



GHANA: TAMALE CITY PROFILE



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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

REGIONAL OFFICE FOR AFRICA AND THE ARAB STATES

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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 urbanization 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 Cooperation, 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 part of the Participatory Slum Upgrading Programme. The implementation of the urban profiling was launched thanks to contributions from the Governments of Italy, Belgium and the Netherlands. Today, it is part of the Participatory Slum Upgrading Programme financed by the European Commission.

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, cross cutting, 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 Ghana, 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 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, Adolphine Asimah, Ben Doe Doris Tetteh, and Sylvester Gabianu.

I would like to thank the Government of Ghana through the Tamale 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 Tamale.



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

EXECUTIVE SUMMARY

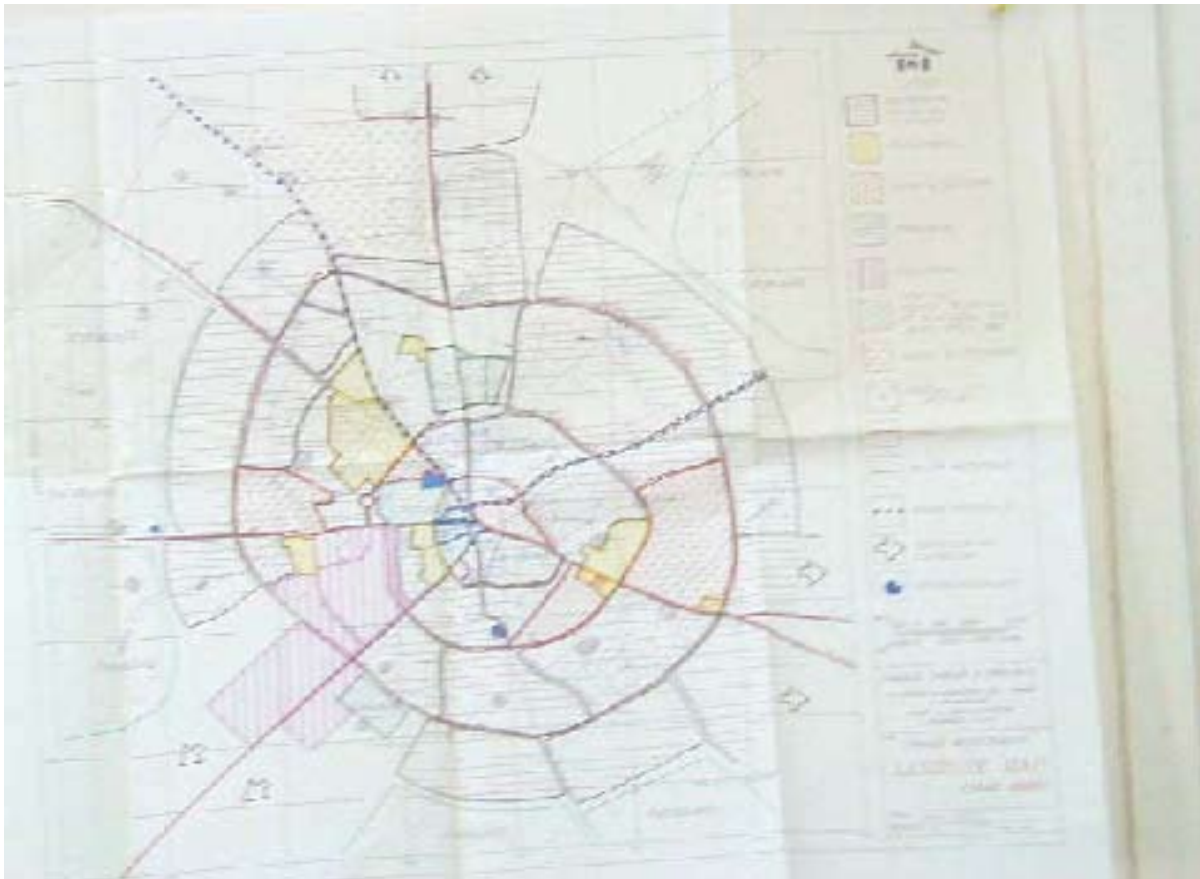
OVERVIEW

Tamale is the capital town of the Northern Region, one of ten in the country. It is located within the Guinea Savannah belt. It is the fourth largest city in Ghana with a population of 293,881 comprising 146,979 males and 146,902 females and with a growth rate of 3.5%. The size of Tamale is approximately 922km sq. The city experiences severe hamattan winds in the dry season from November to January. The Metropolis is poorly endowed with water bodies. The only water systems are a few seasonal streams, which dry up during the dry season. The other water bodies include dugouts and dams. The city attracts population from all over the northern region. Economic activities revolve around farming and trading. According to the GLSS4, the northern region is one of the three poorest regions in the country. Many International Non Governmental Organizations operate in the northern region but few of them work in Tamale.

INTRODUCTION

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

MAP 1: TAMALE CITY





Under the decentralization programme of the country, the Governance system comprises of elected members and government appointed members who form the Metropolitan Assembly, which is the highest governing body of the city. The Metropolitan Chief Executive is the head of administration of the city. The mechanism for engaging the public and stakeholders in decision-making for the Assembly is not very clear.

SLUMS

Several communities have slum characteristics. They do not have sufficient water supply; they lack good roads; domestic toilet provision is low and residents either use the limited public toilets or defecate in the bush and open spaces.

The Assembly has undertaken slum upgrading in several communities through the various development agencies like the Department of Urban Roads, and Urban Environmental Sanitation Project. Funding sources for slum upgrading usually come from central government and donor agencies. Under Urban Environmental Sanitation Project II, upgrading packages are being prepared for slum areas in Tamale.

GENDER AND HIV/AIDS

Women form a high proportion of the population in Tamale and are employed in trading and other economic activities. However poverty levels are high among women because of a number of factors. These include the discriminatory nature of land and property holding, inheritance, extensive subsistence farming, large domestic responsibility and high birth rates, low capital levels and illiteracy. HIV/AIDS cases are higher in women than in men. The Assembly has established a gender desk to take care of women issues particularly education and action on HIV/AIDS. Under the poverty reduction alleviation programmes, the Assembly provides credit facilities to communities as counterpart fund for the development of donor funded programmes in deprived areas. More assistance should be given to formation of micro-credit groups for women. Efforts should be directed at girl child education.

ENVIRONMENT

As one of the fastest growing cities in the country, Tamale is faced with daunting challenges in the management of both solid and liquid waste, water shortages and congestion in the markets. Unauthorized development also contributes to environmental degradation in Tamale. The city requires assistance in procurement of sanitation facilities/equipment and enforcement of planning and building regulations.

ADMINISTRATION

The Tamale Metropolitan Assembly (TAMA) was established by Legislative Instrument 1453, and governed under the Local Government Law, Act 462. The National Building Regulation, Legislative Instrument 1630, Town and Country Planning Ordinance CAP 84, the National Development Planning Systems Law, Act 480 are also applied for development planning and control. The Tamale Assembly lacks the requisite manpower at both senior management level and at the junior staff level for effective management of the city. It has a total staff population of 319 employees. Resource allocation for 2003 is as follows: personal emoluments 65.3%, travel and transport 14%, repairs and renewal 2.6%, general expenditure 8.7% and miscellaneous 8.2%.

FINANCIAL SITUATION

Sources of revenue for the city are twofold; internally generated funds such as rates, land, fees and fines, licenses, rent and investment; central government funds such as District Assemblies Common Fund, central government project interventions like Urban Environmental Sanitation Project, European Union, VIP etc.

BACKGROUND

INTRODUCTION

Urban Profiling

The Tamale Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at 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 (MDGs). The study is based on 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. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are 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 framework for central and local authorities and urban actors, as well as donors and external support agencies.

METHODOLOGY

The Participatory Slum Upgrading Programme consists of three phases:

Phase one consists of the 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, in order to assess the strengths, weaknesses, opportunities, and threats (SWOT) of the national and local urban setups. 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 **Phase One** at the local level in Tamale.

URBAN PROFILING IN TAMALE

The urban profiling in Tamale is one of three similar exercises conducted in Ghana; the other profiled centres are Accra and Ho.

The national and city consultation was conceived as a partnership platform, co-developed with the Department of Community Development, Department of Cooperative, Social Welfare, Department of Rural Housing, Tamale Members Assembly, Metropolitan 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 Tamale, based on the findings of a desk study, interviews, and a national and city consultation (see back cover for a list of participants in the city consultation and a bibliography). The background includes data on administration, urban planning, Metropolis finance, urban services, public transport, health, education, the economic situation, water and sanitation, and waste management;
2. a synthesis of the four main theme areas – governance, slums, 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.

URBAN SERVICES

The urban poor suffer from the lack of urban services particularly those in the deprived areas. They do not have adequate water supply, roads, drains and sanitation services.

PUBLIC TRANSPORT

Public transport popularly called 'trotros' and taxis are the main mode of transport for the city. A large number of people use bicycles and motorbikes in the city.

STREET LIGHTING

Street lighting has been provided in the major roads in Tamale.

SOURCES OF ENERGY

59 percent of households in the Metropolis use electricity as their main source of lighting whereas 40 percent rely on kerosene lamp for lighting. The majority of people use charcoal and firewood for cooking.

EDUCATION

Tamale has the following education institutions: Junior Secondary Schools (JSS) 68; Senior Secondary Schools (SSS) 11; Technical/Vocational 2; Polytechnic 1. Illiteracy is very high in the city. The city has a high drop out rate particularly at the Junior Secondary School level. This has created a big concern for the city administration.

ACCESS TO EDUCATION

It has 3 tertiary, 6-second cycle, 68 primary level institutions and 10 nursery schools. The total enrolment for primary level institutions in school is 12,529 people out of the primary school going cohort (6-15 age cohort) 14,786. This makes it a school participatory rate of 84.7%.

BEST PRACTICE CASE STUDY: SMALL TOWN WATER SYSTEM FOR TAMALE

The Tamale Central Small Towns Water System consists of rehabilitation of water points such as wells and bore holes executed by New Energy – a Non Governmental Organization. Estimated duration of the project was three months. The original shallow hand dug wells were built in 1940 and drawn using rope and bucket. After several years of operation and maintenance, the well eventually caved in and became disused. The major components of the project are as follows;

1. Evacuating debris from the well.
2. Reinforcing the sides of the well with concrete and inserting a filtration system.
3. Installation of an overhead tank.
4. Installation of five stand pipes.
5. Installation of pumping system and meter.
6. Fencing the area around the well and the stand pipes.

An 8-member user management group has been formed to manage and monitor the operations of the well for one-year. The well now has capacity to service over 3000 persons. The project was funded by Water Aid and West African Water Initiative and also supported by the Local Non Governmental Organization, New Energy. The community provided Labour, the Assembly provided the local funding and the New Energy did mobilisation. The rehabilitation, which was undertaken in 2002, took 3 months to complete and cost approximately Ghana cedis 120,000,000. During the trial period the well has been able to serve the community without getting dry at any time.

1. Some money has been generated during the first three months of operation of the well and this will be used to buy two other pipes, one as a stand by and the other to be used for rehabilitating another identified well.
2. A local mechanic has been identified and trained to service the pump.
3. An accounting system has been established for the revenue collection.

DEVELOPMENT PARTNERS

Community Based Organizations (CBOs): There are a number of voluntary organizations from the community, youth groups, schools and mosques. They are formed to respond to issues of sanitation, their own welfare and mobilisation for community work.

Non-Governmental Organizations (NGOs): There is a proliferation of NGOs operating in the Tamale Metropolis. At the last inventory in early 2004 as many as sixty (60) were recorded. Unfortunately most of them have their headquarters in Tamale but operate outside the Metropolis. The few that operate within the Metropolis do so in an uncoordinated manner. This usually results in duplication of effort and spillage of resources. In order to harmonize their efforts for effective development the NGOs have now constituted a quarterly review meeting (Consortium of NGOs) and this is helping to facilitate discussions and consultation within the Tamale Metropolitan Assembly.

Private Sector: There are a lot of informal sector operators in the city, however the formal private sector is not very much operational in the city. Consequently industrial activities are minimal in the city. The city administration is therefore very keen on attracting investment into the city.

Donors: Being one of the three poorest regions of the country a lot of donors have been trying to push developments into Tamale and the region. These are in the fields of sanitation, infrastructure and social services.





GOVERNANCE

The mission statement of the Tamale Metropolitan Assembly states, “The Tamale Metropolitan Assembly exists to enhance the quality of life of the people of the Metropolis by facilitating the maintenance of law and order and mobilizing the physical and financial resources to provide quality socio-economic services especially in education and health in collaboration with other development agencies and in conformity to broad national policies.” (Medium Term Development Plan, TAMA 2003). This is a clear manifestation of the Tamale Metropolitan Assembly acknowledgement of its role in provision and the citizens right for access to basic services. Consequently the provision of these basic services has constituted a major component of the Tamale Metropolitan Assembly budget and programme of action as contained in the various district budget and action plans.

THE INSTITUTIONAL SET-UP

The Tamale Metropolitan Assembly was established by Legislative Instrument 1453. Membership of the Assembly comprises 52 elected and 30 appointed members including the Metropolitan Chief Executive and two members of Parliament who have no voting rights. It is the highest political and administrative authority in the Metropolis. At the sub metropolis level Tamale Metropolitan Assembly has 11 Zonal Councils and 91 Unit Committees. This was the structure of the Tamale Metropolitan Assembly during the last District Assembly session which ended in 2002, however due to the state of emergency imposed on the Dagbon area including the Metropolis, voting could not be conducted

and therefore a new assembly was not constituted. As a result a 12 member Interim Management Committee (IMC) nominated by government has been put in place until elections are held. The committee has 4 women members. The Chief Executive is the chairman. The Interim Management Committee functions along the same lines as the District Authority. The Interim Management Committee meets quarterly but can be convened for any emergency meeting. It was observed that due to the scope of activity required of the Interim Management Committee emergency meetings have become very frequent.

The Interim Management Committee is supported by technical departments and administrative structures. The categories are:

- Core department such as Central Administration, Metropolitan Planning & Coordinating Unit, Budget & Finance.
- 13 decentralized departments.
- Central government departments and Agencies such as Department of Urban Roads, Ghana Water Company Limited, Community Water and Sanitation Agency, and Environmental Protection Agency.
- The 8 sub-committees of the Assembly.

TABLE 1

DEPARTMENT	FUNCTIONS
1. Tamale Metropolitan Assembly	Legislation, policy, budgeting, implementation coordination and supervision.
2. Metropolitan Chief Executive (MCE)	Over development of Metropolis.
3. Central Administration	Coordinate the activities of the departments administrative services to Metropolitan Chief Executive.
3. Town & Country Planning	Coordination uses and developments. Preparation of detailed planning schemes, structure plan, detailed design of suburban centres. Secretariat of the Accra Metropolitan Planning Committee.
4. Works	Development and maintenance of public land properties, design and maintenance of building projects premises/ house numbering, development of street furniture and Terminals. Issuance of building permit, demolishes unauthorized developments.
5. Environmental Management	Food Hygiene and market sanitation. Disease, Vector and Pest Control. Environmental Health Education. Premises Inspection for control of environmental health hazards. Control of cemeteries. Health safety of keeping of animals. Building Sanitation.
6. Education office	Teaching and learning in schools; regulations and educational policies; infrastructure and necessary logistics; sport development in schools.
7. Disaster Prevention and Management	Preparation of disaster management plan. Provision of relief, rehabilitation and reconstruction after disaster.
8. Food and Agriculture	Technical services, development of Agriculture. In flow and outflow of agricultural produce.
9. Finance	Collection and custody of revenue; processes and pays expenses incurred; compel financial records; processes payroll; Advises on financial matters; researches into changing trends of the market.
10. Trade and Industry	Local economic development.

RESOURCE MOBILIZATION

District Assemblies Common Fund (DACF) finances about 45.5% of development projects and programmes, 2.71% from non-governmental organizations; 51.79% from other central government projects interventions e.g. Urban Environmental Sanitation Project, European Union and Village Infrastructure Project. In 2003 Common Fund released to the Assembly was USD 256,061.36. Disbursement of District Assemblies Common Fund focuses on education, health, water and sanitation and micro enterprise support for poverty alleviation programme.

Tamale Metropolitan Assembly's locally generated revenue has improved over the past three years due to high growth and 91.17% achievement of the yearly budget. The actual performance over the period has increased from 36% to 350%.

PERFORMANCE AND ACCOUNTABILITY

The Audit Service department regularly audits all Ghana government service including the Tamale Metropolitan Assembly internal audit department for day-to-day auditing. The audit reports of all agencies of the Assembly are presented in a composite report and submitted to the Parliament of Ghana. Copies are made available to the Assembly. District Tender Boards formed for procurement; follows national procurement processes. Large budget procurement receives no objection and confirmation from either the regional administration or the Ministry of Local Government and Rural Development.

There are mechanisms in the Assembly to address complaints and institute redress measures at various levels. Departments are mandated to have a client's service desk. The Chief Executive also has a front line client's service. Tamale Metropolitan Assembly has constant interaction with the public through a weekly radio talk show program with the four FM radio stations in the city. All departments and agencies in the Tamale Metropolitan Assembly take turns on these programmes during which explanations, clarifications and answers are provided to questions and allegations from the public.

SOCIAL EMPOWERMENT

Civil society and the public are informed about medium term programmes as designed to solve community identified problems.

CAPACITY BUILDING AND TRAINING

- Re-organise the institutional structure and departments to respond to the problems of the Metropolises.
- Development and installation of a comprehensive database on all rateable, persons and properties:
 - Establishment of an effective supervisory and monitoring system.
 - Undertake training of revenue collectors.
 - Organize public campaigns to adequately sensitize communities of all the benefits of paying taxes.
 - Develop a contractual agreement (Memorandum of Understanding) to be signed by all parties involved in any revenue collection contracted with the Assembly.
 - Provide technical support to all Assembly revenue collectors.
- Recruitment and training of staff.

GOVERNANCE N°1	Project proposal	Page 20
	Manpower and capacity building for core staff of Tamale Metropolitan Assembly .	

GOVERNANCE N°2	Project proposal	Page 20
	Developing Strategies and Structures for Revenue Mobilization.	

GOVERNANCE N°3	Project proposal	Page 21
	Improve Metropolis and Urban Council facilities.	

GOVERNANCE N°4	Project proposal	Page 22
	Establish a citizen participation system for effective community participation in decision making and planning processes.	

SLUMS AND SHELTER

Majority of housing in Tamale composes of compound houses constructed from mud and thatch. Central Government and international bodies are normally responsible for the preparation and implementation of slum upgrading projects in the country. Consequently the cities do not have strategies aimed at slum upgrading. Cities should make a conscious effort to establish these guidelines and strategies.

REGULATORY FRAMEWORK

Tamale has a Master Plan since 1992. A number of regulations exist for land use planning in the city. These are the National Building Regulation (Legislative Instrument 1630), Town and Country Planning Ordinance (CAP 84), the National Development Planning Systems Law (Act 480), and the Local Government Law (Act 462), which are used in guiding development planning and control.

THE INSTITUTIONAL SET-UP

- Hitherto the Assembly does not have much role to play in the planning and implementation of slum upgrading projects. The Assembly is getting more involved in the process.
- There is poor information gathering on slums and no special consideration for slums in the provision of services.
- There is limited involvement of Community Based Organizations and Non Governmental Organizations in slum upgrading work.

RESOURCE MOBILIZATION

- Public Institutions do not provide funds for slum development; upgrading projects are financed by central government, World Bank and other multilateral agencies.
- No special credit for slum dwellers.

TENURE SYSTEMS

- Slum dwellers in Tamale have secure tenure but do not have good infrastructure and services.
- Deprived areas are located on good lands.
- Nobody is evicted from slum areas.
- Poor people are priced out of the land market due to high land cost.

CAPACITY BUILDING AND TRAINING

- Training of Environmental Health Officers on health promotion strategies, prosecution and enforcement of byelaws.
- Training of Water Management Committees. Training in the appreciation of environmental problems and strategies to deal with them.

BEST PRACTICE

Small town water system for Tamale. Rehabilitation of an old well in the centre of Tamale by a Non Governmental Organization and the Assembly. The well is fitted with an electric pump and an overhead tank. It provides water throughout the year for residents in central Tamale. Plans are far advanced to replicate the project in other parts of Tamale.

	Project proposal	Page 23
SLUMS AND SHELTER N°1	Programme to improve capacity for urban housing upgrading.	

	Project proposal	Page 23
SLUMS AND SHELTER N°2	Community upgrading of Ward K, I and I Extension.	



GENDER AND HIV/AIDS

Affirmative action for women has been high on the development agenda. The affirmative policy position for women is upon the background that being a largely Moslem and traditional community women's participation had been limited to domestic issues. Post-colonial times thus saw lower indices on women education, participation in economic and political factors lower than in the other southern regions of the country. It is in this light that a number of gender sensitive Non Governmental Organizations are operating in the region.

With the creation of the Ministry of Women and Children Affairs in 2001, many of the Assemblies have started establishing Gender desks within the Assemblies. The objective is to collect information on issues affecting women and children and use the information to formulate and implement programmes that would empower women and provide support and assistance to children.

A number of issues relating to women and children in Tamale include traditional and customary practices against women, violence against women, early and forced marriages, high school drop rate for the girl child as against the boy child and teenage pregnancy. Many of the girl child dropouts migrate to the south to look for jobs.

POLICY AND REGULATORY FRAMEWORK

Ministry of Women and Children Affairs formulate policies on women; Women and Juvenile Unit for arrest and prosecution of offences against women; Women desk set up in all Assemblies; Ghana AIDS Commission for policy on HIV/AIDS; Law against Female Genital Mutilation.

RESOURCE MOBILIZATION

- Micro credit facilities for women groups; women groups sponsored on forums to discuss HIV/AIDS.
- Special programmes for women and vulnerable groups.

ACCOUNTABILITY

- Women and Juvenile Unit (WAJU) arrests and prosecutes offences against women and children.
- Women are the target groups for HIV/AIDS education and awareness creation.

EMPOWERMENT

- Ministry of Women and Children Affairs for policy on women.
- Affirmative action for women.
- Women representation in decision-making

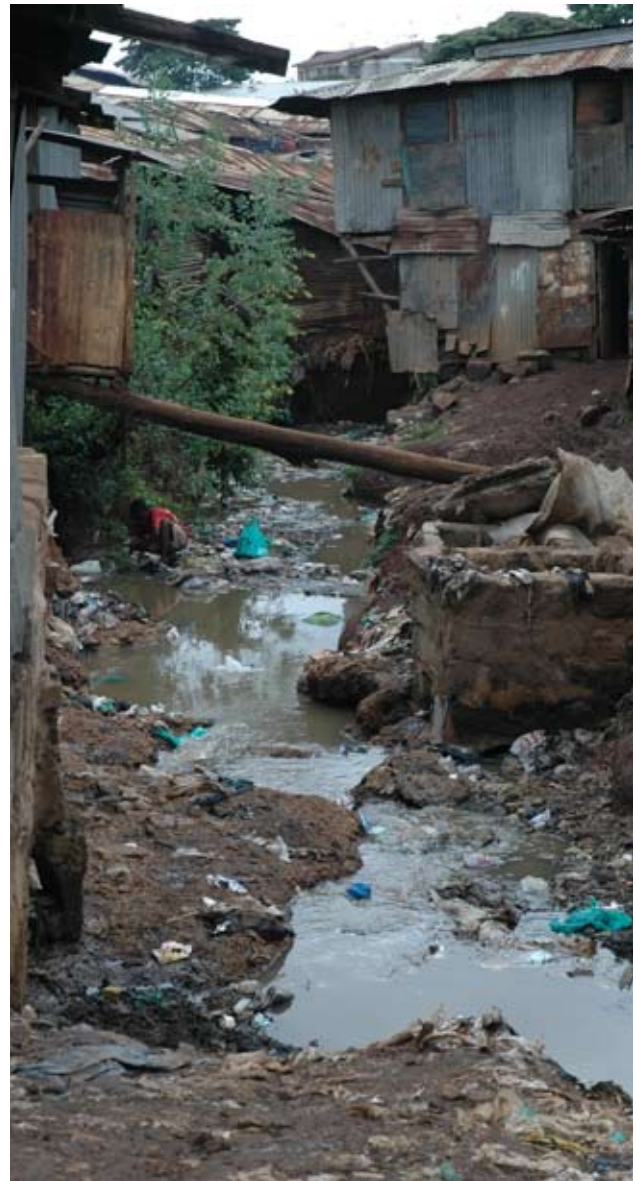
CAPACITY BUILDING AND TRAINING

- Disaggregated Information on HIV/AIDS is not available in Tamale.
- Violence against women.
- Girl child education.

GENDER AND HIV/AIDS N°1	Project proposal	Page 26
	Redevelopment of Tamale Central Market.	

GENDER AND HIV/AIDS N°2	Project proposal	Page 26
	Support for Girl Child Education.	

GENDER AND HIV/AIDS N°3	Project proposal	Page 27
	Programme to Prevent Violence against Women.	





ENVIRONMENT

As one of the fastest growing cities in the country, Tamale is faced with daunting challenges in the management of both solid and liquid waste. The management of solid and liquid waste is the single greatest environmental problem facing the Metropolis. 150 tonnes of solid are generated daily but the Assembly is only able to clear 7.5 tonnes a day. 80% of the population depend on public toilets or other illegal modes of toilets.

Proliferation of commercial and light industrial activities within the residential areas is another environmental problem facing the township.

Development control enforcement in the township has been very weak and as a result small-scale commercial activities find it relatively easy to locate on any available space (road sides and reservation, open spaces and undeveloped plots). The city has an engineered landfill site and liquid waste treatment plant but there are no vehicles to transport the waste to the disposal points.

POLICY AND REGULATORY FRAMEWORK

Sanitation bye-laws of the Assembly are not implemented, similarly development control laws are not fully implemented due to lack of staff.

THE INSTITUTIONAL SET-UP

The Assembly has the responsibility for waste management. This is done through the Environmental Health Department. The Town and Country Planning Department has responsibility for planning and development control. Unfortunately these Departments are not well resourced.

RESOURCE MOBILISATION

- Tamale Metropolitan Assembly budget for environmental activity is too small.
- Funding for sanitation comes only from central government.
- No user charges for use of sanitation facilities.

PERFORMANCE AND ACCOUNTABILITY

- Information dissemination on environmental management is weak.
- Environmental Protection Agency is not very much involved in environmental management in Tamale Metropolitan Assembly .
- Some Community Based Organizations undertake occasional clean up in the communities.

CAPACITY BUILDING AND TRAINING

- Training of Environmental Health Officers on health promotion strategies, prosecution and enforcement of byelaws.
- Training of Water Management Committees.
- Training in the appreciation of environmental problems and strategies to deal with them.

ENVIRONMENT N°2	Project proposal	Page 29
	Redevelopment of Aboabo Market.	

ENVIRONMENT N°1	Project proposal	Page 29
	Supply of sanitation equipment.	

GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES	OBJECTIVE
RESOURCE MOBILIZATION					
<p>New properties in the Metropolis.</p> <p>Existence of viable markets.</p> <p>Private sector participation in revenue collection.</p>	<p>Low income levels.</p> <p>Inadequate database.</p> <p>Lack of motivation for revenue staff.</p> <p>Unwillingness to pay tax.</p> <p>Corruption of revenue collectors.</p> <p>Low tax coverage.</p>	<p>Projects (Danish Support for District Assemblies Urban V, HIPC Fund, Social Investment Fund).</p> <p>Unexplored revenue sources.</p>	<p>Harsh national Economic Conditions.</p> <p>Irregular release of District Assembly Common Fund.</p>	<p>Effective revenue collection system.</p> <p>Tax education awareness.</p>	<p>Increasing the internally generated revenue by 70%.</p> <p>Establishing a comprehensive property register and other tax rated entities.</p>
INSTITUTIONAL SET FOR EFFECTIVE LOCAL GOVERNMENT DECISION MAKING					
<p>Adequate Human resources available.</p> <p>Sub-District Structure available.</p> <p>Availability of NGOs and CBOs.</p> <p>Responsible Traditional Rulers.</p>	<p>Weak Dissemination of Information & Education on Local Governance.</p> <p>Weak financial base of the Metropolis.</p> <p>Delay in payment of salaries.</p> <p>Inadequate office space for the Metropolis.</p> <p>Inadequate highly skilled personnel.</p> <p>Lack of coordination between Local and national Programme of activities.</p>	<p>Decentralization Policy.</p> <p>Danish support to District Assemblies Phase II (DSDA II) Training for District Assembly /Sub structures.</p> <p>European Union Human Resource Development programme for District Assembly available.</p> <p>Availability of press to monitor and disseminate information.</p>	<p>Slow implementation of the decentralization policy.</p> <p>Irregular release of District Assemblies Common Fund.</p> <p>Political interference in the affairs of the Metropolitan Assembly.</p>	<p>Effective institutional arrangement.</p> <p>Human resource development.</p>	<p>To improve the forward and backward linkages between the Central Administration and the Decentralized Departments.</p> <p>To support the adequate staffing and equipping of the Assembly.</p>
PERFORMANCE AND ACCOUNTABILITY					
<p>Presence of community organizations and traditional authorities.</p> <p>Availability of internal and external audit system.</p>	<p>Weak link between Metropolitan Assembly structures and communities and community organizations.</p> <p>Over reliance on central government for resources and manpower.</p>	<p>Vibrant private and independent private press.</p>	<p>Incomplete local government system.</p>	<p>Community participation.</p> <p>Community mobilisation.</p>	<p>To improve communication between the Assembly and the public.</p> <p>To adequately coordinate NGO activities in the district.</p>

GOVERNANCE N°1	Project proposal
	Manpower and capacity building for core staff of Tamale Metropolitan Assembly

LOCATION: Tamale Metropolitan Assembly Offices.

DURATION: 18 months.

BENEFICIARIES: Senior Management Staff, Technical Staff and Supporting Staff of: Central Administration - Office of the Metro Coordinating Director, Metro Planning and Coordinating Unit, Metropolitan Works Department and Waste Management Department, and Finance and Budget Division Accountants.

IMPLEMENTING PARTNERS: Local and National Training Institutions, International Training Institutions, Attachment with other cities with proven administrative experience, Local Government Training School, and specialised Trainers (Subject Matter Specialist to provide in-house training).

ESTIMATED COST: USD 100,000

BACKGROUND: Local Government system is fairly new and staff is not well equipped to handle the challenges of good governance. Local Governments make little provision for staff training and improvement. In addition the other structures of the Assembly - the Assembly men and the Chief Executive have very little training and experience in governance and Metropolis management.

OBJECTIVES: To enhance efficiency of local governance structure in Tamale Metropolitan Assembly.

ACTIVITIES: (1) Local and international training for staff in areas of Development Planning, Budgeting and Accounting, Procurement, Project Planning, Metropolis Engineering, Secretarial, Office Management, etc. (2) Study tours and workshop for management Level Staff for sensitization. (3) Conducting sensitization workshop for Assembly men and key community persons. (4) Attachment programmes for Technical Heads.

OUTPUTS: (1) Improved skills of Tamale Metropolitan Assembly staff. (2) Simple operational manuals. (3) Provision of basic office equipment.

PROJECT IMPLEMENTATION: (1) Selection of staff for training. (2) Selection of training Institute. (3) Arrange for training. (4) Training. (5) Workshops. (6) Design and procurement of Office operation manuals and equipment.

EQUIPMENT TO BE PROCURED: (1) Computers and accessories. (2) Office equipment. (3) Vehicles.

GOVERNANCE N°2	Project proposal
	Develop Mechanisms for Private Participation in Revenue Mobilisation

LOCATION: Tamale Metropolitan Assembly and Institute for Local Government Studies.

DURATION: 12 months.

BENEFICIARIES: Tamale Metropolitan Assembly, Private Enterprise, Non Governmental Organizations.

IMPLEMENTING PARTNERS: Tamale Metropolitan Assembly and private enterprise, Non Governmental Organizations and Community Based Organizations.

ESTIMATED COST: USD 20,000

BACKGROUND: With the decentralisation process, the importance of locally generated revenue has become very crucial in funding projects. Ability of Assemblies to generate revenue locally forms the basis for calculating their share of the Assemblies Common Fund. At the same time there are several sources from which the Assembly can generate revenue. The Assembly relies on its revenue collection staff to undertake this task. Unfortunately Tamale Metropolitan Assembly has discovered that the officers are incapable of collecting the revenue efficiently. This is partly due to their educational background and inability to be creative. The Assembly in recent times has recruited the services of private revenue collectors. This has shown some improvement in revenue mobilisation. However the privatisation needs to be better organised and managed professionally in order to ensure proper contract procedures, accounting, supervision and monitoring.

OBJECTIVES: To develop transparent structures and mechanisms for public-private partnership that would enhance metropolis revenue mobilisation.

ACTIVITIES: (1) Identify staff for the training. (2) Identify training Institute. (3) Provide training in P3. (4) Workshop to sensitise private sector and interest them in P3. (5) Identify non-traditional revenue sources of the Assembly

OUTPUTS: (1) An effective mechanized system for revenue collection and a transparent system for private participation in revenue mobilization established.

PROJECT IMPLEMENTATION: (1) Use technical expertise to provide training using theory and practical experience in P3. (2) Short project work on P3. (3) Study tours. (4) Workshops.

EQUIPMENT TO BE PROCURED: (1) Computers. (2) Communication equipment.

GOVERNANCE N°3	Project proposal
	Develop data base for landed property and business

PROJECT IMPLEMENTATION: (1) Prepare Terms of Reference and select Consultants for the project. (2) Purchase digital maps. (3) Purchase other hardware and software. (4) Undertake the studies and prepare reports. (5) Train staff on the utilisation of the results of the study. (6) Create public awareness and education on the assignment.

LOCATION: Tamale Metropolitan Assembly.

DURATION: 24 months.

BENEFICIARIES: Tamale Metropolitan Assembly.

IMPLEMENTING PARTNERS: Private Geographic Information Systems (GIS) company, Land Valuation Board, Legal Officer.

ESTIMATED COST: USD 250,000

BACKGROUND: The revenue base of the Metropolis is currently very small. There is no adequate information on the number of houses and other landed property in the city. It is therefore difficult to make projections for revenue that are realistic and also monitor the payment and collection of property rate. There are also a number of institutions and businesses, both public and private, which are operating in the city without paying fees to the Assembly. Under the Urban Environmental Sanitation Project, a Structure Plan was prepared for Tamale and this can form a good base map for the development of a Geographic Information Systems based property identification and billing system. When completed such database would also provide a good socio-economic data on the city.

OBJECTIVES: (1) Increase the coverage of taxable property and businesses in Tamale. (2) Increase reliability in revenue collection. (3) Ensure adequate accounting procedures.

ACTIVITIES: (1) Update of digital and manual data base through field work. (2) Compilation of socio-economic data profile of identified units. (3) Revaluation of properties. (4) Public education of the processes. (5) Review of necessary byelaws on revenue mobilisation. (6) Mechanism for compiling and dispatch of bills. (7) Orientation of collection staff. (8) Modalities for collection of bills and establishment of accounting procedures.

OUTPUTS: (1) A Geographic Information Systems based property billing system. (2) An updated record of taxable property and business in the appropriate software. (3) A well referenced house and property numbering system.

EQUIPMENT TO BE PROCURED: (1) Digital base map of Tamale. (2) Computers and Global Positioning Software. (3) Geographic Information Systems software. (4) Accounting Software. (5) Vehicles. (6) Public address system/van.

GOVERNANCE

N°4

Project proposal

Establish a citizen participation system for effective community participation in decision making and planning processes

OUTPUT: System Participation platforms and systems

PROJECT IMPLEMENTATION: (1) Prepare terms of reference and select consultants for implementation. (2) Conduct interviews with citizens and city officials. (3) Develop the appropriate systems for participations based on interviews. (4) Develop a database for keeping information on participation

EQUIPMENT TO BE PROCURED:

(1) Photo copier machine. (2) Printer.
(3) Computer. (4) Software.

LOCATION: Tamale Metropolitan Assembly

DURATION: 6 months

BENEFICIARIES: Tamale Metropolitan Assembly

IMPLEMENTING PARTNERS: NGOs, Private Consultants, Tamale Metropolitan Assembly

ESTIMATED COST: USD 10,000

BACKGROUND: Citizen Participation in Ghana is one of the lacking areas of decentralization.

The main decision making process in which citizens participate is the development of the Medium Term Plan by MMDAs. In this regard, there is very little or no awareness on programs, projects and initiatives undertaken by the city, sometimes leading to citizens' reluctance in paying taxes or being interested in city assets.

Due to inadequate funding, there is no established system in the city for the city to constantly inform citizens on programs and projects or for citizens to make their grievances or comments known for consideration by the city.

There is therefore the need to improve on the current system of participation to make it more effective and inclusive.

OBJECTIVES: To ensure the participation of residents in the development and decision making processes of Tamale for successful implementation of projects. To promote adherence to city ordinances and instill a sense of ownership of projects, programs and city assets.

ACTIVITIES: (1) Development of participation system or systems in the form of a forum, city newsletter, flyers, suggestion boxes, brochures etc. (2) Review and acceptance of participation system.

SLUMS AND SHELTER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
WATER AND SANITATION			
<p>High potential for ground water development.</p> <p>Existing institutions for water and sanitation delivery.</p> <p>High communal spirit of communities.</p> <p>Involvement of NGOs in water delivery.</p>	<p>Inadequate funds from Government of Ghana and Assembly.</p> <p>Low capacity of the Ministry of Environment Science and Technology (MEST).</p> <p>Lack of improvement to Dalun head works.</p> <p>Limited coverage of potable water by Ghana Water Company Limited.</p> <p>High cost of water.</p> <p>Unwillingness to pay for sanitation services.</p> <p>Inadequate sanitation equipment.</p> <p>Management of facilities by local communities.</p>	<p>Influence of District Assemblies Common Fund.</p> <p>Social Investment Fund/ European Union Micro-project.</p> <p>Highly Indebted Poor Country fund.</p> <p>Government policy on water privatization.</p> <p>High communal spirit.</p> <p>Readiness of NGOs and other donors to assist.</p>	<p>Pollution of water bodies.</p> <p>High reliance on NGOs/ Donors could lead to donor fatigue.</p> <p>Drought.</p>
HOUSING AND UTILITY SERVICE			
<p>Availability of service providers; electricity, water etc.</p> <p>Secured land.</p> <p>Available local materials for construction.</p> <p>Availability of planning schemes to guide development.</p> <p>Department of Urban Roads constructing roads in the communities.</p> <p>Moderately priced land to meet all pockets.</p> <p>Building regulation allows use of mud and thatch for construction in low income areas.</p> <p>Young entrepreneurs investing in housing.</p> <p>Ghana Real Estate Developers Association (GREDA) and Real Estate Developers putting up houses.</p>	<p>Services have not been extended to all areas.</p> <p>Low levels of service provision where they exist.</p> <p>Non-conformity to development and building regulations.</p> <p>Interspersed development of housing in new areas.</p> <p>High cost of servicing such developments.</p> <p>Old housing stock.</p>	<p>Avenue to educate public to develop according to planning schemes.</p> <p>Use of local building materials.</p> <p>Market for rentals.</p> <p>Serviced plots before development.</p>	<p>Non-conformity to regulations can contribute to slum creation in some areas.</p> <p>Inability to extend services due to lack of funds.</p> <p>Slum development due to low level of services.</p>

SLUMS AND SHELTER
Nº1

Project proposal

Programme to improve capacity for urban housing upgrading

LOCATION: Tamale.

DURATION: On going.

BENEFICIARIES: Youth particularly in housing and construction trades / Skill.

IMPLEMENTING PARTNERS: Non Governmental Organizations, Master Artisans, Vocational training facilities.

ESTIMATED COST: USD 100,000

BACKGROUND: Some community upgrading programmes have been undertaken in the Tamale Metropolis. These have targeted the development of infrastructure and utility services. Little attention was paid to improvement in housing conditions. Consequently housing quality has remained fairly poor still giving the township an old and dilapidated outlook. There is the increasing need for maintenance of the housing stock to help stop their deterioration. Housing conditions are poor because of poor quality of materials used and the poor level of skill and workmanship. New housing development also shows signs of poor workmanship in the design, organisation and construction.

There are a number of unskilled and unemployed youth in the Metropolis who could be trained to acquire skills in building construction. These will form a core of skilled personnel to be employed to undertake housing construction and housing improvement projects in the Metropolis.

OBJECTIVES: (1) Improve urban housing construction and maintenance. (2) Develop appropriate technology for urban housing in the Metropolis. (3) Provide construction skills for artisans and construction workers. (4) Provide employment and improve incomes of workers.

ACTIVITIES: (1) Identify, train and build necessary capacity for master artisans. (2) Identify and enrol local construction and unskilled youth. (3) Enlist property owners who would be willing to embark on housing improvement or new construction collection.

OUTPUTS: (1) Trained local labour force in housing construction and maintenance. (2) Improved local housing quality. (3) Increased value for property. (4) City beautification and safety of accommodation due to improved structural quality. (5) Increase income to artisans.

PROJECT IMPLEMENTATION: A centrally coordinated effort to train master artisans (preferably a Non Governmental Organization), who would then train local construction workers in all specialities of construction. Training fees would be worked into a work and pay or an in-service programme. After the training basic working tools would be provided for trainees to enable them start their own workshops and probably train other trainees. The system was used successfully under the United Nations Centre for Human Settlements programme on “Strengthening Community Management Project”.

EQUIPMENT TO BE PROCURED: Working tools for the various professional disciplines to be trained e.g. carpenters, masons, electrician and plumbers etc.

SLUMS AND SHELTER Nº2	Project proposal
	Community upgrading of Ward K, I and I Extension

LOCATION: Tamale

DURATION: 24 months

BENEFICIARIES: Residents of Ward I and I Extension, and Ward K.

IMPLEMENTING PARTNERS: Tamale Metropolitan Assembly, Ministry of Local Government and Rural Development, Consultants, Contractors etc.

ESTIMATED COST: USD 950,000

BACKGROUND: Wards K, I, and I Extension are located within the central part of Tamale. The three communities have a population of 13,438 covering an area of 265 acres. Although these communities are in the centre of town they still exhibit rural characteristics. Developments are haphazard and access to homes is mostly non-existent or is along narrow lanes. Where tracks exist they are ungraded and highly eroded by storm water or domestic grey water channels. By virtue of the location of Wards I and I Extension close to Aboabo market, small-scale commercial and cooking activities are predominant and these also have serious negative impact on the environment particularly in sanitation and waste disposal. Flooding is perennial in the communities.

OBJECTIVES: (1) Provide access roads into the communities. (2) Provide storm water and roadside drains. (3) Improve on water supply and electricity in the communities. (4) Provide sanitation facilities. (5) Undertake improvement in housing.

ACTIVITIES: (1) Survey the area. (2) Prepare upgrading package and necessary reports and contract documents etc. (3) Relocate affected residential properties. (4) Construct roads and lanes and other project infrastructure. (5) Conduct public sensitization for home improvement etc. to take advantage of improved infrastructure. (6) Assist households in home improvement and provision of household sanitation and construct domestic toilets. (7) Provide support and maintenance services collection.

OUTPUTS: (1) Improved access to house and public places. (2) Improved road condition. (3) Provision of community facilities like water supply, electricity and improved sanitation. (4) Flood abatement and improved drainage. (5) Improvement in general environmental profile. (6) Improvement in housing and business environment. (7) Reduction in incidence in occurrence of vector, water and faecal related diseases.

PROJECT IMPLEMENTATION: Use the existing land use maps/sector layout to determine boundaries of properties to provide title to land. The Assembly structure for contracting bidding should be used rather than putting in place alternative systems.

GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
GIRL CHILD EDUCATION			
<p>Ministry of Women and Children Affairs.</p> <p>Role models.</p> <p>Gender desk in the Assembly.</p> <p>National Council on Women and Development.</p> <p>Women's Groups.</p> <p>Free Compulsory Universal Basic Education.</p> <p>Girl Child Programmes.</p> <p>United Nations Children's Fund.</p>	<p>Limited funds.</p> <p>Non-functioning of sub-structures.</p> <p>High illiteracy rate.</p> <p>High poverty level among women.</p> <p>High dropout rates for the girl child.</p> <p>Low girl-child enrolment at basic and senior secondary school levels.</p> <p>Early marriages.</p> <p>Teenage pregnancy.</p> <p>Early involvement of girls in economic activities.</p>	<p>NGO willing to support girl child education.</p> <p>Programmes to encourage girl child education.</p> <p>Presence of religious groups to advice parents to educate their children.</p> <p>Gender affirmative action.</p>	<p>Cultural practices on perception of women.</p> <p>Little emphasis placed on the education of girls.</p> <p>Urban drift.</p>
VIOLENCE AGAINST WOMEN AND CHILDREN			
<p>Children's Act 560 of 1998.</p> <p>Community tribunals.</p> <p>Children's homes and orphanages.</p> <p>Women and Juvenile Unit</p> <p>Social Welfare.</p> <p>Ministry of Women and Children Affairs.</p> <p>Gender Desk of the Assembly.</p> <p>Draft National Gender and Children Policy.</p> <p>Legislations on Convention on Elimination of all forms of Discrimination Against Women.</p>	<p>Large families.</p> <p>High cost of education.</p> <p>Parental irresponsibility.</p> <p>Ignorance of child and women's right.</p> <p>Standard of education amongst women.</p> <p>Cultural practices (Female Genital Mutilation).</p>	<p>NGOs (Women and Children).</p> <p>Programme of Donor Agencies favour women and children.</p> <p>Religious bodies.</p> <p>Media for dissemination of information.</p> <p>Parent Teacher Association / School Management Committees to protect the interest of children.</p>	<p>Poverty.</p> <p>Extended family system.</p> <p>High illiteracy rate.</p> <p>Child labour.</p> <p>Child trafficking.</p> <p>Incidence of increase in rape.</p> <p>Increase in HIV / AIDS.</p> <p>Unemployment / Under employment among women.</p>

GENDER HIV/AIDS N°1	Project proposal
	Redevelopment of Tamale Central Market

LOCATION: Central Market measuring approximately 1.6 hectares.

DURATION: 14 months.

BENEFICIARIES: Market women and local community.

IMPLEMENTING PARTNERS: Tamale Metropolitan Assembly, Commercial and Business Community.

ESTIMATED COST: USD 600,000

BACKGROUND: The central market is situated in the centre of the city and was destroyed about 20 years ago. It was rebuilt mainly through the effort of the traders without any professional input. It is currently overcrowded, haphazard with hardly any provision for circulation. The market is occupied mainly by women and used for daily shopping and marketing activities. The market is faced with unsanitary amenity, highly prone to fire and has no amenity in case of any disasters. Its redevelopment would not only help to improve commercial activity of women who have now spilled onto the main roads but also improve safety and security, metropolis revenue and urban environment improvement.

OBJECTIVE: (1) To rehabilitate and construct the Tamale Central market with all the amenities and services. (2) Improve the working and commercial environment of women in Tamale. (3) Improve safety and security of investment. (4) Improve urban environmental amenity. (5) Improve management capacity and metropolis revenue.

ACTIVITIES: (1) Assessment of existing infrastructure and services. (2) Design and costing of rehabilitation package. (3) Seeking funding partner. (4) Construction of market in phases.

OUTPUT: (1) Rehabilitated market complex. (2) Formulation of contracts for private participation in the management of the market.

PROJECT IMPLEMENTATION: As a capital investment project of the Assembly. Funding to be sourced by the Assembly from central government and bilateral and multilateral sources.

EQUIPMENT TO BE PROCURED: Contractor to use his equipment.

GENDER HIV/AIDS N°2	Project proposal
	Support for Girl Child Education

LOCATION: Primary and Junior Secondary Schools in Tamale.

DURATION: On going.

BENEFICIARIES: Girls in Primary School and Junior Secondary Schools.

IMPLEMENTING PARTNERS: United Nations Children's Fund, Ghana Education Service, Non Governmental Organizations, Community Based Organizations.

ESTIMATED COST: USD 150,000

BACKGROUND: School drop out rates in the Metropolis is very high. The drop out rate for girls is even higher. The situation can be attributed to cultural as well as economic reasons. The northern region has also been noted as the origin of many young girls who flock the cities in the south to engage in head potorage and other forms of child labour and abuse. The Assembly has been worried about the high levels of girl child school dropouts and is therefore seeking assistance to support a project on halting it.

OBJECTIVE: (1) Encourage girls to attain basic education. (2) Improve the quality of life of women in the Metropolis.

ACTIVITIES: (1) Identify schools to be assisted. (2) Identify female pupils. (3) Identify girls of school going age who are not going to school. (4) Estimate cost involved. (5) Formulate mechanisms for providing assistance. (6) Devise monitoring and evaluation mechanisms.

OUTPUT: (1) Subsidies for school fee, provision of school uniforms and provision of food rations for girls. (2) Counselling for girls. (3) Counselling for parents and teachers. (4) Community awareness education on affirmative action on girl child education.

PROJECT IMPLEMENTATION: The project will be implemented through the Assembly, United Nations Children's Fund, Local Non Governmental Organizations, Community Based Organizations and the Ghana Education Service.

EQUIPMENT TO BE PROCURED: No equipment required.



GENDER HIV/AIDS N°3	Project proposal
	Programme to prevent Violence against Women

LOCATION: Tamale

DURATION: On going

BENEFICIARIES: Women in Tamale.

IMPLEMENTING PARTNERS: Non Governmental Organizations, Community Based Organizations, Traditional Authorities, Ghana Police, Judicial Service, Religious Organisations.

ESTIMATED COST: USD 250,000

BACKGROUND: Some cultural practices impinge heavily on the freedom and human rights of women. Low literacy levels of women, lack of awareness of their rights and limited access to legal services are some factors that contribute to the high incidence of cases of violence against women. Some of these include domestic violence, female genital mutilation, early marriages, servitude, widowhood rights, inheritance etc.

OBJECTIVE: (1) Reduce the incidence of violence against women. (2) Provide women the means of redress in cases of violence. (3) Sensitise community to support women against cultural practices that constitute violence against women.

ACTIVITIES: (1) Establish community support and advocacy groups for violence against women. (2) Initiate action to eradicate practices that constitute violence against women. (3) Create awareness in men on negative cultural practices against women.

OUTPUT: (1) Advocacy groups formed. (2) Women and men sensitised. (3) More girl children educated.

PROJECT IMPLEMENTATION: Implemented through collaboration of the Assembly with Non Governmental Organizations and civil society groups.

EQUIPMENT TO BE PROCURED:
No equipment required.

ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
SOLID AND LIQUID WASTE MANAGEMENT			
<p>Presence of Waste Management Department.</p> <p>Availability of land fill and sewage treatment plant.</p> <p>National Sanitation Policy.</p> <p>Sanitation by-laws.</p>	<p>Lack of sanitation vehicles.</p> <p>Inadequate facilities for use by residents.</p> <p>Garbage pile up at collection points.</p> <p>Littering in the communities.</p> <p>Poor personal hygiene.</p> <p>Inability to sanction offenders.</p> <p>Poor development control.</p> <p>High poverty levels.</p> <p>Low capacity of staff.</p> <p>Inadequate information about the System.</p> <p>Unwillingness to pay for services.</p>	<p>Willingness of private sector to participate in waste management.</p> <p>NGOs involvement in sanitation.</p> <p>Use of District Assemblies Common Fund and Highly Indebted Poor Countries Fund.</p> <p>Landfill – Create employment and income generation.</p> <p>Manure from sewage plant.</p>	<p>High cost involved in waste collection.</p> <p>High growth rate of population and in-migration will create load on facilities (floating population).</p> <p>Low maintenance culture can lead to constant breakdown of vehicles and facilities.</p>
ENVIRONMENTAL DEGRADATION			
<p>Presence of Environmental Protection Agency and Town and Country Planning Department (TCPD).</p> <p>Development Planning Sub-Committee.</p> <p>Presence of Fire Service Department and nurseries.</p> <p>Traditional Conservation areas.</p> <p>Existence of urban gardens.</p> <p>Department of Parks and Gardens.</p>	<p>High rate of fuel wood use for cooking.</p> <p>Choked drains.</p> <p>Poor drainage.</p> <p>Inadequate disposal sites.</p> <p>Poor development control.</p> <p>Haphazard development.</p> <p>Congestion in markets.</p> <p>Limited market for horticulture products.</p> <p>Illegal disposal sites.</p> <p>Unorganized informal sector activities.</p>	<p>Savanna Resources Management Center.</p> <p>Savanna Biodiversity project.</p> <p>National Policy on desertification.</p> <p>Radio station for public education.</p> <p>Ghana National Fire Service</p> <p>Savannah Agricultural Research Institute - NGO</p> <p>Trained Horticulturists.</p> <p>Environmental NGOs/Clubs in Schools.</p>	<p>Seasonal flooding and drought.</p> <p>Soil erosion leading degradation.</p> <p>Lack of awareness on horticultural activities.</p> <p>Bush fires destroy vegetation and crops.</p> <p>Over grazing.</p>

ENVIRONMENT	Project proposal
N°1	Supply of sanitation equipment

ENVIRONMENT	Project proposal
N°2	Redevelopment of Aboabo Market

LOCATION: Tamale Metropolitan Assembly

DURATION: 12 months

BENEFICIARIES: Tamale Metropolis.

IMPLEMENTING PARTNERS:
Equipment Suppliers.

ESTIMATED COST: US\$ 1,200,000

BACKGROUND: One of the major components of the Urban IV project implemented in Tamale is the development and construction of engineered landfill site and oxidation ponds for disposal of both solid and liquid waste. The site is located in Tamale central. The Assembly is currently having difficulties in getting the necessary equipment to move the generation sites to the disposal points. Consequently solid waste is piled up in the communities creating conditions for diseases and very bad odour in the communities. The Assembly has one skip truck, two side loaders and a truck. These vehicles are old and break down very often. For liquid waste the Assembly has two cesspit emptiers which are 6 and 19 years old, and thus break down very often. The Assembly is therefore desperate in seeking to procure refuse trucks to service the Metropolis.

OBJECTIVE: (1) To procure refuse vehicles for the management of solid and liquid waste in Tamale. (2) To establish a maintenance service unit for plants and equipment.

ACTIVITIES: (1) Assessment of equipment required. (2) Tender for the equipment. (3) Procurement of equipment. (4) Training of operators and mechanics. (5) Development and training on operational and supervision manuals.

OUTPUT: (1) Solid waste trucks and spare parts. (2) Liquid waste trucks and spare parts. (3) Trained operators and mechanics. (4) Structured operational manual.

PROJECT IMPLEMENTATION: (1) Technical support in the selection of appropriate equipment. (2) Technical support in procurement procedures in association with the District Tender Board. (3) Hands on training for drivers, mechanics and other operators. (4) Technical support for training on operational organisation, supervision and monitoring.

EQUIPMENT TO BE PROCURED: (1) Cesspit emptiers. (2) Pay loader. (3) Roll on Roll off skip loaders. (5) Protective gear. (6) Push trucks for pre-collection. (7) Communication Equipment. (8) Computer. (9) Vehicle.

LOCATION: Aboabo Market in Tamale Central covering an area of 6.1 hectares and a large terminal for regional buses and articulated trucks

DURATION: 24 months

BENEFICIARIES: Tamale Metropolitan Assembly . Commercial and Business Community.

IMPLEMENTING PARTNERS: Private Sector, Funding Institutions, Ministry of Local Government and Ministry of Works and Housing.

ESTIMATED COST: USD 750,000

BACKGROUND: The Aboabo market is one of the largest grains/cereals and yam market within the northern sector. The market serves traders from the whole of Ghana and Burkina Faso.

The government started the construction of a large warehouse for grain/cereals storage in the 1970s. The project was later abandoned. Trading and warehousing activities are on going on the completed section, which comprise of the ground floor with walls and first floor slab and columns. A centre for the fumigation of grains and cereals has also been constructed in the market.

The grains trade is the region's main economic backbone, the Metropolitan Assembly thus anticipates that the redevelopment of the Aboabo market is one single capital investment project that would greatly transform the lives of both the inhabitants of the city as well as the region. The Metropolis also believes that if the project is well packaged it could attract private investment capital and expertise. The redevelopment would also create substantial employment in the city.

OBJECTIVE: (1) To rehabilitate and construct the Aboabo market and provide infrastructure and services. (2) To promote grain storage and cut down on post harvest losses. (3) To enhance commercial activity within the Metropolis. (4) To improve on metropolis revenue base. (5) To improve micro economic environment within the Metropolis.

ACTIVITIES: (1) Assessment of existing infrastructure & services. (2) Design and costing of rehabilitation package. (3) Seeking funding partner. (4) Construction of market in phases. (5) Develop structures for management and revenue collection within the markets.



OUTPUT: (1) Completion of abandoned market stalls and ware houses. (2) Redevelopment of dilapidated market sheds. (3) Reorganisation and putting pavements on internal access and circulation. (4) Provision of ancillary amenity i.e. toilets, drainage, lorry park etc.

PROJECT IMPLEMENTATION:

(1) Technical expertise in the preparation of project feasibility and investment prospectus. (2) Secure funding partnerships. (3) Negotiate contract and procurement processes. (4) Construction activities. (5) Develop and design partnership with private sector in areas of management, revenue collection etc.

EQUIPMENT TO BE PROCURED:

Contractor to use his equipment.

BIBLIOGRAPHY:

Ministry of Local Government and Rural Development; 2002; Profile of Tamale Metropolitan Assembly

Ministry of Local Government and Rural Development; 2002; Tamale Medium Term Development Plan for Tamale; 2002 to 2004

ACRONYMS:

CBD	Central Business District
CBO	Community Based Organization
CHRAJ	Commission on Human Rights and Administrative Justice
CWSA	Community Water and Sanitation Agency
DACF	District Assemblies Common Fund
EPA	Environmental Protection Agency
FCUBE	Free Compulsory Universal basic Education
FGM	Female Genital Mutilation
FSD	Fire Service Department
GDP	Gross Domestic Product
GES	Ghana Education service
GLSS	Ghana Living Standard Survey
GOG	Government of Ghana
GWCL	Ghana Water Company Limited
HIPC	Highly Indebted Poor Country
HIV/AIDS	Human Immune Deficiency Syndrome/Acquired Immune Deficiency Syndrome
ILGS	Institute of Local Government Studies
JSS	Junior Secondary School
L.I.	Legislative Instrument
MCD	Metro/Metropolis Coordinating Director
MCE	Metropolitan/Municipal Chief Executive
MFEP	Ministry of Finance and Economic Planning
MIS	Metropolitan Information Service
MLGRD	Ministry of Local Government and Rural Development
MOWAC	Ministry of Women and Children Affairs
MPCU	Metropolitan Planning and Coordinating Unit
MTDP	Medium Term Development Plan
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
RGR	Refuse Generation Rate
SSS	Senior Secondary School
TAMA	Tamale Metropolitan Assembly
VRA	Volta River Authority

TAMALE MINI CONSULTATION

ATTENDANCE LIST

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Issahaku Paul Alhassan	Markaz
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Iddi Asumah	Environmental Health Unit
Francis Danso	Town and Country Planning Department
Joel B. Asiedu	Environmental Protection Agency
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Abukari Zakari	Waste Management Division
Theophilus Amanatey	Waste Management Division
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