



UN HABITAT

Regional and Technical Cooperation Division



GHANA: ACCRA URBAN PROFILE



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GHANA: ACCRA URBAN PROFILE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME
REGIONAL AND TECHNICAL COOPERATION DIVISION

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FOREWORD



The annual urban growth rate in Sub-Saharan Africa is almost 5 percent, twice as high as in Latin America and Asia. It also has the world's largest proportion of urban residents living in slums, which today are home to 72 percent of urban Africa's citizens representing a total of some 187 million people. As more and more people

seek a better life in towns and cities, the urban slum population in Africa is projected to double every 15 years in a process known as the urbanisation of poverty. African cities are thus confronted in the new Millennium with the problem of accommodating the rapidly growing urban populations in inclusive cities, providing them with adequate shelter and basic urban services, while ensuring environmental sustainability, as well as enhancing economic growth and development.

UN-HABITAT is the lead agency for implementation of Millennium Development Goal (MDG) 7, Target 10 (reducing by half the number of people without sustainable access to safe drinking water), and Target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020).

As part of our drive to address this crisis, UN-HABITAT is working with the European Commission to support sustainable urban development in African, Caribbean and Pacific (ACP) countries. Given the urgent and diverse needs, the agency found it necessary to develop a tool for rapid assessment to guide immediate, mid and long-term interventions. In 2002, based on the European Commission's Consultative Guidelines for Sustainable Urban Development Co-Operation, UN-HABITAT successfully implemented an Urban Sector Profile Study in Somalia for the first time. The Study resulted in the identification and implementation of three major programmes with funding from a variety of donors.

In 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach further for application in over 20 countries. This was achieved in collaboration with other departments within the agency – the Urban Development Branch with the Urban Environment Section, the Global Urban Observatory, the Shelter Branch, the Urban Governance Unit, the Gender Policy Unit, the Environment Unit and the Training and Capacity Building Branch. This new corporate approach is known as the urban profiling. The implementation of The urban profiling was launched thanks to contributions from the Governments of Italy, Belgium and the Netherlands.

Today, UN-HABITAT is conducting city profiles in 18 new countries as part of the Participatory Slum Upgrading Programme financed by EuropeAid and its Intra-ACP fund. Also, Ghana, as well as 12 other African countries, are going to develop action plans for selected priority proposals presented in this document, the second phase of the new programme.

The idea behind the urban profiling is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed at enhancing dialogue, awareness of opportunities and challenges aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

The idea behind the urban profiling is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed at enhancing dialogue, awareness of opportunities and challenges aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

The urban profiling addresses four main themes: governance, slums, gender and HIV/AIDS and environment. It seeks to build a national profile, and three settlements representing the capital or a large city, a medium-sized city, and a small town. The profiles offer an overview of the urban situation in each participating city through a series of interviews with key urban actors. This is followed by a city consultation where priorities are agreed. City-level findings provide input for the national profiling that is combined with a national assessment of institutional, legislative, financial and overall enabling frameworks and response mechanisms. The profiles at all levels result in supporting the formation of city and national strategies and policy development. Additionally, the profiling facilitates sub-regional analyses, strategies and common policies through identification of common needs and priorities at the sub-regional level. This provides guidance to international external support agencies in the development of their responses in the form of capacity building tools.

In Accra, the profiling was undertaken under the leadership of national and local authorities. This initiative has been carried out locally in Accra, Tamale, Ho as well as nationally. The National Urban Profile focuses on the findings of a desk-study, interviews with key actors and a town consultation with key urban actors and institutions. Consultation participants agreed to address the salient urban issues including poverty, insecurity, corruption, pollution and crime all problems that negatively affect investments and economic development. A consensus was reached on priority interventions in the form of programme and project proposals to be implemented.

I wish to acknowledge the contributions of Mr. Mohamed El Sioufi, who developed the urban profiling concept, the programme manager Alain Grimard and Kerstin Sommer who is coordinating its activities. I also wish to cite those members of staff for their role in helping produce this report. They include Alioune Badiane, Antonio Yachan, Adolphin Asimah, Ben Doe Doris Tetteh, and Sylvester Gabianu.

I would like to thank the Government of Ghana through the Accra Metropolitan Assembly, Ministry of Information Service, Ministry of Local Government and Rural Development, Ministry of Women and Children Affairs, city mayors, local government officials, authorities, and all those who have participated in and supported this initiative and wish every success in its implementation. I also look forward to supporting further their efforts in the development of Accra.



Anna Kajumulo Tibaijuka
Under-Secretary-General of the United Nations,
and Executive Director, UN-HABITAT

EXECUTIVE SUMMARY

INTRODUCTION

The urban profiling is a rapid and action-oriented urban assessment of needs and capacity-building gaps at national and local levels. It is currently being implemented in over 20 countries in Africa and the Arab states. The urban profiling uses a structured approach where priority interventions are agreed upon through consultative processes. The urban profiling methodology consists of three phases: (1) a rapid participatory urban profiling at national and local levels, focusing on governance, informal settlements, gender and HIV/AIDS, environment, and proposed interventions; (2) detailed priority proposals; and (3) project implementation. The urban profiling in Ghana encompasses profiles of Accra, Tamale, and Ho, each published as a separate report. This report constitutes a general background, a synthesis of the four themes – governance, informal settlements, gender and HIV/AIDS, and environment – and priority project proposals.

BACKGROUND

Accra, the capital city of Ghana, has a total land area of 201sq km. With a population of 1,695,136 million people (2000 National Population Census), Accra, Ghana's capital since 1877, is today one of the most populated and fast growing Metropolis in Africa with an annual growth rate of 4.3%.

The gross population density for Accra Metropolitan Area is 10.03 persons per hectare as compared to 6.23 per hectare in 1970. Accra's population like that of most urban centres is very youthful with 56% of the population under the age of 24 years; 51% of the population are females. Accra's population like that of most urban centres is very youthful with 56% of the population under the age of 24 years; 51% of the population are females. Accra is the second most industrialised city in Ghana, contributing over 10% to the GDP. Over 30% of the manufacturing activities are located in the area. In 2000, there were nearly 200,101 persons working in various industries in Accra: 22.34% of the employment of the labour force in Accra. Female employment in manufacturing is over 33%, the majority of whom are factory hands. The sector attracts large numbers of rural and urban migrants to the city with the expectation of securing jobs.

GOVERNANCE

The Accra Metropolitan Assembly (AMA) is a corporate body and the highest political and administrative organ in Accra. The Assembly has legislative, deliberate and executive functions. Development in Accra is financed from several sources and at two (2) levels; central and local. AMA is a facilitator for development rather than profit making institution. This is consistent to central government policy. AMA spends 66.70% of its revenue on recurrent expenditure whilst 33.30% on capital expenditure. The expenditure ratio indicates low commitment of the city authority to development.

INFORMAL SETTLEMENTS

Physical development in Accra is governed by an elaborate Master Plan and Sector Layout plans prepared by the Town and Country Planning Department of AMA. The Town and Country Planning Department and the Metro Works Department have the day-to-day responsibility of managing the plans and the sector layouts. It is common knowledge in Accra that physical development "runs faster" than planning. In this light there are more areas which are basically unplanned or where inadequate planning has been carried out by the landowners who some times attempt to integrate it into the statutory land use plan of Accra. The problem has contributed to the haphazard development and slum conditions in some areas of Accra.

The weak statutory land use planning and the creation of alternative land use planning process by landowners have opened avenues for the poor to cash in for their housing needs. It is estimated that the alternative process houses about 58% of population of Accra. The process is cheap and less time consuming, happens on the blind side of the law, suits the peculiar housing needs of the poor, and is seemingly tolerated by government.

There is no doubt that the two processes have contributed to the creation of a full fledged informal land market, rapid expansion of irregular settlement, forceful occupation of land by the poor and tension between traditional land owners and the encroachers.



GENDER AND HIV/AIDS

Women constitute only 22.12% of the assembly members representing each electoral area in Accra. However there are efforts by the government to increase women's representation in the assembly. Women also constitute only 20% of the total labour force in the formal sector whilst their participation in the informal sector is 48%. On the other hand women constitute just 6% of the Accra Metropolitan Assembly (AMA) senior staff and 30% at the junior level. Majority of women, employed in the informal sector, have unstable economic conditions, and live below the national poverty of \$210 per year. The HIV/AIDS situation in Ghana is becoming a gender issue. There are more women carriers of the virus than men - 75% among female sex workers.

ENVIRONMENT

The state of sanitation in Accra is currently very unsatisfactory. The city is characterised by choked drains, indiscriminate waste disposal and uncollected refuse in central waste containers. Even though Accra generates between 1,500 – 1,800 tonnes of waste per day, it has the capacity to collect only 1,200 tonnes per day. Physical and settlement development in Accra is outstripping drainage network. This has culminated into seasonal flooding during the wet season. Private participation in environmental management ranges from individual waste cart pushers (kayabola), environmental advocacy groups to multi-national waste management consortium. The city authority spends 65-70% of its revenue on sanitation.

BACKGROUND

INTRODUCTION

The Urban Profiling

The urban profiling is a rapid, action-oriented assessment of urban conditions, focusing on priorities, capacity gaps, and existing institutional responses at the local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals. The study is based on an analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. This consultation typically results in a collective agreement on priorities and their integration into proposed capacity-building and other projects, all aimed at urban poverty reduction. The urban profiling is being implemented in over 20 African and Arab countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a blueprint for central and local authorities and urban actors, as well as donors and external support agencies.

METHODOLOGY

The urban profiling consists of three phases:

Phase one involves rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city, and a small town are selected and studied to provide a representative sample in each country. The analysis focuses on four themes: governance, slums, gender and HIV/AIDS, and the environment. Information is collected through standard interviews and discussions with institutions and key informants, to assess the strengths, weaknesses, opportunities, and threats (SWOT) of the national and local urban situation. The findings are presented and refined during city and national consultation workshops and consensus is reached regarding priority interventions. National and city reports synthesise the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity-building and capital investment projects.

Phase three implements the projects developed during the two earlier phases, with an emphasis on skills development, institutional strengthening, and replication.

This report presents the outcomes of the Participatory Slum Upgrading Programme, Phase One, at the local level in Accra.

THE URBAN PROFILING

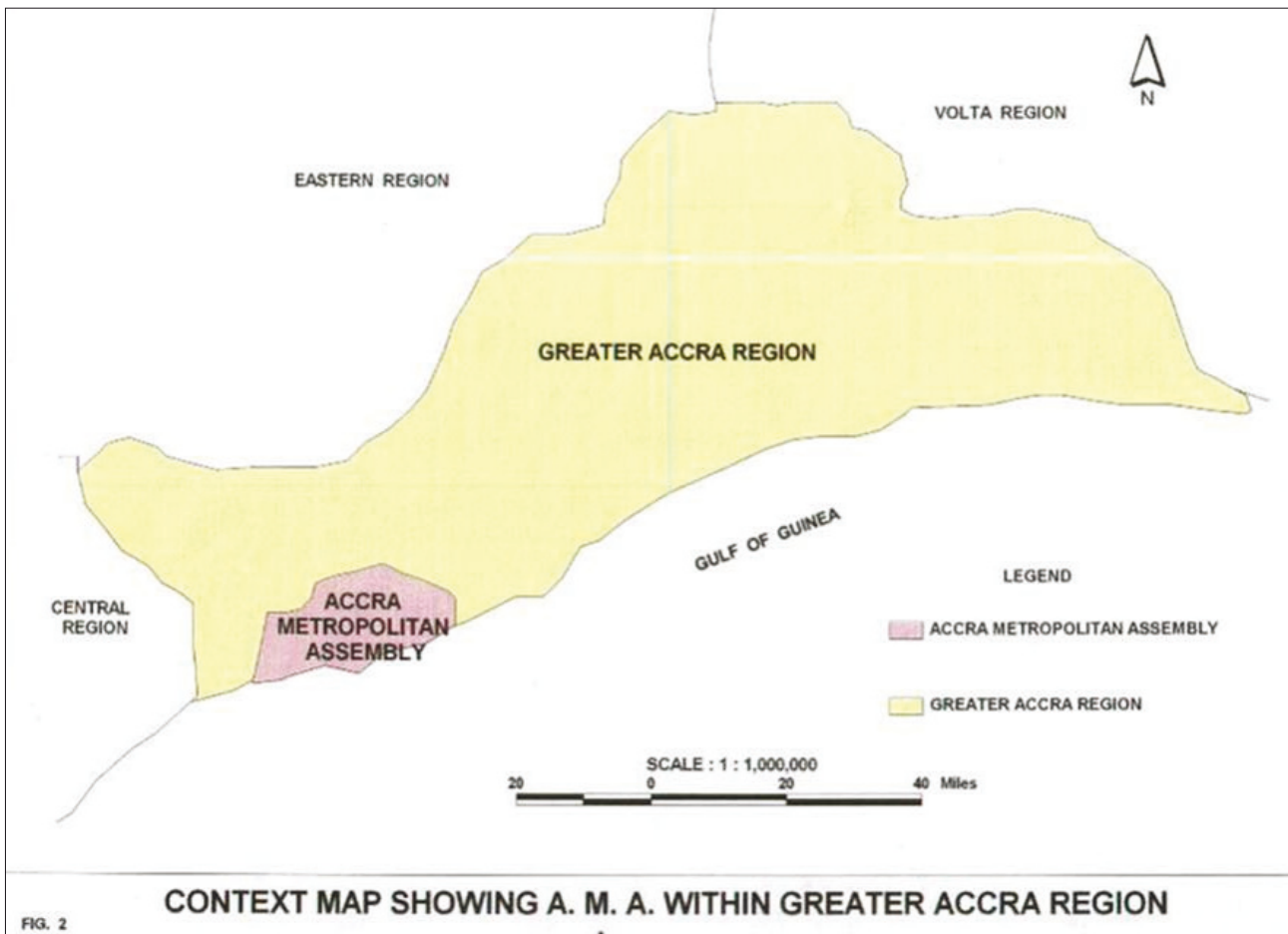
RUSPS in Ghana encompasses the cities of Accra, the capital city, Tamale, the capital city of the northern region of Ghana and Ho, a town in Southeast Ghana and capital of the Volta region. Each urban profile is published as a separate report.

The national consultation was conceived as a partnership platform, co-developed with the Department of Community Development, Department of Cooperative, Social Welfare, Department of Rural Housing, Accra Members Assembly, Municipal Planning Coordinating Unit, Works Department, Budget and Rating Department, Police Commander and the Ghana Civil Aviation. The aim is to promote inter-agency collaboration that integrates a wide range of urban actors in response mechanisms.

REPORT STRUCTURE

This report consists of:

1. a general background of the urban sector in Accra, based on the findings of a desk study, interviews, and a city consultation (see back cover for a list of participants in the national consultation and a bibliography). The background includes data on administration, urban planning, municipal finance, urban services, public transport, health, education, the economic situation, water and sanitation, and waste management;
2. a synthetic assessment of four main areas – governance, unplanned settlements, gender and HIV/AIDS, and environment – in terms of the institutional set-up, regulatory framework, resource mobilisation, and performance (this second section also highlights agreed priorities and includes a list of identified projects); and
3. a SWOT analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs.



BACKGROUND

Accra was founded by the Ga people of Ghana in the late 1600s. In 1877 Accra replaced Cape Coast as the capital of the British Gold Coast colony. After the completion of a railway to the mining and agricultural interior, Accra became the economic centre of Ghana. Accra has a total land area of 201 sq km and has a population of 1,695,136 million people (2000 National Population Census) making it one of the most populated and fast growing Metropolis in Africa with an annual growth rate of 4.3%. The primacy of the city is influential in the daily inflows and outflows of both human and vehicular traffic to the city.

Accra is a major centre for manufacturing, marketing, finance, insurance, transportation and tourism. As an urban economy the service sector is the largest, employing about 531,670 people with the informal service sub-sector absorbing the largest number of labour force in the sector.

ADMINISTRATION

The functions of the Accra Metropolitan Assembly are outlined in the Legislative Instrument (L.I. 1500) which established the AMA. These functions are summarized as follows: Provision of a sound sanitary and healthy environment; provision of educational infrastructure for first and second cycle schools; provision of markets and lorry parks within the Metropolis; planning and development control of all infrastructure within Accra; activities bordering on the maintenance of peace and security within the Metropolis and provision of public safety and comfort. AMA employs 1170 people. The administration structure is weak and is confronted with the following: Dual allegiance of decentralised departments, incomplete decentralisation, non-connectivity of departments, low management interconnection, lack of transparency, over centralization of administration and financial issues.

DEPARTMENT	FUNCTIONS
General Assembly (104 Assembly Members, Presiding Member, Metro Chief Executive	Legislative, deliberation, approval and planning powers
Metro Coordinating Director/Chief Executive	Coordinate the activities of the departments and Customer care services
Metro Treasurer	Collection of revenue and pays expenses monthly and annual financial statement, Advises on financial matters,
Metro Works Engineer	Design/management of building projects, premises/house numbering, street furniture. Building permits delivery and general development control.
Metro Director of Education	Adherence to educational regulations and policies, provide infrastructure and logistics.
Public Health Officer	Food hygiene, disease, vector and pest control, enforcement of Sanitation Bye-Laws Control of Cemeteries
Waste Management Department	Liquid and solid waste disposal, Cleansing of streets and drains, public open places, and weeding of grass on roadsides and open public places.
Town and Country Planning	Detailed Planning Schemes/Structure Plan, Secretariat of the Accra Metropolitan Planning Committee.
Metro Planning and Coordinating Unit	Collection and analysis of economic, social, physical and institutional data. Preparation of projects documentation. Monitoring and evaluating projects. Co-ordination of donor funded projects

URBAN SERVICES

In most areas of Accra, service provision is inequitable with the poor bearing the brunt of the efficiency. The sprawl or horizontal rapid growth of the city has hindered the provision of such service like water, solid waste disposal, refuse collection, good drainage, and electricity very difficult. The existing facilities are deteriorating as inadequate investment is put into their maintenance. Furthermore, capacities of these facilities are out stretched.

Physical development in Accra is governed by an elaborate Master Plan and Sector Layout plans prepared by the Town and Country Planning Department of AMA. The Town and Country Planning Department and the Metro Works Department have the day-to-day responsibility of managing the plans and the sector layouts.

MUNICIPAL FINANCE

Accra is the second most industrialised city in Ghana, contributing over 30% of manufacturing activities, representing over 50% of value added. Central Government made subvention to the Assembly in the form of emoluments and development expenditure for the last three years subvention amounted to \$14,258,617 (52% of total revenue). AMA spends 66.70% of its revenue on recurrent expenditure whilst 33.30% on capital expenditure. The rateable value of over 50,506 identified residential properties and about 4,054 commercial/Industrial/Mixed properties is estimated to be at \$150532758. Its fiscal capacity of the

Assembly is estimated to be at \$9720229 Tax effort is estimated to be 30.17%.

Development in Accra is financed from several sources and at two (2) levels. The two levels are central (External sources) and local (Internally Generated Funds) government sources. These categorisation forms the structure of finance of the Assembly. AMA receives about 53% of its revenue from Central Government. This makes AMA vulnerable to central government control.

Nevertheless, with a large fiscal capacity, AMA has the propensity to generate more revenue to upset dwindling transfers from Central Government. Analysis of Internally Generated Revenue (IGR) reveals that AMA generates large revenues from small segments of its tax base - about 90% from three sources (Property Rates, Fees and Licences).

PUBLIC TRANSPORT

Traffic and transportation situation in Accra can be described as confused: Missing links and un-engineered roads (300 – 400kms), unpaved road, potholes. 65 percent of vehicular movement has the Central Business District as their destination. Large numbers of low capacity vehicle create a lot of congestion on the roads and the high travel time creates aggressive situations on the road. However the revamping of the collapsed mass transport system is receiving government's attention.

TABLE 9: PRIMARY SCHOOL ENROLMENT BY SEX

	Boys		Girls		Total	
	No.	%	No.	%	No.	%
Ablekuma North	5398	5.3	5994	5.9	11392	11.2
Ablekuma South	7250	7.1	7554	7.4	14804	14.6
Ashiedu Keteke	3621	3.6	3791	3.7	7412	7.3
Osu Klottey	3578	3.5	3587	3.5	7116	7.0
Garrison	4138	4.1	3948	3.9	8078	7.9
Kpeshie	9799	9.7	10433	10.3	20232	20.0
Ayawaso	8263	8.1	9001	8.9	17204	17.0
Okaikoi	7360	7.2	7824	7.7	15184	15.0
Metro	49407	48.7	52124	51.3	101531	100

Source: Metro Education Office Kinbu, Accra, 2002

HEALTH

Although health facilities are within physical accessibility of the poor, the cost is beyond their scope. Most of them rely on traditional medication and self-medication for their health needs. The high-income groups rely on both public and private health facilities. There is high level private and non-governmental institutions participation in health delivery.

There are 28 Hospitals in Accra. The major health problems of Accra are essentially communicable diseases due to poor environmental sanitation, ignorance, and poverty. Malaria has been the number one disease, accounting for about 53 per cent of outpatient cases. The major communicable diseases (Top 5 communicable diseases) are malaria, sexually transmitted Infection, diarrhoea, chicken pox, enteric fever. The transmission of the 5 major communicable diseases comes from poor sanitation, and the residents of the city over the years have been complaining about the poor sanitary conditions they are confronted with. High incidence occurs in the poor neighbourhoods

EDUCATION

At the primary level, 36.38 % of eligible children are enrolled. The enrolment of girls is higher than boys as shown in Table 9 above.

At the Junior Secondary School (JSS) level, 57.17% of eligible children are enrolled. The ratio of girls is also higher at this level. The higher enrolment of girls and the favourable examination result has been attributed to implementation of Send-your-Girl-Child-to-school policy, which was implemented about a decade ago. In recent time some Civil Society Organisations are lobbying for similar programme to promote boy education. This has received commendation from Accra Metro Education Department.

The educational facilities are not evenly distributed across the sub-metros of Accra. Kpeshie has the highest concentration of both primary and JSS. Given the rapid growth of the school going population, the city will need more school infrastructure in the years to come.

THE ECONOMIC SITUATION

Accra is a major centre for manufacturing, marketing, finance, insurance, transportation, and tourism. The economy consists of Primary (farming, fishing, mining and quarrying), Secondary Sectors (manufacturing, electricity, gas, water, construction) and Tertiary Sectors (Wholesale trade, retail trade, hotel, restaurant, transportation, storage, communication, financial intermediation, real estate service, public administration, education, health and other social services). As an urban economy the service sector is the largest, employing about 531,670 people with the informal service sub-sector absorbing the largest number of labour force in the sector. The second largest, secondary sector employs 22.34% of the labour force (that is 183,934 people). Accra has 114,198 of its labour force unemployed, making an unemployment rate of 12.2%.

The predominant primary economic activity is fishing and urban agriculture. Fishing takes charge of about 77.8% of productive labour force in the primary sector. However, the industry is characterised by extreme seasonality. Fishing in Accra had been the traditional trade for the native people of Accra who leave in the older and high-density areas. The diminishing stocks of fish and poor techniques have made the trade less attractive to the youth of the area. This has contributed to high unemployment rates in the fishing communities.

The overwhelming large number of economic activities and business locations in Accra to the detriment of other areas of the country is a validation of the poor implementation of development strategies in Ghana. High economics of scale, agglomeration advantage and collective action of businesses tend to influence business location to Accra. Coherent socio-economic policy framework and implementation strategies need to be put in place if the pressure that the primate city of Accra has brought to its management has to be tackled.

WATER AND SANITATION

The state of sanitation in Accra is poor. The city is characterised by choked drains, indiscriminate waste disposal and uncollected refuse in central waste containers. Some of the factors responsible for the poor sanitation include, poor conceptualization of sanitation, lack of adequate sanitary facilities, ignorance and irresponsibility of individuals, households and community members, lack of community action, springing up of unauthorized temporary structures, continuous increasing number of squatters, indiscriminate hawking, and lack of regular budgetary allocation for sanitation.

Accra is supplied by pipe-borne water from 2 operational sources - The Weija and Kpone Water Works. Access to water by the classes of people in Accra varies according to the three categories of urban dwellers in Accra. First, there are those who live in first class residential areas and are connected to the water supply network. This class of people get water 24 hours a day, and pay for water at the official rates, which range from \$0.0019 a bucket to \$0.007 per bucket. Second, there are those Accra residents (a large proportion) who live in areas which are connected to the network but do not get water through their taps on a regular basis. These people have to supplement their water supplies by buying water from vendors at prices between \$0.15 and 0.25 a bucket. Finally there are the majority of residents, mostly the poor and vulnerable groups living in slums and poor neighbourhood, which are not connected to the network, and have to buy their water from the vendors. With large families, and some earning less than a dollar a day, water has become an expensive commodity.

The water lost through leakage is estimated at 30% for the entire supply system in Accra. Nevertheless, it has been estimated that carrying out leakage detection and repair program for major leaks in the distribution network could lower leakage by 5%.

WASTE MANAGEMENT

In Accra, the uncollected waste finds its way into water bodies, drainage systems and other open spaces as their final destination.

Private sector participation in waste management has been concentrated in waste collection. Accra has been delimited into six waste collection zones. These zones are awarded to waste collection companies for fees, which are charged according to specific contractual agreement between the companies and the city authority. In low income areas central container system is operational.

There are designated points where containers are placed for households to dislodge their domestic waste for on-ward carriage to final waste disposal and incineration sites. Under this system the companies are paid according to the total tonnage conveyed to the final disposal point. Households pay no fees for waste generated.

The other system, door-to-door collection, is prominent in affluent areas of Accra. The companies charge fees from households for scheduled collection of waste monthly or fortnightly. Nevertheless, this system serves less than 10% of the population of Accra.



GOVERNANCE

The functions of the Accra Metropolitan Assembly are outlined in the Legislative Instrument (L.I. 1500) which established the AMA. These functions are summarized as follows: Provision of a sound sanitary and healthy environment; provision of educational infrastructure for first and second cycle schools; provision of markets and lorry parks within the Metropolis; planning and development control of all infrastructure within Accra; activities bordering on the maintenance of peace and security within the Metropolis and provision of public safety and comfort.

The AMA administration structure is weak and is confronted with the following: Dual allegiance of decentralised departments, incomplete decentralisation, non-connectivity of departments, lack of transparency, over centralization of administration and financial issues. There is also the problem of functional duplication of public and parastatal agencies in performing their statutory obligation in the same geographical location of the city authority; these most often create friction and duplication.

ACCRA METROPOLITAN ASSEMBLY

Functions of AMA are as follows:

- Provision of a sound sanitary and healthy environment;
- Provision of educational infrastructure for first and second cycle schools;
- Provision of markets and lorry parks within the Metropolis;
- The planning and development control of all infrastructure within Accra;
- Activities bordering on the maintenance of peace and security within the Metropolis;
- Provision of public safety and comfort;

THE INSTITUTIONAL SET-UP

- AMA is the high legislative, deliberative and planning functions in governing the City of Accra.
- A new budgetary system – Medium Term Expenditure Framework (MTEF) – has been put in place. This duplicates the Development planning process – Medium Term Development Planning Process - of the Assembly and sometimes conflict.
- Dual allegiance of decentralised departments to their mother ministries.
- Non-connectivity of Departments. Departmental activities sometimes conflict with each other.
- Over centralization of administration at the head office of the city authority.
- AMA not marketing itself to engender public private partnership and participation.
- Committees.

PERFORMANCE AND ACCOUNTABILITY

- The internal audit system, managed by the Metro Internal Audit Department, regulates and monitors internal financial claims and purchases.
- The External Auditors - Audit Service Staff - monitor the external financial transactions.
- No clear-cut procedures for publishing findings of Audit Reports except annual reports to National Parliament which most often are years behind schedule.
- Lack of transparency in the management of the city.

RESOURCE MOBILISATION

- Unexploited tax base. Only 30% of tax base of the Assembly is exploited.
- The AMA receives about 53% of its revenue from Central Government; making it vulnerable to central government control. Central government has made subvention to the Assembly to the tune of \$14,258,617 in the form of emoluments and development expenditure for the past three years.

- 90% of internal government funding comes from three sources - Property Rates, Fees and Licences.
- Inadequate database on revenue sources.
- Huge expenditure outside annual budget.
- Lack of political will to enforce revenue mobilisation by-laws.

SOCIAL EMPOWERMENT

- There is low level community participation at local government decision making, this can be attributed to lack of resources to organise dialogue sessions and participatory tools to involve local people in decision making.
- The Complaint Units is weak. The unit delays in responding to complaints by the public.
- The public Relations and Complaints Committee decisions are most often not implemented.

CAPACITY BUILDING AND TRAINING

- Reorganisation of the institutional structure.
- Introduce Geographic information System into the management of the city.
- Human resource development.
- Identification and mobilisation of revenue from non-traditional sources.

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	Establishment of network systems in Accra Metropolitan Assembly (AMA)	

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	Strengthening capacity of Assembly and Unit Committee members to involve the community in urban governance	

SLUM AND SHELTER

Physical development in Accra is governed by an elaborate Master Plan and Sector Layout Plan prepared by the Town and Country Planning Department of AMA. There is the master plan as well as the sector plans of Accra. These are for broad land use zoning and specific delineated land use activities. The Metropolitan Planning Committee is a multi-disciplinary committee chaired by the Chief Executive. Its overall responsibility is the management of the land use plans and physical development activities in Accra. In Accra physical development “runs faster” than planning. There are more areas, especially peripheral areas that are basically unplanned or where inadequate planning is carried out by the landowners. The weak statutory land use planning has opened up an avenue for the poor to cash in for their housing needs. It is estimated that the alternative process houses about 58% in population of Accra.

THE INSTITUTIONAL SET-UP

- T&CPD and MWD have the day-to-day responsibility of managing the master plans and the sector layouts.
- The Metropolitan Planning Committee has overall responsibility for the management of the land use plans and physical development activities.
- Low capacity of development organisations and city authorities to mobilise slum dwellers for self-help slum improvement.
- Few opportunities have been provided for the collective synergy of development actors and NGOs in slum upgrading.

REGULATORY FRAMEWORK

- The current Master Plan (Strategic Plan of Accra 1992-2010) was prepared in 1992 under LI 1615, TCP Ordinance Cap 84, and National Building Regulations.
- No policy, law or regulation to protect slum dwellers from eviction.
- Physical development “runs faster” than planning.
- No policy to guarantee access to land for the poor or protection from eviction. City-authority threatens eviction and discourages the provision of social facilities.
- No system or programme to promote self-help slum upgrading.
- Informal settlements have evolved into a sub-tenure system or “SQUATTER TENANCY” as there is no housing provision for the urban poor.

RESOURCE MOBILISATION

- There is need to promote Artisan skills among community members for slum improvement.
- There is no cogent institutional framework to resources for slum dwellers to undertake slum upgrading.
- There is no budgetary provision for slum upgrading.



TENURE SYSTEM

- Customary land tenure (family and stool land tenure) is the predominant land ownership – 75% land is owned this way.
- There is a fully fledged informal land market that exists. There is also rapid expansion of irregular settlement and forceful occupation of land by the poor.
- No legal/ administrative process or law that encourages the urban poor to secure land rights.
- Anti-eviction advocates such as Centre on Housing (COHRE) and Centre for Public Interest Law (CEPIL) are providing a semblance of security of tenure for some slum dwellers.

CAPACITY BUILDING

- Conceptualising and operationalizing funding mechanism for slum upgrading.
- Training of all development actors on issues concerning slums.
- Training of staff on how to regulate municipal activities and the role communities should play in slum upgrading.
- Training of urban development actors on paralegal issues by a paralegal organization.

ONGOING PROJECTS

World Bank Urban Projects and Urban Environmental Sanitation Project For the past 10 years or so the Ghana Government with credit from the World Bank is undertaking upgrading in fifteen (15) poor communities in Accra. The project as implemented in different phases has 2 components – The Urban Projects and Urban Environmental Sanitation Projects (UESP). The Urban Projects are focused on providing storm and secondary drainage facilities in selected poor communities. The UESP is concentrated on sanitation i.e. liquid and solid waste management.

	Project proposal	Page 25
SLUMS N°1	Strengthen capacity of Assembly and Unit Committee members to involve the community in Urban Governance.	

	Project proposal	Page 25
SLUMS N°2	Strengthen capacity of Assembly and Unit Committee members to involve the community in Urban Governance.	



GENDER AND HIV/AIDS

Incidence of HIV/AIDS is said to be prominent among 16-35 year age group of the population in Ghana. This gives an indication that the core of the Ghanaian labour force is prone to HIV/AIDS infection. One vulnerable group that has been on the receiving end is women, especially unemployed women. Statistics indicate there are more women carriers of the virus than men. It is even worse among sex workers where the prevalence rate 75% in Accra. It is no coincidence that people put the face of HIV/AIDS as a woman.

There are several Governmental and Non-governmental organizations that are in the forefront fighting the endemic disease. Most of them, non-medical agencies, are concentrating their effort in awareness creation, whilst handful are funds management outfits. The Ghana AIDS Commission, the main Central Government HIV/AIDS agency, fund proposals from Governmental and Non-governmental agencies to carry on with HIV/AIDS activities.

Critically, the HIV/AIDS issues in Accra have reached clinical stage where more emphasis is shifting towards medical attention than awareness creation. The problem of this focus is that more medical and paramedical personnel, whose services are scarce, will be needed to fight HIV/AIDS.

Economic empowerment of women and other vulnerable groups through micro-finance facilities, skills training, and capacity building for small enterprises would go a long way in mitigating gender- and HIV/AIDS-related problems. There is a definite correlation between gender and HIV/AIDS in Accra and hence there is a need for the municipality and city institutions to focus their attention on the impacts of HIV/AIDS, particularly on women and youth.

POLICY AND INSTITUTIONAL SET-UP

- There is no clear cut gender policy in the management of the city.
- Women are under represented in the AMA where they constitute only 6% of senior staff and 39% of junior staff.
- A gender desk has been established at AMA. It is poorly resourced and lacks capacity to analyse gender sensitiveness of development policies.
- Men and women are not treated equally. Some actions of women are frowned upon, as they are seen as a preserve of men.
- HIV/AIDS Rapid Response Initiative is being revitalised to respond to policy issues relating to HIV/AIDS.
- HIV/AIDS awareness and care is carried out by NGOs.

CAPACITY BUILDING AND TRAINING

- There is need for gender sensitivity and mainstreaming gender issues in the decision making process.
- Structures to coordinate these activities NGOs and CBOs in gender advocacy are in place.
- There is need for collection and analysis of disaggregated data for provision of the housing needs of the vulnerable.

RESOURCE MOBILIZATION

- The daily average income of women traders is \$0.50 and 36% of them either sleep at the transportation terminals or in make-shift structures else where in parts of Accra.
- There are few socially oriented institutions that offer credit delivery to women and women organisations to undertake economic activities.
- There is no budgetary provision for gender issues.
- There are limited resources for HIV/AIDS issues.

RESOURCE MOBILISATION

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- There are few socially oriented institutions that offer credit delivery to women and women organisations to undertake economic activities.
- There is no budgetary provision for gender issues.
- There are limited resources for HIV/AIDS issues.

ACCOUNTABILITY

- Violence against women is handled by state apparatus and gender advocacy groups.
- Presence of state agency – Commission on Human Rights and Administrative Justice- handles discrimination against women in all areas. The commission is under staffed.

EMPOWERMENT

- The ratio of women in formal sector wage labour is shrinking in relative terms. Women constitute 20% of the total labour force in the formal sector. Their participation in the informal sector is 48%.
- Women constitute 22.12% of Assembly Members. The composition of women elected members is 7.7%.
- Incidence of HIV/AIDS is prominent among 16-35 year olds.
- There are more women carriers of the virus than men. It is even worse among sex workers (who are mostly female) where the prevalence rate 75% in Accra, It is no wonder that people put the face of HIV/AIDS as a woman.
- Majority of household heads are women yet they are the most economically unable.



GENDER AND HIV/AIDS N°1	Project proposal	Page 28
	Empowering women entrepreneurs through skill development and micro credit.	

GENDER AND HIV/AIDS N°2	Project proposal	Page 29
	Building the capacity of the youth on the streets of Accra Central to prevent streetism	



ENVIRONMENT

Accra city environment is characterised by choked drains, indiscriminate waste disposal and uncollected refuse in central waste containers. Even though Accra generates between 1,500 – 1,800 tonnes of waste per day, it has the capacity to collect only 1,200 tonnes of waste per day. Physical and settlement development in Accra is outstripping drainage network. This has culminated into seasonal flooding during the wet season. The principal reasons for the periodic flooding in the metropolitan area are insufficient local feeder canals, uncompleted drainage network, and inadequate capacity to accommodate intensive storm-water runoff. Private participation in environmental management ranges from individual waste cart pushers (kayabola), environmental advocacy groups to multi-national waste management consortium. The Waste Department of AMA has generally relegated direct collection of solid waste to the private sector, itself concentrating on, supervision of collection of waste, monitoring of partnership system put in place, and management of final disposal points.

There are elaborate laws, bylaws and regulations in place that govern the use or protection of the environment. However, the laws are not effectively implemented due to, political interference, poor monitoring and supervision, compromise by those who are supposed to implement the law and public apathy to environmental issues.

Currently the city authority spends 65-70% of its revenue on sanitation. Critical observation of environmental issues in Accra shows that more focus is given to institutional nexus and problem rather than seeing the problem as a society failure. Abuse of the environment is more of a norm than an aberration, where generation of worth, goods and services at the expense of the environment is the focus of society and government. Averting the problem will require altering social fibre and thinking of residents.

INSTITUTIONAL SET-UP

- There is private participation in waste management in varying scales, individual waste cart collectors to foreign private operators.
- There are 120 management contract agreements with both Community Based Toilet Management Teams and individuals to manage over 300 public toilets.
- Focus is given to institutional nexus and problem rather than seeing the waste management problem as a society failure.
- There is unauthorized development of buildings.
- Inadequate partnership with stakeholders on sanitation issues.
- Over centralization of environmental health services.
- There is no institutional framework and incentive for private participation in waste recycling.

POLICY AND REGULATORY FRAMEWORK

There are laws and regulation in place that govern the use or protection of the environment. These include the National Environmental Sanitation Policy, 1999) Law Act 480, the Environmental Protection Agency (EPA, the Local Government Act, 1993 (Act 462) and the District Environmental Management Plan.

The sanitation bye laws of the AMA are outdated and need review to respond to National policies and laws on the environmental practices - In low income areas central container system is operational and door-to-door collection in other high income areas.

RESOURCE MOBILISATION

- AMA spends 65-70% of its revenue on sanitation. The cost of waste management is beyond the capacity of the AMA.
- People do not pay for the use of the central containers.
- Poor institutional capacity for efficient and transparent service delivery by the private sector in waste management.
- Effective mobilization of private sector for environmental management.

PERFORMANCE AND ACCOUNTABILITY

- The door-to-door collection serves less than 10% of the population of Accra.
- There is no clear mechanism to report uncollected garbage.
- No performance monitoring by the AMA.
- Development is outstripping drainage network causing flooding during the wet season.
- Negative attitude toward sanitation/ health issues.

CAPACITY BUILDING AND TRAINING

- Capacity building programmes for Environmental and Public Health officers in ensuring community and people compliance to environmental bye-laws.
- Capacity building for AMA management in drafting, managing and monitoring and implementation of contract agreements.
- Capacity building for public/private participation in effective waste management.
- Design and operation of viable environmental policy framework for Accra.

ENVIRONMENT N°1	Project proposal	Page 31
	Improving Public/Private partnership in waste management in Accra.	
ENVIRONMENT N°2	Project proposal	Page 32
	Environmental Health Promotion Strategy for Ablekuma Sub-Metro (Sabon-Zongo and Laterbiokorshie)	

SWOT ANALYSIS FOR NATIONAL CAPITAL INVESTMENT PROJECTS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
POLICY AND REGULATORY FRAMEWORK – Planning and Management			
<p>Presence of relevant unit like the Management Information System (MIS)</p> <p>Established Sub Metros Offices</p> <p>Available bye laws to facilitate city management</p> <p>Regular meetings of Heads of Departments</p>	<p>Non application of bye laws</p> <p>Sub-Metros not well equipped</p> <p>Inadequate awareness creation</p> <p>Lack of proper PR system</p> <p>Poor collection of information and dissemination on AMA</p> <p>Non enforcement of bye-laws</p> <p>Lack of motivation for staff</p> <p>Weak Public Relations system</p>	<p>Collaboration with Ministry of Trade, Trade Associations and Agencies</p> <p>Available Development Partners</p> <p>Possibility of attracting donor support</p> <p>Good rapport with traditional authority</p> <p>Possibility of improving revenue</p>	<p>Lack of services</p> <p>Slow process of decentralisation</p> <p>Political interference in the issues of the city</p>
RESOURCE MOBILISATION - Finance			
<p>Large tax base such as market tolls, lorry parks, business operating permits, property rates etc</p> <p>Political/administrative/economic status of Accra makes it attractive to do business</p> <p>Revenue bye laws available</p>	<p>Lack of effective monitoring</p> <p>Ageing of revenue collectors</p> <p>Inadequate training of revenue collectors</p> <p>Lack of motivation for revenue collectors</p> <p>Poor public image of the Assembly</p> <p>Irregular release of District Assemblies Common Fund (DACF)</p>	<p>Public-private partnership for revenue collection establishments</p> <p>Stable economic climate</p> <p>Availability of large labour force which can be employed for revenue collection</p>	<p>No security of tenure in office for Chief Executives</p> <p>Corruption of tax collectors</p>
PERFORMANCE AND ACCOUNTABILITY – Reduction of Pollution			
<p>Establishment of Instrument of AMA (LI.1615)</p> <p>Existence of Client and Public Service Complaint Unit</p> <p>A strong Metro Planning and Coordinating Unit</p> <p>Well established Units/Department/ Sub-Committees</p> <p>New Budgeting System (MTEF)</p> <p>Availability of many Consultants and Contractors</p> <p>Law courts</p> <p>Tender Board</p>	<p>Non enforcement of bye-laws</p> <p>Lack of transparency in financial management</p> <p>Inadequate services in some parts of the city</p> <p>Apathy of sections of the public</p> <p>Partial implementation of decentralization policy</p> <p>Lack of in-service training for staff</p> <p>Ineffective Human Resource Development (HRD)</p>	<p>Draft Bill on Citizen's Right to Information</p> <p>Favourable investment climate</p> <p>External Auditors</p>	<p>Political interference from national level</p> <p>Low remuneration</p> <p>Unplanned expenditure</p>

GOVERNANCE

GOVERNANCE N°1	Project proposal
	Establishment of network systems in Accra Metropolitan Assembly (AMA)

LOCATION: AMA Head Office

DURATION: 12 months

BENEFICIARIES: AMA Departments and Units

IMPLEMENTING PARTNERS: Ministry of Local Government and Rural Development (MLGRD) and IT Consulting firm development Partners

ESTIMATED COST: US\$750,000

BACKGROUND: The vision of AMA is to raise the living standard of the people of the City especially the poor, vulnerable and excluded by providing and maintaining basic services and facilities in the area of education, health, sanitation and other social amenities. To assist the Assembly in realising its vision and performing its functions effectively and efficiently, the Assembly is supported by a number of functional Departments. Due to the huge number of departments that are working under the AMA coupled with the fact that the implementation of decentralisation is not totally completed, decentralized agencies still owe a lot of allegiance to their mother organisations and therefore find it difficult to fully collaborate with other agencies in the Assembly systems. The result of this is the duplication and overlapping in all activities and other things which affect the city's development. It has become important at this point, to establish a system through which the AMA departments and units can interact with one another easily and very fast.

OBJECTIVES: Net working of departments and units of AMA head office for efficient delivery of information

ACTIVITIES: (1) Access the information needs of the department and units. (2) Purchase of information, equipments and computers. (3) Install the equipments and network. (4) Identify personnel for training. (5) Train personnel of the departments and units in the use of the network.

OUTPUTS: (1) Departments and units of AMA networked. (2) Access to information from one department to another within an hour.

HOW PROJECT WILL BE IMPLEMENTED: (1) Alert each head of department/unit as to the capacity of the department/unit to undertake the networking.

(2) Project will be opened to tender to select an IT company, to purchase and network the department/unit. (3) IT company will be responsible for the training of the users of the system.

GOVERNANCE N°2	Project proposal
	Strengthening capacity of Assembly and Unit Committee members to involve the community in urban governance

LOCATION: AMA Head Office

DURATION: 12 months

BENEFICIARIES: Assembly members, Unit committee members and counsellors

IMPLEMENTING PARTNERS: MLGRD, NGOs, Development Partners

ESTIMATED COST: US\$3,000,000

BACKGROUND: According to the Local Government Act 462, an Assembly member has his/ her roles among other things to maintain close contact with his electoral area, consult his/ her people on issues to be discussed in the District Assembly and collate their views, opinions and proposals and this is supposed to help community members as well as the assembly men participate in the decisions that concerns the community. They are also during meetings at the Sub-Metro level, issues raised by assembly men are mostly not recognized. The Directors at the sub-metro level do not involve the Assembly members in the budgets. Letters (i.e. tendering and procurement letters) dispatched by the Works Department of the AMA do not reach the assembly men or targeted groups and capacities building programmes and equipments e.g. computers to work with are also lacking. These tend to render the performance of the assembly men futile. For decentralization to be very effective, assembly members as well as unit committee members (not yet in place) have to be appropriately trained to be fully involved in assembly as well as community activities.

OBJECTIVES: (1) To train assembly/unit committee members in community participation in decision making. (2) To strengthen the institutional capacity of the sub-metros in Accra to enable them to involve the Assembly members in sub-metro activities. (3) To improve the collaboration between Assembly/unit committee members and the AMA to respond to the needs of the communities.

ACTIVITIES: (1) Main training needs of Assembly/unit committee members established.(2) NGOs and consultants identified to facilitate training workshops in community participation. (3) Training workshops in community participation to be organized at all levels. (4) Compile training material and publish for dissemination. (5) Facilitate the establishment of offices for Assembly Members. (6) Upgrade sub-metro offices. (7) Network sub-metro offices for easy dissemination of information.(8) Develop performance guidelines for Assembly members/unit committees.

OUTPUTS: (1) All Assembly/Unit committee members of the sub-metros trained in community participation in decision making. (2) Enhanced participation of community members in decision-making especially on development issues. (3) Institutional capacity of the sub-metros strengthened. (4) Assembly/unit committee members fully involved in sub-metro and community activities.

HOW PROJECT WILL BE IMPLEMENTED:

The project will be managed from the AMA and implemented in all the sub-metros.

EQUIPMENT TO BE PROCURED: (1) Office equipments. (2) Logistics. (3) Computer and computer accessories. (4) Training material e.g. audio/visual aids.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
REGULATION FRAMEWORK				
Existence of and use of plans Development control machinery World Bank Urban Projects	Absence of anti-eviction policy Inability to the AMA to response to the housing needs of residents Weak institutional capacity to manage access to land by the poor Lack of self help initiative No Institutional framework for slum upgrading Poor security of tenure Fast development of the city Large informal settlements	Anti-eviction advocates Donors interest in housing for the poor	Lack of housing policy Private participation in housing and infrastructure. Donors willingness to support Sites and services schemes Inadequate NGOs activities in slum upgrading and housing Limited control over by government Lack of policy on extension services	Institutional strengthening on slum upgrading
RESOURCE MOBILISATION				
Artisan skills among community members for slum improvement	No budgetary provision for slum upgrading Low abilities of the poor to mobilise resources for housing upgrading Low access to services by the poor	Availability of donor funding in slum upgrading	Land and housing is beyond the scope of the poor	Mobilisation of resources for slum upgrading

SLUMS

	Project proposal
SLUMS N°1	Strengthen capacity of Assembly and Unit Committee members to involve the community in Urban Governance.

LOCATION: All 11 sub-metros in Accra

DURATION: 8 months

BENEFICIARIES: AMA staff, Assembly members, community leaders, people living in slums in Accra and civil society.

IMPLEMENTING PARTNERS: MGLRD, Ministry of works and housing, development partners.

ESTIMATED COST: US\$650,000

BACKGROUND: In recent times most urban areas in the country especially Accra are growing very rapidly and this is elevated by the presence of the existing mixture of very low-density development with under-utilised infrastructure service and indigenous, low class and high density development with depressed conditions and overstretched infrastructure services. Most residential areas in the city have barely sufficient social and engineering infrastructure to support them and the indigenous and low income areas have also been built with little room for expansion. The buildings in these areas are of poor quality materials such as mud, untreated timber and zinc roofing sheets. The housing environment is also characterized by haphazard development, inadequate housing infrastructure, poor drainage, erosion, flooding and high population concentration. There is also an upsurge of rural-urban migration due to lack of infrastructure development in the rural areas and this has led to a very high rate of slum development in Accra. Although efforts are being made by the government, city authorities and development partners to provide communities with services and improve infrastructure to cater for the needs of the people, there is still much left to be done since the government cannot do all. It has therefore become necessary at this point to build the capacity of the staff of AMA and Assembly members to enable them mobilise their communities for self-help slum improvement.

OBJECTIVES: Assembly members to conceptualize and operationalize mechanisms for slum upgrading in Accra.

ACTIVITIES: (1) Identify potential and ongoing slum areas in the metropolis. (2) Training of staff and assembly members on issues concerning slums.

(3) Training of staff and assembly members on how to regulate municipal activities as well as the roles of community members in slum upgrading. (4) Organize construction skills training programmes for youth

slum dwellers. (5) Community/Assembly members draft appropriate bye-laws on squatter evictions. (6) Sociologist to educate slum dwellers on relocation. (7) Organize workshops on community based slum-upgrading programmes. (8) Monitor and evaluate.

OUTPUTS: Potential and ongoing slum areas in the metropolis identified and solutions planned and implemented. The skills of Assembly and staff members of AMA sharpened for the solution of slum problems. Assembly members empowered on the roles of community members in slum upgrading.

HOW PROJECT WILL BE IMPLEMENTED: (1) Alert each head of department/unit as to the capacity of the department/unit to undertake the networking. (2) Project will be opened to tender to select an IT company, to purchase and network the department/unit. (3) IT company will be responsible for the training of the users of the system.

EQUIPMENT TO BE PROCURED: IT equipments.

	Project proposal
SLUMS N°2	Strengthen capacity of Assembly and Unit Committee members to involve the community in Urban Governance.

LOCATION: Accra Metropolitan Assembly

DURATION: 12 months

BENEFICIARIES: Assembly members, Unit committee members and counsellors.

IMPLEMENTING PARTNERS: MLGRD, NGOs, Development Partners

ESTIMATED COST: US\$3,000,000

BACKGROUND: According to the Local Government Act 462, an Assembly member has his/ her roles among other things to maintain close contact with his electoral area, consult his/her people on issues to be discussed in the District Assembly and collate their views, opinions and proposals and this is supposed to help community members as well as the assembly members participate in the decisions that concern the community. They are also during meetings at the Sub-Metro level, issues raised by assembly members are mostly not recognized. The Directors at the sub-metro level do not involve the Assembly members in the budgets. Letters (i.e. tendering and procurement letters) dispatched by the Works Department of the AMA do not reach the assembly members or targeted groups and capacities building programmes and equipments e.g. computers to work with are also lacking. These tend to render the performance of the assembly men futile.



For decentralization to be very effective, assembly members as well as unit committee members (not yet in place) have to be appropriately trained to be fully involved in assembly as well as community activities.

OBJECTIVES: (1) To train assembly/unit committee members in community participation in decision making. (2) To strengthen the institutional capacity of the sub-metros in Accra to enable them to involve the Assembly members in sub-metro activities. (3) To improve the collaboration between Assembly/unit committee members and the AMA Head Office to respond to the needs of the community.

ACTIVITIES: (1) Prepare Terms of Reference. (2) Bid and select Consultant. (3) Conduct studies to prepare Upgrading Package. (4) Bid and select contractors. (5) Implement and monitor project. (6) Evaluate project.

OUTPUTS: (1) Construction of roads and drains. (2) Construction of storm water drains. (3) Street lighting. (4) Water supply. (5) Stand pipes. (6) Solid Waste container points.

HOW PROJECT WILL BE IMPLEMENTED: Project will be implemented by the AMA, MLGRD.

EQUIPMENT TO BE PROCURED: Equipment to be supplied by the contractor.

GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
POLICY AND INSTITUTIONAL SET-UP – GENDER AND HIV/AIDS				
<p>Women and Children Sub-committee</p> <p>Gender Desk of the Assembly</p> <p>Draft National Gender and Children policy</p> <p>Women and Juvenile Unit (WAJU) of Ghana Police</p> <p>The Gender Plan of Action for Ghana</p>	<p>Bureaucracy on the part of government officials</p> <p>Inadequate policy on gender</p> <p>Under representation of women in institution</p>	<p>Interest of Donor agencies and NGOs</p>	<p>Poor institutional nexus to design gender programmes</p>	<p>Institutional capacity building for gender advocacy</p>
EMPOWERMENT				
<p>Gradual focus attention on gender and HIV/AIDS issues</p> <p>Legislations on Convention on Elimination of all forms of Discrimination Against Women</p>	<p>Ignorance of child and women's right</p> <p>Low literacy rate among women</p> <p>Inability of NGOs, National machinery of women to finalize the Gender Policy Framework and Plan of Action</p> <p>Cultural practices (dipo, trokosi, FGM)</p>	<p>Programme of Development Partners favour our children and women</p> <p>Religious bodies affirmative action</p> <p>The media for dissemination of information</p>	<p>Poverty</p> <p>High illiteracy rate</p> <p>Child labour</p> <p>Child trafficking</p> <p>Incidence of increase in rape</p> <p>Incidence of increase in HIV/AIDS</p> <p>Unemployment/ Under employment among women</p> <p>– Teenage Pregnancy</p>	<p>Gender equity</p>
ACCOUNTABILITY				
<p>High commitment of civil society on HIV/AIDS issues</p>	<p>Ineffective monitoring mechanisms - Poor analysis of gender implication of policies</p> <p>Inadequate resources allocated to gender issues</p>	<p>State institutions to handle violence against women</p>	<p>High adverse impact of social problems on women</p>	

Project proposal

Empowering women entrepreneurs through skill development and micro credit.

LOCATION: Nima 441

DURATION: 24 months

BENEFICIARIES: Women entrepreneurs in Nima 441

IMPLEMENTING PARTNERS: NGOs, Banks, Development Partners, MOWAC

ESTIMATED COST: US\$1.5m

BACKGROUND: Urban poverty and infrastructure decline are manifested in unemployment, low income, poor housing and sanitation facilities, inadequate social amenities etc. The current strategy to address these problems by Accra Metropolitan Assembly (AMA) is aimed at providing or improving infrastructure (drains and roads, toilets, water etc). These interventions are being implemented without complementary software activities aimed at participation, empowerment and skills development. Nima 441 is one of the communities under the Ayawaso sub-metro of AMA. It is a slum which is mostly inhabited by people below the poverty line. Being a slum, it is plagued with the numerous problems that face most slums in Accra some of which include lack of income generation activities among women in the community. Although there is generally, lack of income generating activities among the women, some of the women are engaged in petty trading and low income activities. This project will therefore seek to strengthen the capacity of the women entrepreneurs to be assertive and responsible individuals and also make them financially independent through the income they will generate from the skills and credit gained.

OBJECTIVES: To build the capacity of women in Nima 441 to manage their micro-enterprises

ACTIVITIES: (1) Facilitate the preparation of a micro enterprise profile for the community.(2) Identify and sensitize stakeholders on urban development issues. (3) Preparations for community consultation. (4) Conduct community consultation and use the process to prioritise urban development issues that require immediate attention. (5) Link up the community with financial institutions for credit support. (6) Set up training workshops at community levels. (7) Make available and upgrade training materials. (8) Involve competent public institutions and NGOs to work with communities on technology and management issues. (9) Ensure the incorporation of gender issues as well HIV/AIDS preventive issues into the design of training programmes and in the execution of training workshops. (10) Monitor and evaluate programme.

OUTPUTS: (1) Skills in basic business management of micro-entrepreneurs improved. (2) Capital base of 100 women entrepreneurs strengthened. (3) 50 women trained in employable skills. (4) Public sector support for upgrading of facilities and services improved in Nima 441. (5) Women and women's groups in Nima 441 equipped with skills on group dynamism.

HOW PROJECT WILL BE

IMPLEMENTED: The project will be implemented through national execution.

EQUIPMENT TO BE PROCURED: (1) Computers (2) Logistics/stationery (3) Office equipment (4) Training Equipments – Audio/Visual Aids

Project proposal

Building the capacity of the youth on the streets of Accra Central to prevent streetism

LOCATION: Accra Central

DURATION: 24 months

BENEFICIARIES: Youth on the streets in Accra Central, AMA, Ashiedu Keteke Sub-Metro

IMPLEMENTING PARTNERS: NGOs, Ministry of Manpower and Development, Social Welfare Department, MOWAC, Technical/Vocational Institutions, Ashiedu Keteke Sub-Metro

ESTIMATED COST: \$5M

BACKGROUND: The high rise in numbers of youth on the streets in the urban centres in Ghana has become a developmental concern to the government. The situation in Accra Central (central business district of the national capital) has assumed an alarming rate. These youth are also of the impression that society has neglected them and for that matter they see nothing wrong with using the streets as their source of livelihood. The street is therefore seen by these youth as a moneymaking zone and they have to struggle to survive in a very competitive economy. Majority of the youth in Accra central are also migrants from all parts of the country. Most of them are school dropouts and do not have any trade, whilst those with trade have no seed capital to start business. The project will concentrate on repatriating the youth to their communities or be given 3 options: Go back to school; be trained on specific skill by some identified NGOs or be placed on apprenticeship. The project will also put in place conflict resolution mechanism to resolve conflict situation between street children and their families, resolve family conflict and attend to the psychological needs of the children.

OBJECTIVES: (1) To identify and conscientised 200 street children. (2) To train 150 street children with employable skills relevant to the economic set up of their originating communities. (3) To integrate 150 street children into their families. (4) To integrate 50 street children into the formal school in their originating communities.(5) To document processes, procedures and outputs of project implementation.

ACTIVITIES: (1) Identify 200 street children in Accra Central. (2) Conduct social investigation on the street children and guardians. (3) Conduct economic base analysis of economic structure of communities where these street children originate. (4) Training of Street Children in skills relevant to the local economy for 18 months. (5) Place Street Children in skill development centres. (6) Provide resources and logistics for Street Children to set up economic ventures. (7)Set up arbitration structures to resolve conflicts among street children and families. (8) Arbitrate conflict between street children and families. (9) Put street children legible back to school.(10) Develop a micro-enterprise credit scheme for parents of street children back to school.(11) Produce quarterly monitoring reports on practices, procedures and processes.

OUTPUTS: (1) 200 street children relocated and their socio-cultural background ascertained. (2) Socio-economic set-up of original communities of 200 street children identified and analysed. (3) 150 street children acquire skills relevant to the economic development of their origin communities.(4) 150 street children set up economic ventures in their origin communities. (5) 50 street children attending school. (6) Guardians of 50 street children who go back to school have their income levels improved. (7) Practices, procedures and processes of the project documented for dissemination to other organizations.

HOW PROJECT WILL BE IMPLEMENTED: The project will be a community based participatory programme. It will be based in the Ashiedu-Keteke Sub Metro and will be nationally executed.

EQUIPMENT TO BE PROCURED: (1) Vehicles. (2) Training Equipment.(3) Office equipment.

URBAN ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES
POLICY AND REGULATORY FRAMEWORK				
Sanitation bye Laws AMA policy on private public partnerships	Outdated bye laws Non enforcement of sanitary bye laws Incomplete decentralization of waste management Low incentive for private sector participation in waste management	Existence of environmental laws and regulations. Political commitment. Assistance from development partners.	Sprawl development of Accra	Institutional reforms for environment management
RESOURCE MOBILISATION				
Sanitary sites Private sector participation	High cost involve in environmental management High budgetary allocation is able to take care of waste management Lack of logistics Inadequate expertise Low cost recovery in waste management	Central government subvention	Land litigation Apathy on the part of the residents	Sustainable resource mobilization
PERFORMANCE AND ACCOUNTABILITY				
The presence of programmes such as KLERP AMEHI & Accra Waste Project Existence of Sanitation Tribunals	Inadequate household toilets in parts of Accra Disposal of waste into water bodies Poor system in waste collection and mgt.	Use of media to disseminate information	No alternative to waste dumping Fast development of slums in Accra Poor development control Large volume waste generated by day Increase in vehicular Population High level of floating population in Accra	Strategic environmental planning and management

**ENVIRONMENT
N°1****Project proposal**

Improving Public/Private partnership in waste management in Accra.

LOCATION: Waste Management Department (A.M.A)

DURATION: 12 Months

BENEFICIARIES: A.M.A, Private-waste Contractors, Community, Community Based Waste Management Organisation

IMPLEMENTING PARTNERS: Sub-Metros, Private-Waste Contractors, Development organizations, Community Based Waste Management Organization

ESTIMATED COST: US\$2m

BACKGROUND: Currently 1500-1800 tonnes of solid waste is generated daily in Accra, however only 1200 tonnes is collected. The rest find their final destination in drains, open spaces and uncollected central waste containers. Many factors account for this state of affairs. Notably among them is lack of effective co-ordination among stakeholders in waste management, lack of skilled personnel in drafting contract agreements and their management, poor monitoring of waste collected and lack of adequate waste collection facilities. In all 6 waste collection zones have been delimited and awarded to waste collection companies for which fees are charged according to specific contractual agreement with the city authority. It has been established however that there is lack of effective coordination between the city authority and the private companies in the collection of the waste and the fees charged. The fees charged by the private companies does not correspond with what has been established in the contract agreement, hence the poor environmental sanitation. AMA spent about 70% of its revenue on waste collection.

OBJECTIVES: (1) Establishing effective coordination and monitoring system in public/private partnership in waste management. (2) Equipping stake holders in establishing modalities for contract agreements and management. (3) Building the capacity of waste management personnel in contract design and management.

ACTIVITIES: (1) Periodic meetings by all stakeholders to deliberate on issues concerning effective waste management. (2) Organize a workshop for review of current contract agreements. (3) Organize training programmes for A.M.A – WMD, contractors and CBWMO in contract agreement and management. (4) Evaluate quarterly waste generated and waste collected by contractors in 6 collection zones. (5) Provision of adequate logistics and facilities by city authorities to aid the collection of waste by private companies.

OUTPUTS: (1) Effective co-ordination established between public and private partners in waste management at the end of plan period. (2) A.M.A. waste management personnel, private waste collectors and community waste management organisation developed skill in contract agreement and management. (3) Modalities for contract agreements and management established. (4) Public/private partnership in waste management improved. (5) Sanitation improved.

HOW PROJECT WILL BE IMPLEMENTED: (1) Identification of stakeholders and their respective roles. (2) Use consultants and established institutions for skill development. (3) Organization of workshops. (4) Preparation of Time Frame. (5) Purchase of adequate logistics and facilities.

EQUIPMENT TO BE PROCURED: (1) Vehicles for monitoring and evaluation. (2) Skip containers.

ENVIRONMENT N°2	Project proposal
	Environmental Health Promotion Strategy for Ablekuma Sub-Metro (Sabon-Zongo and Laterbiokorshie)

LOCATION: Accra Metropolitan Assembly and Sub-Metro

DURATION: 24 months

BENEFICIARIES: AMA, Community Members, NGOs, Community Leaders

IMPLEMENTING PARTNERS: Sub-Metros, Ministry of Finance, NGOs, Private Entrepreneurs, Min. of Local Govt. and Rural Development, Development Partners

ESTIMATED COST: US\$1.5M

BACKGROUND: The Accra Metropolitan Area has over the years experienced a phenomenal growth in population. This rapid urbanisation has resulted in over-stretched sanitation infrastructures and inadequate delivery of municipal services. The environmental health status of the Accra Metropolitan Area is characterised by overcrowding, inadequate supply of water and poor waste management services especially in the low socio-economic sectors of the metropolis. These, in combination with widespread urban poverty, have led to poor household and neighbourhood environmental conditions for the majority of the population. The city authorities are overwhelmed with many difficult problems. The effects of all these problems are tremendous and have resulted in the inability of the AMA to provide adequate access roads; municipal services such as solid and liquid waste management, fire services, drainage facilities and other social and health services. The existence of these problems is the result of interplay of a number of factors that work synergistically or against each other. These factors include: The absence of a forum for integrated and co-ordinated planning, monitoring and evaluation of service delivery in the metropolis; Inadequate resources for the delivery of services to the communities; Lack of a supportive environment that will promote community involvement in the development process and service provision; The widespread urban poverty and inequity in service delivery for the majority of people living in low socio-economic areas of the metropolis; Weak enforcement mechanisms and practices that alienate communities instead of collaborating with them to solve environmental health problems.

OBJECTIVES: To change people's attitude and behaviour towards environmental protection and environmental health promotion through the creation of awareness in various target groups of their roles and responsibilities in managing the environment.

ACTIVITIES: (1) Assist legislative agencies to make informed choices regarding environmental health measures. (2) Aid government agencies in effective management of environmental health measures. (3) Organize workshop on efficient management of environment for system planners and designers, environmental health officers, managers/supervisors and others involved in the implementation of environmental health duties. (4) Train community members and adequately support them to manage their environmental health issues and maintain the quality of their neighbourhood. (5) Organize workshop on environmental factors and need for environmental health protection. (6) Provide knowledge and assistance to learners and facilitators in tertiary institutions regarding the sustainable management of environment and to encourage research environmental health management.

OUTPUTS: Public awareness increased, general education efforts improved, citizens empowered and environmental sanitation ethic among the people developed to improve their understanding of environmental risks and improve health and hygienic practices.

HOW PROJECT WILL BE IMPLEMENTED: The project will be implemented through existing structures of the AMA i.e. sub-metro officers and Waste management Department of AMA with the assistance of other related MDAs. The private sector and NGOs will be of great use on this project. The media will also be used for information dissemination especially on the local FM stations. Training will be the life-line of the project. Training materials and other visual aid materials will be developed for replication in other Sub-metros. The project will be executed by the AMA with the assistance of the Min. of Local Government and Rural Development and Ministry of Finance.

EQUIPMENT TO BE PROCURED: Appropriate equipments.

ACRONYMS:

AMA	Accra Metropolitan Assembly
CBD	Central Business District
CBO	Community Based Organization
CHRAJ	Commission on Human Rights and Administrative Justice
CWSA	Community Water and Sanitation Agency
DA	District Assembly
DACF	District Assemblies Common Fund
DCD	District Coordinating Director
DCE	District Chief Executive
DUR	Department of Urban Roads
ECG	Electricity Company of Ghana
EPA	Environmental Protection Agency
EPM	Environmental Planning and Management
EU	European Union
FCUBE	Free Compulsory Universal Basic Education
FGM	Female Genital Mutilation
FIDA	International Federation of Women Lawyers
FSD	Fire Service Department
GET Fund	Ghana Education Trust Fund
GDP	Gross Domestic Product
GES	Ghana Education service
GIS	Geographic Information System
GLSS	Ghana Living Standard Survey
GOG	Government of Ghana
GWCL	Ghana Water Company Limited
HFC	Home Finance Company
HIPIC	Highly Indebted Poor Country
HIV/AIDS	Human Immune-deficiency Virus/Acquired Immune Deficiency Syndrome
IMC	Interim Management Committee
ILGS	Institute of Local Government Studies
JSS	Junior Secondary School
L.I.	Legislative Instrument
MCD	Metro/Municipal Co-ordinating Director

MES	Ministry of Environment and Science
MFEP	Ministry of Finance and Economic Planning
MLGRD	Ministry of Local Government and Rural Development
MTDP	Medium Term Development Plan
MIS	Municipal Information Service
MOFA	Ministry of Food and Agriculture
MOWAC	Ministry of Women and Children Affairs
MDPT	Municipal Development Planning Task force
MPCU	Municipal Planning and Coordinating Unit
MCE	Metropolitan/Municipal Chief Executive
MUSEC	Municipal Security Council
MWH	Ministry of Works and Housing
MWST	Municipal Water and Sanitation Task Force
NCCE	National Commission on Civic Education
NCWD	National Council on Women and Development
NDPC	National Development Planning Commission
NGO	Non Governmental Organization
PHC	Population and Housing Census
PPP	Private Public Partnership
PTA	Parents Teacher Association
RGR	Refuse Generation Rate
SIF	Social Investment Fund
SMC	School Management Committee
SSNIT	Social Security and National Insurance Trust
SSS	Senior Secondary School
VRA	Volta River Authority
WAJU	Women and Juvenile Unit

REFERENCES

1. Accra Metropolitan Assembly, 2002-2004 Medium Term Development Plan; August 2002
2. Ghana Statistics Service (2000). 2000 Population and Housing Census
3. Accra Metropolitan Assembly (2001,2002,2003). Budget Estimates

ACCRA MINI CONSULTANTION IN 2007

ATTENDANCE LIST

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Eric Otoo	Department of Community Development
John K. Nyarko	Department of Cooperative
Adu-Korantgeng	Social Welfare
Deborah Kuwornu	Department of Rural Housing
Sylvester Kwakye	Assembly member
Seidu Salifu	Assembly Member
Baffour K. Asamoah	Assembly Member
G. Nii Teiko Tagoe	Municipal Planning Coordinating Unit (MPCU)
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