thousand, Two Hundred and Sixty-seven Ghana Cedis (GH¢29,596,267.00).

As at 31st March, 2017 (i.e. end of first quarter 2017), the IGF collections totalled Five Million, Seven Hundred and Ninety-three Thousand, Three Hundred and Seventy-six Ghana Cedis, Ninety-four Ghana Pesewas (GH¢5,793,376.94) being 16.2% of the 2017 annual target of Thirty-five Million, Six Hundred and Sixty-eight Thousand, Nine Hundred Ghana Cedis (GH¢35,668,900.00). Out of the overall expected revenue of One Hundred and Twelve Million and Seventy-Five Thousand, Eight Hundred and One Ghana Cedis, Nineteen Ghana Pesewas (GH¢112,075,801.19) for the year 2017, the actual revenue recorded as at 31st March, 2017 was Eight Million, Five Hundred and Eighty Thousand, Six Hundred and Forty-six Ghana Cedis, Eighty-one Ghana Pesewas (GH¢8,580,646.81) (i.e. 7.6% achieved).

I must say regrettably that going by the facts as I have come to appreciate now, we could have been doing better than that. Some of the reasons that have accounted for this



situation include:

- i. Lack of an apt database that captures all the “taxable” businesses and properties which fall within the threshold.
- ii. Absence of robust controls to check the avoidance, evasion and leakages in revenue payments.
- iii. Hesitation by the appropriate officers to crack the whip on contractors (occasioned by unfavourable clauses in some of the agreements signed by the Assembly) and revenue collectors who fail to meet their targets.
- iv. Collusion of some Assembly staff with some unscrupulous contractors and service providers to dupe the Assembly.
- v. Absence of a realistic mechanism for an upward review of the fees and rates charged.



Moving forward and subject to the approval of the honourable House, the following measures shall be taken:

- i. Review of existing contracts and possible renegotiation with the non-performing service providers on the terms of reference as prescribed.
- ii. Strict enforcement of the Public Financial Management Act 2016, Act 921.
- iii. Sanctioning of any KMA staff who may be found complicit in any acts of financial malfeasance.
- iv. It is therefore recommended that we source for revenue experts to help us ginger our revenue generation machinery, and maximize the collections.

Honourable Presiding Member, Proposals have been received from various financial institutions to assist with modern technological solutions, including Point of Sale (POS) equipment to assist us in revenue collection and to also improve our data base. Under the Ghana Urban Management Pilot Programme (GUMPP), we are to have



landed properties valued. I have been reliably informed that an Accra based company, CTK-GEOSYS has been selected to undertake the assignment which now requires ractification by the Assembly in order to come up with a reliabe valuation list.

Honourable Presiding Member, in line with our Government’s desire not to overburden the people with taxes, a number of taxes, as you are already aware, including a “Kayaye levy” have been abolished; and I entreat this Honourable House, to by resolution, expunge the “Kayaye levy” from the KMA’s 2017 Fee-fixing Resolution.

5.0 ENVIRONMENTAL MANAGEMENT

5.1 Waste Management

- **Refuse collection and disposal**

Honourable Presiding Member, waste management has been one of the major challenges faced by Metropolitan/ Municipal District Assemblies (MMDAs). Apart from being a major source of financial drain on our Assembly; it is also one of the areas where the Assembly has incurred huge debts. Sanitation has become one of the essential services



that needs urgent attention within the metropolis in order to avert the outbreak of an epidemic. This threat has even become more crucial as the simultaneous construction of the Kejetia transport terminal and the

satellite markets has forced the traders to do business on the roads and major streets; a situation that has reached an alarming proportion. This development has left our streets with heaps of filth and the gutters silted.

Beyond its serious health hazards to residents as well as people at the business communities, the poor management of solid waste generated also poses a nuisance to both human and vehicular traffic. We could blame it on irresponsible refuse disposal by some members of the public especially in the Central Business District (CBD).

Honourable Presiding Member, since this august House endorsed my nomination as MCE, I have had the opportunity to engage many opinion leaders, civil society groups, constituents as well as a section of the media. And in the course of our discussions, one key message that has consistently filtered through has been their expectation



that, with the KMA now having a Presiding Member and a Mayor, the filth that has engulfed our metropolis would be done away with and become a thing of the past.

Honourable Presiding Member, we cannot afford to disappoint them. If nothing at all, this should be the least we can do for our people. It is therefore time for this chronic problem to be resolved once and for all; and to achieve this, I wish to proffer some short to medium term solutions subject to the approval of the House:

▪ **Short to medium term:**

In the immediate term, we shall be focusing on providing solutions to existing problems that are militating against the efficient management of solid waste. They include:

i. **Review of guidelines for the issuance of franchise to the refuse collection companies:**

Some of the companies contracted to collect refuse in the various parts of the metropolis have been working in total disregard for the scope of work issued to them under their franchise. We shall therefore review the guidelines for the issuance of franchise and if possible



to determine the probability of increasing the number of contracts in order to speed up the rate of refuse collection in the electoral areas.

ii. **Ensuring an effective monitoring and evaluation of the door-to-door system of waste collection:**

Solid wastes bins are not emptied regularly, causing a nuisance to the people. This has also led to the creation of crude dump-sites dotted around communities. Measures are going to be put in place to check and control this practice by recruiting Community Volunteers as “Clean Ambassadors” to assist our Environmental Health Officers whose mandate would be strengthened to discharge their duties within their jurisdictions.

iii. **Banning the indiscriminate dumping of waste at dump sites by the riders of the tricycles popularly known as “Aboboyaa”:**

The use of “Aboboyaa” for refuse collection should be regularized and controlled by providing operational guidelines, registration, embossment and



training. The reason is that they are making a huge contribution to the solid waste management due to easy manoeuvrability in the residential areas in particular.

iv. **Behaviour change communication:**

There is a need for us to embark on a mass education of all stakeholders on safe solid waste management along the chain. Also, the institution of an award scheme after ranking various Sub-Metros or communities in terms of best waste management practices with each Sub-Metro or community appointing a Waste Management Ambassador will be considered.

v. **Rehabilitation of the KMA Waste Management mechanical workshop for building of skip containers among others.**

vi. **Provision of backup facilities including skip trucks, roll-on-roll-off machines/trucks, tricycles, etc.**



- vii. **Reorientation and rebranding of the Environmental Health Unit to respond to the emerging challenges and appointment of sanitation ambassadors.**

- viii. **Recycling other biodegradable waste.**

Honourable Presiding Member, Coconut waste has become one of the major sources of solid waste for the KMA and the other MMDAs to grapple with. This waste, however serves as a good source of soil

amendment material for crop production when charred. It can also serve as raw material in the construction industry. The coconut waste can be properly and profitably managed by educating the stakeholders and placing containers at vantage points for collection and eventually getting them processed by Kwame Nkrumah University of Science and Technology (KNUST) into useful products.



ix. **Collaboration with KNUST**

There is the need for effective collaboration with KNUST in all the things that we do as an Assembly if we really want to meet the needs of our people in these challenging and competitive times.

x. **Launching of the Clean City Project**

The Assembly shall introduce a campaign dubbed the “**Clean City Project**” and shall be run on competitive basis among the electoral areas where the best performing ones shall be rewarded with:

- Construction of social amenities, e.g. public toilets etc.
- Granting of special quotas to selected Town Council members for the Sister City Exchange programmes etc.

xi. **Sorting of waste**

While the solution to the enumerated problems for the short term is ongoing, some communities will be selected for piloting of solid waste sorting



at the household level. Since the space for the dumping of solid waste is exhaustive, there will be the need to consider alternative sources of its management by tapping into the potential of using solid waste to **generate power for the energy and agricultural sectors**. This can be realized at cheaper cost when sorting is done at the household level. Research and development will be carried out to develop useful products during the medium term to establish potential sectors for utilization, particularly in the energy and agricultural sectors.

5.1.1 Problems Identified at the Community level

Honourable Presiding Member, the following are some of the teething problems militating against our waste management efforts at the community level. They include:

- i. Rampant creation of crude dumping sites in communities.
- ii. Dumping of garbage in drains.
- iii. Inadequate storage bins in the communities and at



vantage points within the city centres.

- iv. Inadequate bins and skip sites in the central and satellite markets. Therefore, KMA has to consider coming on board the national waste bin distribution programme (NaWaBin) without further delay as one of the ways out.
- v. Some of the haulage trucks used by the contractors are still operating without tarpaulin or covering nets, and this has been
- vi. causing the spillage of refuse on the streets during the hauling activities.
- vii. Lack of recycling units for various fractions of the solid waste generated.
- viii. Absence of well-defined systems for waste segregation at source.
- ix. Wood shavings and saw dust generated by various wood merchants and carpentry shops still posing a nuisance to the environment.



- x. Lack of well-defined collaboration between the waste department of KMA and the academic/research institutions.
- xi. Absence of any defined sanctions documented on non-performing waste management companies rendering services to various communities to serve as a deterrent.
- xii. Lack of a proper monitoring, evaluation and financial management mechanism put in place to ensure cost recovery and proper maintenance and sustainability of operations at the Oti landfill site.
- xiii. No documentation or roadmap for the upgrading and scaling up of other satellite landfill sites.
- xiv. No sustained mass education and incentives to ensure behavioural change.
- xv. Our Bye-laws focus more on punitive measures for defaulters than laying emphasis on preventive mechanisms and measures.



- xvi. Inadequate number of sanitary inspectors or “**samansaman**” to enforce bye-laws.

5.1.2 Problems Identified at the Landfill Site

- i. The weigh bridge is currently unserviceable which is affecting the determination of right tonnage of waste brought to the site.
- ii. The standard requirement by the contractor to spread laterite and compaction at the end of each day’s activities is not being done.
- iii. Fumigation to control flies and odour has grounded to a halt or not being carried out regularly as spelt out in the contract with the contractor.
- iv. Stabilization ponds are silted and therefore are not functional.
- v. Enforcement of waste tipping fees is not being complied with thus affecting generation of funds for maintenance.



- vi. Inability to pay the service provider affecting performance at site.
- vii. The poor nature of roads/access to dumping site

5.1.3 Short Term Measures to Address the Challenges

Honourable Presiding Member, with the approval of Honourable Members, the following measures shall be taken in the short term to address these problems. We shall:

- i. Build the capacity of staff of the waste department and equip them with the requisite logistics (e.g. computers to keep data, etc.)
- ii. Take inventory of all waste dumping sites and all major points of waste generation.
- iii. Appoint some well-meaning residents as **“Clean ambassadors”** to monitor cleaning activities and report to the office of the **Mayor**.



- iv. Provide storage bins and skips.
- v. Review the contract terms of franchise for the non-performing waste service companies.
- vi. Establish monitoring teams for effective supervision and monitoring.
- vii. Embark on a sustained mass education on sanitation.
- viii. Regularize the activities of tricycle waste service operators (i.e. “Aboboyaa”) as their activities can complement those of the existing franchised contractors.
- ix. Provide effective weighing equipment at the Oti landfill sites and resume regular dislodging of the stabilization ponds.
- x. Review the bye-laws on sanitation.



- xi. Promote voluntary waste management campaigns by identifiable groups.
- xii. Discuss with the management of the Prisons Service for the release of some of the prison inmates to assist in clearing the waste as quickly as possible.
- xiii. Collaborate with the media as a veritable partner in social mobilisation, creation of awareness and eliciting public support when it comes to issues relating to campaigning and advocacy.

In the Medium Term, we shall take the under listed steps:

- i. Involve financial institutions in the provision of low interest loans to waste services companies to procure vehicles (compactor trucks, vacuum trucks, cesspit emptiers and other requisite equipment) in order to ensure improved performance.
- ii. Put in measures to ensure cost recovery for the operations at the Oti landfill site.



- iii. Construct composting unit for treatment of organic fractions of solid waste generated. In line with this, the Assembly recently took over the third solid waste cell constructed under GUMPP.
- iv. Establish satellite zones to commence waste segregation at source. This should include all basic educational institutions to help inculcate in the pupils and students the culture and the best practices for proper waste disposal.
- v. Together with the relevant stakeholders, institute measures to cover all open drains in the metropolis.
- vi. Put in place measures and provide incentives for sorting of waste at the household level.
- vii. Enforce sorting of waste at source.
- viii. Improve sanitation systems at the various cemeteries in the Metropolis and its environs/suburbs.



- ix. Establish recycling plants and ‘waste to energy’ industries in collaboration with the private sector.
- x. Build incinerators for specialized waste materials.

As a long term measure, the Assembly may consider fostering collaborations between the metropolis and other “cities” in developed countries to promote technology transfer and improve waste management. This venture however may require a governmental instrument for facilitation.

5.1.4 Liquid Waste and Toilets

Honourable Presiding Member, we shall give equal attention to improve access and quality of all the four (4) components of liquid waste services in our metropolis.

- i. **Sewerage network and treatment ponds**

Out of the 21 Town Councils, only three (3) communities of the metropolis namely **Asafo, Ahinsan & Chirapatre Estates** have (off- site) sewage facilities; a sizeable



number relies on on-site facilities (use of septic tanks) whilst the rest of the houses do not have toilet facilities at all. This leaves the occupants with no option than to use public toilets or any other space that they find convenient.

There is the Oti faecal sludge treatment facility which has not seen rehabilitation over the years and therefore effluent quality is not good. Unfortunately, maintenance of the 3 satellite sewerage systems has also not been adequate.

Currently, Water and Sanitation for Urban Poor (WSUP) is assisting KMA to embark on the rehabilitation of these facilities to ensure an acceptable effluent quality.

ii. **Management of Public Toilets**

The Assembly has about three hundred and eighty-six (386) public toilets of various technologies located at lorry terminals, market places and residential areas. The disaggregation is as follows:



Sub Metro	No. of Public Toilets	Management	Good	Fair	Poor
Asokwa	26	BOT/ROT/AO	6	11	9
Subin	46	Do	21	9	16
Nhyiaeso	46	Do			
Oforikrom	62	Do	21	11	30
Kwadaso	32	Do	16	-	16
Bantama	52	Do	Data not available		
Manhyia	42	Do	40		2
Suame	25	Do	Data not available	Do	Do
Tafo	55	Do	54		1

Honourable Members, much as we encourage every house to have a toilet, we cannot also lose sight of the fact that we are far from reaching that target; and besides, some residents and visitors can encounter sudden inconveniences and for that matter we owe it a duty to make provision for decent toilet facilities at convenient locations to serve such people.



Henceforth, KMA with the approval of this House, shall prescribe a specific design of toilet facilities to be constructed for public use thereby replacing the old and dilapidated ones.

iii. Proposal for the construction of prototype toilet facilities

Honourable Presiding Member, we have a situation where the toilets in the various Sub-metro are in different shapes and forms due to the indiscriminate construction patterns which eventually turn out to become a public nuisance. Going forward, we are proposing the construction of prototype toilet facilities which will user and environmentally friendly. And as an Assembly, we will ensure that each Sub-metro Council area benefits from this facility.

iv. Household Toilets

Under the Compound Sanitation Scheme rolled out by KMA in collaboration with Water and Sanitation for Urban Poor (WSUP), the objective is to increase access to improved sanitation through the provision of household



toilets. The target is to have 670 units for population of about 10,000 by the year 2018 and to ensure that every house has a toilet by 2018. Currently, about 100 toilet units have been completed.

v. **Institutional sanitation**

There are schools in the metropolis without adequate approved toilet facilities. The Assembly will work out a system that will ensure adequate provision of approved toilet facilities to schools.

5.2.0 Disaster Management

5.2.1 Disaster Risk Reduction

Honourable Presiding Member, all over the world, disasters have never been successfully managed through a reactionary process. The best approach has always been through proactive actions where the communities are conscientized of the natural, man-made, self-inflicted and sometimes the inevitable risks surrounding them. The citizens must be made aware of how to develop coping mechanisms and become resilient to the threats of such



unfortunate occurrences. To this end, the Assembly through our Environmental Management Sub-Committee shall collaborate with National Disaster Management Organization (NADMO), the Emergency Services such as the Fire Service, Ghana Ambulance Service, as well as the Ghana Red Cross Society and St. John's Ambulance Service, etc.; to carry out massive public education on how to identify the various activities and occurrences that have the potential to trigger disasters. We are going to collaborate with the Ghana Education Service also to explore the possibility of introducing the teaching of Domestic First Aid and other tips in disaster risk reduction as an extra curriculum activity in the schools. Same would be organized for various groups and associations.

5.2.2 Disaster Preparedness

Honourable Presiding Member, one of the key components of disaster management is the level of the communities' preparations in anticipation of unpredicted or inevitable events. As part of the coping mechanisms, the Assembly shall identify specific spots and designate them as safe havens where victims of disasters can assemble for



immediate relief when disasters such as flooding, storms and fires, etc. occur. The NADMO Act as amended in 2016 has introduced new measures to address disasters. The Act has also provided for the establishment of a Disaster Management Fund to support disaster operations at the metropolitan and district levels. We shall contact the National Directorate of NADMO to seek further guidance on how to access and utilize such funds to mitigate disasters in our communities. One sure thing that we would do is to use part of the Disaster Management Fund to stockpile adequate and relevant relief items to assist victims of disasters when they occur.

5.2.3 Disaster Response

Honourable Presiding Member, studies have shown that victims of disasters are rendered very vulnerable if no response is received within the first twenty-four (24) hours. In such situations, the initial response always comes from neighbours and residents within the immediate environs. Mindful of this, the NADMO Act provides for the recruitment of volunteers to support the emergency response teams of the Organization. We shall therefore



take the necessary steps to ensure that volunteers are mobilized in every electoral area within our metropolis and given the necessary training for them to assist affected persons in times of need.

Honourable Presiding Member, we shall have to resource and build the capacity of our NADMO staff and the volunteers to enable them carry out the required assessments and assist with the needed relief items so that the suffering of the victims would be alleviated whilst steps are also taken to embark on the reconstruction phase of the disaster

management process within the shortest time possible.

5.3 Managing Flooding

The Kumasi Metropolis is embedded with several streams and rivers such as Susan, Aboabo, Suntreso, Subin, Wewe, etc. with most of the suburbs in low lying terrain.

Honourable Presiding Member, a cursory look at the landscape of Kumasi also indicates that the entire city is sitting on an undulating ridge. This topography therefore



renders the metropolis very much exposed to flooding especially during the rainy seasons with those settlements in the low lying areas being the worst affected.

Honourable Presiding Member, flooding has become an annual ritual in our metropolis. There is therefore the need to find ways of reducing the incidence of floods within our communities.

To this end, steps shall be taken to intensify the ongoing projects and commence the dredging of the storm drains as well as the construction of concrete walls in the rivers/streams. In addition to these, the following measures will be taken to reduce the impact of flooding on our residents:

- i. Maintenance of water course and drains to required standards to avoid overflow or flooding.
- ii. Removal of dumped waste from water courses/drains.
- iii. Minimizing shoreline erosion that claims vast portions of our lands for settlement and agricultural purposes.



- iv. Discussions with the residents living very close to the storm drains on their possible relocation to higher and safer grounds.

5.4 Managing Fires

Honourable Presiding Member, over the last decade, our Metropolis has experienced six hundred and seventy-one (671) fires out of one thousand three hundred and fifty-six (1,356) cases recorded in the Ashanti Region during the period. ***According to the Regional Fire Service, the metropolis has encountered one hundred and thirty-six (136) fire outbreaks just between January and February of 2017.*** This is indeed quite alarming. Statistics from their outfit also indicates that ***from 1993 to date, the Kumasi Central market alone has recorded forty-nine (49) fires out of which nineteen (19) have been classified as major outbreaks.*** Just recently on 10th April 2017, another fire broke out and destroyed the stores in front of Central Market.



Honourable Members, eye witness account indicates that the unfortunate incident could have been averted if the law enforcement officer present at that material moment had prevented the driver of the vehicle which caused the torching of the electricity cable from moving, in spite of the potential danger it posed.

Honourable Members, these fires do not only affect the residents, property owners, traders and the users of the markets. Our Assembly also gets its fair share of the problem which include:

- i. Environmental damages and ecological imbalance such as air, water and soil pollution.
- ii. Release of climate changing emissions such as greenhouse gases and toxic fumes into the atmosphere.
- iii. The marked insults on the Assembly and Honourable Members for being negligent.
- iv. Low revenue generation due to the loss of livelihoods of the victims and above all,



- v. The destruction of Government/Assembly installations such as the markets, offices, electricity transformers, etc.

To forestall the recurrence of fire outbreaks in our metropolis, the Assembly subject to the approval of the House, would collaborate with the appropriate agencies to carry out the following actions:

- Construction of additional fire stations within the sub metros including a permanent fire station at the Kejetia/Central market.
- The stalls at the Kejetia/Central market and all the new markets shall be well segregated in such a way that wares/goods and activities of high, medium and low fire risks are properly separated from each other to avert mixed cargo fires that are usually experienced in the markets.
- The Electricity Company of Ghana (ECG) would be tasked to conduct an audit to track illegal wiring connections with their attendant effects on the markets.
- Pillar hydrants that are conspicuously marked are



installed to replace the screw-down hydrants which suffer blockade.

- The Suame Magazine enclave shall be properly zoned to allow for adequate means of access and maneuverability of fire and other emergency vehicles whenever such services are needed.
- The rate at which slums are developing within the metropolis is alarming and if not checked can also pose both security, health and fire threat.
- Provision of logistical support to the Fire Service to embark on effective fire safety education and outreach programmes in schools, lorry parks and terminals, markets, residential communities and slums will be intensified.



5.5 Rattray Park

Honourable Presiding Member, the Rattray Park, which is much touted as the modern recreational park in the country was commissioned in June 2015. It is said to have been developed at the estimated cost of US\$4.5 Million with the expectation that return on the capital invested would be recouped within the reasonable time possible. But as is stands, that projection cannot be realized:

- i. The Assembly's financial records show that an overall budgetary allocation for this project for the period, 2013 - 2016 was Five Million, Two Hundred and Seventy-eight Thousand, Six Hundred and Seventy-four Ghana Cedis, Forty Ghana Pesewas (GH¢5,278,674.40) and that total payments made in respect of various lots of the project as at 31st December, 2016 totaled Five Million, Sixty-eight Thousand, Nine Hundred and Sixty-four Ghana Cedis, One Ghana Pesewa (GH¢5,068,964.01) or US\$1,267,241.00 using a conservative rate of GH¢4.00 to a dollar. Obviously, this is about US\$3.2 Million far less than the US\$ 4.5 Million declared as the cost of construction. It



therefore goes without saying that the cost of some of the works might not have been formally captured since as we speak, there are some contractors with no formal contracts to battress their claims for payment for goods supplied/works done are still trouping to the Assembly making demands. There is certainly the need for a forensic audit to establish the actual cost of the project, **Honourable Presiding Member.**

- ii. Some of the facilities that would attract more patronage are either not installed or are inadequate in number to satisfy the demand of the patrons e.g.;
- The Children's playground lack the variety of materials and space to accommodate the different age ranges.
 - The equipment at the gym section are not only inadequate but are also exposed to the vagaries of the weather.
 - Installed CCTV cameras are not functioning to



monitor what happens at the various sections of the park in case there is an emergency.

We shall have to develop a strategy including a marketing plan that will turn around the fortunes of the park and make it more viable.

5.6 KMA River Bodies Project

Honourable Presiding Member, the rivers and streams in Kumasi are polluted with refuse and industrial waste, encroachment of our water bodies by estate developers as well as deforestation etc. These practices have adversely affected the ecology which was once described as the most serene in our sub-region. Our approach will be to create thriving waterside communities by carefully planning **the appropriate mix for residential, commercial and recreational purposes along our river bodies.**

In this direction, a proposal shall be submitted to this House for consideration on the development of high-specification built-to suit **Green Parks, Tourists Sites and Shopping**



Space on a leasehold basis along our water bodies. This project would thus create jobs and improve the ecosystem.

5.7 **Afforestation, Greening & Beautification of the Metropolis**

Honourable Presiding Member, as we set out to develop our River Banks to regenerate the aesthetic and touristic potential of our metropolis, I will seek your approval for the passage of a bye-law that will allow us to replace the bushes and weeds along the streets of residential areas with the freshness and serenity of a green environment. In that regard, we shall:

- Partner with the Manhyia Palace to upgrade **the Amakom Children's Park** into a modern facility that will promote early childhood development and recreation for children.
- **Call for the enforcement of the KMA** bye-law that enjoins all houses by the road sides to plant flowers or grass at their frontages or have them paved.



Honourable Members, a contract has been awarded under the Urban Development Grant (UDG) for the redevelopment of 10No. Roundabouts in the metropolis. This project is time-bound and is expected to be completed within six (6) months. We shall therefore ensure that the contractor takes the beautification of our metropolis into account.

5.7.1 Greening of the Metropolis

Honourable Presiding Member, Kumasi, as nicknamed the “Garden City of West Africa” has several green areas and floral beauty. We shall therefore maintain the green areas and blend the green grass with other colourful flowers, trees and shrubs; beautify all the entry points and ceremonial streets in order to give real meaning to the City’s accolade as “Garden City”. As one of my initiatives, I engaged some experts using a drone to capture the current state of the various parks and gardens within the metropolis. The outcome is the artist impression of the beautification stream of new Kumasi Development Agenda as projected on the screen.



5.7.2 Management of Streetscape

Honourable Presiding Member, Medians and Traffic Islands, which have concrete surface scarcely undergo any maintenance activities, leaving them in deplorable conditions. Some motorists in the Metropolis have turned these surfaces into Parking areas, and these impact negatively on safety in the City. Additionally, hawkers have turned such traffic islands and medians into trading locations. As a traffic maintenance activity, the Department of Urban Roads will begin to reinstate the islands and medians with grass. They have already started Horticultural works on some islands and medians in the Central Business District.

5.8 Billboards and Signboards

Honourable Presiding Member, competition for advertising space by the Advertising Agents has greatly increased within the Metropolis. This situation calls for proper regulations with respect to the placing of these billboards to meet KMA standard, and thereby ensure the beautification of the city and the safety of our citizens and motorists. The billboards and signboards shall therefore be



permitted only at approach lanes of junctions, and shall be ten (10) metres to fifteen (15) metres from the road edge depending on the location.

5.8.1 Event Signs/Posters/Display Boards

These types of signs are those whose messages are time-bound, for example posters and banners. **Honourable Presiding Member**, the city is inundated with posters where event organizers indiscriminately paste them on walls, trees, electricity poles, uncompleted structures and those under rehabilitation. Such practices destroy the aesthetic beauty of the city. We are therefore going to take measures to regulate how such signs and displayed boards should be posted

5.8.2 Income generation from the Billboards and Signboards

Honourable Presiding Member, we have approximately 4,700 billboards and signboards that have been erected in the metropolis, and the expected revenue from this total number of billboards and signboards is GH¢2.5 Million, but revenue returns reveal that only GH¢1.5 Million has been received, indicating that Assembly has lost a huge amount



due to illegal structures, and non-payment of bills by some agencies. To this end, measures shall be put in place to get those defaulters to pay up.

6.0 WORKS

Honourable Presiding Member, records from the handing-over notes provide the statistics of projects executed between 2013 and 2016; indicating those completed and the others which are still ongoing. Kindly permit me to reiterate them for the sake of emphasis.

Year	Total No. of Projects	Completed	Ongoing
2013	92	49	43
2014	78	7	71
2015	83	56	27
2016	84	40	44

It will be noticed that several projects are rolled over annually due to their non-completion within the very financial year that they were awarded. This, I learnt was attributed to the late award of contracts and others largely due to delays by contractors.



6.1 Project Implementation

Honourable Assembly Members, as you are already aware, the Assembly has been undertaking a lot of projects under the Internally Generated Fund (IGF), District Development Facility (DDF), Urban Development Grant (UDG), and the District Assemblies Common Fund (DACF). These projects are at various levels of implementation.

For the year 2016, out of total of 84 projects embarked upon, (57 new and 27 on-going), 40 were completed at the end of the year. The 2017 Annual Action Plan rolled-out 89 number of projects and by the end of March, 2017 nine (9) have been completed, 56 are on-going while 24 projects are yet to commence. Very soon, **Honourable Presiding Member**, an advertisement would be placed to commence the procurement process for projects under the DDF and UDG 5. An extract of the first quarter, 2017 Progress Report on project implementation will be made available to Honourable members when we commence the discussion of the Address.



6.2 Street Naming and Property Numbering System (Street Addressing System)

Honourable Presiding Member, we will seriously pursue the Street Naming and Property Addressing System in the Metropolis. I am happy to note that the Assembly has already tracked all roads in the metropolis using the Global Positioning System (GPS); And that one hundred and ninety-eight (198) orthophotos, validated in all the nine (9) Sub-metropolitan areas have also been geo-referenced with three thousand, eight hundred and ninety-seven (3,897) streets digitized.

We will have to synchronize this initiative with the impending National Addressing System be rolled-out by Government under the watch of Ministry of Local Government and Rural Development.

7.0 MARKETS

Honourable Presiding Member, the development and modernization of the Kejetia/Central market as well as the other satellite market projects at Old Tafo and Atonsu is underway.



7.1 The Kejetia/Central Market Project

Honourable Presiding Member, I present for the attention of the house, a report as received from the consultant on the Kejetia/Central project. The Government of Ghana acting through the Ministry of Finance (MOF) and Ministry of Local Government and Rural Development (MLGRD) being represented by the Kumasi Metropolitan Assembly (KMA) have embarked on a project to redevelop and regenerate the Kumasi Kejetia and the Central Market into a Modern Transport Terminal and Market Complex.

The contract has been awarded to Messrs. Contracta Engenharia Ltda from Brazil on a Design, Build, Operate and Transfer (DBO&T) basis to respond to current and future needs of the market for an amount of **Two Hundred and Fifty-nine Million, Four Hundred and Twenty-five Thousand US Dollars (US\$259,425,000.00)** to be completed in **30 months**.

Honourable Presiding Member, KMA under the supervision of Ministry of Local Government and Rural Development appointed a third party, Messrs. Avangarde Design Services to provide holistic all-in project management and supervisory consultancy services for the project. The appointment of external



consultant is to ensure that the DBO&T contract between the Government of Ghana and Messrs. Contracta Engenharia Ltda is well implemented according to the Contract Agreement i.e. proper supervision, value for money, achieve project target, maintenance period and guide the preparation of the 2nd phase.

The project started on 14th July, 2015 and is expected to be completed on 13th January, 2018, but the non-availability of the entire site to the contractor has resulted to a delay, and the contractor has requested for additional six (6) months extension of time.

Honourable Presiding Member, the project is in three (3) phases. The Government of Ghana has granted approval of the 1st phase of the project, and the 2nd and 3rd phases are under consideration. The 1st phase is divided into two (2) milestones namely; Tranche 1 and Tranche 2 made up of 68% and 32% respectively of the phase I scope of works, and both tranches are in progress. Despite the challenges on the project, about 81% and 10% of the Tranche 1 and Tranche 2 works have respectively been completed. This translates to 77% completion of phase I.



Honourable Presiding Member, the phase I consists of the following:

- General infrastructure i.e. Roads and Transport system
- Drain system is 72% completed
- Market infrastructure i.e. Parking lot, Transport terminal Community facilities is 87% completed, and
- Market construction i.e. the Technical Areas the stalls and circulation, metallic roofing is 60% completed.

Project implementation challenges

Honourable Presiding Member, currently, the project is facing legal, planning/design and other operational issues, preventing the project to achieve its target. These need immediate attention.

The issues are:

- Court injunction in relation to the Technical Area
- Transport Terminal, Parking and related issues
- Registration and validation of traders
- Operation and maintenance
- Preparation activities toward phase 2 of the project



Court injunction in relation to the Terminal Area

According to a Kumasi High Court ruling, the contractor is restrained from working on a portion of the site earmarked for installation of utility supplies and from working in the area that falls within sixty (60) metres off the alleged disputed location.

Transport Terminal, Parking and related issues

Honourable Presiding Member, the terminal, when done, can accommodate about one hundred and eight (108) “trotro” vehicles and there is a limitation of height as well,- the clearance is 3.5 metres of the ground level. This means that the terminal cannot accommodate lorries/trucks or vehicles above 3.5 metres. Also, the terminal made no provision for other vehicles for shoppers including shop owners.

Registration and Validation

Honourable Presiding Member, registration of traders at both the Kejetia Lorry Park and Kumasi Central Market has been completed and a report on the registration and the inventory has been duly submitted to KMA, remaining the validation of the owners.



Operation and Maintenance

The contractor has expressed interest in the operation and maintenance of the Kejetia Terminal/Market on completion, as is permissible under the terms of the contract.

Preparatory activities towards phase 2 of the project

Honourable Presiding Member, the joint Memorandum to Parliament submitted on the project indicates as follows:

- The 2nd and 3rd phases of the project will start shortly after the completion of the 1st phase, using the income from the 1st phase to support the Government's contribution.

Honourable Presiding Member, if it becomes functional, the following benefits will be derived:

- **Economic Benefits**

- a. The new market will have around 10,000 stores which will benefit more than 60,000 people. The revenue to be generated from its operation will allow for the execution of the two remaining phases with a total of about 15,000 stores. This



will invariably have a significant impact not only on our IGF but also on the overall Gross Domestic Product (GDP).

- b. The completion of the project will also ease the traffic jam and thus allow the thousands of shops and other businesses in the area to develop.
 - c. The construction of a parking lot and especially a bus terminal will also provide for a well-organised mass transport system in this densely-populated area.
- **Social Benefits**
 - a. Due to the rural urban linkage, the market will engage an estimated one million (1,000,000) people from the rural economy into the region through the enhanced market conditions; and allow a diversity of products ranging from agriculture, handicrafts, textiles, leather wears, and other local products to be easily traded in the area.



- b. The new complex will also enhance the already known status of Kumasi as a major hub for commercial activities within the sub region.
- c. The revenues to be generated from the market will be shared between KMA and the central government (for the repayment of the loan). With our share of the income, KMA will be able to invest in the social services in the city to create a better environment for our socio-economic development.
- d. The central government will also benefit from the increase in tax revenue.

7.1.1 Some matters arising from the execution of the Kejetia project

Honourable Presiding Member, after due diligence was conducted, some critical issues which need urgent interventions were unraveled.

- a. Because the demolition of the site was not extensive enough, accessibility to some sections of



the facility is challenged.

- b. The initial planning of the project did not factor the provision of parking space for the shop owners, shoppers and the general public. Those who would want to patronize the facility would therefore be forced to park the vehicles along the roads resulting in the perpetuation of the inner-city congestion.
- c. There is currently no holding place allotted for a transport terminal; and this must be resolved since the existence of such a facility forms part of the value chain.
- d. The transport terminal as designed now can hold only 110 vehicles. And due to the limited height clearance of 3.90 meters, the terminal cannot accommodate lorries/trucks/ vehicles above this height. Looking at the number of people who would patronize the market and the variety of vehicles that would ply the facility it would be necessary to relocate those vehicles whose descriptions are above the specified height accordingly.



My enquiries from the contractor and consultant further revealed that even though the former MCE was deeply involved in the project implementation, it wasn't officially brought to the attention of this August house for your ownership. I hereby propose Honourable Presiding Member, that both entities are invited to appear before the house to present the entire project concept for our appreciation.

As part of your debate in plenary, I would wish the House considers the possibility of providing space for the construction of a **multi-storey car park** to cater for the needs of the shop owners, shoppers as well as the general public. Such a decision would ostensibly call for the demolition of the rest of the nearby structures such as the All States Building, as well as those along the Mampong road. The demolition of such structures would pave the way for the construction of the Community Facilities (under the **Phase II** of market infrastructure) outside of the terminal to enhance their operations. This of course will attract some form of compensation and the House should consider as such. The success of this project is very dear to my heart



because I am aware of the premium placed on it by this Assembly, Nananom and the entire populace. I recognize the sacrifices made by all stakeholders in the implementation of this project. I therefore assure you and the good people of Kumasi that the NPP Government under the leadership of His Excellency Nana Addo Dankwa Akufo-Addo will ensure that the project is successfully completed.

The assurance is also that the beneficiaries are those traders who were doing business at Kejetia before its redevelopment. They will have the first option, and therefore there should be no cause for alarm since their biometric data is intact.

7.2 New Tafo (Krofrom) Market

Honourable Presiding Member, the project started in 2008 but has been stalled due to the irregular flow of funds. It consists of:

- Market stalls comprising 72 No. Open Sheds, each containing thirty-two (32) individual stalls totaling two thousand three hundred and four (2,304) single stalls;



with paved walkways and driveways in between the sheds.

- There are also three (3) Shopping Blocks which contain Anchor spaces for Banks, Shops, Retail Outlets, Leisure/ Administrative Centre, Warehouse, Offices, Clinic, Pharmacies, Day Care Centre as well as Police/Fire Station. Moving forward, the House would have to consider inviting private participation to ensure its early completion since the project is viable and self-financing. So far, a financial institution has expressed interest to partner the Assembly to raise funds for the completion of the remaining works. This would certainly require the approval of the House.

7.3 Old Tafo and Atonsu Agogo Markets

Honourable Presiding Member, modalities have been concluded for adoption to provide additional 160 shops and 600 sheds at Tafo and other 556 shops at Atonsu Agogo market sites by the very contractors who implemented these projects, under the Ghana Urban Management Pilot



Project (GUMPP), along pre-financing lines. The Assembly is therefore required to give its blessing for the take-off of the additional sheds and shops in order to comfortably accommodate traders who were doing business in these markets before their redevelopment.

Honourable Presiding Member, we have satellite markets at Abinkyi, Adoato Adumanu, Edwenase, New Suame and Krunom, but these notwithstanding, traders have taken their businesses to the streets and on pavements/walkways blaming it on the redevelopment of the Kejetia terminal/market.

To get the traders back into the very shops and sheds they have paid for and abandoned at these satellite markets would require the collective effort of all stakeholders so that come Christmas this year, there should be minimal or no congestion in CBD.

7.4 Race Course and Asafo Market

Steps will be taken to improve the Race Course site for



both vehicles and petty traders; while the Asafo market also benefits from deserving rehabilitation works.

8.0 EDUCATION, YOUTH & SPORTS

Honourable Presiding Member, below is the data of school population in the metropolis.

NUMBER OF BASIC SCHOOLS				
LEVEL	NO. OF SCHOOLS			% PUBLIC SCHOOLS
	PUBLIC	PRIVATE	TOTAL	
KG	162	485	647	25
PRIMARY	206	480	686	30
JHS	187	33	220	85
SP. EDUC	1	0	1	100
TOTAL	556	998	1554	36

NUMBER OF SECOND CYCLE SCHOOLS				
LEVEL	NO. OF SCHOOLS			
	PUBLIC	PRIVATE	TOTAL	
SHS	20	10	30	67
TECH.VOC	2	8	10	20
TOTAL	22	18	40	55

	ENROLMENT	TEACHERS	NO. OF SCHOOLS (PUBLIC & PRIVATE)
BASIC	133,474	5,554	1,554
SHS	51,124	1,994	22



Challenges

Below are some of the challenges facing pre-tertiary education in the Kumasi metropolis.

- **Classroom buildings:** The schools are experiencing congestion in the classrooms. While some also need maintenance.
- **Inadequate furniture:** Most of the schools do not have adequate furniture for the increasing number of pupils.
- **Inadequate Textbook:** The pupil-text book ratio is very high due to the high enrolment levels.
- **Delays and non-payment of capitation grant and GOG transfers:** The delays in the payment of capitation grants does not only affect the smooth running of schools; it also impedes the monitoring and supervision of schools by the Metro Directorate.
- **There is an infestation of bedbugs** in some of the 2nd Cycle Institutions in the Metropolis.



- **Inadequate Number of Computers and ICT Laboratories is causing** some of the schools not to teach ICT.
- **Encroachment on School Lands: Honourable Presiding Member,** Schools, especially those which are closer to markets and garages, are facing encroachment from private individuals. Examples abound at New Asafo Junior High School, Asokwa, St. Joseph R/C Primary and Adadiem Junior High Schools in the Suame Sub-Metro and Abrepo Methodist Schools among others. Consequently, the appropriate sub-committees of the House in consultation with the Ghana Education Service and School Authorities will have to consider proposals from business people offering to protect the school grounds with fence walls and other facilities along BOT lines. This arrangement which is in line with the assembly's policy to protect school grounds in commercial areas especially, will serve a mutual interest of the two parties (i.e the investors and the school authorities / KMA).

As an Assembly, we shall engage the Ministry of Education, GES, our Honourable Members of Parliament, the



religious bodies as well as the private sector; and through our own effort to ensure that all these challenges are addressed.

Metro Sports at the Primary and Secondary level

Kumasi must once again produce great and legendary athletes like Osei Kofi, Baba Yara, Stanley Osei, Koora, Fremah, Martha Adusei, Dina Yankey, Tony Yeboah, Sulley Muntari among others, who were discovered right from the elementary school and groomed to represent Ghana at the international level.

We shall work closely with the Ghana Education Service, sponsors and international partners to promote vigorous and active sports in our primary, secondary and tertiary schools in field, track and ring sports during school sessions and on vacations. We shall actively promote competition in sports, academics and business project presentations among our youth to develop their potential and talents to compete in the national and global arena.



9.0 OTHER SOCIAL SERVICES

9.1 Water Supply

Honourable Presiding Member, the main source of water supply for our metropolis is the Owabi. Unfortunately, the boundaries of this lifeline for the metropolis are under serious threat of encroachment by estate developers and farmers. The Assembly will lend its support to protect this water source.

1.2 Electricity

Honourable Members, over the past eight years, our metropolis has suffered one of its worst nightmares in its history in respect of power outages. Although the “dumsor” mantra was pervasive nationwide, that of Kumasi was beyond the ordinary. Kumasi was a hell for everybody; households, night life, petty trading, educational institutions, health care delivery, hospitability, manufacturing etc. For some unexplained reasons, the frequency of the power outages deteriorated from the intermittent to permanent; and one after the other, the resilience of the various sectors of our metropolis started to crumble under the power of dumsor.



Even though the dumsor plague is over, the damage it has caused to the metropolis is irreparable. Some businesses have collapsed leaving their owners in huge financial debts while others were forced to relocate to Accra. We are going to have a discussion with the ECG and other experts to evolve a workable plan that would prescribe alternative solutions such as converting **waste to energy, solar, etc.** for the generation of power to avoid future interruptions.

9.2.1 Street/Security Lighting

Honourable Presiding Member, we are all aware of how Honourable members are passionate about the presence of street lights in the communities within their electoral areas. The presence of the street lights improves the security and safety of the citizens, promotes commercial activities and enhances night life. Thank God, an Indian company, Cobalt Hitek Limited has proposed to provide solar-powered street lighting system in exchange for advertising sites on the poles. It is recommended therefore that the House decides on this. Other proposals on the supply of solar lighting systems for offices and residences have been received and shall subsequently be submitted for your consideration.



9.3 Social Protection Measures

Honourable Presiding Member, it is worth noting that the KMA on its own is pursuing some local initiatives aimed at improving the lives of our citizens. Social protection programmes, as you are already aware, have been at the heart of the NPP Government since 2001 under former President John Agyekum Kufour notable among which includes, the Ghana School Feeding Programme, the LEAP (Livelihood Empowerment Against Poverty), National Health Insurance Scheme among others.

Honourable Presiding Member, these interventions will have to be enhanced with due regard to mental health and children with special needs. We have to roll out a plan for lunatics (with all respect) who roam our streets, and it is my conviction that the churches, the Ministry of Health, the security agencies, the Kumasi business community and charitable organizations and individuals will buy into this idea. The Department of Social Welfare and Community Development together with the Assembly's Social Services Sub-committee should initiate the process to bring them relief and to demonstrate that we really care about humanity in our city.



9.3.1 Disability Fund

Honourable Presiding Member, our belief in social inclusion is going to be lifted to the next level. We shall look at our **Policy on Disability** and provide enough space for our brothers and sisters who are challenged in one form or the other; and ensure that they also enjoy their fair share of employment opportunities as well as the livelihood support mechanisms. All the laws that affirm the right of the Disabled are going to be enforced.

9.4 Health Care

Honourable Presiding Member, Kumasi Metropolis forms nearly 40% of the total population of Ashanti Region. Politically, it is divided into 9 sub-metros but for purposes of health service delivery, it is divided into 5 sub-metros namely,

1. Asokwa (Asokwa, Oforikrom & Asawase),
2. Bantama (Bantama, Nhyiayeso & Kwadaso),
3. Subin, Manhyia North
4. (Tafo & Suame) and
5. Manhyia South (Manhyia North & South).



The City of Kumasi is highly endowed with health facilities as shown below in Table I, but a large proportion (86%) are privately owned.

Table I: Types of Health facilities in Kumasi City in April 2017

Category of Health Facilities	Number
Government Hospitals	5
Teaching Hospital	1
Government H/centres	7
Quasi government	6
CHAG	4
Private Hospitals	50
Private clinics	41
Maternity Homes	37
Homeopathic/acupuncture	20
CHPS Compound (included in the zone)	5
CHPS Zone	109
Total	277

The Kumasi Metro Health Directorate

The directorate has since the year 2012 not received much financial support from Government. Since the year 2015,



no such monies have been received at the directorate. It is therefore not surprising that the operations of this Directorate is almost grinding to a halt for lack of resources other than human.

The Kumasi Metropolitan Health Directorate has:

- No vehicles (the Metro Director has been using her personal car for over a year).
- No motorbikes
- No fuel allocation
- No functional computers (except a refurbished one serving the whole office)
- No functional photocopier/printer
- Faulty electrical wiring system leading to air conditioners catching fire.



The KMA Clinic

The KMA clinic is located in a good area but is poorly patronised because the NHIS capitation did not favour small clinics. Moving forward, the KMA clinic shall be upgraded to a polyclinic to serve the needs of the people in the CBD and beyond. Because of its strategic location, the

KMA clinic is going to be rebranded to attract both corporate clients and individuals who want optimal health care at very convenient times since appointment systems will be used and specialists will be brought on board to consult as well. The KMA Clinic is going to be revamped to be a force to be reckoned with among health facilities in the City. To this end, there will be the need for the following:

- A laboratory with equipment
- Three consulting rooms
- A counselling room
- A pharmacy
- Staff and client washrooms
- Data/records room
- Accounts/billing room



- A mini theatre for minor procedures
- A central sterilization unit
- An incinerator to burn infectious waste
- A secured car park

Honourable Members, we shall require your approval to get these initiatives carried out.

Health Service Delivery in Kumasi

The KMA has duly inaugurated the **KMA Public Health Emergency Management Committee (PHEMC)** which is multi-sectoral and deals with the planning to mitigate any public health emergency within the city, and the committee is functional.

Honourable Presiding Member, in the event of a public health emergency, we must have a **Rapid Response Team (RRT)** to respond immediately to the catastrophe. A RRT exists in name but has not been trained nor resourced to work. The RRT is the implementation arm of the KMA PHEMC.

Honourable Presiding Member, more committees need to be inaugurated and made functional. These are the



Kumasi Health Committee and the **Kumasi Mental Health sub-committee**. Both committees are important to support and plan for health activities within the metro. The Mental Health Sub-Committee is even more crucial as we have started experiencing a spate of suicides in the country lately. I have received letters from the Metro Health Directorate indicating the need for such committees to be formed and they shall be duly inaugurated as soon as we receive nominations from the various institutions.

Again, the **issue of rabies in the City of Kumasi** is nothing to be proud of. Rabies is a killer disease and unfortunately it has been claiming lives in the city. Last year we lost 15 cases at Komfo Anokye Teaching Hospital (KATH). What we can do is to prevent the bites of rabid dogs. This can be done when KMA supports the Veterinary Services Department to enforce the laws on vaccination for all dogs. **Honourable Members**, I will urge you to support the enforcement of this law to save lives.

Honourable Members, as we move more towards providing health services at the doorsteps of people,



using the **Community-based Health Planning & Services (CHPS) concept**, Kumasi City must not be left out. Though CHPS begun as a rural concept, it is for all Ghanaians and implementation of urban CHPS has become a bane. Kumasi has 112 CHPS zones but with only 2 CHPS compounds or facilities. We need more CHPS compounds or facilities especially in slums, crowded areas, underserved areas, the Central Business District and the markets etc. The way forward to address this is to create some space in designated areas for health service provision. In this regard clinics are needed at the markets and lorry terminals where all types of structures can be adapted to serve the needs of an urban CHPS compound or facility. We really need the Honourable Assembly members to spearhead this CHPS concept and make it a reality.

Honourable Presiding Member, the head porters or *kayayie* in Kumasi are among the poor and vulnerable and most-at-risk population; and we must address their health needs. This means access to health care must be improved by ensuring that they have viable NHIS cards and they must receive preventive health services. They will benefit from



regular health screening and reproductive health services such as family planning services. This service can be dubbed the **KMA Health Outreach Service** where we offer free health advice and services to these people on a regular basis and link them to the much-needed care. Metro Director of Health has assured me that she and her team are on stand-by to support us to make this happen.

The few government health centres in the Metropolis are poorly resourced. Many lack beds, basic **equipment and other amenities to boost health service delivery** in their catchment areas.

Examples are:

- the Kuwait Clinic in Asokwa,
- the Nwamase Clinic in Kwadaso and
- the Anwomaso Clinic in Oduom area.



The Kuwait Clinic has not been operational because of the lack of equipment. When all these facilities are operating at maximum capacity, they will invariably take some of the burden off KATH.

There are several **uncompleted health infrastructures** dotted around the City. These structures need to be completed and put to use to serve the needs of Ghanaians in Kumasi and also reduce the burden on KATH. For example, there is a Government of Ghana maternity block at Kumasi South Hospital which was begun in 2001. There is also a KMA general ward of 75-bed capacity and another KMA VIP ward with 14 rooms all on the same compound which need to be completed and operational. Similarly, there is the Kotei Clinic, the Pankrono Clinic, the Edwenase Health Post among others that need to be completed for use.

Honourable Members, the School clinics within the Metropolis need to be strengthened and given the right human resource and linkages for rapid referrals. This will avert catastrophes such as was witnessed at the Kumasi Academy in Asokore Mampong a few weeks ago. I will need



your support to facilitate this with the Ghana Education Service. All school clinics shall be inspected.

Honourable Presiding Member, Hypertension is the 3rd leading cause of illness in our dear City and among the top ten causes of death. The Ghana Demographic and Health survey 2014 also shows that **males aged between 15 and 49 in Ashanti region are 3 times** more likely to have hypertension than males in some other regions in Ghana. Since Hypertension is known as the silent killer and may not present with any symptoms, it would be expedient to have a program that talks about hypertension and screens people for it. This will be my **Exclusive Health Initiative** to be dubbed “**Manage Your Blood Pressure Initiative**” and would initially target the males in the City.

10.0 **OTHER PROGRAMMES UNDER THE KUMASI DEVELOPMENT AGENDA/“PRESIDENTIAL SPECIAL PROJECTS”**

10.1 **Facilitation of Trade and Industrial Activities**

Honourable Presiding Member, the Central Business



District of Kumasi including the Railways area as well as the whole stretch of the space surrounding the central market (and Adum area) has been choked with both human and vehicular traffic emanating from the displacement of the occupants of the Kejetia terminal as a result of the ongoing construction works over there.

Apart from the congestion created, the presence of these people has also contributed significantly to the piling of waste and filth in the inner city. As soon as the construction work is completed, the shops/stalls would be allocated to their original owners after the payment of the prescribed

fees. The challenge, which is anticipated here is that, it is likely that most of these owners may not be in the position to raise the said amount to secure their slots and would thus forfeit them.

Discussions are far advanced between the KMA and a financial institution for the forging of a PPP arrangement where the bank would create a bailout fund to assist



distressed traders to secure their stalls and pay back the loans at negotiated installments.

1.2 **Promotion of Culture, Tourism and Leisure**

Kumasi, being the epicenter of the rich Ashanti culture, KMA will partner with the Manhyia Palace and other investors to lift the culture and tourism barometer of Asante Kingdom in general and Kumasi in particular to the next level under an initiative to be known as the **Manhyia Royal Gardens**. This project would cover the following areas;

- The development of Manhyia Royal Gardens which is an executive multi-purpose property behind the Palace will comprise of
 - A museum of Asante history
 - An Arts gallery
 - A mini conference facility for VVIP events only.
 - Royal “Pato” (Lounge) with a sprawling green landscape.



- Executive canteen for traditional dishes and local delicacies only etc.

Discussions will also be initiated with the Kumasi Traditional Council to prospect the possibility of placing the Adaekesie on the international platform and make its celebration a global event with the aim of attracting tourists.

1.3 **Building linkages with new government's policy**

Honourable Presiding Member, we are all aware of the policy direction of President Nana Addo Danquah Akufo-Addo in fulfillment of his campaign promises of

- The Free SHS Initiative
- One District One Factory Initiative
- One Constituency, One Million Dollar Fund
- Zongo Development Fund
- Middle Belt Development Authority, etc.

As a potential beneficiary of these initiatives, our Assembly is going to put ourselves in readiness for their roll out.



11.0 TRANSPORTATION

Honourable Members, although some measures have been instituted to address the transport–related problems confronting our Metropolis, there still remains a number of challenges.

They include the:

- a. Congestion at the city centre (Adum, Mbrom, Dr Mensah, Roman Hill, Dunkirk etc.).
- b. Inadequate terminal space for commercial vehicles.
- c. Lack of alternative parking lots for private cars in the CBD.
- d. Emission of toxic fumes from rickety vehicles.
- e. Small sizes of vehicles used for commercial transportation.
- f. Lack of funding for transportation projects.
- g. Unethical behavior of drivers on our roads, etc.



Honourable Presiding Member, as part of the Assembly's efforts to improve the lot of our people, the City Development Strategy (2006-2020) which is under implementation highlights the main objectives of the metro transport sector, namely:

- To deliver an integrated transport system which provides for economic and social needs of the city of Kumasi.
- To promote the use of mass public transport system.

In line with this, a Committee has been formed comprising the ten (10) conveners of all the Assembly Sub-Committees and the Heads of Transport, Engineers, Urban Roads, Public Relations as well as the Security agencies to come up with a framework that would help address the perennial problem of the inner-city congestion. **Honourable Members**, the objectives of this Committee, among others are;

- Move all transport and trading activities from the CBD to the various terminals and markets.
- Ensure the free flow of traffic within the CBD.
- Put in strict measures for total compliance and



sustainability of the relocation programme.

As part of their work, the committee proposed two (2) options, namely:

Under the 1st Option

Move all traders and transport operations from the CBD. This would include

- The movement of all vehicles from the city centre.
- Review of the movement plan to include Acheamfour and Adehye markets.
- Improvement of conditions at the Race Course to make the place attractive and acceptable to the traders and transporters

This could be done by either the KMA itself or through a PPP arrangement.

To ensure strict enforcement of this plan, the committee proposed the following actions:



- a. Blocking about eleven (11) entry points into the CBD and the formation of a monitoring team to move round the CBD to ensure total compliance.
- b. Development of alternative Terminals to ease congestion in the CBD.

For the 2nd Option

Move trading activities as well as only long distance vehicles plying between 15-20 km to the potential terminals earmarked for such distances upon completion of the Kejetia project. It is the considered opinion of Management that this approach would be successful if we ensure that conditions at the new locations are conducive enough to entice them to stay. Again, there would be the need to review on-street conditions for trotro and taxis whilst there the transporters are made to comply strictly to the guidelines that may be issued.

Honourable Members, it is worth stating that each of these options has its respective social, economic, political,



financial and logistical implications for both the short and long term.

On the way forward to address these challenges, the following measures are proposed for consideration by the House:

- Implementation of earlier decisions taken on transportation management: Already, the House has laid out some far reaching decisions to relocate the various Transport Unions and their commercial vehicles to some designated terminals; and we must go ahead to implement those decisions.
- Decongestion of the commercial centres: The area around Kejetia/the Central Market, the median of the roads in the CBD as well as the other densely populated commercial areas within the metropolis as already proposed.

Enforcement of entry of vehicles to restricted areas: We have to set up and strengthen a well-trained squad to



enforce the entry of vehicles to the restricted zones. The imposition of a “Metropolitan Entry and Exit Toll” could help and this, and as well contribute to the Assembly’s IGF.

- Designation of approved routes to allow for free flow of traffic.

Honourable Presiding Member, these plans have already been formulated. What is pending is the approval from this august House for implementation to begin; and it is my fervent hope that you will expedite action on this matter as you discuss the Address in plenary.

1.1 **Transport Terminals in the Metropolis and their Level of Functionality**

Honourable Presiding Member, I have taken note of the Assembly’s programme to develop satellite lorry terminals at Anwomaso, Kwadaso-Sofoline and Chirapatre as a means of reducing traffic congestion in the Central Business District (CBD). I wish to indicate that the challenges (mainly litigation in court) confronting the construction of the three lorry terminals are being resolved and work has recently resumed.



Honourable Members, one interesting socio-economic dynamic that is worth considering is that in Ghana, there is always a direct link between our markets and transport terminals and our metropolis is no exception. Below is a list of our markets and the state of development of the transport terminals:

- a. **Kejetia/Central Market:** Still under redevelopment.
- b. **Asafo Market:** Functional and mostly used for vehicles plying Eastern, Greater Accra, and Western Regions.
- c. **Race Course:** A terminal was created but most of the vehicles have moved back to the streets.
- d. **Afua Kobi Market (Abinkyi):** Created mostly for the Western Region vehicles but some of the splinter groups have left the terminal and plying on free range basis (“Waa waa”).
- e. **The Royal Market:** A lorry station has been created there after the relocation of some of the traders from the Kejetia Terminal.



- f. **Acheamfour Shopping Mall:** Some of the vehicles for the Western Regional corridor have been deployed there.

- g. **Sofoline:** Convenient for use by transporters for the Western North (Sefwi Area), Brong Ahafo and Upper West Regions.

- h. **Atonsu/Chirapatre (Lake Road):** the site has been cleared and earth works are on-going for the development of a lorry terminal. A condition precedent for the dualization of road by **Agence Française de Development (AFD)**.

Honourable Presiding Member, the above listed parks and terminals which are at various stages of development suggest that but for litigations, the Assembly would have had a handful of places designated as buffers to ease the problem of congestion within the inner city of Kumasi. We shall have to double our effort through diplomacy and



negotiations with the stakeholders to pave the way for the speedy completion of the projects.

Honourable Presiding Member, still on the development of terminals, there are two (2) critical areas which, if approved, would also help the Assembly clear the congestion of our inner city

- i. **Akwatia Line (railway line):** This property stretches on both sides of the railway lines from the Aboabo station to the Asawase railway crossing. The occupants there are principally into the sale of wood, with others dealing in livestock, milling of rice as well as in general merchandise. A recent study conducted on the area indicates that those trading in the wood can be relocated to the Sokoban Wood Village whilst the other traders can be moved elsewhere to pave the way for the development of a new transport terminal for transporters to the Northern and Upper East regions including Burkina Faso.

- ii. **Poku Transport Yard (Accra Road):** In a similar vein, negotiations are underway to explore the



possibility of acquiring the property of the former Poku Transport Yard near Bomso. If approved this land would be developed for use as a transport terminal for those cars heading towards the Eastern and the Greater Accra Regions.

- iii. **Parks & Gardens Down (Obuasi/Takoradi route):** The Assembly shall discuss with the appropriate authorities to acquire the parcel of land near the Parks and Gardens office at the Bekwai Roundabout to be developed and converted into a lorry terminal.

1.2 Urban Roads

Honourable Presiding Member, we are all aware of the pull factors which have contributed to the exponential growth of our metropolis in terms of the population size, development of unplanned human settlements both within the inner metropolis and the suburbs. These and other social and economic factors have triggered the creation of roads and other routes all over the metropolis.



Going by the officially recorded data, the total length of road network irrespective of their surface type is one thousand six hundred and ninety-two kilometres, sixty-five metres (1,692.65km). Their pavement types are indicated as follows:

Pavement type	Length of Road	Good (km)	Fair (km)	Poor (km)
Asphalt	159.02	104.23	2.67	52.02
Bitumen	588.38	358.91	11.77	217.70
Concrete	00	00	00	00
Gravel	890.16	712.13	44.51	133.52
Earth	00	00	00	55.09

Honourable Members, there are some major urban road projects which are on the drawing board and which have to be pursued vigorously in order to help ease the inner-city traffic congestion. They include the under-listed:

- a. Lake road and Oforikrom-Asokwa By-Pass (1st phase completed, the 2nd phase to commence soon)
- b. Sunyani road reconstruction (works suspended due to non-payment to the contractor)
- c. Western By-Pass (not started)



- d. Southern By-Pass (not started)
- e. Mampong road (not started)
- f. Anloga Interchange (not started)
- g. Outer Ring Road (not started)

Honourable Members, apart from the problems we are facing with waste and sanitation management, one of the critical sectors where we also have serious developmental deficit is that of the conditions of the roads within our metropolis. The situation keeps on deteriorating as the asphalted roads continue to age, collapsed culverts become death traps, the right of way is encroached whilst the washing and repair of vehicles on the roads is done with recklessness.

The problem is that the budgetary allocation from the Head Office of the Department of Urban Roads is insufficient; whilst the Assembly also looks on helplessly because of inadequate financial resources to support such an infrastructural development.



1.3 Urban Transportation

Honourable Presiding Member, another source of vehicular congestion within the CBD is the lack of space for the shop owners and customers of business outfits to park their cars. This challenge will be tackled holistically by looking at the key components of the value chain, namely:

- **The construction of Car Parks at strategic locations and**
- **Introduction of Metro Shuttle Buses**

Car Parks

As part of the measures to grant free passage for motorists and pedestrians, two (2) car park models have been recommended namely:

- a. **Institutional-based Car Parks:** This will involve the passage of a bye-law which will compel all prospective Commercial Estate developers within the CBD to incorporate parking lots as part of their architectural designs before construction permits are issued to them by the Assembly



- b. **City Car Park**: A proposal for the construction of a multi-storey car park on the KMA property behind the Kumasi Prisons would also be submitted for your approval. Like many of the projects it would be executed through a competitive procurement process under a Public Private Partnership arrangement (PPP).

Shuttle Busses

To assist in the decongestion of the city, we shall liaise with the private sector to organize neat and presentable shuttle buses equipped to serve workers and other commuters who only drive to their shops and offices in the morning and park their cars at the Car Parks till the evening. Similarly, we shall create parking enclaves at the entry points to the city so that big trucks and articulated trucks will be restricted from entering the central business district to cause congestion.



11 **SISTER CITY RELATIONSHIPS AND STRATEGIC PARTNERSHIPS**

Despite the problems that have bedeviled the KMA, the metropolis is still endowed with many resources and business opportunities and these continue to attract both local and foreign investors

Some of the pull factors include:

- Its strategic location making it more accessible to people from all parts of the country for business transactions.
- Being a tourist destination which is noted for its rich history, art, culture and recreation.
- As a city of trade and commerce.

Honorable Presiding Member, for some time now, we have not been responsive to our commitments with our bilateral international agreements especially under our Sister City initiatives and that has been to our own disadvantage.



We shall therefore revisit and consolidate our relationships with our partners.

NAME OF CITY	DESCRIPTION OF PARTNERSHIP	SPECIFIC OBLIGATIONS	DATE
Almere - Netherlands	Water & sanitation, and revenue improvement	Provision of labour and Financial resources	1996
Atlanta-Georgia USA	Cultural exchange	Exchange of visits and gifts	2006
Dortmund - Germany	Climate change adaptation and mitigation	Local initiatives by way of financial contributions and labour	2011
Wichita-Kansas USA	Technical mission Education and cultural exchange Economic opportunities	Exchange of educational and cultural programmes	2006
Charlottes City - North Carolina USA	Technical mission Educational and cultural exchange	Mutual exchange	2006



Newark-New Jersey USA	Educational linkages Women empowerment Local governance	Mutual exchange	2015
Ouagadougou – Burkina Faso	Professional exchange Youth development	Peer learning	2014
Wenzhou – China	Infrastructure development, investment and education/technology exchange	MoU signed for the construction of a lorry terminal at the CBD	14 th June 2016
Xuzhou-China	Trade, infrastructure development, investment and education/technology exchange	Yet to formalize the relationship	

From this list, we can tap into the strength of the existing agreements to address some of the challenges confronting our communities as alluded earlier

Since the beginning of the year, there has also been an influx of investors who have expressed interest to enter into strategic partnerships with the Assembly to invest in some of the viable



infrastructural projects. We shall study their proposals and take decisions according to those that meet our needs.

12 **JUSTICE AND SECURITY**

As a metropolis, Kumasi is becoming increasingly larger and more densely populated. But with poorly planned urbanization trends, rural migration, youth unemployment, slum development, illicit drug use and poor living conditions are on the rise. These bring with them not only the direct effects of social tension, crime, injuries and deaths; but also, cumulative and long-term impacts on essential services, with consequences for people's health, education, livelihoods and dignity

In recent times, our metropolis has experienced unfortunate moments when

- Some City Guards have been high handed on traders and drivers for offences which could have been handled in a different way.
- People have meted out mob justice on suspected criminals.



- People are indiscriminately polluting our water bodies.
- Developers are building houses on water ways leading to the flooding of our communities whenever it rains.
- We have sometimes not been fair and just to people with disabilities and the vulnerable.
- There has been ethnic, religious and political strife.
- Cybercrime has been on the increase.
- There has been an apparent loss of public confidence in law enforcement and the administration of justice in general.
- There is an increased public perception of corruption in the Public Service.
- There is Abuse of our investment laws by foreigners etc.

It is for these developments and trends; that we need to make it a priority to engage more systematically and effectively for urban safety with particular attention to the systems of urban planning, legislation, governance and the socio-economic issues of our metropolis. This engagement needs to be delivered at the community and town council



level with all the boundary partners where matters of housing, infrastructure, community policing as well as the equitable distribution of basic services will be discussed.

13 **CORPORATE IMAGE AND PUBLIC RELATIONS**

Honorable Presiding Member, we are committed to ensuring that appropriate policies, procedures and monitoring arrangements are in place to support good internal and external communications. The Assembly shall have a culture of openness with all stakeholders on an informal and formal basis to pass on information about current issues, respond to queries and receive feedback.

The Assembly recognises that excellence in communications practice will contribute to enhanced public awareness and understanding of our activities leading to improved corporate reputation. We shall achieve this by:

The

- i. development of the Assembly's Communication Strategy.

- ii. Ensuring that the Assembly listens to stakeholders,



acts on information received appropriately and provides feedback;

iii. Ensuring there is awareness amongst stakeholders, about KMA's structure, business and services.

iv. Reflecting the principles of confidentiality, Data Protection, Freedom of Information and other relevant legislations.

v. Informing stakeholders (as appropriate) of the financial, economic, and environmental factors affecting the performance of the Assembly;

vi. Raising awareness of the Assembly's achievements;

vii. Promoting and enhancing the reputation of the Assembly;

viii. Promoting a positive corporate identity.



- ix. Maintaining and monitoring methods of external communication
- x. Establishing a directorate that will be responsible for the building of a good corporate image of our Assembly.

14 **OUTLOOK FOR 2017**

Honourable Presiding Member, a lot of lessons have been learnt, and we should, individually and collectively, resolve to do better for Kumasi. We will have to implement the right strategies to deal with the challenges

while taking advantage of all opportunities in order to achieve KMA's objective for 2017.

The following shall therefore be our focus:

- **Settlement of legal disputes and related debts**
- **Efficient and Effective Waste and Sanitation Management**



- **Decongestion of human and vehicular traffic in the CBD**
- **Relocation of traders to the Kejetia and other satellite markets**
- **Creation of an enabling business environment**
- **Development of car parks**
- **The creation of additional administrative structures and engagement of consultants to assist in the repositioning of the Assembly to make it solvent and economically viable.**

Hon Presiding Member, Institutions are not stand-alone entities. They interact with, affect and are affected by other institutions, and agencies along the same levels and across different scales. The consequences of this interplay; and how to manage it for effective and coherent governance, are a major agenda item for my administration. Numerous institutions and policies have been created since this establishment of the District Assembly concept to address developmental and environmental concerns. Though many of these responses are complementary, there are also areas of overlap, duplication of efforts and even conflict. These issues need to be resolved.



A systematic approach is urgently needed to identify and effectively use synergies that exist within the Assembly and among the actors involved in environmental and sustainable development governance.

Honourable Presiding Member, former US President Barack Obama said: “Our challenges may be new. The instruments with which we meet them may be new. But those values upon which our success depends - honesty and hard work, courage and fair play, tolerance and curiosity, loyalty and patriotism - these things are old. These things are true. They have been the quiet force of progress throughout our history. What is demanded then is a return to these truths. “What is required of us now is a new era of responsibility - a recognition, on the part of every American, (in our case, every Kumasi resident) that we have duties to ourselves, our nation, and the world, duties that we do not grudgingly accept but rather seize gladly, firm in the knowledge that there is nothing so satisfying to the spirit, so defining of our character, than giving our all to a difficult task.”



Honourable Presiding Member, Honourable Members of Parliament, Honourable Assembly Members, Heads of Departments, Friends from the Media, Distinguished Ladies and Gentlemen,

Honourable Presiding Member, Honourable Assembly members, I promise I will not let you down. I will work hard, in collaboration with you and all stakeholders, not only to restore Kumasi to its past glory, but also make KMA a pace-setter among the Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana.

On this note, I draw the curtain down and wish the Assembly a fruitful and dispassionate deliberation.

Thank you, and May the God Lord bless us all.



