



The Development Planning Unit  
University College London

**Field Trip Report**  
**Case Study 1**  
**James Town, Accra, Ghana**  
2005

3 June



## **Acknowledgements**

We would like to take this opportunity to thank all stakeholders that took the time to meet with us during our time in Ghana. The completion of our work would not have been possible without their enthusiasm and generosity. We would specifically like to thank Mr. G Nii Teiko Tagoe of the AMA for his valuable input. In addition, we would like to extend our thanks to Mr. Adjei Sowah for facilitating and coordinating our meetings and visits. Finally, we would like to express our gratitude to the DPU staff, particularly Ms. Eleni Kyrou, for their support and guidance throughout this exercise.

We would like to acknowledge the following contributors for their valuable comments and advice: (in alphabetical order)

Dr. Emmanuel Amamoo-Otchere  
Ms. Christine Asare  
Mr. Stanley Nii Adjiri Blankson  
Mr Fairouk Braimah  
Mr. Frank Chinbuah  
Dr. Alhaji Dawuni  
Mr Ben Doe  
Mr. Samuel Kopodo  
Ms. Eleni Kyrou  
Mr. George Opata  
Mr. Adjei Sowah  
Ms.Doris Tetteh  
Mr. G Nii Teiko Tagoe  
Mr Victor Tandoh  
Mr. Paul Walters  
Prof. Paul Yankson  
Mr. Kwabena Bado Yebbuah

Other local government officers  
Development Planning Unit staff  
James Town Chiefs and Elders  
The Secretary of the James Town fishing community  
Members of the James Town community  
Members of the Ga Mashie Center

**This report was researched, written and prepared by:**

Tamer M. Abo Gharara  
Rasha Abou Elazm  
Nasser Abou-Rahme  
Luiz Carlos Chagas  
Davina Fell  
Catherine Fentress  
Ting He  
Chris Jasko  
Mayanga Karunadasa  
Chun Wik Eric Lau  
Takeshi Matoba  
Shelley Nania  
Jordi Sanchez-Cuenca  
Alexandra Timotheou  
Taichi Tsunoda  
Wang Xin

Submitted 3 June 2005

## **Executive Summary**

In May 2005, students at the Development Planning Unit of the University College London, undertook a consultation exercise with regards to the regeneration of James Town in Accra, Ghana. The focus of the exercise was to evaluate already existing plans and programs and to build upon them by proposing possible alternative strategies that might serve, amongst other things, to increase the standard of living of the inhabitants of James Town. Specific criteria were set in order to serve as guidelines throughout the project; these were social justice, environmental sustainability, enhancement of productivity, effectiveness of local government, democratic governance and empowerment of the excluded. These criteria were translated into a series of specific requirements that the group highlighted as being of major concern for James Town and its surrounding area.

The creation of this report was undertaken during three phases: before, during and after our fieldwork in Ghana. The development of the proposed strategies came as a result of extensive work done on the existing relevant literature, presentations which were given on the topic – both in London and in Accra, group interviews, a stakeholder consultation and observation in the field. The information collected cannot be considered complete due to time constraints and the limited number of informants that it was possible to interview over a period of five days. In order to propose realistic strategies for the regeneration of James Town, it would be necessary to undertake more in-depth research over a longer period of time and speak to a greater number of community members.

In the following pages, the findings of this report will be presented in depth. In brief, the proposed strategies look both at the short and the long-term future of James Town. While some of the strategies are intended to create immediate benefits to the community, others will take place once a series of developments have successfully been implemented. One of the main problems that has been identified in James Town has been a breakdown of trust between the residents and different tiers of government; as a result, social mobilization and improved governance are top amongst the priorities for the area. Due to the lack of skills and employment opportunities that exist within James Town, vocational training and community awareness are highlighted as important areas in which support is needed. The question of how to successfully upgrade the highly depleted infrastructure will also be addressed. Lastly, this report will try to explore different venues through which to unblock the stagnant economic cycle that exists in James Town; the focus here will be on building on already existing economic activities in the area but also on some additional income generating activities that are not presently visible within the community.

## Table of Contents

Acknowledgements	2
Authors	3
Executive Summary	4
1.0 Introduction	6
1.1 Objective and Terms of Reference	6
1.2 Methodology	7
1.2.1 Information Gathering and Field Work	7
1.2.2 Diagnosis and Analysis	7
1.3 Constraints to Research	8
2.0 Actors and Institutional Set-up	9
3.0 Existing Strategies	9
3.1 Ghana Poverty Reduction Strategy	9
3.2 Modernization of the Capital City	10
3.3 Old Accra Integrated Urban Development and Conservation Framework	10
4.0 Criteria	12
4.1 Social Justice and Inclusion	12
4.2 Enhancement of Productivity	12
4.3 Environmental Sustainability	12
4.4 Effectiveness of Local Government	13
4.5 Democratic Local Governance, Participation and Empowerment	13
5.0 Problems and Opportunities- The Web of Institutionalization	13
6.0 Strategies	14
6.1 Integrated Strategy Web	14
6.2 Social Mobilization and Governance	14
6.2.1 Operationalization of Unit Committees	14
6.2.2 Development of Sustainability Action Plans	15
6.2.3 Utilization of Festivals	15
6.3 Vocational Training and Awareness	16
6.3.1 Community Radio Station	16
6.3.2 Training Programs	16
6.4 Upgrading of Infrastructure, Sanitation, Waste Management and Housing	18
6.4.1 Awareness Raising	18
6.4.2 Upgrading of Housing and Infrastructure	18
6.4.3 James Town Waste Management Committee	19
6.5 Local Economic Development	20
6.5.1 Regeneration of Fishing Industry	20
6.5.2 Tourism	21
6.5.3 Formalization of Petty Trading Activities	22
6.5.4 Macro- and Micro-Financial Mechanisms	23
6.5.5 Small- to Medium-Scale Manufacturing	24
7.0 Conclusions	24
Appendices	26
Appendix 1: Actors Consulted	26
Appendix 2: Actors and Relationships	27
Appendix 3: The Web of Institutionalization	29
Appendix 4: Problems and Opportunities	30
Appendix 5: Social Mobilization and Governance	31
Appendix 6: Vocational Training and Awareness	32
Appendix 7: Upgrading of Infrastructure, Sanitation, Waste Management and Housing	33
Appendix 8: Local Economic Development	34
Appendix 9: Map of Old Accra	35
References	36

## **1.0 Introduction**

James Town is one of two administrative units constituting 'Old Accra'. It is inhabited primarily by the Ga, the indigenous people of the area. James Town is valuable as a historical and cultural center and as a socio-economic hub. However, since the shift of harbor activities east to the Tema area in 1962, there has been deterioration in the area's economy and a decline in housing conditions. This decline has been exacerbated by over-crowding and a lack of infrastructure and services.

In recent years, both the Government of Ghana and donor agencies have taken an interest in James Town and have embarked on several plans and potential projects for the development and rehabilitation of the area. The Development Planning Unit of the University College London viewed this as an opportunity to field a mission to assess these initiatives.

### **1.1 Objectives of the Mission/Report**

This report presents a strategy based on field work conducted during the period of 13-21 May, 2005. The specific task of the James Town Case Study, according to the Terms of Reference is as follows:

- To produce an integrated strategy for the regeneration of James Town through evaluating the current and potential value of the programs currently in place or underway.

In developing the strategy, the following guiding principles (or criteria) were incorporated:

- Social Justice
- Environmental Sustainability
- Enhancement of the Productivity
- Effectiveness of Local Government
- Democratic Local Governance/ Participation and Empowerment of the excluded

*(These will be elaborated further in Section 4.0 of this report)*

The assessment and proposed strategy were produced by our group consisting of 16 student-consultants from the DPU. We worked in sub-groups concerned with economic, political, social and environmental factors.

## **1.2 Methodology**

### **1.2.1 Information Gathering and Field Work**

Individual meetings with the various stakeholder groups identified were held (see Appendix 1). Field observations of the area and its socio-economic activities were also an integral part of the methodology. A multi-stakeholder meeting was also arranged with members from the community. Second hand material was assessed in preparation for the field visit as well as during analysis of findings.

### **1.2.2 Diagnosis and Analysis**

The framework used for diagnosis and analysis is the 'Web of Institutionalization', which will be elaborated in Section 5.0 of this report.

The strategies proposed in this report derive from the existing strategies for Old Accra<sup>1</sup> as well as from problems and opportunities identified in the web and verified in the field. The starting point and the core of this case study was to look at the existing strategies and try to utilize them as building blocks for a new strategy. As it was observed, there are many plans and strategy frameworks in place that have delved into various activities and have had specific budgets. However, in many cases, there were no corresponding budgets allocated or actions implemented on the ground. Based on the meetings and interviews, there was no solid justification or clarification for obstacles that have prevented these actions from being implemented or these budgets from being allocated and disbursed by the respective donors. Central government funds allocated for James Town (within the framework of Old Accra as a whole) remain limited and rather central and therefore no substantial allocations reach James Town. In addition, it was expressed that the government has been slow in responding to donors and in expressing corresponding or timely commitments that are among the conditions for donor funds. Therefore, no solid action could be delivered on the ground. Bearing this in mind, the strategy we propose in this report is based on the acknowledgement of the need for both donor funds that have been in the pipeline for some time as well as some contribution from

---

<sup>1</sup> These strategies will be highlighted in Section 6.0 of this report.

the Government of Ghana in the form of financing, and, more importantly, in the form of a commitment to decentralization and sound institutional/administrative accountability.

While we acknowledge that many of the activities in the previous strategies and programs are still valid and much needed, this report reflects a further attempt to highlight the major issues and problems that were observed in the field as pressing and highly relevant for James Town today.

The problems and opportunities helped identify the strongest entry points for the strategic interventions proposed. The next step was to look at the actors involved within these spheres and activities in order to assess how realistic and feasible the actions proposed would be in light of the actors' motives and further means to motivate them.

Finally, indicators were devised to help monitor the proposed activities. These indicators are closely linked to the principles/ criteria identified earlier.

It was understood from the meetings in the field, especially with the AMA and the community, that there is a general discontent with the fact that many donors have offered technical input in terms of field visits and reports without visible actions or tangible outcomes. According to the AMA, this sentiment is shared by donors. Accordingly, a round table meeting will be held in September 2005 with the AMA and various donors including the World Bank and UN organizations to re-assess feasibility of earlier strategies and areas for potential fund allocation and implementation in Old Accra. The AMA will hold preparatory meetings and activities starting in June 2005, including the redrafting of a strategy and a set of activities/priorities to be presented in this meeting. We believe this report could provide valuable inputs towards this end.

### **1.3 Constraints to Research**

Time and availability of information were the major constraints for the success of this field work/ assessment. Time for preparation was limited as well as actual time in the field for information gathering, processing, reflection and evaluation was also limited. In addition, the basic information, mainly existing policies and strategies, such as the 'Old Accra Integrated Urban Development and Conservation Framework' was only



provided upon arrival in Ghana, which left a short period of time to actually benefit from the information contained in this document. The large size of the team of consultants (16 people) was also challenging in terms of coordination and synchronization of tasks and information. A further limitation was the fact that the TOR tasks cover the area of James Town only. It was expressed by AMA that it would be very difficult to propose a strategy for James Town alone and that a strategy would not be considered complete or realistic unless it addressed Old Accra as a whole (i.e. James Town and Ussher Town).

## **2.0 Actors and Institutional Set-up**

In order to better understand regeneration in James Town and the current system of interactions, our group produced an organizational table illustrating the actors and their relationships. The table was initially developed based on secondary materials, then tested and modified as more information was gathered in the field.

While the table is not comprehensive, it consists of the stakeholders that are central to our strategy (Appendix 2).

## **3.0 Existing Strategies**

### **3.1 Ghana Poverty Reduction Strategy (GPRS)**

GPRS comprises of a wide range of strategies, policies, programs and projects to support growth and poverty reduction over its three year period. One underlying problem that Ghana has faced is the continual dependence on the exportation of primary products which hold no or little value added, thus making the economy vulnerable to price fluctuations influenced by buyers in the developed countries.

Policies are being put in place to improve export competitiveness by reducing the administrative bottlenecks for trade and by diversifying the export base by exploiting new areas of competitive advantage.

There has also been encouragement of the tourism industry in order to take advantage of both its earnings potential and the prospective creation of direct and indirect employment. In order to support this, significant gaps have to be bridged in the access to or utilization of water and sanitation. As part of the government's

medium term priorities, the investment of infrastructure has been planned to accelerate the development of ports such as in Old Accra through private sector participation to make them competitive for global trade. The EPA will address the problem of the eco-system and the fisheries and organize strategies on how to improve them.

In terms of backing SMEs, Women's Micro Financing Fund will help to reduce the difficulties and constraints that women face in obtaining finance for their small and micro enterprises. The Ministry of Women's and Children's Affairs (MOWAC) has established the Women's Special Micro financing fund to help women develop the women-owned enterprises.

### **3.2 Modernization of the Capital City (MCC)**

The vision of the MCC is to create a 21<sup>st</sup> Century capital city (Accra) with a vigorous and competitive economy. Trade, tourism and investment are among the major thrusts of this initiative. During the course of 2003, action plans were drafted for funding, a technical committee was formed and a broad range of stakeholder consultations took place, including ones with civil society, leaders and professional bodies.

Deliverables identified for Ga Mashie area in 2004 included rehabilitation of Bukom Square, Brazil House, Ga Mashie Radio and Ussher Fort Museum. However, based on field work and meetings with the AMA and MCC representatives, we know that there has been no progress beyond plans put in place for these activities. There is a policy in place with Government commitment and potential funding to be utilized.

### **3.3 Old Accra Integrated Urban Development and Conservation Framework**

Also known as the 'Old Accra Project', this was a UNESCO sponsored regeneration and conservation master plan aimed at rehabilitating James Town. The plan was to be comprehensive and involved the complete socio-economic as well as physical regeneration of Old Accra. The written draft of the plan was prepared by officials from the Town and Country Planning Department of the Ministry of Local Government and Rural Development with the help of the UNESCO Office in Ghana in 2001. It identified a general three-pronged strategy that tackled economic change (the development of a sound economy based on tourism, cultural regeneration and

harbor and fishing activities), infrastructural development (a clean and healthy living environment) and community participation (ownership of the actual process).

The strategy was to build on the strengths of Old Accra: the rich cultural heritage and national importance of the area (as exemplified by many Ga sacred sites), the nascent potential of the harbor, the available labor force and the proximity to central Accra. These assets were to be the building blocks of this comprehensive plan. The draft nonetheless identifies certain priorities in terms of practice: “in this process it is clear that the reconstruction of the basic economic and social equilibria of the area is the first priority and the only way to win the war on poverty.” The development of new economic activity, particularly in and around the harbor was paramount and this was to go hand-in-hand with the reconstruction of the housing stock. Thus, Phase I which would have needed roughly \$12 million to take off, centered around modernization of the basic infrastructure (sewage, water supply, sanitation, roads etc.) and creation of employment through the restoration and conversion of Ussher Fort into a museum. The idea was that the restoration itself would create local employment opportunities that would lead to conditions for more long-term and sustainable employment in tourism and related sectors.

Although the draft outlines an itemized budget, there is little information on who is expected to finance this self-admittedly ambitious project. Support exists from UNESCO, but other international donors do not figure clearly in the report. We are told that as it stood in 2001 there were very few resources available but that consultations were taking place to assess exactly how much everything would cost. Moreover, the local management structure is ambiguous and it is not clear which municipal or bureaucratic body has executive control over the project.

#### **4.0 Criteria**

In developing our strategies for the regeneration of James Town, four main criteria have been recognised in order to create successful means to support the regeneration of the area.

##### **4.1 Social Justice and Inclusion**

Alternatives to displacement during the regeneration of the area will lead to less disruption for the neighbourhood. As the majority of residents work in James Town, moving to a new location is both costly and not feasible. Our project will attempt to find a way to regenerate the area with fewer disturbances to the residents' current lifestyle.

With many who are not working in the formal economy, it is important that the strategies will allow the locals to be given the provision for adequate training or other manners of assistance to develop themselves and improve their chances and achieve their goals.

#### **4.2 Enhancement of Productivity**

The two most important economies in James Town today are the fishing industry and the informal sector. Support and regulation of local economic activity has been recognised as a way to possibly improve these declining industries. The strategies will attempt to address the problems and try to make them more successful and sustainable in the long term.

Development of cultural tourism has already been suggested in the MCC and Old Accra projects. Our approach will be to build on this and attempt to find a way to use this as a successful way to improve employment and introduce new businesses into the area, thus diversifying income streams of the residents.

#### **4.3 Environmental Sustainability**

It is important that the current and new residents whether they be, temporary (tourists) or permanent, residential or commercial, are adequately provided with the basic sanitary conditions which are important to improve the look and the effectiveness of the area. This will mean adequate access to sanitation and clean water as well as improved solid waste management.

#### **4.4 Effectiveness of Local Government**

Our strategies will also look at the ways in which all areas of the James Town population can benefit in this project. It is recognised that all have a part to play in

improving the area; therefore an effective and just distribution of resources need to be planned.

Ability to collect tax is, of course an important way to keep any project sustainable. With the strategies to implement new business methods, there will have to be a regular and reliable income from the money generated. Means will be studied to introduce a monetary system which can then be used to support future projects.

#### **4.5 Democratic Local Governance, Participation and Empowerment**

Communication is recognised as a means to not only improve relationships and enhance knowledge between all actors, but to also understand their views. This may allow residents to recognise common interests and improve the function of the area as a whole. This will allow James Town to recognise the clear roles and responsibilities that residents and local government play, which in turn will establish accountability in the delivery of services by finding an effective way through motivation. This project will establish strategies to encourage this.

#### **5.0 Problems and Opportunities**

In order to diagnose the current situation in James Town, we used the Web of Institutionalization (see Appendix 3). The Web consists of four spheres: citizen, policy, organization and delivery. Each sphere contains elements which form the basis for determining problems and opportunities, which we then integrated into our strategies. These problems and opportunities are illustrated in Appendix 4.

#### **6.0 Strategies**

##### **6.1 Integrated Strategy Web**

After identifying the main problems and opportunities through the Web of Institutionalization, we developed a set of four integrated strategies according to four priorities: social mobilisation and good governance, local economic development, vocational training and awareness, and upgrading of infrastructure, sanitation, waste management and housing. These priorities have their roots in the criteria that we developed before and during the fieldtrip (see Section 4).

## **6.2 Social Mobilization and Governance**

### **6.2.1 Operationalization of Unit Committees**

This activity includes an increase in mandate, staffing, resources and staff skills in Unit Committees, which are meant to serve as a link between civil society and the AMA. Adequate gender representation within them is part of this action.

The AMA will be assigned the responsibility of operationalizing the Unit Committees as a move towards decentralization. The Ministry of Local Government can also be involved because of its political commitment to decentralization. The outcomes are likely to be an increased interaction with, responsiveness to and accountability to the community, which, in turn, can enhance effectiveness in the provision of goods and services. The resulting raised effectiveness is likely to increase donors' trust and convince them to release resources for the regeneration of James Town.

The tasks of monitoring and evaluation can be carried out by a steering committee. The success of this activity can be measured by gender representation in Unit Committees, the final establishment and endorsement of their mandate and the amount of resources allocated to their activities.

### **6.2.2 Development of Sustainability Action Plans**

These sustainable action plans concern both new and ongoing activities. They can be short- or long-term, depending on the project. They should be an intrinsic part of the projects, plans and programs.

Donors seek long-term impact activities and they will be more willing to provide resources if government plans are accompanied by comprehensive sustainability action plans. In addition, contractors want a profitable utilization of their investments, which requires that their activities are sustained or enhanced.

The resources for the development of plans can be mobilized by the Ministry of Tourism with the MCC and foreign donors. The indicators to measure the success of

this activity are the development and adoption of the plans themselves, the allocation of staff, resources for them and awareness raising before the projects end.

### **6.2.3 Utilization of Festivals**

This specific festival, which takes place in August/September, can be the starting point of many community-led, small-scale projects, such as the construction of community toilets, upgrading of public spaces, clean-ups and the organisation of street markets. Actors taking part in the utilization of the festival are the chiefs, who want social cohesion in their communities and the different community representatives, who seek community interaction and information sharing. Local businesses and contractors may also be interested in the festival because of the profits that can be generated in the development of the small-scale projects and other activities. The AMA and the Unit Committees' participation can improve the weak mutual trust that exists between the community and the different government structures. Local and international NGOs can see the festival as a community mobilisation and as a forum to push through their agendas.

Resources for the achievement of this activity can be raised either from community-mobilised funds or from remittances of former Ga residents living outside the area. The AMA could also be involved in funding small-scale, community-led projects. The indicators to measure a successful utilization of the festival are the amount of resources mobilized and the inauguration of projects. Community representatives and NGO's or CBOs will formulate a group to monitor this activity. The AMA can also help with the coordination of the monitoring and evaluation of the festival's operation.

## **6.3 Vocational Training and Awareness**

### **6.3.1 Community Radio Station**

The establishment of a community-led radio station has many advantages, particularly because radio was identified by the Sempe Fish Smoking Association and other community members as a primary source of their information. Such an undertaking has the potential to strengthen the community's voice, enable discussion between stakeholders and raise awareness.

The initial sunk costs of establishing a community radio station are relatively low and the skills required are basic. Furthermore, this task takes advantage of the political support surrounding the regeneration of Old Accra and can be incorporated into the AMA's existing quick action plans. Crucially, in supporting a project that seeks to inform and include members of society that presently feel excluded, the AMA can begin to restore the community's faith in its efforts.

The sustainability of the action is dependent on operational maintenance and monitoring and evaluation, which again can be contained within the responsibilities of the community members running the station. The support of community based organizations (CBOs) maybe necessary in some cases to encourage participation and representation and to help develop the content of broadcasts. NGOs or AMA can donate radio equipment and training for the radio station.

### **6.3.2 Training Programs**

The primary aim of training programs is to diversify livelihoods and enhance existing livelihoods. This action builds on the willingness of CBOs/NGOs to get involved, the local government's commitment to regeneration and the openness of communities to tourism. This action specifically targets those associated with the local fishing industry, the unemployed, children and women. NGOs/CBOs and AMA will be responsible for giving the training courses. An obstacle to providing training is the lack of a venue in which to hold such training sessions. Clearing and renovating Ussher Fort is one possible way around this obstacle. In addition to training, this space can be used as a community center for forums, meetings and activities related to tourism, for example training to foster more tourism-led business activities as suggested in Section 6.4. Timing training courses around the fishing season ensures that men and women associated with the fishing industry and other target groups would have the time to participate and develop a broader range of skills. Bolstering training coincides with the suggestions by the James Town's Chiefs, who identified skills development as important to the regeneration of the area. Ussher Fort can be reconstructed using existing human resources, which would then inject money back into the community in the form of wages. This is a more favorable option than outsourcing to private construction companies.



Other vocational training schemes for youths are training in carpentry, plumbing, electrical skills and restoration, which again are all skills that can be employed in the regeneration of James Town.

Many women working as fish smokers claim to work up to 23 hours a day. Thus, administering any kind of training to them would appear to be a great challenge due to their limited time. However, to empower these groups and enhance their existing livelihoods, training select members of associations in better financial management and resource management is proposed. Giving them the ability to develop proposals to gain funding independently and helping to ensure that any allocated money is used appropriately for example, towards training or new equipment, will give them a greater sense of control over their lives. This training could be held in the renovated community center and the scheme could take place on a short term basis. Once the key skills have been transferred to a small group, the training can be sustained by the community as knowledge is transferred.

The importance of diversifying livelihoods must be noted. It will increase the incomes of community members and support the human interaction that is necessary during the rehabilitation of James Town. Making Ussher Fort a functional site strengthens relationships and develops trust and accountability between the stakeholders involved. The support required from the AMA in this action is relatively high and may be hard to secure. However, building relationships between actors could draw additional donor funds to this activity, making it extremely valuable.

## **6.4 Upgrading of Infrastructure, Sanitation, Waste Management and Housing**

### **6.4.1 Awareness Raising**

This includes educational campaigns targeting children at school to improve existing sanitation and waste management educational activities. In addition, it entails raising awareness among the adult community in James Town. An indicator of the accomplishment of this proposed action would be the number of educational campaigns within the local community schools and the number of people attending classes.

The AMA, Ministry of Education and Ministry of Health must coordinate and design health training programs in cooperation with NGOs/CBOs<sup>2</sup>. Money for awareness campaigns will come from Ministry of Health and donors. The motives of the government to undertake this proposed action is the desire to improve health conditions as part of regenerating Old Accra vis-à-vis pressure from the Government of Ghana's national strategies to reduce poverty. The citizens of James Town are very concerned about the environmental health issues and therefore will be supportive of this action and other actions for the improvement of sanitation and waste management due to increased concern about environmental-health issues. The result of these campaigns will be a decrease in health problems and a reduction of government expenditures in the health sector.

#### **6.4.2 Upgrading of Housing and Infrastructure**

For upgrading of housing and infrastructure to take place then the residents of James Town must be temporarily relocated. Temporary accommodation must be provided by the Ministry of Housing. The Ministry of Housing and AMA should offer a guarantee to each household that they will be able to return to their original houses after the upgrading is finalized. Adequate housing should also be offered to the very poor and homeless.

This action can be implemented by the private sector and AMA and should be monitored, evaluated and regulated by the AMA. The success of this action can be measured by the number of the upgraded houses in James Town.

To further improve living conditions in James Town, the provision of additional public and private toilets as well as creation and delivery of sanitation operating systems is necessary. This action can be undertaken by the private sector and AMA, which should be monitored, evaluated and regulated by the AMA, and measured by the number of toilets provided, the number of sanitation systems operating efficiently and the level of community satisfaction.

---

<sup>2</sup> This is based on what have been told about the existence of awareness initiatives (at schools) listing to the radio programs by the women and willingness of NGOs and CBOs to get involved. Furthermore, the donors' meeting next September represents an important opportunity for providing the resources required to the training program such as (DFID), UNDP, UN-HABITAT, UNESCO etc, ,

Such activities are based on the consideration of temporary accommodation presented by the Ministry of Housing as an option for relocation. This initiative would also involve the interests of UN-HABITAT and its interest in upgrading housing in poor areas in Accra<sup>3</sup>. NGOs/CBOs are needed to put pressure on AMA to improve sanitation conditions and create just relocation policies.

The motives for the accomplishment of this initiative would be the desire from the AMA and the Government of Ghana to reduce poverty, improve health conditions and strengthen the private sector as a development ally to the national government.

#### **6.4.3 James Town Waste Management Committee**

This is a multi-stakeholder committee composed of members from AMA Waste Management Department, the private sector and residents of the community. The Waste Management Committee will work as the main body responsible for waste management at the local level with the support of the Waste Management Department. The committee will manage waste collection service and appropriate disposal of waste due to the inadequate service provided by the Waste Management Department. This will include monitoring the rubbish collection done by private contractors and fee collection from each household.

Appropriate training and equipment for the Waste Management Committee would be under the responsibility of local NGOs financed by the international donors and NGOs concerned with environmental problems.

This action will be measured by the number of trained committee members, trained by NGOs, the number of the committee meetings organized and the amount of equipment delivered to the committee.

The motives for the implementation of this initiative would be the reduction in waste management costs and improvement of health conditions. The residents will fully support this action due to their increasing concern about the solid waste problem and its implications for their health.

#### **6.5 Local Economic Development**

---

<sup>3</sup> There is already an initiative undertaken by UN-HABITAT

### **6.5.1 Regeneration of Fishing Industry**

The potentials for the development of James Town's fishing industry can only be explored through making full use of existing limited resources (capital investment, quality and quantity of fish, cheap labor, educated/skilled people, political commitment) to generate wealth. The AMA and communities should introduce more high value-added processing operations into the local fishing industry, explore international markets for export and attract more seafood trading companies and diversify the local fishing market into retail and central wholesale. The retail market will mainly target Accra's residents and tourists while the central wholesale market/storage centre will serve export and national consumption. These should be kept under the control of the local government and strictly regulated. At the same time, the AMA should also try to improve the efficiency and productivity of the local fishing sector and increase its capacity to foster fishing enterprises.

Given its structural weaknesses, the extent to which the AMA can regenerate the fishing industry depends very much on how far it can translate its unexploited natural resources and surplus labor into export earnings, imports and investment. The motivations for this action will be social and economic benefits, income generation, business opportunities, profits of seafood trading, employment opportunities, tourism promotion and export revenues.

We suggest that the AMA and the Ministry of Tourism and MCC respectively plan and finance facilities and training to enhance productivity in the sector. By showing commitment to it, by developing (and improving the existing) comprehensive plans (harbor regeneration, training, market support, and sustainability plans) and by allowing the community to participate, it is likely that foreign donors will be convinced of the feasibility, effectiveness and sustainability of the plans, and therefore it is likely that they will release the resources needed to support the implementation of the plans.

The accomplishment of this action would be measured by the number of trained staff, diversification of seafood processing techniques, export revenues and number of trading partners.

### **6.5.2 Tourism**

For the tourism industry, the most important activities to be taken by Ministry of Tourism and MCC, AMA and local communities in cooperation are to foster more tourism-led business activities, introduce more trading companies for local cultural/traditional goods and develop enhanced foreign publicity in order to promote tourism and investment.

These actions will be motivated by increased revenues, greater income generation, less complexity of administration and better city appearance. Furthermore, tourism can be a new source of revenue and engine of local economy. The Ministry of Tourism will be responsible for implementing these activities and for trying to attract foreign companies and stimulating local communities when exploring local cultural/traditional heritage.

Members of the AMA and ministries, the local communities and their organisations all support tourism as a possible source of wealth and employment. But external investors are not likely to show interest unless the infrastructure and services that the community claim are in place and operating. The Ministries and the AMA are likely to attract foreign donors' money to upgrade James Town if they show commitment and develop comprehensive upgrading and conservation plans that respond to the needs and claims as they are expressed by the local community. This includes improving and integrating the existing plans.

The accomplishment of this action would be measured by the number of tourism related enterprises, number of tourists using tourism facilities in James Town, revenues raised from tourism activities, jobs created in tourism activities. Another indicator that is needed in assessing the development of tourism activities in James Town is assessment of tourism development, which could be done through annual surveys led by the community. Monitoring and evaluation should be carried out by the AMA, the Ministry of Tourism and MCC.

### **6.5.3 Formalization of Petty Trading Activities**

The formalization of petty-trading activities, setting up more centralized trading markets and the provision of adequate facilities for traders responds to the needs of the economy and to the concerns in the AMA and ministries regarding street congestion. Actions have already taken place, but the impacts have been insufficient.

The solution is based in the fact that much of the trading in Old Accra is carried out by traders from other parts of Accra. That is why we suggest that the provision of more space and facilities in other areas has to be accompanied by incentives to trade elsewhere and advertisement of these other markets to move part of the demand out of the centre. We also suggest that the AMA makes control of trading activities more effective. Control, in this case, means gathering information on who is trading, what areas they come from and what they are trading. It also requires licensing and effective enforcement of regulations. This is a long term action that needs constant effort and innovative solutions until the congestion sees an evident decrease.

What is needed for this action are more staff and adequate conditions for them to carry out their tasks effectively and efficiently. Additional staff must be hired by the AMA. Through our research we found out that revenues are raised from the informal trading activities. Traders are likely to accept relocation if they see that the taxes they currently pay have a positive impact in the facilities they use and in campaigns to move the demand near their places of residence, so that traders do not have to move far from their homes to sell.

Monitoring and evaluation of this activity should be carried out by the AMA, and possibly by the capacitated Unit Committees. The indicators to assess this action are the number of centralized markets, reallocated hawkers, trading companies, number of licenses and staff employed for the effective control of trading activities.

#### **6.5.4 Macro- and Micro-Financial Mechanisms**

While economic growth is considered essential for poverty reduction and the regeneration of Old Accra, it is also recognized that growth may not automatically trickle down to the poor. Thus, macro- and micro-financial mechanisms should be established to facilitate the access for the poor to human, physical and financial assets to improve their earning capacity. In doing this, a stable reservoir of regional consumer base must be maintained and there must be an increase in access to credit from both formal and informal financial institutes. In addition, a community-driven Establish a community-driven fund must be established with Government support.

The AMA, central and local banks and Ministry of Works and Housing would play a major role in implementing this action at the macro level and supporting it at the micro (local) level. The AMA and Unit Committees will be responsible for assessing its performance and impacts. The motivations are the support for local economic activities, social/economic benefits, improvements in low-income housing and mobilization of funds, all of which can contribute to revenues for the AMA and profits for banks and investors. By providing information about successful credit schemes for the poor in other contexts, it is likely that formal banks will change their minds regarding the capacity of the poor to save and make profits out of loans. This information and support from specialized NGOs can help to organize micro-credit schemes in James Town. The indicators for this action would be the saving rate, funds raised, local purchasing power index, number of qualified candidates for loans, growth of the local housing market and financial provisions for infrastructure.

#### **6.5.5 Small- to Medium-Scale Manufacturing**

In the long run, the development of a manufacturing industry is a must. This would serve to promote more small/medium-scale manufacturing for new and existing activities. The AMA and local communities would be motivated by a strong and stable source of revenue and employment. There is surplus labour, educated youth and cheap land available to support the development of the manufacturing sector. The achievements of this action would be measured by share of GDP and share of employment.

#### **7.0 Conclusion**

In order to implement the strategies described above and improve the situation in James Town, there will be some key factors. Among these are donor interest, partnership, communication and cooperation between the AMA, NGOs, CBOs and citizens, opportunities for economic development and community cohesion. We feel that these factors will contribute to the improved delivery of actions which has been lacking in James Town in the past.

Governments channel aid through donor agencies which, by virtue of the substantial amounts of money they lend or donate for development project, have an immense influence on the regeneration of James Town. If appropriate strategies are

implemented under the influence of donor interest, more robust and disciplined changes will take place in making policies.

In making more efficient policies for regeneration, the partnership among local government, NGOs, CBOs and citizens will be a significant action. For example, a forum for stakeholders' engagement and potential resource mobilization for small-scale, community-led projects can be achieved by mutual cooperation amongst actors. In addition, women and children's participation will give the regeneration project more different perspectives and approaches.

Regarding the economy, deficit financing has been chronic for a long time in Ghana due to the fluctuation of raw materials which the country depends largely on for export. Lack of national budget leads to an inevitable lack of investment for development. In such a situation, the important strategy for James Town seems to be making profits internally by generating the economy. Improving the fishing industry and tourism provide good opportunities in the local economy.

Finally, mistrust exists between local government and communities. Partnerships and community cohesion must be enhanced so a more representative and strengthened voice is heard in future community consultations. This must be coupled with a significant departure from the existing top-down approach by the Government of Ghana and the AMA. By applying pressure continuously from the grassroots, democracy in James Town and greater Accra will improve.



## Appendix 1: Actors Consulted

### Monday, 16 May 2005

- 9.45 – 13.00 Accra Metropolitan Assembly  
Mr. Stanley Nii Adjiri Blankson, Mayor/Chief Executive, Accra Metropolitan Assembly  
Mr. Nii Teiko Tagoe, Metro Development Planning Officer  
Mr. G.K. Scott, Coordinating Director, Tema Municipal Assembly  
Mr. Ackah, District Planning Officer, Ga West District Assembly  
Mr. Victor Mensah, District Engineer, Ga West District Assembly
- 14.00 – 15.30 Jamestown Mantse's Palace  
Nii Alwei Bonnu I, Flag Bearer  
Nii Okpeh Tetteh, Amamoke, Secretary JTC  
Nii Ngleomie Addy Adoneen, Amamoke, War Leader  
Nii Ampem Salkey, Domenbra (Sub-chiefs)  
Robert Benson, Private Secretary to Sub-Chief  
Joseph Armah Alton, Assistant Linguist  
Oliyeame Nii Sukafoo, Chief Linguist
- 16.00 – 18.30 Ga Mashie Center  
Patrick Osei  
Raymond Tettey  
Patricia Amoh  
Theresa Aggrey  
*Others?*

### Tuesday, 17 May 2005

- 9.45 – 11.15 Busy Internet Conference Center  
Mr. Fairouk Braimah, Executive Director, People's Dialogue for Human Settlements  
Mrs. Mawuse, Center for Housing and Evictions
- 13.00 – 14.00 AMA Waste Management Center, Kaneshie  
Mr. Frank Chinbuah, Chief Environmental Officer, Waste Management Department, AMA  
Mr. Samuel Kopodo, Waste Management Department
- 17.00 – 18.00 Busy Internet Conference Center  
Ms. Doris Tetteh, Accra Development and Planning Program, Department of Town and Country Planning

### Wednesday, 18 May 2005

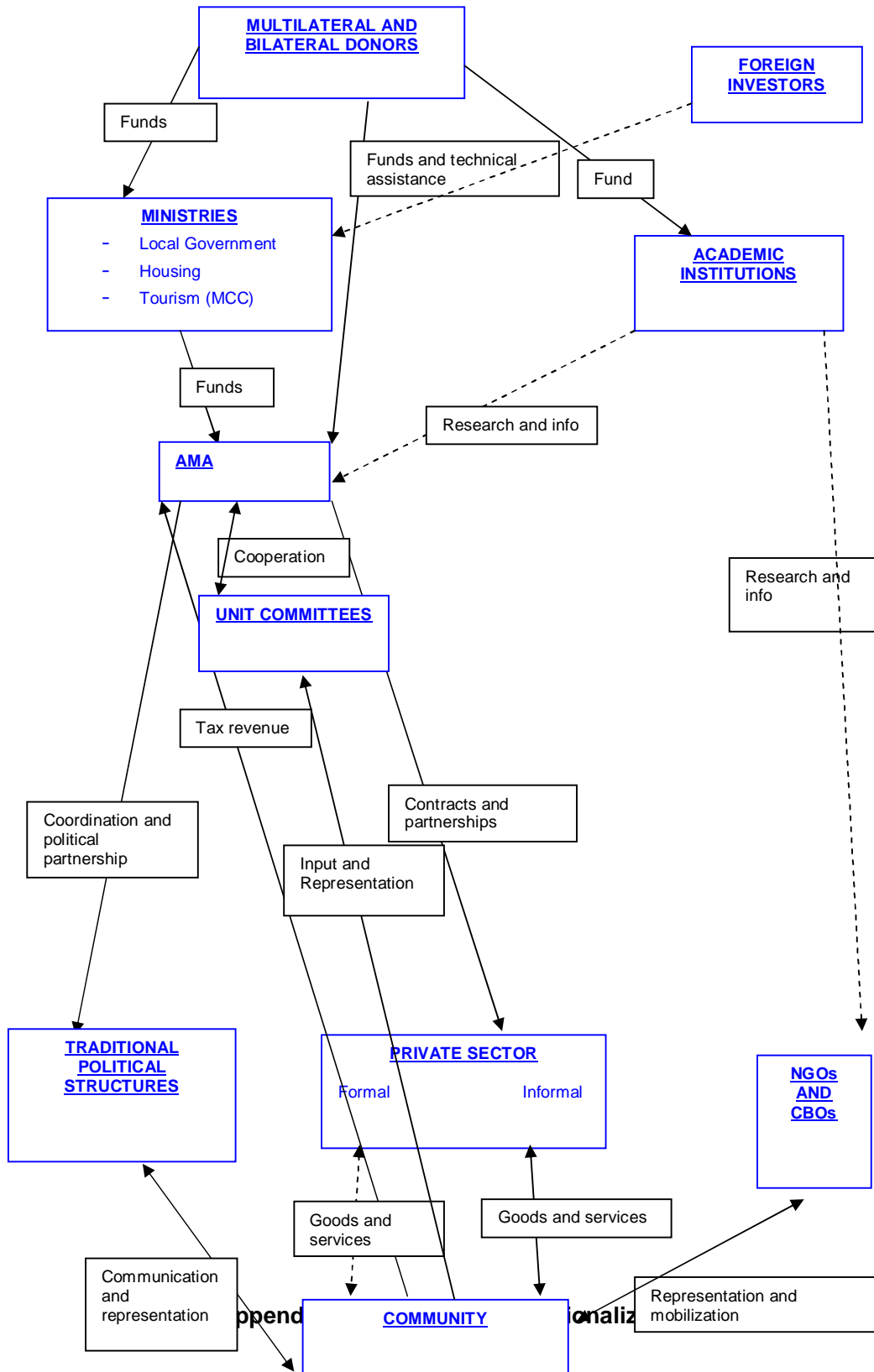
- 7.00 – 7.30 James Town Harbor  
Fishing Chief's Secretary
- 10.00 – 12.30 AMA  
Mr. Tagoe  
Mr. Adjei Sowah
- 14.00 – 15.00 Korle Lagoon  
Mr. Donnie Terblanche, Dredging International
- 16.00 – 17.30 Sempe Fish Smoking Center  
Gladys Abbey, Chairperson  
Grace Kennedy, Spokesperson  
Comfort Tetteh  
Maybelle Menseh, Vice-Chairperson

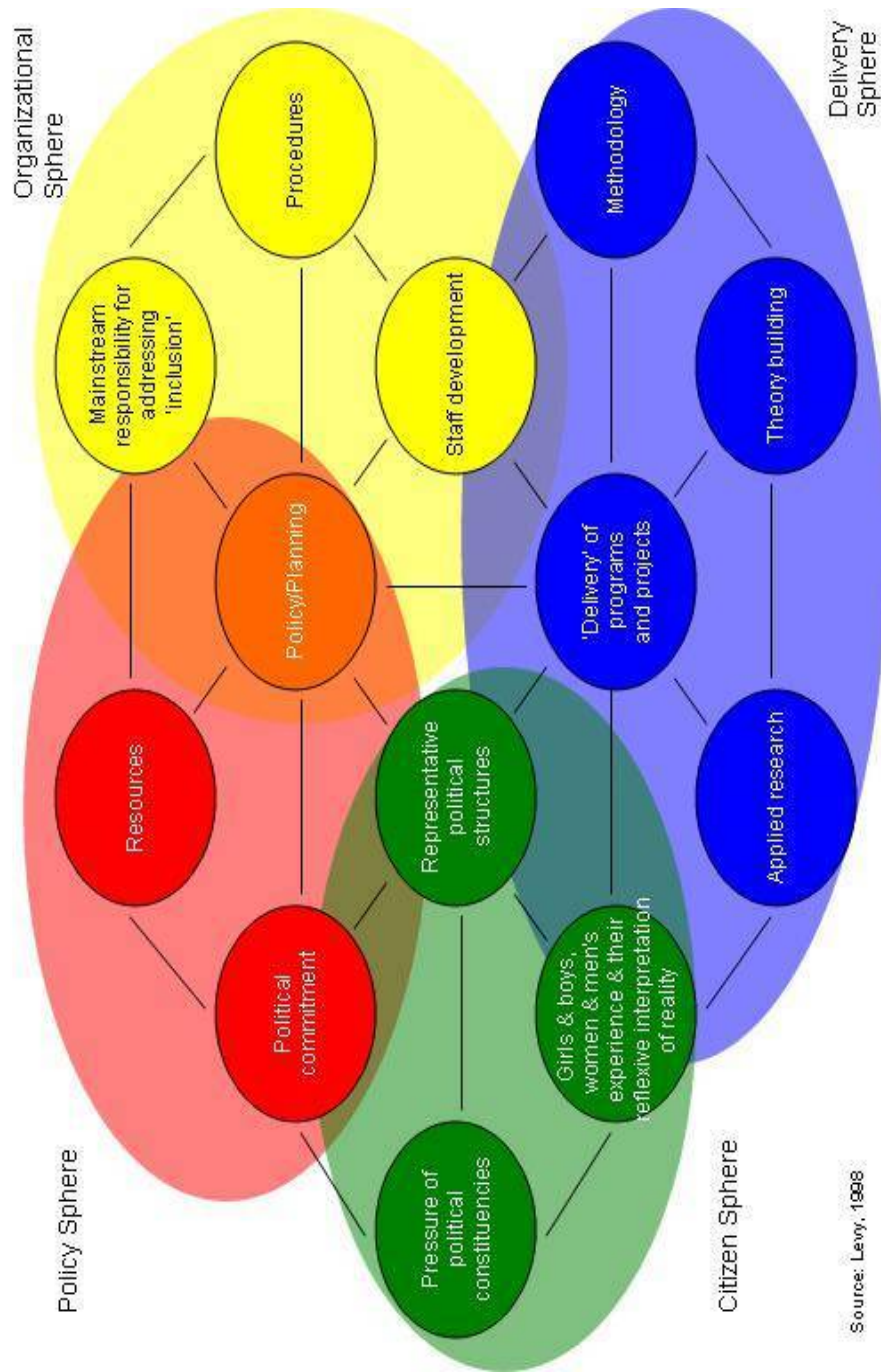
Linda Aryee  
Patience Porter  
Lateley Lartey

**Thursday, 19 May 2005**

- 10.00 – 11.00 University of Ghana  
Professor Paul Yankson, Dean, Department of Geography and Resource Management
- 12.00 – 13.00 Ministry of Works and Housing  
Dr. Alhaji Dawuni, Chief Technical Advisor, Housing, Ministry of Works and Housing  
Mr. Yagu, Assistant
- 15.30 – 16.30 University of Ghana  
Dr. Emmanuel Amamoo-Otchere, Director, Center for Remote Sensing and GIS-CERSGIS
- 15.30 – 16.30 Ministry of Environment and Science  
Ms. Christine Asare, Deputy Director, Environmental Protection Agency
- 15.00 – 16.30 Ministry of Environment and Science  
*Name?*, Ministry for the Modernization of the Capital City
- 17.00 – 18.00 Ga Mashie Center  
Dr. Emmanuel Acquaye, Physician  
Hon. J. Tackie-Komme, Assembly Member, Kinka  
Nii Teiko Tackie, Opinion Leader  
Benjamin Lomotey, GACEED  
Harris Quartey, Community member  
Nii Apaatei Osei, Jamestown  
Nii Osanrai Bruce, Jamestown  
Nii Awuley Harry, Jamestown  
Nii Ayaa Sosoo, Jamestown  
Hii Ayaa Tagoe, Jamestown  
Naa Odofley Teboah, Jamestown  
Veronica Ayi-Bonte, British High Commission, Accra  
Mr. Adjei Sowah, GACEED  
Raymond Tettey, GACEED  
Thomas Pappoe, OAZADA  
Ransford Lartey, Opinion Leader  
Ismaila Tackie, ABOLA

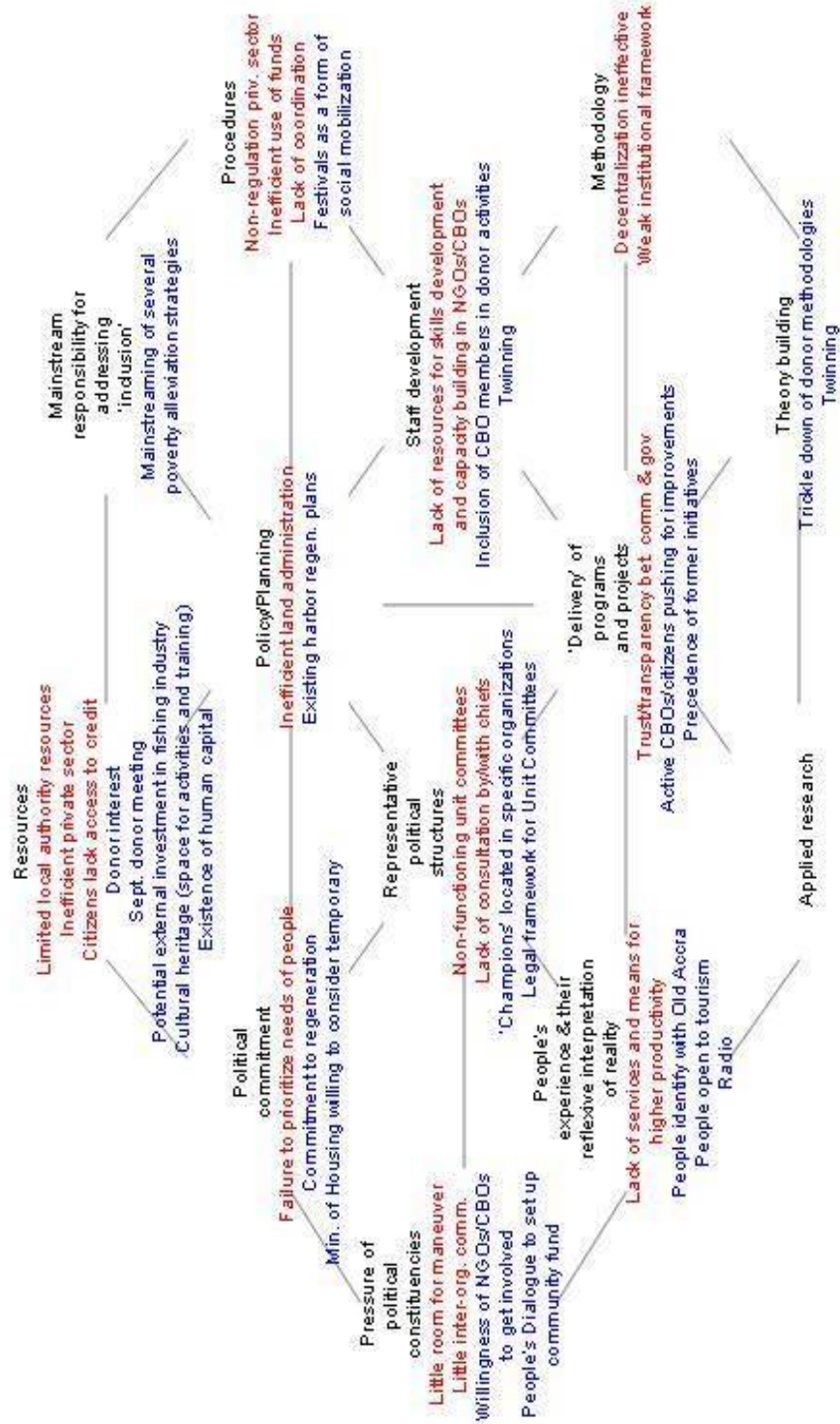
## Appendix 2: Actors and Relationships





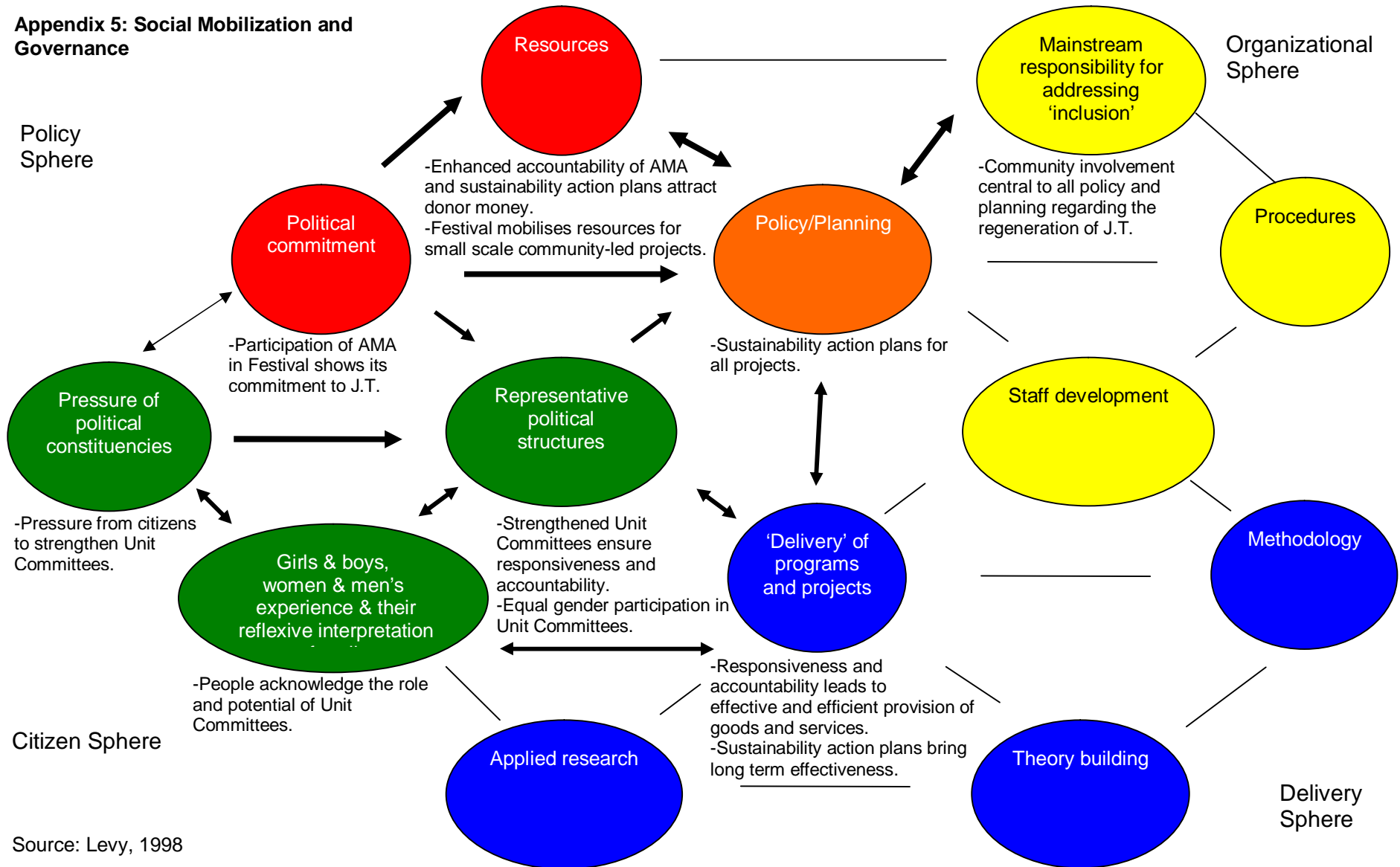
Source: Levy, 1998

## Appendix 4: Problems and Opportunities

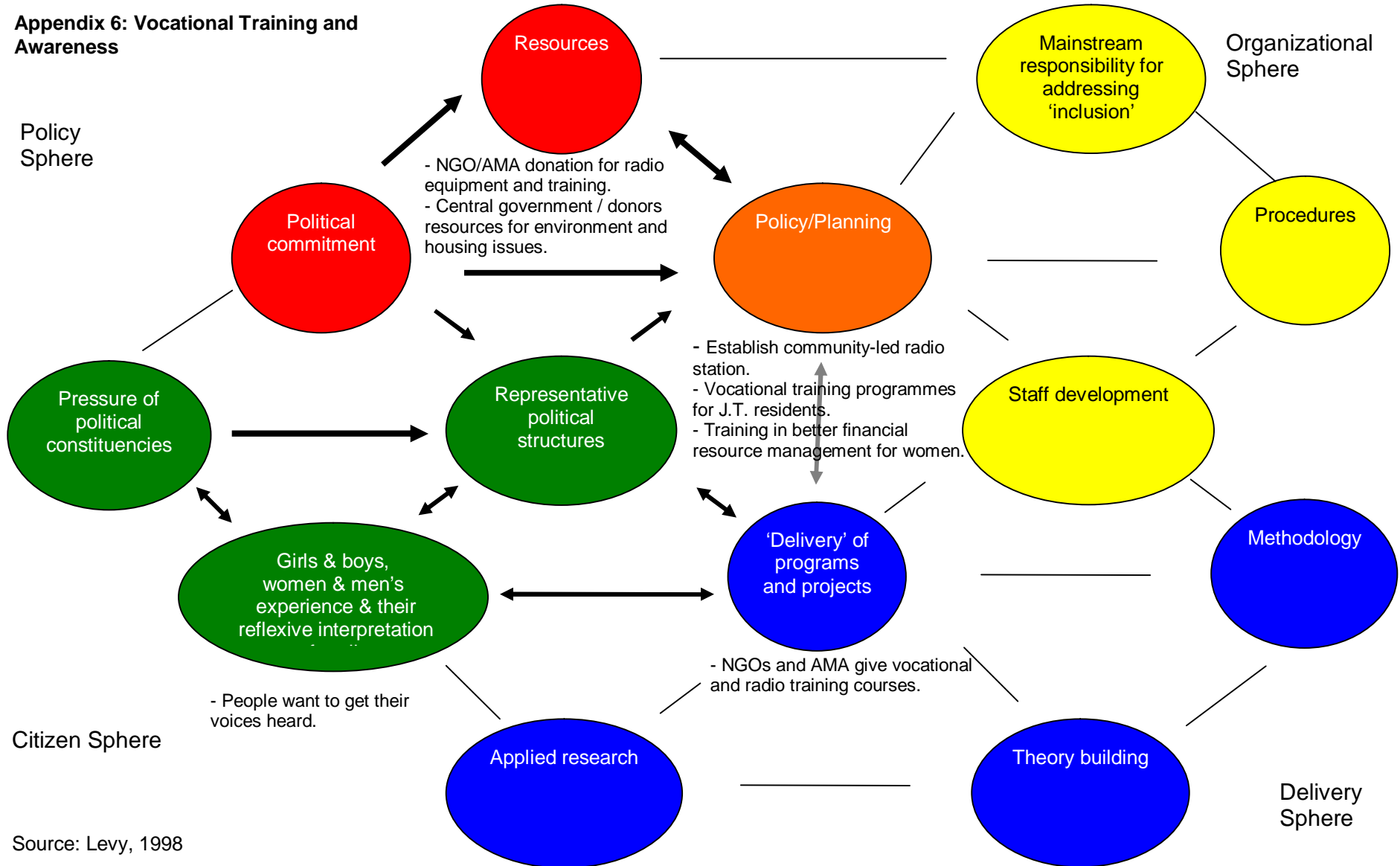


Source: Levy, 1998

**Appendix 5: Social Mobilization and Governance**

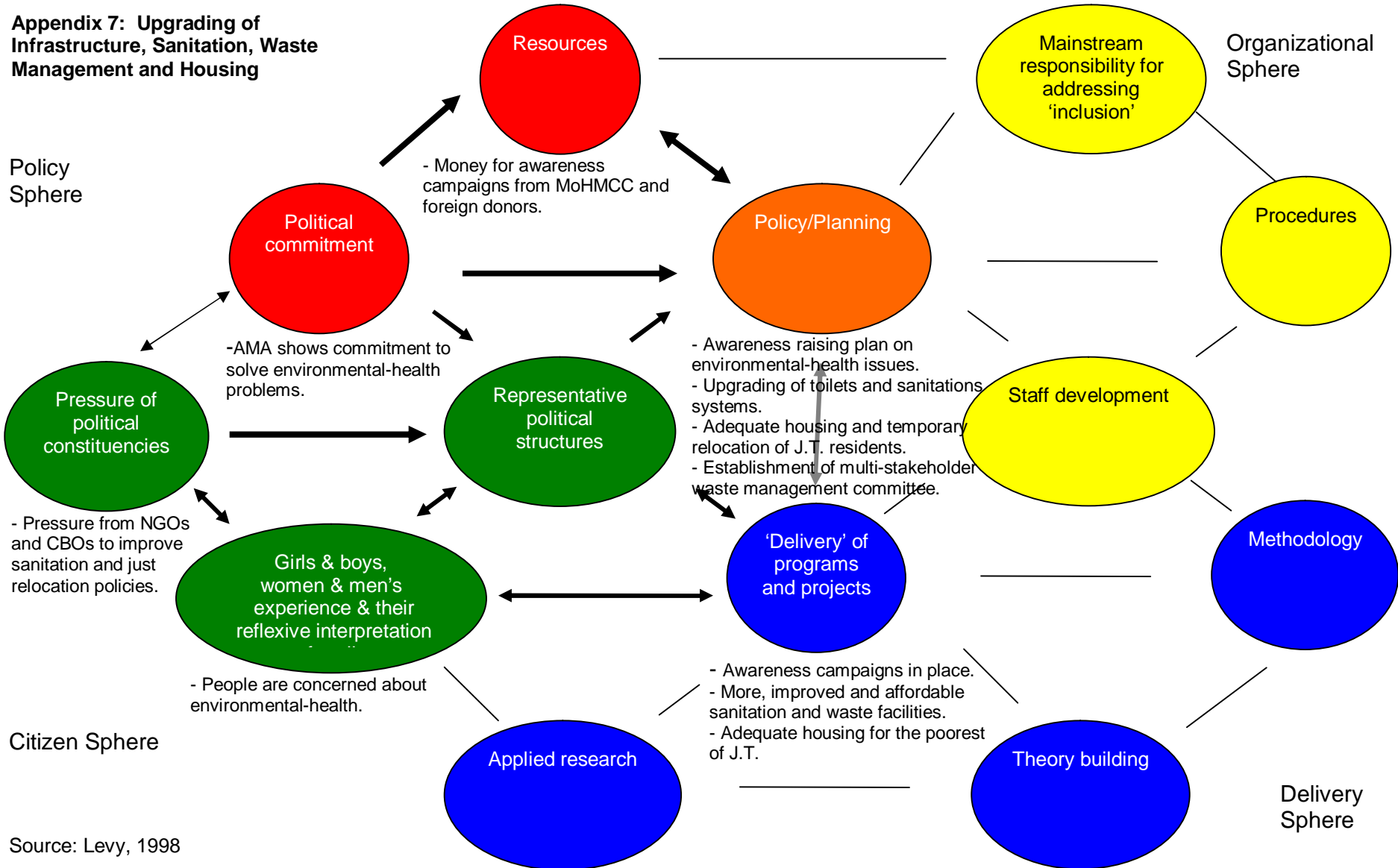


**Appendix 6: Vocational Training and Awareness**



Source: Levy, 1998

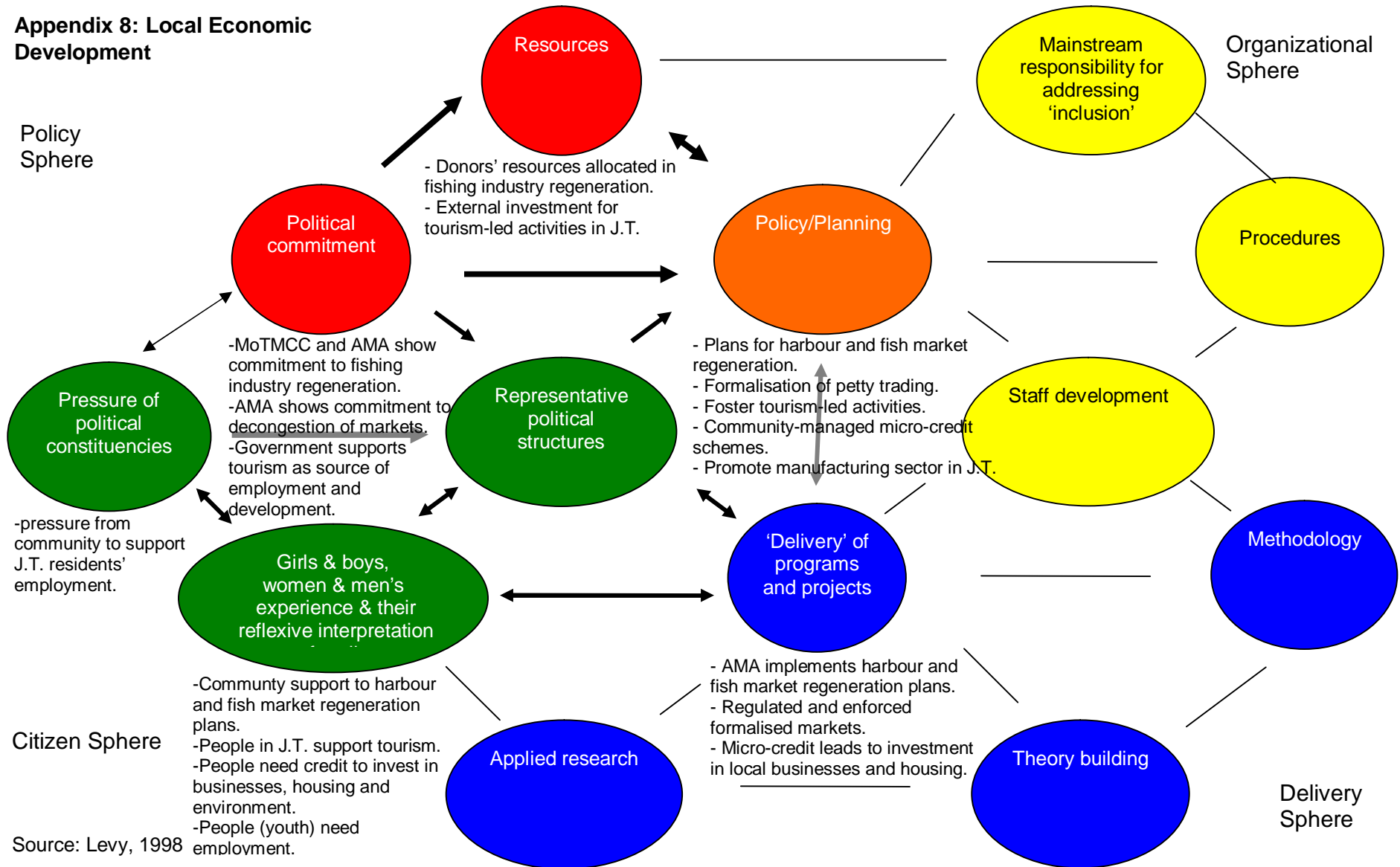
**Appendix 7: Upgrading of Infrastructure, Sanitation, Waste Management and Housing**



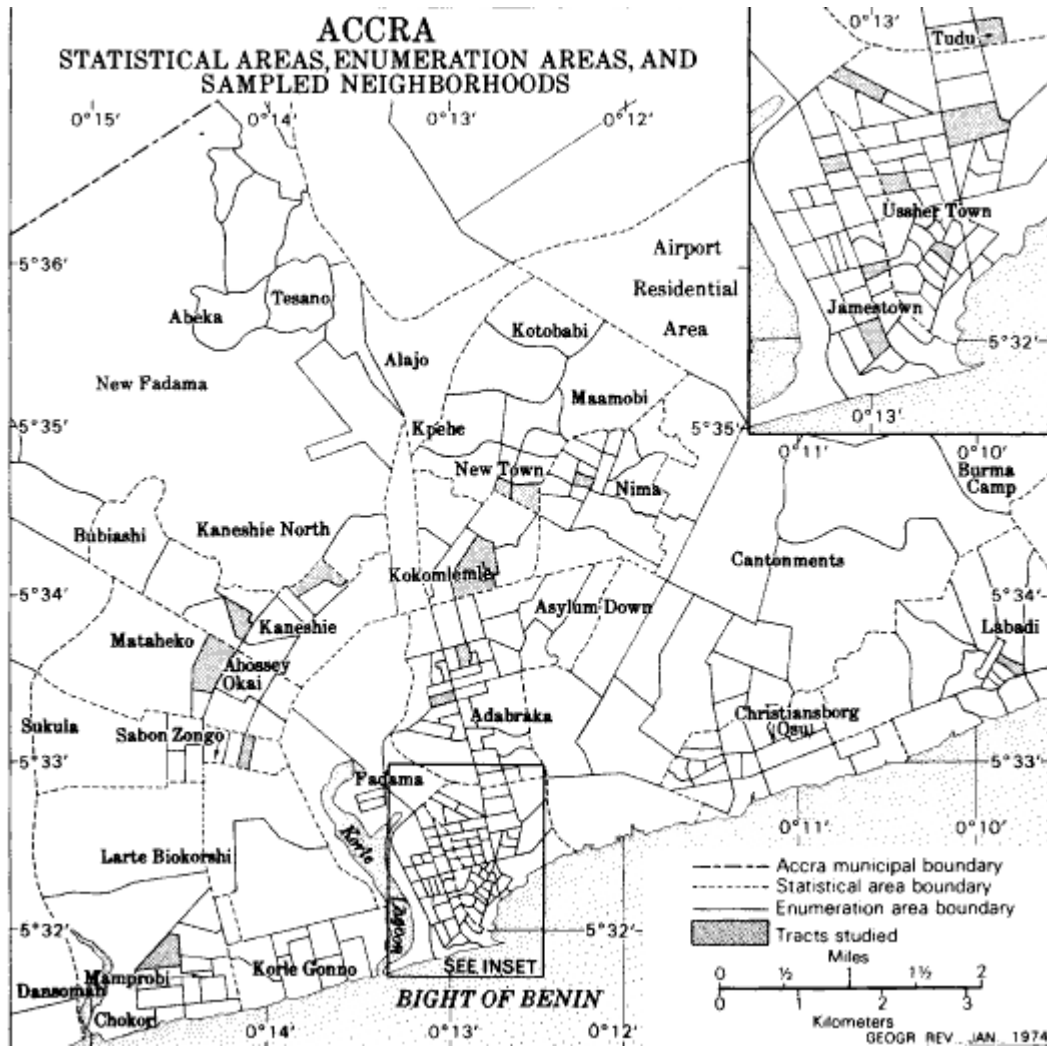
Source: Levy, 1998



**Appendix 8: Local Economic Development**



### Appendix 9: Map of Old Accra



Source: <http://www.ghanaweb.com/imagelib/dest/79644065.gif>

## References

- Appiahene-Gyamfi, J., 2003, "Urban crime trends and patterns in Ghana: the case of Accra", *Journal of Criminal Justice*, Vol. 31, Issue 1, pp. 13-23.
- AMA, 2005, "*List of Appendices: Application of GIS in the Management and Provision of Public Goods and Services, and Infrastructure Development in Accra*", Accra Metropolitan Assembly, Ghana.
- Asiedu, Dr. A. B., 2003, "Poverty reduction among the urban poor in Accra, Ghana- A comparative study of the roles of two community based organizations (CBOs)", *paper prepared for conference on urban poverty in Cape Town (February)*, Johns Hopkins University, Baltimore.
- Attafuah-Annafi, S., et al, 2004, Student workshop on the redevelopment of Old Accra: Final Report, *paper prepared for Ussher Town & James Town: The Old Accra integrated urban development and Conservation Framework*, UNESCO, Ghana Office, Accra, Ghana.
- Ayee, J. and R. Crook, 2003, "'Toilet Wars': Urban Sanitation Services and the Politics of Public Private Partnerships in Ghana", *Working Paper Number 213 for the Centre for the Future State Institute of Development Studies*, University of Sussex, Brighton.
- Boadi, K. O. and M. Kuitunen, , 2002, 'Urban waste pollution in the Korle Lagoon, Accra, Ghana', *The Environmentalist*, Volume 22, No.4, 2002, pp. 301-309.
- Briggs, P., 2000, *Ghana: The Bradt Travel Guide*, 3<sup>rd</sup> Edition, USA, 2000, pp. 1-33.
- Crook, R. C., 2001, "Decentralization and Poverty Reduction in Africa: the politics of local-central relations", *paper prepared for Institute of Development Studies*, University of Sussex, Brighton.
- Cheru, F., 2002, 'The PRSP Process in Ghana', *Paper Presented to second Meeting of the African Learning Group on the Poverty Reduction Strategy Papers of the UN Economic Commission for Africa*, Brussels.
- Doe, B. K., D. Tetteh, 1999, "The Working Group Approach to Environmental Management under the Accra Sustainable Programme" in Atkinson A, J. D. Davila, E. Fernandes, M. Mattingly (editors), *The Challenge of Environmental Management in Urban Areas*, Ashgate, Aldershot, pp. 171-180.
- DFID, 2002, "DFID Ghana- Developing Our Country Assistance Plan, 2002-2005", *Consultant Document by Department for International Development*.
- Government of Ghana, 2002, "The Coordinated Programme for Economic and Social Development of Ghana", *programme outline delivered by the President of Ghana to Parliament*.

Government of Ghana, 2003, *An Agenda for Growth and Prosperity: Ghana's Poverty Reduction Strategy, 2003-2005: Monitoring and Evaluation Plan (March)*, Government of Ghana, Accra.

Grant, R. and P. Yankson, 2003, "City Profile: Accra", *Cities, Volume 20, Number 1*, pp. 64-74.

Greenberg, M. R. and L. Osafo, 2000, 'Neighborhood quality in environmentally stressed areas of Accra, Ghana: a comparison with US counterparts', *The Environmentalist, Issue 20, No. 2*, pp. 93-104.

IMDC, 2004, *Project Briefing Document for Korle Lagoon Ecological Restoration Project, Ph II- Stage 2*, prepared by International Marine & Dredging Consultants for Government of the Republic of Ghana, Ministry of Works and Housing.

Institute of Statistical, Social and Economic Research, The State of the Ghanaian Economy in 2002, University of Ghana, Accra.

Konadu-Agyemang, K., 2001, "A survey of housing conditions and characteristics in Accra, an African city: *Habitat International, Volume 25*, pp. 15-34

Laryea-Adjei, G., 2000, "Building capacity for urban management in Ghana: some critical considerations", *Habitat International, Volume 24*, pp. 391-401.

Levin, C.E., M. T. Ruel, S. S. Morris, D. G. Maxwell, M. Armar-Klemesu and C. Ahiadeje, 1999, "Working women in urban setting: traders, vendors and food security in Accra", *World Development, Volume 27, No. 11*, pp. 1977-1991.

Levy, Caren, 1998, "Institutionalization of Gender through Participatory Practice", *The Myth of Community: Gender Issues in Participatory Development*, Intermediate Technology Publication.

Mattingly, Michael, 2005, "Organizational Change to Support Urban Development", Module U17 Class Notes, Development Planning Unit, London.

Maxwell, D., C. Levin, M. Armar-Klemesu, M. Ruel, S. Morris and C. Ajoadeke, 2000, "Urban Livelihoods and Food and Nutrition Security in Greater Accra, Ghana", *Research Report 112, International Food Policy Research Institute*, Washington, D.C.

Maxwell, D., C. Levin, M. Armar-Klemesu, M. Ruel, S. Morris and C. Ajoadeke, 2000, 'Chapter 3- Accra's Households and Communities', Chapter 4- Urban Livelihoods: Activities, Income, Shocks and Coping' and 'Chapter 11 – Conclusions and Policy Recommendations' from Maxwell et al, "Urban Livelihoods and Food and Nutrition Security in Greater Accra, Ghana, Ghana", *Research Report 112*, International Food Policy Research, Washington, D.C.

McCarthy, J., 2004, "Tourism-Related Waterfront Development in Historic Cities: Malta's Cottonera Project", *International Planning Studies, Vol. 9, No. 1*, pp. 43-64.

McGranaham, G., P. Jacobi, J. Songsore, C. Surjadi and M. Kjellen, 2001, "Chapter 7: Gender and Local Environmental Management in Accra", in *Citizens at Risk: From Urban Sanitation to Sustainable Cities*, Earthscan, London, pp. 130-156.

Mills-Tettey, R. and K. Adi-Dako, 2002, *Visions of the City: Accra in the 21<sup>st</sup> Century*, Woeli Publishing Services, Accra.

National Development Planning Commission, 2003a, *An Agenda for Growth and Prosperity: Ghana's Poverty Reduction Strategy Report, 2003-2005, Volume 1: Analysis and Policy Statement* (February), Government of Ghana, Accra.

National Development Planning Commission, 2003b, *An Agenda for Growth and Prosperity: Ghana's Poverty Reduction Strategy, 2003-2005, Volume 2: Costing and Financing of Programs and Projects* (February), Government of Ghana, Accra.

National Development Planning Commission, 2003c, *Implementation of the Ghana Poverty Reduction Strategy: 2002 Annual Progress Report* (May), Government of Ghana, Accra.

Owusu, F., 2001, "Urban Impoverishment and Multiple Modes of Livelihood in Ghana", *paper prepared for Department of Community and Regional Planning*, Iowa State University, Ames.

Post, J. and Obirig-Opereh, N., 2003, "Partnerships and the Public Interest: Assessing the Performance of Public-Private Collaboration in Solid Waste Collection in Accra", *Space and Polity, Vol. 7, No. 1*, pp. 45-63.

Razin, E. and N. Obirih-Opereh, 2001, "Spatial variations in the fiscal capacity of local government in Ghana, before and after decentralization", *Third World Planning Review, Volume 22, Number 4*, pp. 411-432.

Razzu, G., 2004, "*Social Exclusion in Old Accra: Cultural Heritage as a Solution?*", London School of Economics, London.

Razzu, G., 2005, "Urban redevelopment, cultural heritage, poverty and redistribution: the case of Old Accra and Adawso House", *Habitat International, Vol. 29*, pp. 399-419.

Ruyven, Kee Van and Wannningen, Anja, 2005, SMART – solutions for Old Accra: *Report of the Management Bureau about their contribution to the refresh course on 'Managing cities for economic growth in West Africa: city development strategies'*. Project Management Bureau (Gemeente, Amsterdam), Amsterdam.

Songsore, J. and G. McGranahan, 1996, "Women and Household Environmental Care in the Greater Accra Metropolitan Area (GAMA), Ghana", *Urban Environment Series, Number 2*, Stockholm, Environmental Institute and SIDA.

Tettey, D., 2005, "Policies that are shaping urban development in Accra", *Presented by the Principal Town Planning Officer (Town and Country Planning Department, Accra Metropolitan Office) for meeting with DPU group at Busy Internet, Accra, Ghana, 19<sup>th</sup> May*.

Training Research and Networking for Development, 2000, "Final Report: Ghana Case Study- Strengthening the Capacity of Water Utilities to Deliver Water and Sanitation Services, Environmental, Health and Hygiene Education to Low Income Urban Communities", *WUP Project 5* (June).

UNESCO, 2000, Brazil House Rehabilitation Project: Proposal for the Tabon Official Hall and Documentation Centre, *paper prepared for Ussher Town & James Town: The Old Accra integrated urban development and Conservation Framework*, UNESCO, Ghana Office, Accra, Ghana.

Yemofio Designs, 2001, "Basic emergency upgrading of school infrastructure in Old Accra: Architectural and Engineering Survey and Cost Estimates", *prepared for Ussher Town & James Town: The Old Accra integrated urban development and Conservation Framework*, UNESCO Ghana Office, Accra, Ghana.

Yemofio Designs, 2002, "Old Accra: Export fisheries Project", *sketch designs prepared for Ussher Town & James Town: The Old Accra integrated urban development and Conservation Framework*, UNESCO Ghana Office, Accra, Ghana.

Yemofio Designs, Nyako and Partners, J. A. Stephens/ F. W. A. Larteh and R. O. Lamptey, 2002, "Terms of Reference and Proposed Approach", *Emergency Upgrading of Basic Infrastructure in Old Accra (Ga Mashie): Education*, Accra Metropolitan Assembly, Accra.