

Agenda 2063



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**SUSTAINABLE
DEVELOPMENT GOALS**



THE CITY OF ACCRA
2020 VOLUNTARY LOCAL REVIEW (VLR) REPORT
**ON THE IMPLEMENTATION OF THE 2030 AGENDA FOR SUSTAINABLE
DEVELOPMENT AND AFRICAN UNION AGENDA 2063**

Presented by:
Accra Metropolitan Assembly (AMA)
February, 2020

Foreword

The city of Accra is one of the first three cities in Africa to sign on to the Voluntary Local Review (VLR) in September, 2019 with the pledge of using the framework of the Sustainable Development Goals (SDGs) to help reduce extreme poverty, fight inequality and injustice and work to prevent the harmful effects of climate change by 2030.

The Accra Metropolitan Assembly's Development Policy is underpinned by the SDGs and Africa Union's Agenda 2063. The Assembly's medium-term development plan and budgeting processes are all aligned to the two agendas.

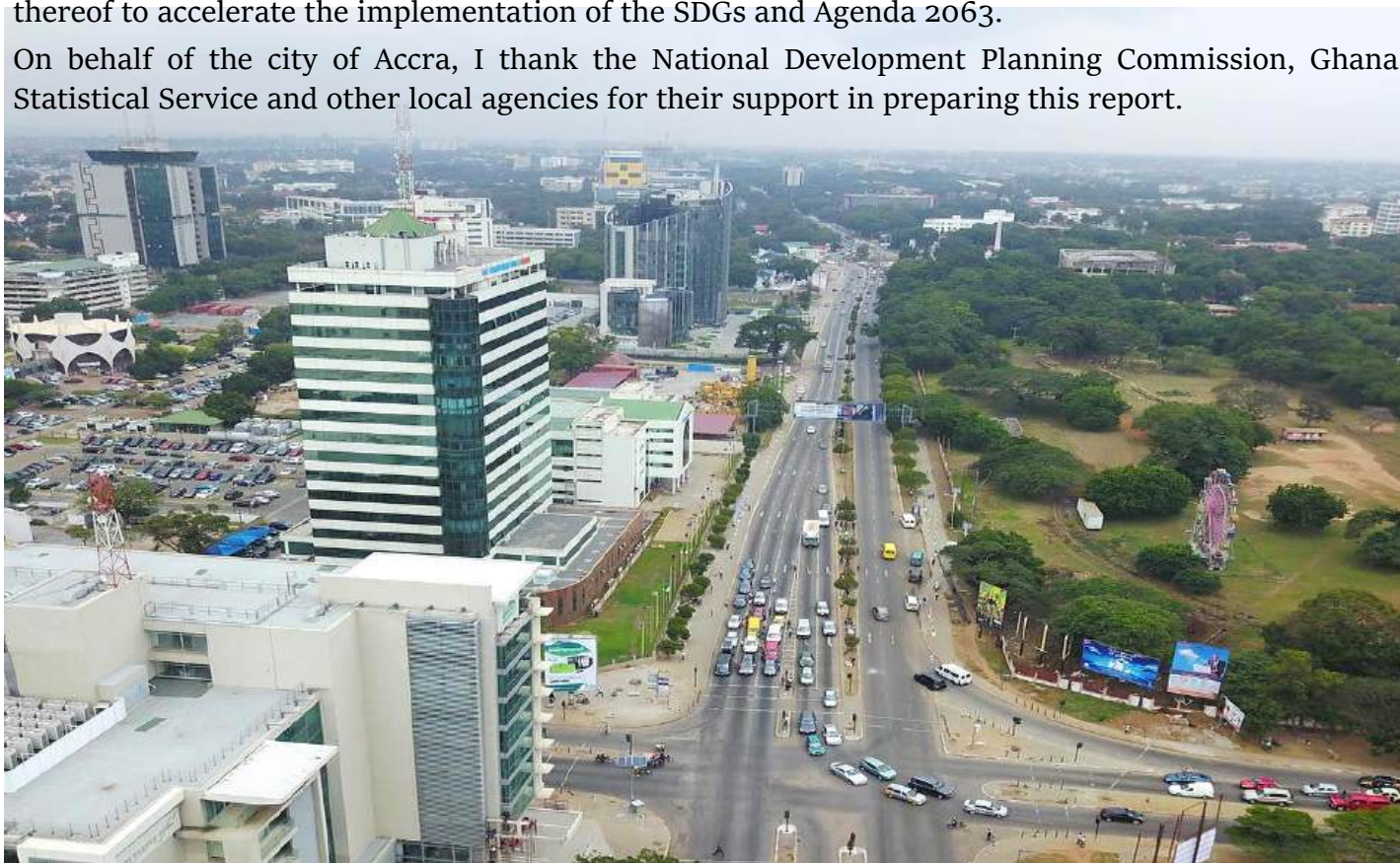
The VLR report provides an overview of the metropolis' steps and progress towards achieving the SDGs and the African Union Agenda 2063, as well as highlight the inclusivity in the planning process with the objective of bringing development closer to the people. It also serves as a reference point for tracking the progress on the various targets in pursuit of the vision to make Accra **“A Smart, Safe, Sustainable and Resilient City”**. It also shows the innovative actions the city is undertaking to accelerate implementation of the two agendas. Furthermore, this maiden report provides a broad overview of the key findings and challenges of the review exercise and reiterates the city's commitment to work in partnership with stakeholders to implement the next steps stated in the report.

The VLR framework have been recognized as an important tool for meaningful multi-stakeholder engagement and resource mobilization to advance the implementation of the aforementioned agendas. This process has enabled Accra Metropolitan Assembly to build capacity in monitoring and reporting of the SDGs and Agenda 2063. The Assembly would further leverage on opportunities thereof to accelerate the implementation of the SDGs and Agenda 2063.

On behalf of the city of Accra, I thank the National Development Planning Commission, Ghana Statistical Service and other local agencies for their support in preparing this report.



Mohammed Adjei Sowah, Mayor of Accra



Acknowledgement

The City of Accra is extremely grateful to its stakeholders for their enormous support and the amount of information provided for the assessment of the 2030 Agenda for Sustainable development at the city level. In a special way, the City Authority is indebted to the Mayor, Honourable Mohammed Adjei Sowah, under whose leadership and technical direction the review was carried out.

The City is also very grateful to the United Nations Economic Commission for Africa (UNECA) for their financial and technical support to conduct this assessment, including their technical support in clarifying the concepts and providing the terms for the review, as well as organizing trainings to build capacity of the City to successfully carry out the review. The City is also immensely grateful to Mr. Kenneth Owusu, the Local Consultant for effectively leading and guiding the process to a successful conclusion.

The City highly appreciates the involvement and contribution of government Ministries, Department and Agencies (MDAs), especially the Ministry of Finance (MoF), Ghana Statistical Services (GSS), and National Development Planning Commission (NDPC). Particular thanks goes to the following staff of NDPC, Dr. Felix Addo-Yobo, Ms. Patience Ampomah and Mr. Charles Konglo for their personal involvement in the process. Other partners who requires special mention are the fisher folks, traders, drivers, traditional authorities, persons with disabilities, representative of youth groups, CSOs, academia, think-tanks and selected school children in the city of Accra area for their cooperation and useful insights.

Finally, efforts of the Metropolitan Planning Unit of the City Authority, especially Mr. Moses Quarshie, the Business Development and Investment Manager and Ms. Kafui Dzokoto, Planning Officer, cannot pass unrecognized for their respective roles in coordinating the efforts of the City Authority.

Table of Contents

Foreword.....	ii
Table of Content.....	iv
List of Tables.....	vii
List of Figures	vii
Abbreviations	viii
Highlights.....	ix
Chapter One: Introduction.....	1
1.1 BACKGROUND	1
1.2 ACCRA METROPOLIS	2
Chapter Two: Methodology.....	2
2.1 OVERVIEW	2
2.2 VLR ROADMAP.....	2
2.3 DATA ANALYSIS.....	3
Chapter Three: Policy and enabling environment for implementation.....	4
3.1 INTRODUCTION	4
3.2 INTEGRATION OF 2030 AGENDA AND AGENDA 2063 IN AMA’S PLAN AND BUDGET	4
3.3 INTEGRATION OF THE DIMENSIONS OF SUSTAINABILITY	5
3.4 MANAGING THE INTEGRATED AND INDIVISIBLE NATURE OF THE GOALS.	5
Chapter Four: Progress on Implementation of Goals	6
4.1 INTRODUCTION	6
4.2 PROGRESS OF IMPLEMENTATION	7
SDG 1: END POVERTY IN ALL ITS FORMS EVERYWHERE A63 GOAL 1: A HIGH STANDARD OF LIVING, QUALITY OF LIFE AND WELL-BEING FOR ALL CITIZENS	7
SDG 2: END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE	8
SDG 3: ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES.....	9
SDG 4: ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL	12
SDG 5: ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS.....	15
SDG 6: ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL	17
SDG 7: ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL	18
SDG 8: PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL	19
SDG 9: BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION	20
SDG 10: REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES	21
SDG 11: MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE.....	22
SDG 12: ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS.....	25
SDG 13: TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS	26
SDG 14: CONSERVE AND SUSTAINABLY USE THE OCEANS, SEAS AND MARINE RESOURCES FOR SUSTAINABLE DEVELOPMENT.....	27
SDG 15: PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS	28

SDG 16: PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE AND INCLUSIVE INSTITUTIONS AT ALL LEVELS 28

SDG 17: STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT .. 29

Chapter Five: Leaving No One Behind..... 30

5.1 INTRODUCTION 30

5.2 WHO IS BEING LEFT BEHIND?..... 30

5.3 THE LOCAL AUTHORITY (ACCRA METROPOLITAN ASSEMBLY) RESPONSE..... 33

Chapter Six: Means of implementation..... 41

6.1 INTRODUCTION 41

6.2 REVENUE SOURCES TO THE LOCAL AUTHORITY 41

6.3 EXPENDITURE CLASSIFICATION 42

6.4 EXPENDITURE ON SDGs AND AGENDA 2063 43

6.5 INNOVATION FINANCING OPTIONS 45

Chapter Seven: Conclusion and Next Step 49

7.1 INTRODUCTION 49

7.2 PROGRESS..... 49

7.3 KEY LESSONS LEARNT 50

7.4 MAJOR CHALLENGES 50

7.5 NEXT STEPS 50

Bibliography..... 52

Annex 7: Accra Metropolitan Assembly Projects and SDGs..... 53

List of Tables

Table 2.1: Number of Indicators Reported.....	3
Table 4.1: Gender parity ratio	14
Table 4.2: Enrolment Rates	14
Table 4.3: School completion rates.....	15
Table 4.4: Income status of 40 percent of population	21

List of Figures

Figure 1.1: Map showing AMA in regional and national context	2
Figure 1.2 Map of Accra Metropolitan Assembly	3
Figure 1.3: Information on economy, employment and education of AMA	4
Figure 1.4: Organogram of Metropolitan Assembly.....	5
Figure 2.1:AMA VLR Roadmap	2
Figure 4.1: Alignment of City Development Plan and Resilience Strategy with SDGs	7
Figure 4.2: Proportion of the city poor	7
Figure 4.3: Proportion of expenditure on Education, Sanitation and Health, 2016-2018(%).....	8
Figure 4.4: Number of maternal deaths in AMA, 2016-2018.....	9
Figure 4.5: Proportion of birth attended by skilled health personnel, 2016-2018(%).....	10
Figure 4.6: Neonatal and Under-Five mortality rates, 2016-2018(%)	10
Figure 4.7: HIV prevalence, 2017(%).....	11
Figure 4.8: New HIV infections, 2017	11
Figure 4.9: Malaria OPD cases, 2016-2018	12
Figure 4.10: B.E.C.E pass rates for Mathematics, English and Science, girls and boys (%)	13
Figure 4.11: Proportion of children exposed to education before e primary education.....	13
Figure 4.14: Number of Schools.....	15
Figure 4.15: Reported cases of defilement and rape, 2016-2018.....	16
Figure 4.16: Proportion of female Assembly Members (%)	16
Figure 4.17: Proportion of Assembly women elected and appointed, 2016-2018(%)	16
Figure 4.18:Share of AMA budget allocated to gender empowerment programmes, 2016-2018(%)	17
Figure 4.19: Access to safely managed water, 2017(%)	17
Figure 4.20: Access to toilet facilities, 2017(%).....	18
Figure 4.21: Access to electricity by population (%).....	18
Figure 4.22: Population relying on clean fuels for cooking, 2017(%)	19
Figure 4.23: Unemployment rate by sex and age, 2017 (%)	20
Figure 4.24: Population living below half of median income, 2017(%)	22
Figure 4.25: Total expenditure on agriculture,2016-2018(GHC).....	25
Figure 4.26: Expenditure funded by I.G.F, 2016-2018 (%)	29
Figure 6.1: Sources of Funding to AMA, 2016-2018	42
Figure 6.2: Expenditure Classification, 2016-2018.....	43
Figure 6.3: Programme and Project Completion, 2016-2018 (%)	44
Figure 6.4: Budgetary Allocations to SDGs, 2019 (%).....	44

Abbreviations

AMA	Accra Metropolitan Assembly
B.E.C. E	Basic Education Certificate Education
CODA	Coastal Development Authority
CPESDP	Coordinated Programme of Economic and Social Development policies
DACF	District Assembly Common Fund
ECA	United Nations Economic Commission for Africa
EMIS	Education Management Information System
EPA	Environmental Protection Agency
FTYIP	First-Ten Year Implementation Plan
GARID	Resilient and Inclusive Development
GETFund	Ghana Education Trust Fund
GHAFUP	Ghana Federation of the Urban Poor
IGF	Internally Generated Funds
LEAP	Livelihood Empowerment Against Poverty
LED	Local Economic Development
LPG	Liquefied petroleum gas
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MMDAs	Metropolitan, Municipal, and District Assemblies
MPCU	Metropolitan Planning Coordinating Unit
NABCO	Nations Builders Corps
NDPC	National Development Planning Commission
OPD	Out-Patient Department
PPP	Public Private Partnership
PSUP	Participatory Slum Upgrading and Prevention Project
SDGs	Sustainable Development Goals
UNECA	United Nations Economic Commission on Africa
VLR	Voluntary Local Review

Highlights

Voluntary Local Review Process

The preparation of the VLR report was led by a consultant with the support of technical officers from the National Development Planning Commission (NDPC), Ghana Statistical Service (GSS) and Accra Metropolitan Assembly (AMA) under the supervision of the Mayor. The review covered an assessment of the institutional and regulatory environment, progress of implementation on the goals, and an analysis of the population groups that are at risk of being left behind. Included in the review were an analysis of the city's medium-term development plan (2018-2021), programme and project documents, administrative and survey data, and interviews with key informants including the Mayor of Accra, members of AMA's management team, the city's planning and budget officers, and the national SDGs focal person at NDPC.

Integrating the SDGs and corresponding goals of Agenda 2063 into the planning and financing frameworks

The SDGs and corresponding Agenda 2063 targets were integrated in the city's medium-term development plan by aligning them to the medium-term national development policy objectives. The SDGs indicators were included in the monitoring and evaluation plan with some modifications where required to suit the local context capabilities and aspirations. The SDGs are being financed primarily through the city's budget. Every budget line is mapped to the SDGs targets, thus making it possible to track budgetary allocations and expenditure.

Status of implementation of the SDGs and corresponding goals of Agenda 2063

The proportion of people living in poverty¹ in the city has declined from 10.6 percent in 2006 to 2.6 percent in 2013 and 0.8 percent in 2017. While monetary poverty has declined significantly, non-monetary poverty remains a concern with relatively high levels of poor housing, inadequate sanitation and solid waste services, and poor public transport service. Institutional maternal mortality increased between 2016 and 2017, but is now trending downwards. The decline, is partly due to, the increase in the number of births attended by health personnel which increased significantly from 28.3 percent in 2017 to 60 percent in 2018. Neonatal mortality has declined to almost zero, however, under-five mortality in on the rise reaching 10.1 deaths per 1000 live births in 2018. As at 2017, adult HIV prevalence for metropolis was estimated at 2.35 percent, higher than the national and regional estimates of 1.67 percent and 2.1 percent respectively. The metropolis achieved gender parity in basic education since 2015 while school completion rate has improved for both primary and JHS.

Accra Metropolitan Assembly has since 2016 achieved universal access to safe drinking water. Sachet water and piped water are the two major sources of drinking water for residents. Access to safely managed sanitation service remains a major challenge in the city. Over forty percent of residents use shared toilet facilities while few communities are not open defecation free. As at 2017, about a quarter of the persons aged 15 years and older within the metropolis were unemployed. This is higher than the national and regional rates of 14.6 percent and 20.5 percent respectively. Income inequality is rife, with about 14 percent of the population living below 50 percent of the median income.

Addressing the integrated and indivisible nature of the SDGs and the principle of leaving no-one behind

The preparation of the city's medium-term development plan is coordinated by the Metropolitan Planning Coordinating Unit (MPCU), which comprises heads of 16 departments with a Coordinating Director as chairman and Metropolitan Planning Officer as secretary. This provides a platform for discussing potential linkages among initiatives within and across departments, and promoting joint planning and collaboration in the

¹ Based on the national upper poverty line of GH¢1,314

implementation and monitoring of development activities. Through this process, teams discuss the support they would require from other units and solicit for assistance. As a result, development initiatives are designed taking into consideration the potential impacts of other initiatives and vice-versa, thereby maximising the co-benefits, while eliminating or reducing the trade-offs across initiatives. The participatory planning process also helps to bring out in a practical way, the contribution of various initiatives towards the multiple SDGs, and the interlinkages among the SDGs. This process promotes integrated planning and enhances policy coherence.

Good practices, lessons and challenges

The use of the Strategic Environmental Assessment (SEA) in the planning process allows the integration of the dimensions of sustainable development in the city's plans and programmes. This helps achieve a balanced integration of socio-cultural, natural resources, economics and institutional development considerations in the design and implementation of development plans. Also, the use of cross-sectoral, multi-partnership and participatory approach provides opportunities for highlighting the inter-linkages among the goals and targets thereby taking advantage of the synergies while minimising the trade-offs. The engagement of multi-partners and stakeholders fosters the better collaboration, promote learning and ownership of the city's development plan.

Access to timely and reliable data at the desired levels of disaggregation was a challenge. Significant administration data exist, however it has not been organised in a systematic manner and in the form that will serve the meta data requirements of the indicators. The report therefore took advantage of some existing national data resource, such as the seventh round of Ghana Living Standard Survey (GLSS 7), which has a model of Accra City embedded, to compute most of the population-based indicator values. Mobilising the financial and technical resources required to accelerate progress towards the SDGs targets is an enormous challenge. Revenue mobilised by the city, together with resources from central government and development partners is woefully inadequate to bridge the resource gap and ensure that no one is left behind.

Although the SDGs have been mainstreamed in district medium-term development plans (DMTDP), capacity for designing multi-sectoral initiatives to effectively leverage on the inter-linkages among the goals need to be enhanced. Similarly, the capacity of AMA officers, together with their stakeholders to effectively and efficiently implement, monitor and evaluate development initiatives needs to be improved.

Next steps

With about 10 years left for achieving the SDGs, the city would explore opportunities to strengthen the ongoing partnerships with the private sector and civil society organisations, and also forge new partnerships, particularly with academia and faith-based organisations. The focus of these partnerships would be to promote collaborative actions, and attract financial resources and technology to help accelerate the implementation of the SDGs. The Accra City Authority would also put in place a mechanism to enable it effectively coordinate the activities of all stakeholders to enable it know who is doing what and where. Such a mechanism would help facilitate collaborations, identify SDGs that require more initiatives, as well as the locations that are being left behind. The coordination will also seek to promote the sharing of lessons and good practices among stakeholders. Furthermore, the metropolis will engage Ghana Statistical Service and other stakeholders to strengthen the statistical system to generate timely and reliable data in support of evidence-based decision making. The system will cover both administrative and survey data, and promote data use and sharing among stakeholders.

Chapter One: Introduction



1.1 Background

The 2030 Agenda for Sustainable Development was adopted by world leaders in September 2015 as the successor framework to the Millennium Development Goals (MDGs). The 2030 Agenda and associated 17 Sustainable Development Goals (SDGs) and 169 targets represent a renewed commitment by global leaders to eradicate poverty, address inequalities, combat climate change and put the world on a sustainable development path with a pledge to “leaving no-one behind”. While seeking to complete the unfinished business of the MDGs, the SDGs also promotes a balanced development of the economic, social and environmental dimensions of sustainable development. The integrated, indivisible and interlinked nature of the SDGs calls for strong collaboration across sectors and among stakeholders to effectively harness the synergies among the goals while reducing the trade-offs. The SDGs, therefore provides a shared framework that fosters collaboration among development actors, mobilises stakeholder, and promotes integrated thinking and action.

Prior to the adoption of the 2030 Agenda, African leaders had in January 2015, adopted the First Ten-Year Implementation Plan (FTYIP) of the Agenda 2063. The FTYIP seeks to accelerate Africa’s political, social, economic and technological transformation while continuing the Pan-African drive for self-determination, freedom, progress and collective prosperity. The eight aspirations and 20 goals of the FTYIP reflects the desire of Africans for prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, with freedom from conflict and improved human security. They also project an Africa of strong identity, culture and values, as well as a strong and influential partner on the global stage, making a recognised contribution to human progress and welfare.

The importance of local and urban development for SDGs and the FTYIP has been well established. Local and regional governments have a direct and substantive role in the achievement of targets set within the two agendas through implementation and monitoring efforts. In Africa, city, municipal, district or regional governments are uniquely placed to accelerate the implementation of the 2030 agenda and agenda 2063 by managing and planning for the high rate of urbanization.

In recognition of the important role of local authorities, the United Nations Economic Commission for Africa (ECA) considers it crucial to support sub-national authorities in Africa to conduct voluntary local reviews (VLRs) of their adaptation and implementation of the Sustainable Development Goals and Agenda 2063 goals. It is expected that through the VLRs, local and regional governments will gain a clear understanding of the linkages between the regional and global goals and their respective development priorities. This will contribute towards better alignment of local development plans with the goals of the two Agendas. VLRs will also inform and promote national policies and resource allocation to support SDG-aligned interventions at subnational level. Additionally, these local reviews will enable the local authorities to focus attention and garner support of local communities and other stakeholders to implement the two agendas.

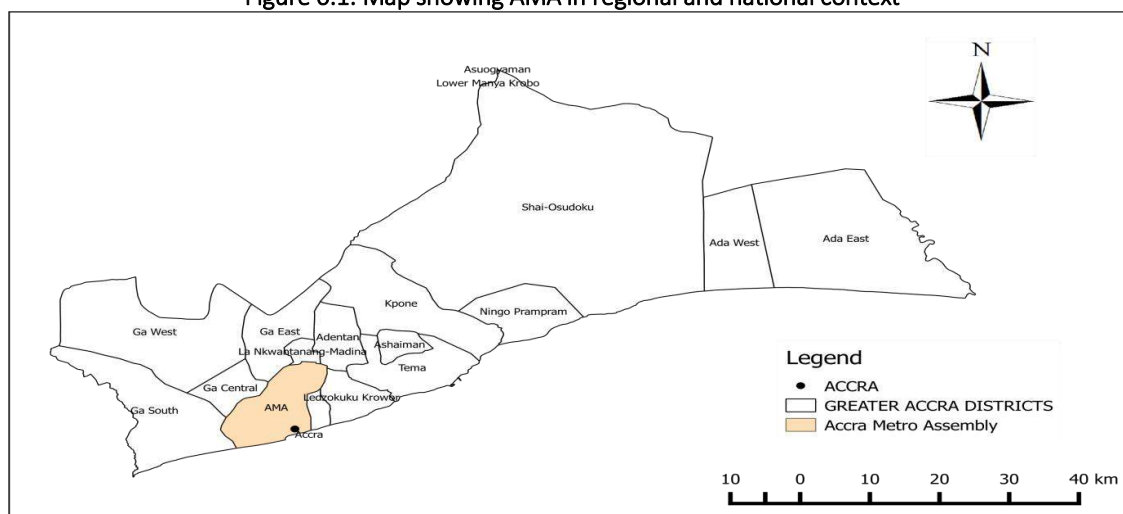
1.2 Accra Metropolis

1.2.1 History and demography

The city of Accra covers an area of about 137 km² and is located along the Gulf of Guinea within the Greater Accra Region of Ghana (see figure 1.1). It started off as a small fishing settlement in the 16th century and has experienced significant growth to become the economic and administrative hub of Ghana. In the early 19th century, Accra was little more than a trading post, undifferentiated from many of the other posts along the Gold Coast (Acquah, 1957). The rise of Accra as an urban center dates back to 1877, when the colonial headquarters were relocated from Cape Coast. The relocation of the colonial headquarters to Accra brought with it large number of merchants, and in this process political and economic power became focused here. By 1899 Accra had become the busiest port on the Gold Coast and contained the largest number of warehouses (Dickson, 1969). Development control legislations during the colonial days limited the development of manufacturing in Accra (with the exception of beverages and food) (Grant, 2001).

After independence in 1957, the government promoted Accra as the capital and growth pole of the national economy. Administrative functions for the entire country were greatly expanded in the center of Accra. The elimination of legislation that had formerly discouraged native enterprises led to a rapid growth in the number of those companies, now free to locate around the city. More relaxed zoning policies resulted in a mix of commercial and residential uses of properties in the city center. The period between 1960 and 1970 saw rapid industrialisation and expansion in Accra's manufacturing and commercial sectors. This contributed to high rural-urban migration to the city, and consequently a high population growth rate. The decline in agriculture in rural communities in Ghana, coupled with the late-1980s boom in the service sector, further propelled immigration to Accra.

Figure 0.1: Map showing AMA in regional and national context



Source: Accra Resilient Strategy, 2019

The dominance of the Accra Metropolis as an administrative, educational, industrial and commercial centre continues to be the major force for its population growth, with immigration contributing to over 35 percent of the city's population growth. In 2019, the population of the Accra Metropolitan Assembly (AMA) was estimated at 2.1 million and an additional transient population of about 1 million who commute to the city on daily basis for a variety of economic and social activities and services. About 47 percent of the resident population are migrants born outside the City of Accra.

Figure 0.2 Map of Accra Metropolitan Assembly



Source: Accra Resilient Strategy, 2019

1.2.2 The current AMA Area

Prior to adoption of the SDGs, AMA consisted of ten sub-metros. For effective management of City of Accra, nine Municipal Assemblies were created out of AMA between 2018 and 2019. Thus, currently the jurisdictional area of AMA consists of three sub-metros, namely Ashiedu Keteke, Ablekuma South and Okaikoi South. However, for implementation of interventions and management of the entire City, the Mayor of AMA continue to lead and coordinate programmes.

Figure 0.3: Information on economy, employment and education of AMA



Source: Accra Resilience Strategy, 2019

1.2.3 Governance structure

The General Assembly is the apex governing council with 32 members comprising 20 elected members, 10 government appointees, two members of parliament and the Metropolitan Chief Executive who is the political and administrative head of Metropolitan area. The Metropolitan Chief Executive also chairs the executive committee of the Assembly. There are five statutory sub-committees in addition to two special sub-committees that performs various tasks (Box 1.1). Recommendations from these sub-committees are submitted to the executive committee for further deliberation and then to the General Assembly for final decisions and implementation. The Assembly has 17 departments and other units that implement the decisions of the Assembly (Figure 1.4).

The activities of these departments and units are coordinated by the MPCU, chaired by Metropolitan Coordinating Director who ultimately reports to the Metropolitan Chief Executive.

Box 1.1: List of sub-committees

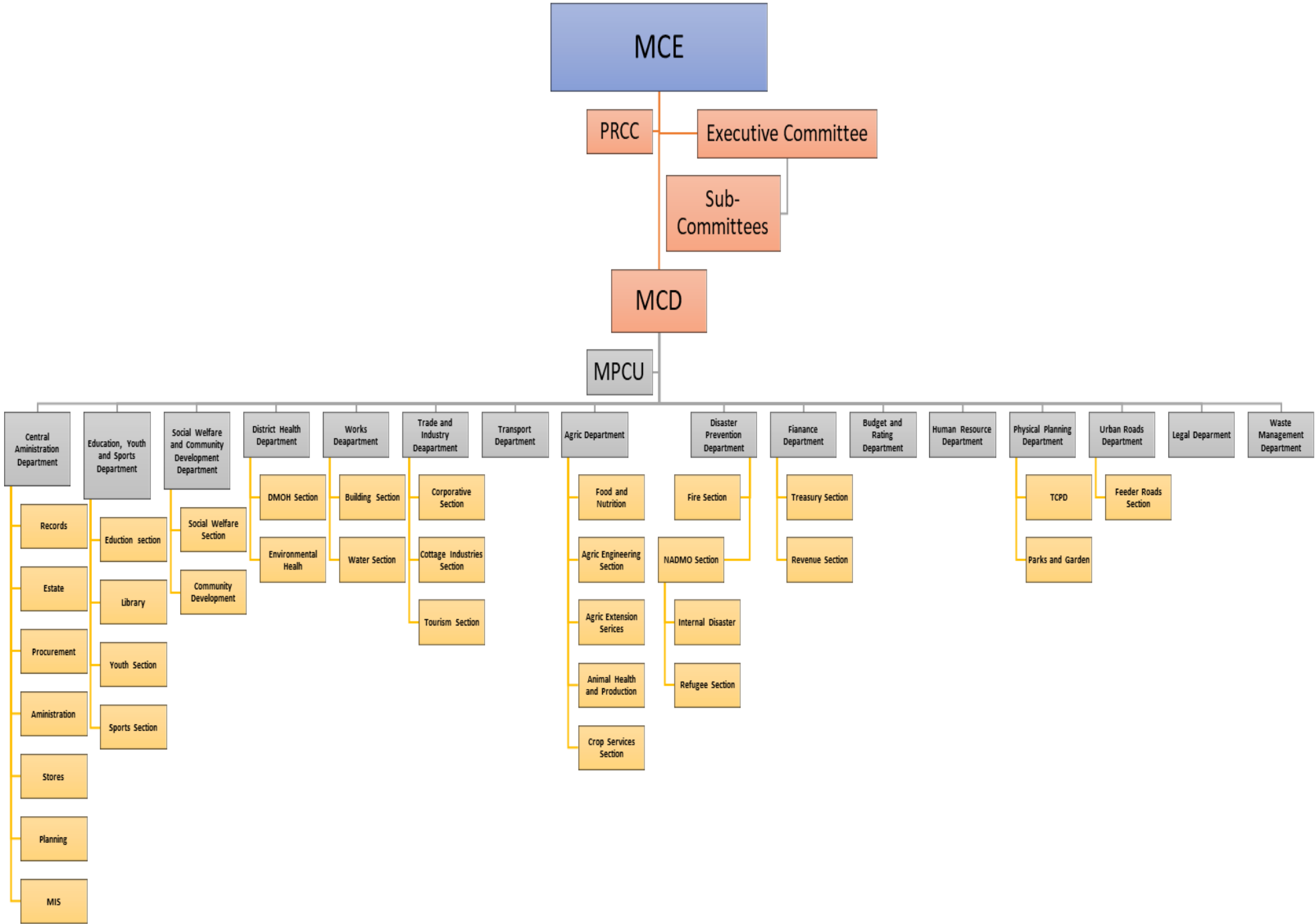
Statutory sub-committees

1. Development Planning
2. Social Services
3. Finance & Administration
4. Works
5. Justice & Security

Special sub-committees

1. Revenue Mobilization
2. Environment and disaster

Figure 0.4: Organogram of Accra Metropolitan Assembly (AMA)



1.2.4 The Economic of Accra

The economy of Accra is dominated by the service sector comprising supermarkets, shopping malls, hotels, restaurants, ~~transportation, storage, communication~~, financial intermediation, real estate service, public administration, education, health and other social services. The city has a significant financial sector hosting numerous banks and financial institutions. The service sector is the largest source of employment in Accra. This is followed by the industrial sector (manufacturing, electricity, gas, water, construction) which employs about 22 percent of the labour force. Most of the employment are in the informal sector.

The predominant activities in Accra's primary commodity sector are fishery and urban agriculture. Urban agriculture in Accra centres on the cultivation of vegetables and livestock. The fishery industry is an important sub-sector, with 10 percent of the catch being exported and the rest consumed locally. Most deep-water fishing around Accra takes place in between June and September, however shallow water fishing operations take place close to the shore throughout the year. There are clear indications of the depletion of fish stocks and pollution, particularly by plastics. Fishing operations are most prominent at the Jamestown and Chorkor.

1.2.5 Environmental threats

The city of Accra is exposed to a number of natural and man-made hazards. Natural hazards include surface and coastal flooding, drought, extreme temperatures, vector-borne disease, as well as seismic hazards from local fault lines. The city also faces man-made threats including air or water pollution, depletion of natural resources and related health impacts (e.g. respiratory illness and waterborne) and pathogens (e.g. Cholera) which has been identified as a priority issue to address (100 Resilient Cities, 2016). Rapid urbanization and real estate development have resulted in the loss of vast areas of green cover.

Managing the increasing volume of solid and liquid waste generated in the city is another issue of major concern. The menace of plastics and e-waste dumping are alarming development that has grown in the AMA area in the last two decades. Some of this waste is dumped on sites that are both ecologically sensitive, as well as important for subsistence for local communities, affecting access to water, plant and fisheries-based food sources. The financial and economic costs of the environmental pollution, disasters and depletion of natural resources are enormous and much of the damage is irreparable.

Chapter Two: Methodology

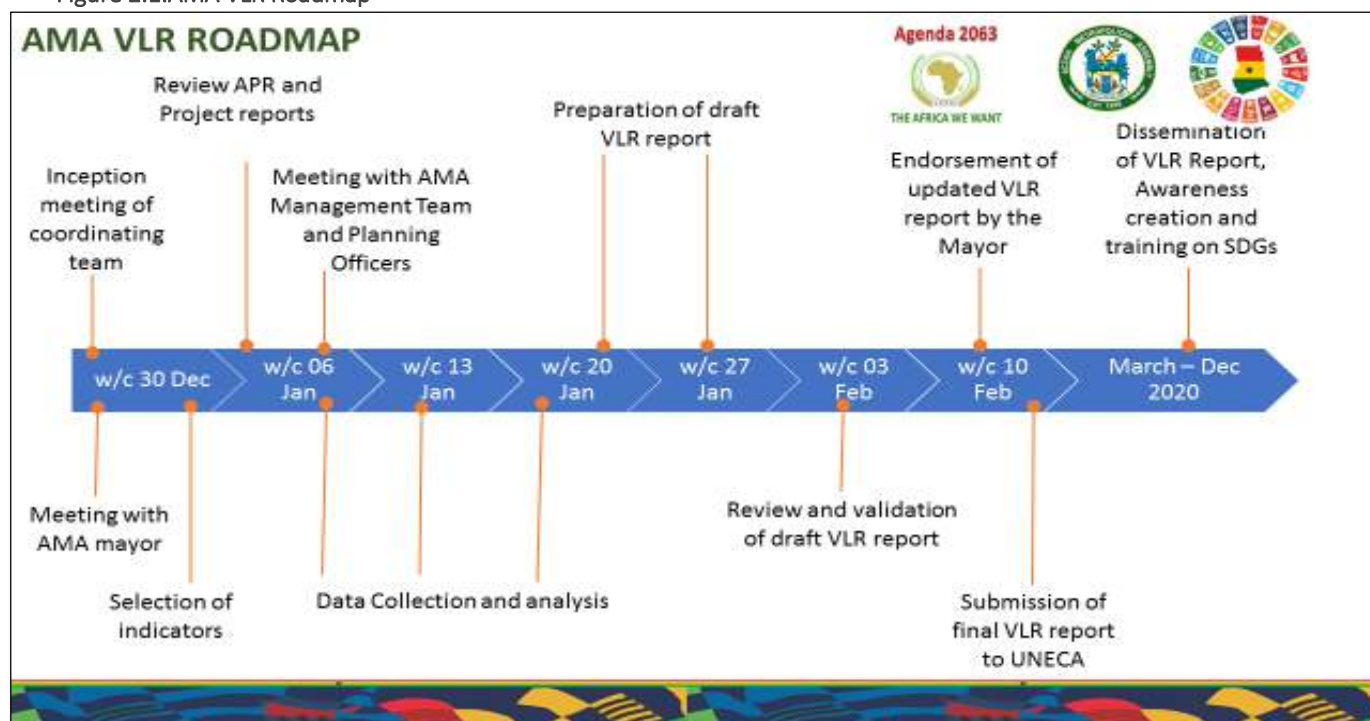
2.1 Overview

Accra's VLR exercise was conducted through an inclusive and participatory process. Key central and local government agencies engaged in the process included the National Development Planning Commission (NDPC), Ghana Statistical Service (GSS), AMA management, heads of departments and units, and sub-metro representatives. Other groups engaged in the process were; fisher folks, traders, drivers, traditional authorities, persons with disabilities, and school children in the city of Accra area. The conduct of the VLR and the preparation of the report was led by a coordinating team comprising local consultant and representatives from NDPC, GSS and AMA, under the supervision of Mayor of Accra.

2.2 VLR Roadmap

The VLR process started with an inception meeting of the coordinating team at which, the approach, indicative outline, work plan and roadmap for the VLR were developed. The team then met with the Mayor of Accra to brief him of the work plan and roadmap for the exercise and formally inform him of the commencement of the VLR. Meetings were also held with the AMA management team and Planning officers to brief them of the VLR exercise and solicit their view, support and participation. This was to ensure ownership of the VLR by AMA. Following data collection and analysis, a draft report was prepared and submitted to key stakeholders for review and validation. The draft report was updated and submitted to the Mayor of Accra for endorsement. Figure 2.1 shows a schematic representation of the roadmap.

Figure 2.1:AMA VLR Roadmap



2.3 Data Analysis

A list of indicators to be included in the VLR was compiled by the coordinating team based on their relevance to AMA's development context and data availability. The list of indicators also took into consideration the list of core indicators proposed by ECA. The selected indicators were reviewed by AMA Planning officers and formed the basis for assessing the progress of implementation of the SDGs and Agenda 2063. Data for computing some indicator values were obtained from the seventh round of the Ghana Living Standard Survey (GLSS 7), conducted by GSS. Since most of these surveys report results at the regional level, the values of selected indicators were computed from the dataset for the City of Accra area and at the appropriated levels of disaggregation. Administrative data from Accra City Authority, Ghana Education Service (GES), Ghana Health Service (GHS) and National Disaster Management Organization (NADMO) were also used in computing some of the indicator values. Cases of innovative SDGs-related actions being undertaken by AMA and other stakeholders in the city of Accra were also collated to highlight ongoing efforts towards achieving the SDGs.

Table 2.1: Number of Indicators Reported

SDGs	Number of Indicators		
	Original Indicators	Localised	Proxy
Goal 1	2	0	0
Goal 2	2	0	0
Goal 3	6	0	0
Goal 4	4	0	0
Goal 5	1	2	0
Goal 6	2	0	0
Goal 7	2	0	0
Goal 8	1	0	0
Goal 9	0	1	0
Goal 10	2	0	0
Goal 11	3	0	0
Goal 12	0	0	2
Goal 13	1	1	0
Goal 14	0	1	0
Goal 15	0	1	0
Goal 16	1	2	0
Goal 17	0	0	2
Total	27	8	2

Chapter Three: Policy and enabling environment for implementation

3.1 Introduction

The chapter discusses the policy and enabling environment for the implementation of the SDGs and Agenda 2063 within the city of Accra. It discusses the procedure for integrating the two agendas into city's development plans and budgets. Also, the integration of the dimensions of sustainable development as well as the management of the indivisibility of the SDGs are discussed.

3.2 Integration of 2030 Agenda and Agenda 2063 in AMA's plan and budget

AMA prepares its medium-term development plans (MTDP) through a participatory and inclusive process involving a wide range of stakeholders including traditional authorities, civil society organisations, private sector, persons living with disability and youth groups. The processes are guided by the planning guidelines issued by National Development Planning Commission (NDPC). The content of the plans is based on the policy objectives contained in the medium-term national development policy framework which are in turn inspired by the President's Coordinated Programme of Economic and Social Development Policies (CPESDP) which sets out the goals and aspirations for national development. The 2030 Agenda and Agenda 2063 are both reflected in the President's Coordinated Programme.

The vision underlying the current CPESDP, dubbed An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All, (2017-2024) is to create ***"an optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resource, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all"***. It aims at achieving four main goals: (i) create opportunities for all Ghanaians; (ii) safeguard the natural environment and ensure a resilient built environment; (iii) maintain a stable, united and safe society; and (iv) build a prosperous society. Both the vision and aim of the current Coordinated Programme are consistent with the 2030 Agenda and Agenda 2063.



Engagement with stakeholders on AMA medium term development plan

AMA's current development plan is based on the Medium-Term National Development Policy Framework (2018-2021) which contains policy objectives and strategies that are aligned to the SDGs targets. The development priorities were collated through a broad consultative process involving key stakeholders including Members of Parliament and vulnerable groups such as migrant head potters (*kayaye*) to ensure that "no one is left behind". Suitable programmes and projects were designed to address the development priorities taking cognizance of the SDG targets. Relevant SDGs and Agenda 2063 indicators were also included in the monitoring and evaluation framework to help track the progress of implementation and also provide evidence to support decision-making. In addition, all budget lines in the Assembly's budget were mapped to the SDG's as required by the Budget Preparation Guidelines issued by Ministry of Finance. Where necessary, the SDGs and Agenda 2063 targets and indicators were amended to suit the local context, capabilities and aspirations. The Assembly's medium-term development plan was subjected to stakeholder validation to ensure local ownership before it was presented to the General Assembly for endorsement and approval for implementation.

3.3 Integration of the dimensions of sustainability

"Sustainability" within the context of Ghana's development entails a balanced integration of four keys pillars; namely socio-cultural, economic, natural resources and institutions into policies, plans and programmes. These four pillars serve as the anchor for development planning, implementation, monitoring and evaluation at all levels.

In accordance with the Plan Preparation Guidelines issued by NDPC, AMA subjects its draft medium-term development plan to Strategic Environmental Assessment (SEA). The SEA tools² serve as useful instruments for integrating the various dimensions of sustainable development in the development planning process. The SEA process also helps in identifying synergies among programmes, as well as conflicts. In the city of Accra, some of the major environmental concerns include air and noise pollution, flooding and waste management. Socio-cultural issues of concern include gender inequality, social protection, decent employment, public health and safety, cultural heritage, and human capital development, while major economic issues include job creation, industrialisation, infrastructure, and revenue mobilization. Under the institutional pillar, the key issues of concern include effective coordination, corruption, and regulatory enforcement.

3.4 Managing the integrated and indivisible nature of the goals.

The preparation of the city medium-term development is coordinated by Metropolitan Planning Coordinating Unit (MPCU). This unit consist of the heads of all the departments and chaired by the Metropolitan Coordinating Director. During the plan preparation process, each department and programme lead makes a presentation on its planned activities to the MPCU. This provides a platform for discussing potential linkages among initiatives within and across departments, and promoting joint planning and collaboration in the implementation and monitoring of development activities. Through this process, teams are able to discuss the support they would require from other teams and solicit for assistance. As a result, development initiatives are designed taking into consideration the potential impacts of other initiatives and vice-versa, thereby maximising the co-benefits, while eliminating or reducing the trade-offs across initiatives. The participatory planning process also helps to bring out in a practical way, the contribution of the various initiatives towards the multiple SDGs, and the interlinkages among the SDGs. This process promotes integrated planning, enhance policy coherence and discourages considering the SDGs as unrelated goals.

² Examples of SEA Tools include internal consistency matrix, compound matrix and sustainability matrix.

Chapter Four: Progress on Implementation of Goals



4.1 Introduction

The current development vision of AMA is to ***“build a smart, safe, sustainable and resilient modern city”***. This seeks improve the quality of life of people living within the city through quality leadership and creation of opportunities for social and economic development, while maintaining a clean, attractive and secured environment for the benefit of residents, businesses and visitors.

The attainment of this aspiration is expected to contribute to the overall vision of the President as contained in the Coordinated Programme of Economic and Social Development Policies, 2017-2024 and the goals underlying the medium-term national development framework, 2018-2021, namely:

- i. Creating opportunities for all Ghanaians;
- ii. Safeguarding the natural environment and ensuring a resilient built environment;
- iii. Maintaining a stable, united and safe country; and
- iv. Building a prosperous nation

The achievement of the development aspiration of the city is driven by the implementation of an effective city resilient strategy with a focus on three priority pillars, namely:

- i. Pursuing Integrated Approach to Infrastructure Planning and Service Provision;
- ii. Optimising New and Existing Resources with Accountability and Transparency; and
- iii. Embracing Informality’s Contributions to Resilience Building

The city’s medium-term development plan and the consequential resilient strategy is carefully designed to ensure that the goals and priority pillars are effectively aligned to the Sustainable Development Goals and the African Union Agenda 2063. The implementation of programmes and projects outlined in the city’s medium-term development plan and the resilient strategy will ultimately lead to the attainments of the SDGs and Agenda 2063. Figure 4.1 shows diagrammatic representation of how the goals and priority pillars of the city’s medium-term development plan and the city resilient strategy are aligned to the SDGs and Agenda 2063.

Figure 4.1: Alignment of City Development Plan and Resilience Strategy with SDGs



4.2 Progress of Implementation



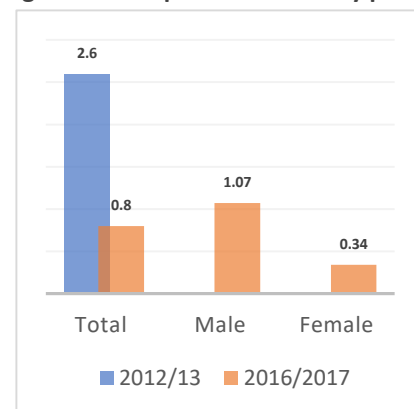
SDG 1: End poverty in all its forms everywhere

A63 Goal 1: A high standard of living, quality of life and well-being for all citizens

1.2.1 Proportion of population living below the national poverty line, by sex and age

The proportion of poor people living within Accra metropolis has declined over the years, falling from 10.6 percent in 2006 to 2.6 percent in 2013 and further by more than half to 0.8 percent in 2017. In 2017, more males were poor (1.07 percent) than females (0.34 percent) within the metropolis (Figure 4.2), a similar situation observed at the national level. In addition, estimates based on the international thresholds of USD 1.90 per day indicates that poverty has been eradicated in Accra.

Figure 4.2: Proportion of the city poor



Source: GSS, 2016/2017

The metropolis is currently implementing its medium-term development plan (2018-2021) with a central objective to reduce poverty and improve the social wellbeing of its residents. As part of measures to eradicate poverty, local economic development strategy was introduced in the metropolis to achieve sustainable economic growth and development through partnership between Local Government, local business and other actors. The Assembly in collaboration with central Government is implementing a number of pro-poor programmes and projects

such as: Livelihood Empowerment Against Poverty (LEAP), National Youth Employment Programme, School Feeding Programme, Capitation Grant, and Free Exercise Books among others.

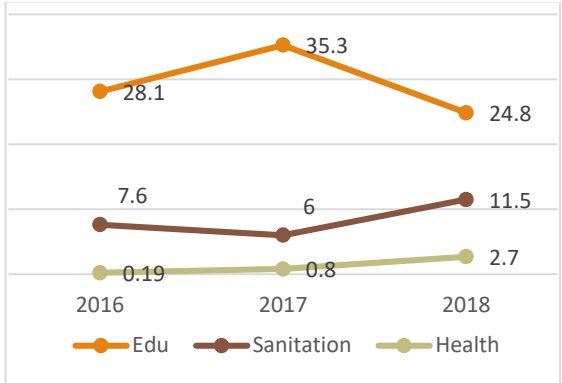
Recognising the importance of health insurance as a safety net for informal economy workers and the urban poor, and as a crucial mechanism for strengthening their resilience, the AMA will assist informal workers to access NHIS coverage. The AMA will lead negotiations with the NHIS for 1) lower premiums, in order to ensure affordability of the health insurance scheme, and 2) the introduction of instalment options, to make it flexible for informal economy workers to pay.

1.a.2 Proportion of total government spending on essential services (education, health, water and sanitation)

Consistent with the metropolis’ policy objective to improve quality of life and reduce poverty, it increased its expenditures to provide for essential services including education, sanitation and health. The Assembly increased its education expenditure significantly from 28.1 percent in 2016 to 35.3 percent in 2017 but however declined to 24.8 percent in 2018. Most of the education expenditure went into improving and expanding education infrastructure and provision of logistical materials for the metropolis.

Sanitation expenditure as percentage of total revenue increased from 7.6 percent in 2016 to 11.5 percent in 2018 to address the deficit in improved sanitation facilities as well as the management of liquid and solid waste in the Assembly. Compared to education and sanitation, the percentage of expenditure for health was the lowest. The health expenditure targeted public health education on food, drugs, communicable diseases and reduction of malaria incidence among others.

Figure 4.3: Proportion of expenditure on Education, Sanitation and Health, 2016-2018(%)



Source: Metro Finance Department, 2018



SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

A63 Goal 3: Healthy and well-nourished citizens

Indicator 2.2.1: Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age

The Metropolitan Directorate of Education is implementing Ghana School Feeding Programme within the metropolis, as part of central government’s measures to boost attendance and retention in public basic and primary schools. Through the programme, children in public primary schools and kindergartens are provided with one hot adequately nutritious meal, prepared from locally grown foodstuffs, on every school going day. The programme helps to reduce short term hunger and malnutrition amongst kindergarten and primary school children.

The number of beneficiary children increased from 859 in 2017 to 8,336 in 2018 within the metropolis. To build capacity and to also improve service delivery, the School Feeding Implementation Committee interacts with caterers regularly to build on build on successes and address.. Periodic monitoring is conducted to ensure improvements in the programme delivery with regard to quality and quantity, as well as the timing of serving food.



Indicator 2.2.2: Prevalence of malnutrition (weight for height $>+2$ or <-2 standard deviation from the median of the WHO Child Growth Standards) among children under 5 years of age, by type (wasting and overweight)

Access to minimum nutritional requirement by households has improved significantly. The percentage of households able to meet minimum nutritional requirements throughout the year increased from 90 percent in 2017 to 100 percent in 2018. Food security and safety is one of the priority areas for the Accra Metropolitan Assembly. The Department of Agriculture provides training and extension services to farmers to promote good practices and improve agricultural productivity, thereby improving food security.

The department carried out training under Women In Agriculture Development (WIAD) and Market Extension programmes with focus on soya utilization and processing, meat and vegetable handling, farmer fields affected by disasters such as flooding are provided with training on practices such as selection of suitable and appropriated varieties of vegetables, creation of farrows between crop beds to control flood water that will help reduce the negative effects of the floods, home farming and planning for food and jobs.



SDG 3: Ensure healthy lives and promote well-being for all at all ages

A63 Goal 3: Healthy and well-nourished citizens

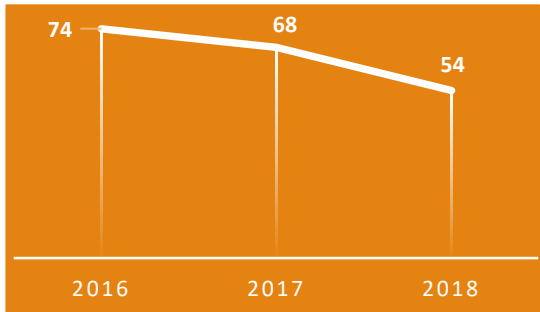
Indicator 3.1.1: Maternal mortality ratio (MMR)

The Government and the local authorities have prioritised the provision of reproductive health services to all women of childbearing age as one of many strategies to reduce the high maternal deaths in the country.

Deaths related to pregnancies and childbirths recorded in health facilities have been on a general decline from 74 deaths in 2016 to 58 in 2018. For every 100,000 live births, 328 and 221 deaths were recorded in 2017 and 2018 respectively.

The improvement in the maternal deaths is partly due to efforts at improving access to maternal healthcare in the Metropolis. In order to achieve the assembly’s target of zero maternal mortality, it continues to increase access to maternal healthcare through awareness creations

Figure 4.4: Number of maternal deaths in AMA, 2016-2018



Source: Metro Public Health Department, 2018

campaigns to widen the National Health Insurance Coverage (NHIS) and expansion of health facilities to care for maternal needs of women.



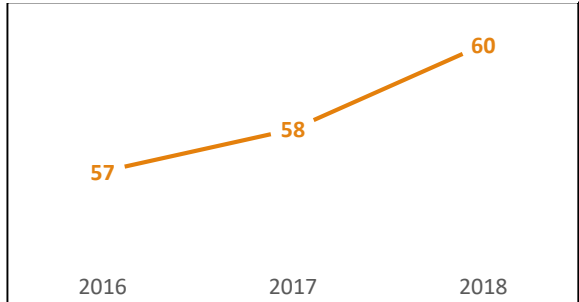
Inauguration of renovated Ussher Polyclinic and James Town Maternity Theatre by the First Lady Rebecca Akufo-Addo

Indicator 3.1.2: Proportion of births attended by skilled health personnel

Percentage of skilled birth deliveries continued to increase from 57 percent in 2016 to 60 percent in 2018, in addition to improved antenatal coverage. These have created the necessary environment for positive maternal and child health outcomes.

Interventions such as continual sensitisation to create awareness on reproductive health conditions are also being sustained in the metropolis. In addition, the metropolis is implementing a targeted intervention to improve reproductive health through a community vigilance programme where maternal nurses visit communities to educate women on reproductive health as well as render medical services to pregnant women.

Figure 4.5: Proportion of birth attended by skilled health personnel, 2016-2018(%)

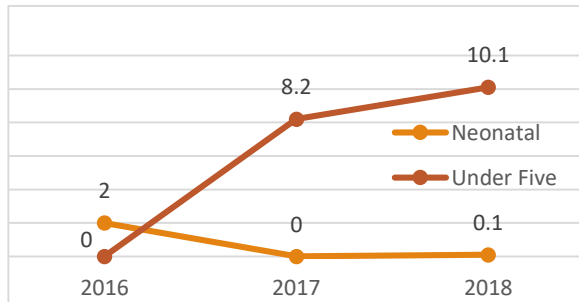


Source: Metropolitan Public Health Department, 2018

Indicator 3.2.1: Under-five mortality rate

There has been an increase in under-five mortality though the probability of a child dying within the first month of life in the metropolis continue to decline. According to the GDHS 2017, under-five mortality at the national level increased from 8.2 per 1000 live births in 2017 to 10.1 per 1000 live births in 2018.

Figure 4.6: Neonatal and Under-Five mortality rates, 2016-2018(%)

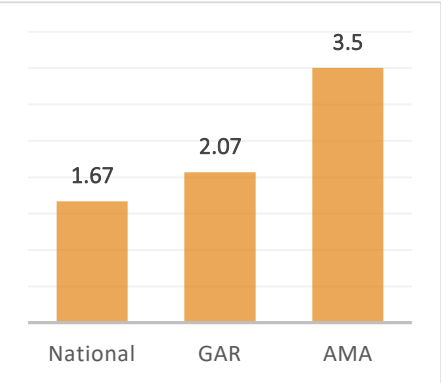


Source: Metro Department of Health

As part of the medium-term objective for the metropolis, it has set out to bridge access to and improve health care by expanding and modernising existing health facilities and system for the city by establishing a polyclinic in each Sub-Metro, setting-up more specialised hospitals, and introducing telemedicine in line with best modern standards and practice.

Indicator 3.3.1: Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations

Figure 4.7: HIV prevalence, 2017(%)



Source: 2017 HIV Sentinel Survey and Estimate Report

The Accra Metropolitan Assembly is among the high HIV/AIDS prevalence areas within the country. It recorded the highest prevalence rate of 2.35 percent in 2017 compared to the national and regional rates of 1.67 percent and 2.07 percent respectively (Figure 4.7).

Youth and adults living with HIV/AIDS stood at 33,117 in 2017 with new infections of 1,823. Children living with HIV/AIDS stood at 2,919 with annual death of 300 compared to deaths among youths and adults (1,487). New infections are highest among those 15 years and above with females being the most affected (Figure 4.8).

As part of the initiative to reduce new infections and manage the disease, the metropolis organized a number of education and interaction programmes. A total of 1,845 candidates (comprising 824 from public schools and 1,021 from private schools) benefited from HIV/AIDS education interaction programme

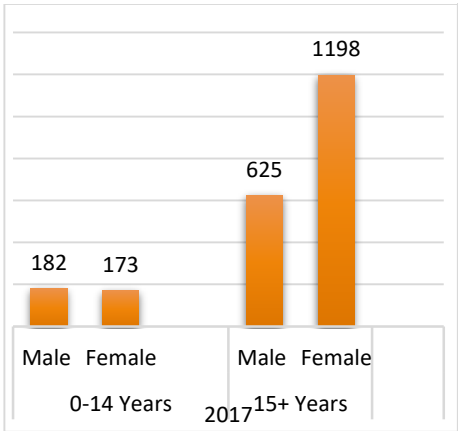
The metropolis embarks on regular screening of community members and sensitization and counselling of persons living with HIV/AIDS. In 2016, Ghana adopted the “Treat-All” policy which makes every people Living with HIV (PLHIV) eligible for treatment and this is expected to increase the number of PLHIV on Antiretroviral Therapy (ART).

The metropolis in collaboration with Ministry of Health and Ghana Aids Commission are implementing strategies towards the prevention of Mother-to-Child Transmission of HIV. The metropolis is collaborating with central government to implement interventions aimed at achieving the 90-90-90 strategy adopted in 2017. The objective of the strategy is to ensure that by 2020 all 90 percent of PLHIV will know their status, 90 percent of all people with diagnosed HIV infection will receive sustained ART and 90 percent of all receiving ART will have viral suppression.

Indicator 3.2.2 Neonatal mortality rate

The number of children dying within 28 days of births in the metropolis, unlike under five mortality, declined from 2 deaths per 1000 live births in 2016 to nearly no deaths per 1000 live births in 2018 (Figure 4.6).

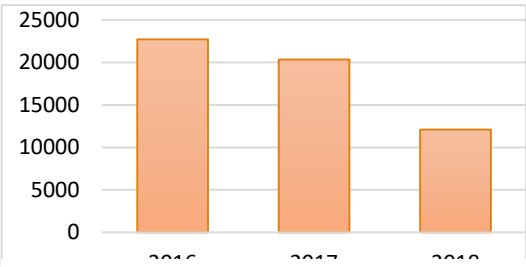
Figure 4.8: New HIV infections, 2017



Source: 2017 HIV Sentinel Survey and Estimate Report

Indicator 3.3.3: Malaria incidence per 1,000 population

Figure 4.9: Malaria OPD cases, 2016-2018



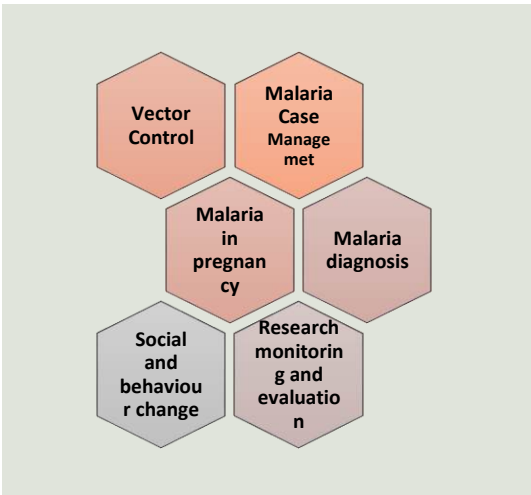
Source: Metro Health Department

Malaria is the number one disease in the metropolis accounting for about 92.5 percent of all the out-patient department (OPD) cases. Malaria out-patient department (OPD) cases reduced from 22,702 in 2016 to 12,097 in 2018, indicating reduction of about 47 percent..

The metropolis implemented interventions such as increasing awareness creation on the use of insecticide treated nets, increasing access to

health facilities and improving sanitation. The Metro Public Health Unit of the city in collaboration with private environmental service providers, carry out regular fumigation exercises at various sub-metropolitan areas.

The city is liaising with Malaria Control Programme to manage malaria cases through universal diagnosis of all suspected malaria cases and adhering to treatment protocol, improving uptake of Sulfadoxine-Pyrimethamine (SP) for prevention of malaria in pregnancy, advocating funds internally to support the fight against malaria, and ensuring access of quality malaria product.



Other Strategies towards addressing malaria cases



SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

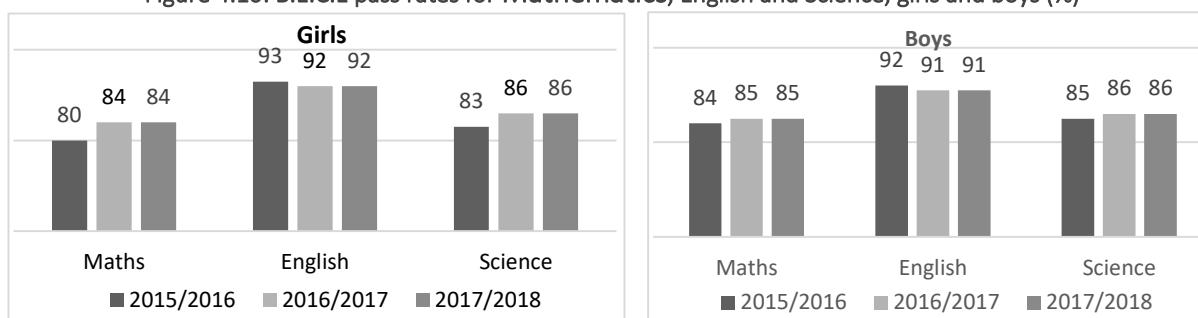
A63 Goal 2: Well educated citizens and skills revolution underpinned by science, technology and innovation

A63 Goal 18: Engaged and empowered youth and children

Indicator 4.1.1: Proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex.

Basic Education Certificate Education (B.E.C.E) pass rates in Mathematics and English, a measure of proficiency at basic school level, shows similar trends between boys and girls. Performance in both Mathematics and science has improved overtime, while English has declined from 2015/2016 academic year but stagnated between 2017 and 2018.

Figure 4.10: B.E.C.E pass rates for Mathematics, English and Science, girls and boys (%)



Source: EMIS Database of Ministry of Education, 2018

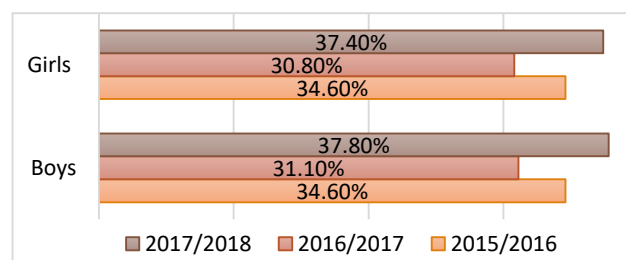
The Metropolitan Directorate of Education, in collaboration with key stakeholders, regularly implements interventions to improve quality education, these include: activity-based training for Mathematics and English teachers (P1-JHS3) to improve teaching and learning of Mathematics; subject interaction sessions for BECE candidates; capacity building for school circuit supervisors to effectively supervise teaching and learning; and conduct of weekly test and assignment for final year pupils (JHS 3). In collaboration with the Ghana Library Authority, the metropolis organises reading competition for pupils in KG to JHS as part of the celebration of international children book day.

Indicator 4.2.2: Participation rate in organised learning (one year before the official primary entry age), by sex

About a third of children in the metropolis are exposed to organized learning activities before commencing primary education. Almost the same proportion of boys and girls are within this category since 2015 (Figure 4.11).

To improve this situation, the metropolis adopted a policy of including KG block to all new construction of school buildings; and instituted a welcoming ceremony and interaction sessions with children who are attending school for the first time by the city Mayor and other key Officials.

Figure 4.11: Proportion of children exposed to education before e primary education



Source: EMIS Database of Ministry of Education, 2018



Mayor at my first day at school ceremony, visiting pupils in Kindergarten 1

Indicator 4.5.1: Parity indices (female/male, rural/urban, bottom/top wealth quintile and others such as disability status, indigenous peoples and conflict-affected, as data become available) for all education indicators on this list that can be disaggregated

Gender Parity

Table 4.1: Gender parity ratio

Year	KG	Primary	JHS
2015/2016	1.0	1.1	1.1
2016/2017	1.0	0.8	1.1
2017/2018	1.0	1.1	1.1

Source: EMIS Database of Ministry of Education, 2018

The metropolis recorded equal representation of boys and girls in basic education between 2015 to 2018 (Table 4.1).

This performance has been partly due to: various sensitisation programmes on girl's education; specific guidance and counselling programmes to curb absenteeism, teenage pregnancy and dropout among girls.

School Enrolment rates

School enrolments improved within the metropolis from 2015 to 2018 at all levels of basic education. General enrolment levels increased with higher level of basic education with KG recording the lowest enrolments for all years (Table 4.2).

Table 4.2: Enrolment Rates

	KG GER	KG NER	Prim GER	Prim NER	JHS GER	JHS NER
2015/2016	32%	21%	55%	45%	62%	38%
2016/2017	31%	21%	55%	43%	59%	34%
2017/2018	38%	27%	60%	49%	64%	39%

Source: Education Management Information System, Ministry of Education 2018

Over the period, the metropolis has embarked on various renovation projects on existing school facilities and constructed new school buildings. It has also undertaken regular inspection of school facilities to ensure safe space for teaching and learning. The metropolis continues to implement its Millennium City Schools Project to expand and modernize school infrastructure and ultimately eliminate the shift system.



A redeveloped public school into a modern school block by the metropolis

Insert: An old school block

School Completion rates

Table 4.3: School completion rates

	Primary	JHS
2015/2016	56%	57%
2016/2017	56%	56%
2017/2018	64%	61%

Source: EMIS Database of Ministry of Education, 2018

More than half of children within the metropolis completed primary and JHS education between 2015 and 2018.

The metropolis continues to prioritise Circuit School Performance Appraisal as a means of reviewing school performance, as well as obtain recommendations for improving teaching and learning outcomes.

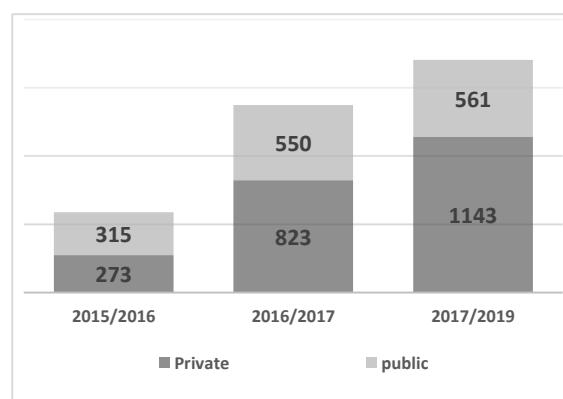
Indicator 4.a.1: Proportion of schools with access to: (a) electricity; (b) the Internet for pedagogical purposes; (c) computers for pedagogical purposes; (d) adapted infrastructure and materials for students with disabilities; (e) basic drinking water; (f) single-sex basic sanitation facilities; and (g) basic handwashing facilities (as per the WASH indicator definitions)

Total number of schools within the metropolis increased by 190 percent between 2015 to 2018 with private schools constituting a majority of all schools within the period (Figure 4.12).

However, more schools have been built without making provision for access to basic facilities. Proportion of schools with access to electricity declined from 88 percent in 2016 to 69 percent in 2018, basic water declined from 84 percent to 69 percent, toilet facilities from 81 percent to 30 percent and urinal facilities, 74 percent to 30 percent.

The metropolis is intensifying efforts to provide amenities to schools as part of its strategy within the clean Accra Campaign and Greening and Beautification of Accra Project. In addition, the metropolis strengthening its inspection capacity to ensure that schools, including private ones, are equipped with the relevant basic facilities.

Figure 4.12: Number of Schools



Source: EMIS Database of Ministry of Education, 2018



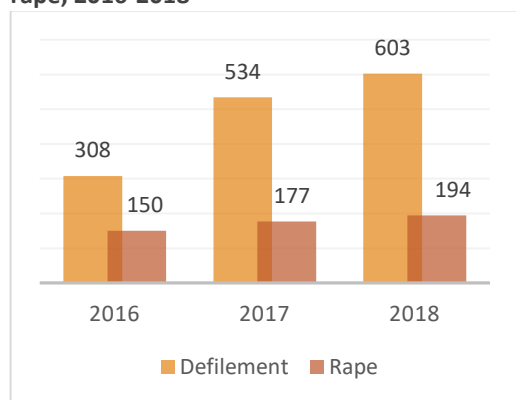
SDG 5: Achieve gender equality and empower all women and girls

A63 Goal 18: Engaged and empowered youth and children.

Indicator 5.2.2: Proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months, by age and place of occurrence

Comprehensive data on proportion of women and girls aged 15 years and older subjected to sexual violence by persons other than an intimate partner in the previous 12 months is currently not available for Accra metropolis. However, available data from Ghana Police Service on rape and defilement in the metropolis shows an increasing trend for both forms of sexual violence. Defilement recorded the highest form of sexual violence, almost doubling the 2016 level in 2018, while rape increased by 29 percent over the same period (Figure 4.14)

Figure 4.13: Reported cases of defilement and rape, 2016-2018



Source: Ghana Police Service, 2018

To curtail the incidence of sexual violence, the metropolis is pursuing a number of interventions including providing shelter for head porters popularly known as “Kayayei” to prevent them from exposure to sexual attacks.

Other interventions include: improved security surveillance especially in market places in the night; providing counselling and social services to affected victims; embarking on regular educational campaigns on protecting oneself and reporting incidence of sexual violence; collaborating with national institutions such as DOVSSU, Ministry of Gender, Children and Social Protection to enforce national laws relating to the prevention of sexual violence.

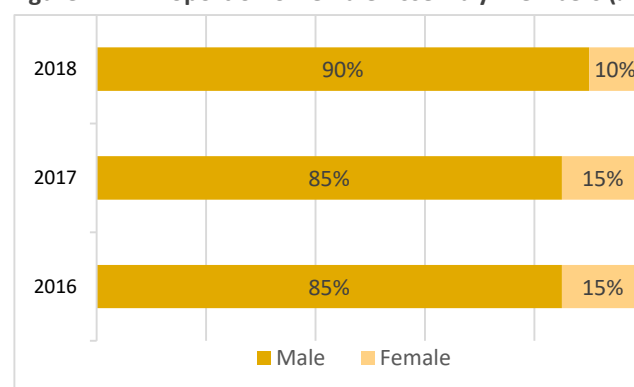
Indicator 5.5.1L: Proportion of (a) Assembly Members who are women (b) Committees chaired by women

With women constituting over 50 percent of the population of Accra metropolis, creating space for effective participation in political governance and decision making is essential for accelerated growth and development. Currently 10 percent of Assembly Members are women, compared with 15 percent in 2016 and 2017 (Figure 4.14). This falls short of the national target of a least 40 percent. Out of the seventeen (17) women, only seven of them were elected with the remaining 10 being government appointees (Figure 4.15).

The metropolis in the effort to contribute to achieving the national target are implementing a number of programmes to create conditions for women to participate in political governance and decision-making process.

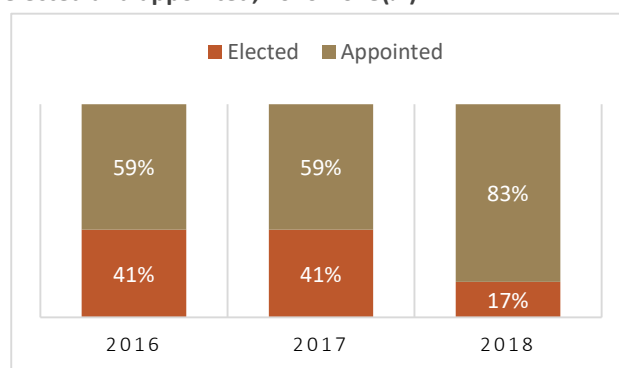
Ongoing efforts include capacity building workshops for aspiring women candidates, and collaborating with national institutions including local government institute and Ministry of Gender, Children and Social Protection to implement women’s empowerment programmes such as enforcement of fair pay, equitable conditions of service, and promotion in the formal and informal sectors.

Figure 4.14: Proportion of female Assembly Members (%)



Source: Metro Planning Department, 2018

Figure 4.15: Proportion of Assembly women elected and appointed, 2016-2018(%)



Source: Metro Planning Department, 2018

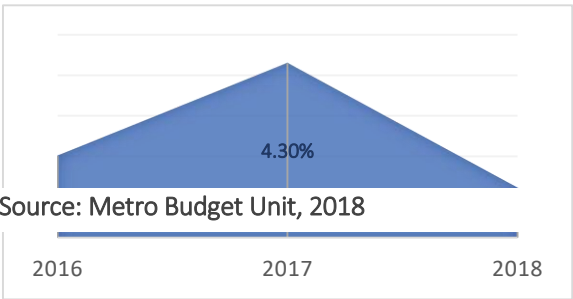
Indicator 5.c.1L: Proportion of AMA budget allocations for gender equality and women's empowerment programmes (AMA Gender budget)

The proportion of the metropolis annual budget allocated to gender programmes is an indication of the city’s commitment to women's empowerment and equality. Available data indicate on average, 2.5 percent of the

metropolis annual budget has been allocated to gender programmes during the period 2016 to 2018. Although the share remains low, it is higher than the national target of at least one percent.

As part of the city’s commitment to empower women, a number of activities have been organised for women groups. These include: financial management training in collaboration with selected financial institutions for selected market women and traders; sensitisation of traders on the Payment of business operating permits and other bye-laws; and education of markets women and traders on governmental policies, directives and sustainable development especially of the Assembly.

Figure 4.16:Share of AMA budget allocated to gender empowerment programmes, 2016-2018(%)

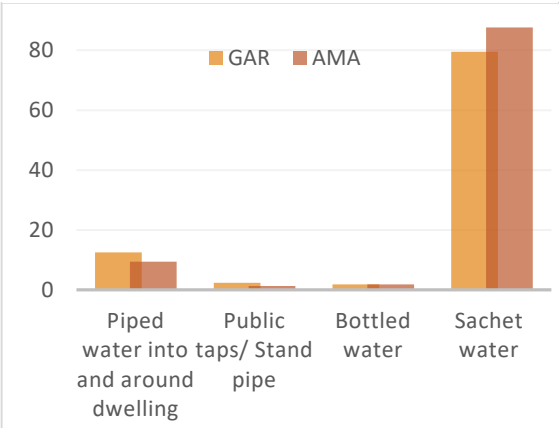


SDG 6: Ensure availability and sustainable management of water and sanitation for all

A63 Goal 6: Blue/ocean economy for accelerated economic growth

Indicator 6.1.1: Proportion of population using safely managed drinking water services

Figure 4.17: Access to safely managed water, 2017(%)



Source: GSS 2016/2017

Accra Metropolitan Assembly has since 2016 achieved universal access to safely managed drinking water for its population. The major sources of drinking water for the metropolis are pipe water and sachet water (Figure 4.16). Consumption of drinking water packed in plastics sachet has soared in the city for more than a decade now. It is one of private sector driven water services to address household water security in the metropolis.

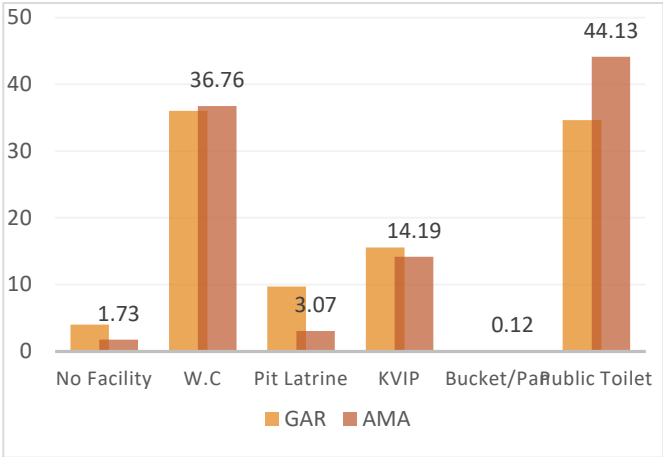
Pipe water within and around dwelling is the second important drinking water source in the city. Few people (2%) travel more than 30 minutes to access potable water for use. The implementation of the World Bank supported Sanitation and Water Project within the metropolis is expected to improve access to safely managed water services.

Indicator 6.2.1: Proportion of population using (a) safely managed sanitation services and (b) a hand-washing facility with soap and water including a hand-washing facility with soap and water

Data from the multi indicator cluster survey (MICS) shows that only 25 percent of the population in urban areas in the country use improved, unshared toilet facilities in 2017, while 11 percent do not have access to any sanitation facility. The rise in urbanization in Accra is associated with increasing sanitation challenge.

According to the GLSS 7, more than 50 percent of AMA population have access to improved toilets facilities. Forty-four percent however share toilet facilities leaving nearly one in every 100 persons to rely on open defecation (Figure 4.19).

Figure 4.18: Access to toilet facilities, 2017(%)



Source: GSS 2016/2017

As part of the measures to improve sanitation, the city is implementing the GAMA-SWP – a project funded by the World Bank. So far households with no toilets have had their toilets built at a reduced price. In addition, a number of schools and about 250 household in deprived suburbs of Accra have also benefited from the construction of toilet facilities at no cost. The metropolis is also collaborating with the Ministry of Sanitation and Water Resources (MSWR) Integrated Urban Environmental Sanitation Strategy and Master Plan.

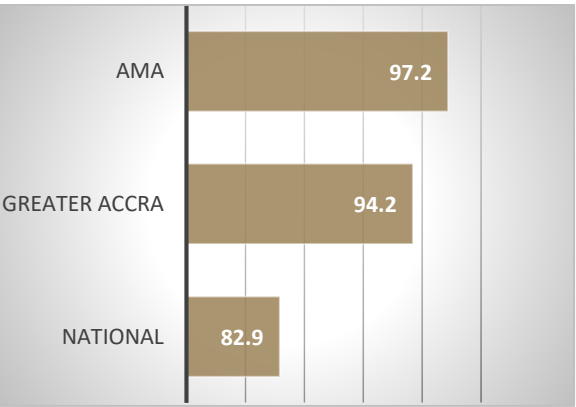


SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all

A63 Goal 6: Blue/ocean economy for accelerated economic growth

Indicator 7.1.1: Proportion of population with access to electricity

Figure 4.19: Access to electricity by population (%)



Source: GSS, 2016/2017

Almost all residents (97.2%) within the metropolis have access to electricity, with the main source being the national grid followed by rechargeable battery. The metropolis consumes approximately 10 percent of the total megawatts generated in the country.

Working with the Access Project being implemented by the Millennium Development Authority, the metropolis is addressing constraints in access to electricity affecting micro, small, and medium enterprises. In the long term, Accra’s strategy will entail exploring and increasing renewable energy generation and improving energy efficiency.

The metropolis is collaborating with the Millennium Development Authority (MiDA) and other assemblies on a comprehensive Energy Efficiency and Demand Side Management (EEDSM) project, aimed at ensuring energy efficiency and sustainable power consumption.

MiDA, as part of the project, will replace an estimated 18,000 streetlights across some parts of the metropolis with LED bulbs, and engage in an energy efficiency survey targeting 1,000 households across the country. Under the Electoral area project of the Assembly, new streetlighting system are provided and old ones are maintained.

View of Assembly Street lighting project



Indicator 7.1.2: Proportion of population with primary reliance on clean fuels and technology

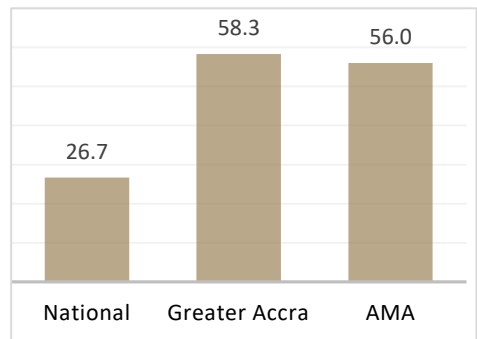
More than half of people residing in the metropolis in 2017 relied on LPG and electricity as main sources of fuel for cooking. This is almost equal to the proportion of Greater Accra Region but above the national level of 26.7 percent (Figure 4.18).

Key constraints to the use of LPG include perceived risk of using LPG in homes; high cost of LPG cookers; and high discrete costs associated with LPG as compared to charcoal (even though charcoal is more expensive on an energy basis).

Ridge Hospital within the Metropolis powered by solar



Figure 4.20: Population relying on clean fuels for cooking, 2017(%)

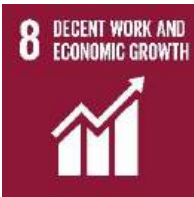


Source: GSS, 2016/2017

In July 2017, the Accra Spatial Planning Committee initiated an incentive programme which offers a 10 percent reduction in the building permit fee if an application incorporated a 20kW roof mounted solar PV system in the design.

The metropolis is working with Energy Commission to develop clear guidelines for the administration of incentives for building permit applications with renewable energy systems.

Under EEDSM project with MiDA, energy auditors are expected to be trained to help public institutions to conserve energy with retrofit work in six public buildings.



SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

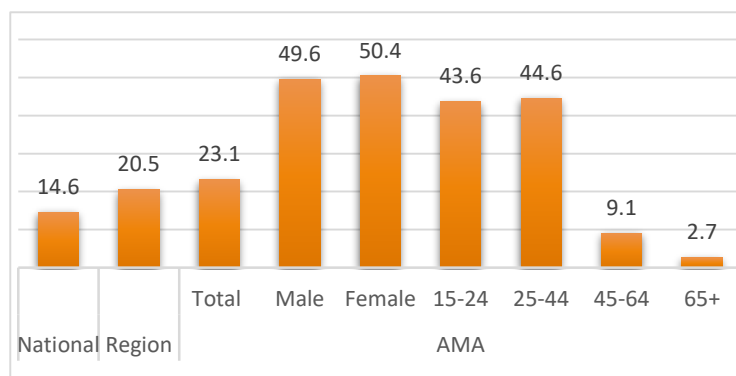
A63 Goal 1: A high standard of living, quality of life and well-being for all citizens

Indicator 8.5.2: Unemployment rate, by sex, age and persons with disabilities

About a quarter of persons aged 15 years and older within the metropolis were unemployed in 2017, a rate higher than the national and regional levels of 14.6 percent and 20.5 percent respectively (Figure 4.19). More female than males were unemployed and the condition was predominant among 25-44 age group, followed by the youth.

The metropolis through a micro finance system component of Participatory Slum Upgrading and Prevention Project (PSUP) has been supporting SMEs with loan facility at cheaper interest rate to enable them to increase productivity and employ more people.

Figure 4.21: Unemployment rate by sex and age, 2017 (%)



Source: GSS, 2016/2017

In addition, AMA is collaborating with the central government to implement its flagship programmes, including: Planting for Food and Jobs; Rearing for Food and Jobs; Nations Builders Corps (NABCO), One district, one factory; and Digital Marketing Entrepreneurial Programme.



SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

A63 Goal 4: Transformed economies

9.1.1 L: Road condition mix or length of urban roads constructed

Total road network within the metropolis is about 785 km. This is made up 589 km of paved roads and 196 km unpaved roads. The 589 km paved road is made up 235 km asphalted roads and 354 km surface dressed roads while 196 km unpaved roads are made up of 29km graveled roads and 169 km earth roads. In addition, total length of roads repaired and maintained amounted to 343km and 340km in 2017 and 2018 respectively. Improving the road condition mix is one of the priority areas of work for the assembly during the 2018-2021 plan period.

To improve road condition and traffic management, the city seeks to gather data on household travel patterns, demographics and location, freight transport, and travel demand load to better inform investments and policy. As part of this programme, AMA aims to better understand road traffic, transport infrastructure, and urban public transport through collecting data on road infrastructure, including road network total length, road density and road quality.

In addition to improving the road condition, the metropolis is also focused on reducing the exposure to traffic risks by improving pedestrian spaces and reducing fatalities in Accra. This is being done through:

- collaborating with partner agencies to redesign high fatality intersections to acknowledge the needs of multiple users and multiple functions;
- building on Accra's Pedestrian Safety Action Plan where critical intersections within the city with high fatalities have been identified; and
- testing on a pilot basis the alternative corridor and intersection designs and interventions identified at the 'CoLab' on Safe and Inclusive Streets, hosted by 100 Resilient Cities and academic partners.



Improved design of Kwame Nkrumah Interchange to protect pedestrian



SDG 10: Reduce inequality within and among countries

A63 Goal 20: Africa takes full responsibility for financing her development Goal

10.1.1 Growth rates of household expenditure or income per capita among the bottom 40 percent of the population and the total population

Data is not available to estimate growth rates of household income among the bottom 40 percent of the population. However, data from GLSS 7 on per capita income of bottom 40 of the population shows great inequality among income groups within the city. Per capita income of the city is estimated at GHC 1,317 in 2017, and is below both the national and regional levels (Table 4.4). The income of the bottom 40 percent constitutes only a quarter of the income of all income groups and about a tenth of the income of highest income group.

Table 4.4: Income status of 40 percent of population

	National	Regional	AMA
Bottom 40 percent of population:			
Per capita income (GHC)	2,616.21	1,476.70	1,317.39
Share of all quintile per capita (%)	22	7	24
Income Share of 5 th quintile income per capita (%)	10.9	5.3	8.9

Source: GSS, 2016/2017

The metropolis is faced with the problem of inequality despite being one of the country's most populous city for financial and business services. This level of inequality is manifested in the development of informal and squatter settlements with poor access to basic services.

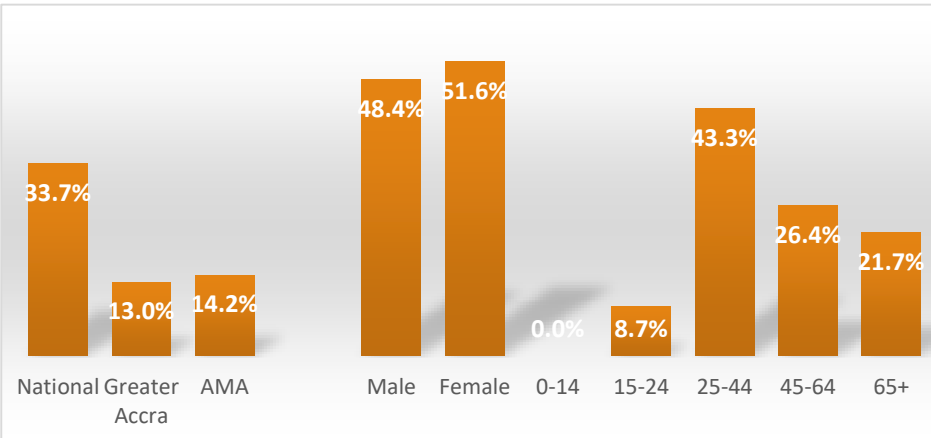


Inequalities as seen in two settlements in Accra; Villagio [L] and James Town [R]

10.2.1 Proportion of people living below 50 percent of median income, by sex, age and persons with disabilities

One out of every 7 residents in the metropolis lived below half of the city’s median income estimated at GHC 8,400 in 2017 (Figure 4.20). This indicates a relatively higher level of Inequality in the metropolis compared to Greater Accra Region. The largest proportion of residents in this category are those between the ages of 25-

Figure 4.22: Population living below half of median income, 2017(%)



Source: GSS, 2016/2017

the metropolis is improving the targeting mechanism in the implementation of pro-poor programmes. Priority programmes being implemented in collaboration with the central government includes: Poverty Eradication Programme (IPEP); creation of development authorities including Coastal Development Authority (CODA); and establishment of Inner City and Zongo Development Fund.

44. Also, there are more females than males in this category.

The Metropolitan Assembly through its Economic Development Programme is promoting self-reliance amongst the youth, enhancement of business, job and wealth creation and diversification by overseeing the refurbishment and modernization of infrastructure including markets and exhibition centres.

To address the situation, the



SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable

A63 Goal 1: A high standard of living, quality of life and well-being for all citizens.

11.1.1 Proportion of urban population living in slums, informal settlements or inadequate housing

Data is not available on population living in slums within the metropolis. However, currently, there are about 29 squatter and slum communities in the city. This situation is partly due to increasing rural-urban migration stemming from the comparative advantages of the metropolis. In addition to this challenge, there are also a growing number of unauthorized structures throughout the metropolis.

Intensive development control measures have been instituted by the City Authority to consolidate on-going reforms in conversion of residential properties into mixed commercial uses. The Assembly is undertaking redevelopment of isolated run-down buildings into mixed commercial and residential properties to motivate general upgrading of residential houses. Other interventions are:

- partnership with the new Greater Accra Clean, Resilient and Inclusive Development (GARID) Project to upgrade four selected informal settlements
- collaborate with People’s Dialogue and their partners — GHAFUP, Slum Dwellers International, UN-Habitat, the World Bank and its partners — to support the upgrading exercise of providing basic infrastructural services for the residents of informal settlements;

- support the implementation of the upgrading programmes through capacity building and learning to the relevant MMDAs.

11.6.1 Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities

The metropolis collects about 70 percent (1,665 tonnes) of the solid waste generated daily (2,385 tonnes). The rest of the waste is taken care by informal waste collectors and through communal systems. Currently the Assembly has no engineered landfill sites for the disposal of waste and depends on disposal facilities in nearby towns.

A number of ongoing education and behaviour change efforts are in place to encourage and create avenues for Accra's residents to engage in waste diversion through recycling and reuse, in order to manage the challenge of limited landfill capacity.

These include waste segregation in schools. Over 300 Waste bins have been distributed to 18 senior high schools in Accra and 260 color coded waste bins distributed to basic schools in the metropolis.

The metropolis as part of its resilient strategy is developing micro transfer stations and a minimum of two larger transfer stations at strategic locations accessible to all waste collectors serving the Accra Metropolitan Area.

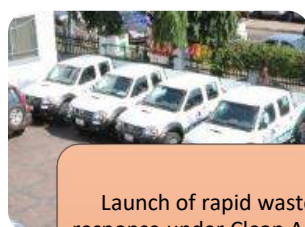
The metropolis is also pursuing its Clean Accra and Beautification Project towards the course of making Accra a liveable city through greening and beautification of open spaces. The project which adopts the principle of waste reduction, reuse and recycling, also kicks against insanitary conditions in the city to improve on waste management.



Waste segregation presented to a basic school in the metropolis



Integrating informal waste collectors into business model of formal waste companies assigned to sub-metro areas to increase waste collection rates.



Launch of rapid waste response under Clean Accra Project to address emergency illegal waste dumping



Whatsapp platform available for citizens to report waste related offences eg. illegal dumping, open burning

11.6.2 Annual mean levels of fine particulate matter (e.g. PM_{2.5} and PM₁₀) in cities (population weighted). The main factors of air pollution such as vehicular emissions, biomass burning, electronic waste, and construction, can all be found in Accra.

In 2016, an estimated 28,210 Ghanaians died of various diseases as a result of exposure to air pollution. In Accra, average annual air pollution levels have been estimated to be about five times the WHO guidelines average for the most health-damaging fine particles of PM_{2.5}.

Interventions targeted at improving air quality and health within the metropolis include: sensitization of community members on the negative health impacts of air pollution and the link to illegal dumping, open burning; educating low income homes using solid fuels for cooking or heating on adverse health outcomes and encouraging the use of clean cook stoves; planting of trees and reviving neglected open spaces as part of “adopt a space campaign”; and launch of Accra Beautification and Greening Projects” to restore 26 selected open spaces within the metropolis.



The Mayor planting tree as measures to ensure greening of Accra to curb pollution of the city

Accra has signed on to the BreatheLife Campaign led by the WHO, UN Environment and Climate and Clean Air Coalition joining a network of Cities working to save our world from air pollution.

Through this programme the City is benefiting from support to increase monitoring and educate residents about the harms of air pollution, design and implement solutions, as well as share and learn best practices from other network Cities.

Planned Interventions as part of Accra’s commitment to the campaign include:

-  A WHO and CCAC-supported Urban Health Initiative
-  A new Ghana EPA Air Quality Management Plan that will tighten national air quality standards and vehicle emissions requirements.
-  outreach in some of the city’s worst hit communities to reduce waste burning and promote green space development
-  training policymakers in health-based tools and analysis for sustainable development of transport, waste and household energy systems

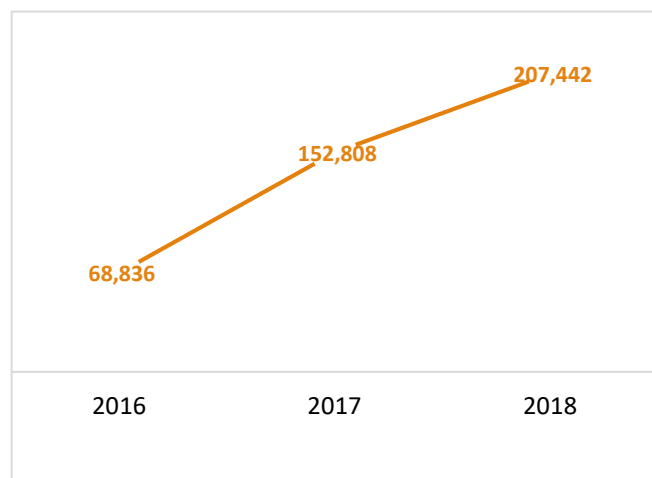


SDG 12: Ensure sustainable consumption and production patterns

A63 Goal 7: Environmentally sustainable and climate resilient economies and communities

12.3.1 P: Proportion of AMA budgetary resources allocated to activities aimed at increasing agriculture production (i.e. vegetable production, livestock production and fisheries development), and reducing food waste at the retail and consumer levels, as well as food losses along production and supply chains (including development of farmers markets)

Figure 4.23: Total expenditure on agriculture, 2016-2018 (GHC)



Source: Metropolitan Department of Agriculture

As part of the metropolis contribution to implementing the central government flagship programme of planting for food and jobs, resource allocation for sustainable agriculture production continue to increase. Total expenditure on agriculture has increase from GH¢ 68,836 in 2016 to GH¢ 207,442 in 2018, representing 200 percent improvement.

The key intervention being pursued by the metropolis is Modernization of Agriculture in Ghana programme, which has a focus on research and alternative methods of extension delivery, to increase productivity through intensive farming. The programme uses a robust and diverse extension delivery system to facilitate the dissemination of technologies to farm households, farmer-based organizations, out-growers of nucleus farms and others.

12.5.1 National recycling rate, tonnes of material recycled

Currently, plastics constitute about 10 percent of the waste generated in the metropolis, with organics and metals making up about 60 percent and 5 percent respectively. It is estimated that only 5 percent of waste generated is currently recycled. This present significant challenge for the City Authority. The Metropolitan Assembly has undertaken a number of feasibility studies on waste production, waste management, and the plastic economy. In partnership with the private sector and other international organisations, the metropolis has established the Accra Waste Recovery Park which currently has an integrated recycling and compost plant.

Other interventions include:

1. Establishment of a facility to convert plastics into pellets to be used either as fuel or to create new plastic products; and
2. Implementing a programme to promote source segregation of solid waste for households and businesses.



SDG 13: Take urgent action to combat climate change and its impacts

A63 Goal 7: Environmentally sustainable and climate resilient economies and communities

13.1.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population

Flooding is one of Accra's greatest urban challenges, and one of the most critical threats to its resilience. Accra has a longstanding history of flooding, however recent floods have been more frequent and more destructive. Other disasters are fire outbreaks and rainstorms. In 2018, about 6,928 of the city dwellers were affected by these disasters, with those affected by flood accounting for about 80 percent.

The vulnerability of the city to disasters is mainly due to the insufficient drainage networks, poor waste management, building situated on waterways. In recent times, climate change has further exacerbated Accra's vulnerability resulting in increases in the frequency and intensity of rainfall, rainwater runoff, and coastal flooding.



Part of the city flooded during a rain storm in June 2016

To ensure preparedness for future unforeseen disasters, the metropolis has put in place a number of initiatives including the Accra Resilience Strategy aimed at strengthening the city's ability to survive, adapt and thrive in the face of an ever-increasing uncertainty as well as shocks and stresses. Other initiatives include: formation of disaster volunteer groups in communities and in schools; installation of Emergency Operating Centre (E.O.C) to monitor hazards; and public education on disaster prevention and management; improve capacity of building inspectors through comprehensive training in building codes, technical standards, and risk-based approaches to enforcement; and upgrade select informal settlements.

13.1.2L Availability and extent of implementation of disaster risk plan in line with nation strategy/Sendai protocol

As part of the Metropolis contribution to the national effort of disaster risk reduction, it has developed and is implementing disaster risk management strategies within its medium-term development plan 2018-2021. Some of the interventions being pursued include the following:

1. Support the review of existing statutes and protocols (including ACT 927-National Disaster Management Act, ACT 925-Land Use and spatial Planning Act, ACT 819-Engineering



Climate action campaign within the metropolis

- Council Act, LI 1630-National Building Regulations, National Building Code, National Building Guide, and National Platform for Disaster Risk Reduction) to determine any required changes that would help strengthen Accra's resilience towards disaster;
2. collaborate with the Engineering Council to organise training workshops for artisans and technicians around appropriate implementation of the National Building Guide to minimise the risk posed by unqualified building professionals in the construction industry.
3. Public education campaign programmes in all Sub-Metros to sensitize communities within the Accra metropolis on disaster reduction and prevention especially in disaster-prone areas.



SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

A63 Goal 6: Blue/ ocean economy for accelerated economic growth

14.5.1 L: Proportion of coastline under threat that is protected.

Coastal erosion has affected the socio-economic activities in coastal communities and threatened coastal tourism and cultural heritage including the forts and castles. It is estimated that the coastline is eroding at an annual rate of 4 meters in the east and 2 meters in the west. Some of the current interventions being pursued by the metropolis to protect the coastal areas include the following:

Interventions to protect coastal areas by the Assembly include:

- i. Construction of sea-defense structures at locations experiencing severe erosion;
- ii. Adoption of measures to prevent encroachment of incompatible land uses and destructive activities within the coastal areas

- iii. Enforcement of regulations on destructive activities within the coastal areas, including the prohibition of sand winning and construction of buildings too close to the shoreline; and
- iv. developing a climate change action plan



SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

A63 Goal 7: Environmentally sustainable and climate resilient economies and communities

15.3.1 L: Rate of land degradation (i.e. rate of sand winning, coastal erosion, loss of vegetation cover and industrial pollution)

Though 41.7 percent of Ghana's population works in agriculture sector, only 1.7 percent of AMAs population work in that sector. The metropolis over the years have lost substantial acres of land under agriculture to residential uses. As farming land decreases, farmers shift their activities to more distant areas such as the peri-urban areas within the metropolis. Sand winning along the shores of Accra poses a major threat causing environmental destruction and degradation claiming homes and lands within the Assembly.

Land loss due to these intense human activities are geared towards addressing the rapid urbanization needs of the metropolis such as increasing socio-economic amenities and infrastructure development. The metropolis is enforcing various laws; implementing a beautification project collaboration; and collaboration with private sector to plant trees.



SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

A63 Goal 11: Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched;

Goal-12: Capable institutions and transformative leadership in place;

Goal-13: Peace, security and stability is preserved

16.1.3 Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months

Comprehensive data on population subjected to violence is not available for the metropolis. However, national level data shows that psychological violence remains the highest form of violence suffered by the population, and women are more likely to be victims than men. The number of reported cases of violence to the Domestic Violence and Victim Support Unit in the metropolis increased from 12 cases in 2016 to 18 in 2017 and declined to 11 cases in 2018.

The Domestic Violence Act 2007 (Act 732) provides comprehensive framework for the prevention of and protection against domestic violence and criminalises various forms of physical and sexual violence, economic and psychological abuse and intimidation. The metropolis continues to strengthen its internal capacity to implement the provisions contained in the Act. This entails organising capacity training for staff, organising sensitisation programmes for citizens at the sub-metro level and providing shelter and social support for victims.



SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

A63 Goal 19: Africa as a major partner in global affairs and peaceful co-existence

17.1.1L Funding Sources as percentage of total revenue

The main sources of funds for the metropolis are from Government of Ghana (GOG) transfers, District Assembly Common Fund (DACF), IGF and Development Partners (DP). Funds from IGF sources recorded the larger share of total revenue for the metropolis. IGF recorded consistent increases over the same period.

The performance of other sources of revenue, unlike IGF, lacked consistent increases. Almost all of the government transfers (99 percent) for the metropolis was for the payment of salaries leaving less than 1 percent for developmental activities required to achieved development aspirations including the SDGs.

Analysis of the revenue composition of the metropolis indicates that to be able to attain significant progress with the SDGs, the performance of IGF over the time horizon of the SDGs period is very crucial. The metropolis needs to accelerate its current measures towards revenue generation. These measures include:

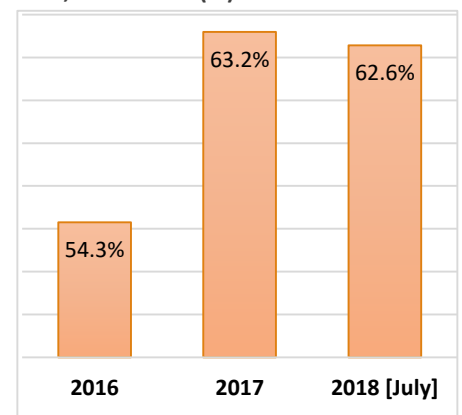
- i. Provision of integrated revenue management software;
- ii. Strengthening the revenue taskforce and capacity building of revenue collectors
- iii. Expansion of IGF collection points within the metropolis
- iv. Streamlining the procedures in revenue collection by introducing technology for efficient and effective revenue mobilization

17.1.2L: Proportion of AMA total expenditure funded by I.G.F

The metropolitan Assembly ability to mobilise resources to support recurrent and capital outlays has been improving. The Assembly increased total Internally Generated Funds (IGF) by 18 percent from GHC 38,266,084.81 in 2016 to GHC 45,147,296.95 in 2017. By the end of July 2018, IGF amounted to GHC 35,585,435.95. Resources mobilized internally within the metropolis provided funds for 54.3 percent and 63.2 percent of total expenditure in 2016 and 2017 respectively. By July in 2018, IGF provided funds for 62.6 percent of total expenditure.

The Assembly is implementing a number of measures to improve revenue mobilization, these include: development of Revenue Improvement Action Plan to guide the expansion of the revenue base; submission of lists of all the revenue collectors who are under GOG of IGF to the Ministry of Finance.

Figure 4.24: Expenditure funded by I.G.F, 2016-2018 (%)



Source: AMA Composite Budget, 2019

Chapter Five: Leaving No One Behind

5.1 Introduction

A key tenet of the 2030 Agenda is “*Leaving No One Behind (LNOB)*”. The outcome document of the intergovernmental negotiations – *Transforming Our World: the 2030 Agenda for Sustainable Development* – in its declaration states that:

“... no one will be left behind. Recognising that the dignity of the human person is fundamental, we wish to see the goals and targets met for all nations and peoples and for all segments of society... we will endeavor to reach the furthest behind first”.

In this context, *Leaving No One Behind* implies ending extreme poverty in all its forms, reducing inequalities and eliminating discriminatory behaviour. It also means that those who are furthest behind and most excluded must be prioritised for necessary action, and every person should have a fair opportunity in life to enable them to reach their full potential.

In response to this tenet, the Accra City Authority’s approach to ensuring that no one is left behind is to identify the population or groups who are in danger of being left behind, assess the underlying factors that drive their exclusion, and purposefully develop and implement appropriate interventions aimed at addressing the situation and achieving inclusive growth and development.

As part of the VLR process, the report assesses how the LNOB principle has been adhered to by the City Authority, with the view to highlighting the successes and challenges in the development and implementation of interventions for knowledge sharing, policy dialogue and advocacy.

5.2 Who is Being Left Behind?

In developing the City of Accra’s medium-term development plans, 2014-2017; and 2018-2021, as well as the 2019 Accra Resilient Strategy, the population or groups identified as being particularly vulnerable to shocks and risks, and therefore require special interventions, included the following:

- i. Urban Poor
- ii. Children (Street Children)
- iii. Persons living in slum areas/informal settlements
- iv. Women and Girls
- v. The Unemployed and Underemployed Persons
- vi. Informal Sector Operators
- vii. Persons with Disabilities
- viii. The Youth
- ix. Fisher folks/Coastal Communities

Urban Poor

Ghana’s remarkable economic performance over the past years has helped to reduce the country’s poverty rate from 52.6 percent during 1991/92 to 23.4 percent during 2016/17,³ thereby making it the first country in sub-Saharan Africa to meet the Millennium Development Goal target of halving the number of people living in extreme poverty by 2015. However, this pattern has been uneven, especially across geographical areas and among social economic groups. Even though the proportion of the population who are poor has reduced

³ Source: Ghana Statistical Service (GSS); Ghana Living Standard Survey (GLSS) (Various rounds). The poverty rate is based on the national poverty line of GH¢1,314 (approximately US \$260) per adult equivalent per year consisting of food and non-food consumption.

significantly in the City of Accra from 12 percent in 2005/6 to 0.8 percent in 2016/17, the urban poor live a life of insecurity and suffer basic social deprivations. They often live in overcrowded and unhygienic conditions, without sanitary facilities, clean water, solid waste collection or proper drainage. In response to SDGs 11 target of ensuring social inclusion in development efforts as well as ensuring that urban poor are not left behind, concrete interventions were identified and implemented as part of the city's development agenda.

Children (Street Children)

Considerable number of children in Ghana are vulnerable to maltreatment, domestic violence, sexual abuse and exploitation. In the Accra metropolis, child protection and development concerns to the city authorities include child labour, streetism, rape and defilement. A significant number of children between the ages of 5 and 17 in the metropolis are forced into manual work, fishing, hawking, and head-pottering, without the opportunity for quality education. Even more concerning is the high number of children who are homeless and live on the street. It is estimated that 38.3 percent of all street hawkers are children who sleep in the open. They lack suitable opportunities for proper physical and psychological development, and their survival depends on personal efforts of struggle, which normally ends them in illicit activities. The gradual process of social alienation of these children, condition them to become a threat to public safety and security because of psychological traumas they go through on the street. The City Authority's approach to addressing these concerns is to implement child protection and development interventions, including providing shelter and education and training for the homeless, and mainstreaming them into social life.

Persons living in slum areas/ informal settlements

It is estimated that Accra is urbanizing at the rate of 4.2 percent per annum is influenced largely by rural-urban drift to the city due to the comparative advantages of the metropolis. The situation has resulted in the emergence of slums and informal settlements, with about 90 percent of the populace in such settlements estimated to be within the low to very low-income brackets. So far 29 slum communities have been identified in the Accra Metropolis which present a significant challenge to the City Authority for the development of an inclusive, safe and sustainable city. Most of these slums and informal settlement areas lack basic amenities, including water and sanitation and dwellers are predisposed to diseases. A joint study by People's Dialogue on Human Settlements, a Ghanaian development organisation, and Ghana Federation of the Urban Poor (GHAFUP), shows that, on average people wait 10 minutes to use public toilet facilities, and about 43 percent of individuals in slums located close to the sea defecate in the open.

A major concern to the Accra City Authority on slums and informal settlements is the high level of vulnerability to various shocks and disasters experienced by Accra. In the event of disasters such as flooding, fires resulting from poor and irregular electricity connection, and outbreaks of diseases such as malaria, cholera, diarrhea, and typhoid, slum dwellers are disproportionately affected. The strategic approach to addressing this challenge on long term basis is to implement programmes to upgrade existing slums while institution measures to prevent new ones from emerging.

Women and Girls

Women and girls often face multiple and overlapping deprivations, harm and exclusion. Gender discrimination in access to services and distribution of resources remain a major barrier to productivity of women. Available data indicates that female in the city of Accra are mainly sales workers (42.0 percent), production, transport and equipment operators (19.5 percent) and providers of services (13.9 percent). Most of them live in unstable economic conditions and are below the national poverty line (average daily income is US\$1.25). Also, literacy rate among them is high, but the highest level of education attainment among most of them is primary level. Such low education attainment ultimately negatively affects their employment, financial and social status.

Trends in most of the major education indicators, including gender parity in enrolment, participation rate and BECE pass rate, show positive outturn for girls in the city of Accra. However, dropout rate for girl child education remain high. Completion rate for girls at Primary and JHS levels is below 65 percent during the period 2015 to 2018 (2018 Education Management Information System (EMIS)). With females constituting more than 51 percent of the Ghanaian population, ensuring their active participation in economic, social and governance process is paramount for effective and balance national development.

The Unemployed and Underemployed Persons

According to the GLSS 7 report, unemployment rate (i.e. broad definition) in the City of Accra is estimated at 23.1 percent. This makes it higher than the national, Greater Accra regional and coastal savannah averages of 14.6 percent, 20.5 percent and 18.6 percent respectively. Unemployment rate remain high among the youth aged between 15-24 years (43.6 percent) and women (50.4 percent). Similarly, underemployment rate in Accra is estimated at 7 percent of those working and wishing they could work more hours. This compares with national, regional and coastal averages of 21.4 percent, 8.1 percent and 17.8 percent respectively. The bulk of the underemployed in Accra are men (57.6 percent), and are located in coastal, slum and informal settlements areas.

Informal Sector Operators

A large proportion of the population in the City of Accra works in the informal sector. The informal sector in Accra serves as a major source of domestic labour, public transport and provision of majority of goods and services for the socio-economic development of the city. In spite of its importance, actors in the sector and residents of informal settlements are exposed to a number of shocks, without adequate protection. Improving the quality of life for these actors and instituting appropriate social safety nets are therefore paramount for ensuring the long-term sustainability of socio-economic development and the overall resilience of the city of Accra.

Persons with Disabilities

According to the GLSS 7, about 2.6 percent of the population in Accra is estimated to be living with either a physical, intellectual or emotional disability. This is relatively high compared with national and regional averages of 1.5 percent and 0.9 percent respectively. Despite constitutional and legislative guarantees on the rights of persons with disability (PWDs), public action remains low and they continue to face marginalization in governance and socio-economic development process. Social stigma and inequalities in access to employment, education, healthcare and to public facilities remain challenges to PWDs. It is estimated that, at least one in every five children aged 2-17 years in Ghana has a functioning difficulty related to seeing, hearing, walking, fine motor skills, and learning among others. These children are therefore often less likely to attend school, access medical services, or have their voices heard in society. They are usually at risk of physical and emotional abuse, neglect, violence and exploitation. For inclusive growth and development, local actions are relevant.

The Youth

Similar to many other urban centres, Accra's population is a very youthful with 56 percent of the population under the age of 24 years (2010 Population and Housing Census). A large proportion of the youth remain unemployed, with a high labour under-utilisation rate. The main challenges facing the youth include lack of employable skills; the mismatch of education and industry needs; inability of the economy to create new jobs at a faster rate; limited access to start-up capital; and limited opportunities to participate in political governance and decision making.

Coastal Communities and Fishers

The city of Accra is estimated to have a total coastline of about 10 kilometres, which has been identified to be susceptible to erosion. It is estimated that the coastline is eroding at an annual rate of 4 meter in the east and 2 meters in the west. The causes of the erosion have been identified to include unregulated sand mining, unplanned land developments as a result of rapid population growth and city expansion, and sea level rises due to climate change. The impacts of coastal erosion include loss of livelihoods, loss of vital cultural and heritage resources, and loss of aesthetic value.

A key feature of coastal life in Accra is the relatively high prevalence of poverty in most communities. Based on income levels and access to basic services such as water, sanitation, solid waste management, 11 out of the 12 coastal communities in Accra were identified as low-income area (*2018 Fee fixing Resolution*) and absolutely deficient in urban service delivery and general wellbeing (CHF International and AMA, 2010). The main economic activities in the city of Accra area are provision of services and fishing. However, fishers, especially fish processors have been found to be pre-disposed to severe vulnerability and depravation.

5.3 The Local Authority (Accra Metropolitan Assembly) Response

As part of the city Authority's response in addressing these development challenges highlighted above and ensure that "no one is left behind" the following interventions were prioritized in the City of Accra's medium-term development plans, 2014-2017; and 2018-2021 and the 2019 Accra Resilient Strategy for urgent action:

- i. Strengthening Implementation of Poverty Reduction programmes;
- ii. Promoting child development and protection of Child's right;
- iii. Slum upgrading and prevention;
- iv. Accelerating progress on gender equality and empowerment of women and girls;
- v. Advancing the Decent Work and Job-Creation Agenda;
- vi. Positioning the Informal Sector to contribute to economic development and city resilience;
- vii. Improving support to persons with disability;
- viii. Promoting Youth Development;
- ix. Developing Coastal Community infrastructure and enhancing livelihoods
- x. Promoting Integrated Infrastructure Planning and Development

Strengthening Implementation of Poverty Reduction Programmes

The City Authority's approach to dealing with the urban poor concerns involve collaborating with national level institutions to implement national level social protection interventions, while introducing its own local level initiatives. The strategy entails providing social protection for those who for the reasons of incapacitation, disability or natural disaster cannot take part in the economic process, while promoting productive inclusion and decent work to sustain families and communities.

The key national level poverty reduction interventions being pursued at the local level by the City Authority include:

- i. Livelihood Empowerment against Poverty (LEAP) Programme;
- ii. School Feeding Programme;
- iii. National Health Insurance Scheme;
- iv. Capitation Grant;
- v. Free Metro Mass Transit;
- vi. One District One Factory; and

vii. One Constituency One Million Dollars initiatives



Engage in backyard farming and eat what we grow - Mayor Sowah urges city dwellers



AMA commit to promote fish and livestock farming in Accra

Local level specific interventions pursued included:

- i. implementing Local Economic Development (LED) as part of the medium-term development plan of the local assembly;
- ii. strengthening institutional arrangements for supporting small-and medium-size enterprise;
- iii. promoting financial inclusion by undertaking financial literacy programme, especially for the youth and market women in the informal sector;
- iv. improving access to finance by informal sector operators and agricultural enterprises;
- v. promoting urban agriculture;
- vi. promoting socio-economic activities in the metropolis especially for the vulnerable excluded
- vii. creating public awareness for the use of co-operatives to improve their economic activities
- viii. strengthening the process of decentralisation for private sector growth and development

Promoting Child Development and Protecting Child's Right

The overall strategy of the City Authority was to create condition for children to fully participate in education, collaborating with the appropriate national institutions to enforce national laws related to children protection and development, and rehabilitate vulnerable and disadvantaged children when necessary. The programmes pursued in this regard include:

- i. Launch and implementation of Millennium City Schools projects in 2016 to eliminate the school shift system;
- ii. Accelerating the expansion of basic school infrastructures to accommodate more children, including implementing the Ghana Education Trust Fund (GETFund) projects;
- iii. Developing and operationalising a Child Protection Management Information System for data capture and monitoring, including street children and child beggars in collaboration with the Ministry of Gender, Children and Social Protection;
- iv. Provision of vocational training and shelters for street children; and
- v. Collaborate with CSOs and NGOs to establish and manage shelters for children of head porters popularly called *Kayeyi*, in major market centres to provide appropriate early childhood development opportunities.

Other activities undertaken were to collaborate with relevant state institution to:

- i. Enforce the Children's Act, 1998 (Act 560);
- ii. Implement Ghana's Child and Family Welfare Policy (2014), Justice for Children's Policy (2015), the National Strategic Framework for Ending Child Marriage (2016), and the National Plan of Action II on Child Labour (2017-2021); and
- iii. Expand the school feeding programme, early child hood development programmes, and capitation grant; and
- iv. Implement the Free Senior High School programme

Slum upgrading and prevention

To improve conditions in slum areas and informal settlements, the City Authority's approach is to implement an aggressive slum renewal and redevelopment programmes, which is aimed among other things at improving infrastructural facilities in slums and informal settlement areas. To this end, within the framework of the resilient strategy, the City Authority launched the following initiatives:

- i. Partner with the new Greater Accra Clean, Resilient and Inclusive Development (GARID) Project, to implement a participatory community upgrading project;
- ii. Support neighbouring MMDAs on the upgrading of four selected informal settlements (namely, Alajo, Akweteyman, Nima, and Alogboshie);
- iii. Collaborate with People's Dialogue and their partners (i.e. GHAFUP, Slum Dwellers International, UN-Habitat, the World Bank and its partners) to support the upgrading exercise for the residents of these informal settlements;
- iv. Support the community upgrading and redevelopment programme in Maamobi and Kotobabi;
- v. Undertake the development of basic service infrastructure slums and informal settlement areas, including completion of construction of all ASIP public toilets and elimination of Lavender Hill

Other interventions include: developing and implementing resettlement schemes for informal communities which need to be relocated; adopting comprehensive land use planning (following the new planning model) and ensuring effective implementation of plans and enforcement of land use regulations; ensuring provision of adequate and affordable housing for all income brackets; and monitoring and preventing the creation of new slums/informal settlements.



Accra 'schools' 6 cities on Slum Upgrading Programme

Accelerating progress on gender equality and empowerment of women and girls

The Accra City Authority's approach to ensuring gender equality and empower women and girls is to promote participation of women in economic, social and political governance, as well as girl child education. In this regard interventions being pursued by the assembly include:

- i. Establishing gender desk and implementing gender budgeting;
- ii. Mainstreaming gender issues in development planning, implementation, monitoring and evaluation;
- iii. Collaborating with central government agencies to enforce laws, regulation and frameworks related to gender equality and empowerment of women and girls, including enforcement of fair pay, equitable conditions of service and promotions in both the formal and informal sectors as well as the Domestic Violence Act;
- iv. promote women's participation in decision making, targeting a minimum of 40 percent representation of women in politics and public office;
- v. promoting women's economic empowerment and enhance women's participation in the labour market, including assigning significant share of government-sponsored poverty alleviation funds and micro-finance and small loans to women;
- vi. improve access to and retention of girls in education and skills training;
- vii. Incorporating gender sensitive facilities in the design and provision of education infrastructure;
- viii. collaborate with Ministry of Education and Ministry of Environment, Science, Technology and Innovations to organize Science, Technology, Engineering and Mathematics (STEM) clinics for Girls.



Support gov't to empower of women - Mayor Sowah to private organisations



Mayor Sowah visits Circle Pedestrian Shopping Mall, Odorna Market

Other activities being pursued by the assembly are:

- organizing financial management training in collaboration with selected financial institutions for selected market women and traders;
- construction and rehabilitation of major markets to ensure that they are environmentally friendly;
- promote the education of markets women and traders on governmental policies, directives and sustainable development especially of the Assembly.

Advancing the Decent Work and Job-Creation Agenda

The creation of more decent jobs is at the heart of Accra City Authority agenda. Priority interventions in this regard include: supporting the central government's industrialization flagship programme of One District One Factory (1D1F); and Planting for Food and Jobs. Other efforts are introducing incentive to attract more private sector investments in the City of Accra area, as well as facilitating the integration of the formal and informal sectors for improved economic, social, and environmental benefits.



Positioning the Informal Sector to Contribute Effectively to Economic Development and City Resilience

Take advantage of circular economy - Mayor Sowah urges financial institutions, private sector actors

The City Authority's strategies for positioning the informal sector to contribute effectively to economic development and city resilience are to: improve the quality of life for citizens working in the informal sector; and facilitating robust integration between the formal and informal sectors for improved economic, social, and environmental benefits. In this regard the interventions being pursued include:

- i. upgrading selected informal settlements;
- ii. collaboratively designing and implementing flood-hazard land management guidelines with residents;
- iii. creating an informal trade department, guided by locally-informed and action-based policy;
- iv. facilitating access to social safety nets for people working in the informal economy;
- v. facilitating the subscription of informal workers to the NHIS platform; and
- vi. Launch programme to integrate informal waste collectors into the municipal waste management system.

Improving Support to Persons with Disability

The City Authority's approach to ensuring that the key provisions in Ghana's Persons with Disability Act, 2006 (Act 715) is fully implemented is to ensure that the specific needs of PWDs are fully integrated into the planning, implementation, monitoring and evaluation process of the assembly. The relevant bye-laws regarding provision of public infrastructures have subsequently been revised to take into consideration the specific needs of PWDs.

The City Authority continued to work with the District Assembly Common Fund (DAFC) secretariat to ensure that the three percent component of DACF allocated to PWDs by Parliament are timely and effectively disbursed to them for economic ventures. Through the DACF, PWDs in the AMA area are supported to acquire relevant vocation skills and are provided with relevant resources and tools to commence their respective economic activities. A key strategic action outlined in the National Employment Policy for interventions to be instituted for PWDs to be fully mainstreamed into the labour market in accordance with the Labour Act and related laws is fully complied with by the City Authority. The City Authority continued to implement

programmes to create space for PWDs to participate in political governance at all levels, including organizing advocacy and capacity building programmes.



AMA begins registration of PWDs



AMA supports PWDs with working tools and equipment



AMA supports PWDs; urges them to stay off the street

To ensure that children with special needs gain full access to education, the City Authority works with key central Government agencies including Ministry of Education and Ghana Education Service to implement the Government Inclusive Education Policy (2010) which is aimed at ensuring that the delivery and management of education services are responsive to the diverse needs of all learners, including PWDs.

Promote Youth Development

To effectively prepare the youth for the World of Work, the Central Government launched a series of education sector reforms including the introduction of Free Public Senior High School (SHS) programme, review of curriculum at the basic level, improving pre-tertiary education, with emphasis on expanding technical and vocational education and training (TVET) for all students as an alternative track for the youth. In support of this agenda and to effectively position the young persons in the City of Accra to effectively participate in the World of Work, the City Authority is collaborating with the relevant agencies at the national level to ensure that these reforms are effectively implemented at the local level.

The City Authority is also collaborating with the Central Government to implement the Nation Builders Corps (NABCO), Youth Employment Programme, and the National Entrepreneurship and Innovation Programme (NEIP) as a flagship programmes to provide temporary employment for the teeming unemployed youth as they transition to permanent jobs.

Developing Coastal Community infrastructure and enhancing livelihoods

To prevent coastal erosion and destruction of individual and public properties as well as, loss of livelihoods, and loss of vital cultural and heritage resources, the City Authority strategic approach is to:

- i. construct sea-defense structures at locations experiencing severe erosion;
- ii. adopt measures to prevent encroachment of incompatible land uses and destructive activities within the coastal areas
- iii. enforce regulations on destructive activities within the coastal areas, including the prohibition of sand winning and construction of buildings too close to the shoreline;
- iv. educate the public on the destructive activities and impacts of coastal erosion on the integrity of the coastal ecology and livelihoods;
- v. provide adequate solid waste management facilities, including landfills to prevent indiscriminate disposal of solid waste which ultimately ends up on the coastline

As part of the efforts to address persistent poverty along coastal areas in the country Government in 2018 instituted the Coastal Development Authority (CODA) with the mandate to facilitate investment in the development of public infrastructure to catalyse the creation of decent and sustainable income and enhance the quality of life across all social classes in the coastal zone, including City of Accra.

As part of its mandate CODA is expected to develop economic and social infrastructure, as well as livelihood empowerment programmes in these coastal towns. The City Authority's strategy is to collaborate with CODA to roll out interventions to address the basic services infrastructure gaps in the poor communities along the coast of the City of Accra. In addition, it is collaborating with the Ministry for Inner Cities and Zongo Development to implement "Toilet for All" and "Water for All" programmes.

Promoting Integrated Infrastructure Planning and Development

The City Authority on the basis of the Local Governance Act 2016 (Act 936) has initiated the process to translate its economic and social interventions into tangible spatial development framework, with the objective of maximising and utilising land in the urban space in a more effective manner, while promoting the application of smart city development concepts for municipal services. This entails: upgrading transport and trading infrastructure to ensure systems are safe, robust, and inclusive; designing and adapting infrastructure to maximise co-benefits and simultaneously address Accra's flooding, waste, sanitation, and climate challenges; and incentivising energy efficient and renewable energy generation to promote a sustainable energy future that accommodates climate and population pressures.

In this regard, key interventions being pursued to promote integrated infrastructure planning and development include:

- i. Upgrading trotro⁴ system and increase enforcement of road rules and regulations;
- ii. Upgrading marketplace infrastructure to ensure safety, security, and adequate services;
- iii. Redesigning major crossings at junctions to enhance pedestrian safety and optimise for multiple users;
- iv. Strengthening drain design and performance through an assessment of existing and proposed road and drainage infrastructure, incorporating meaningful community engagement;
- v. Constructing new micro and large waste transfer stations;
- vi. Launching and implementing the Sustainable Greening and Beautification of Accra Project;
- vii. Designing a Green Building certification programme to raise awareness and encouraging adoption of green and energy-efficient construction in Accra;
- viii. Instituting an incentive regime for developers to integrate renewable and energy efficient technologies; and



Ending open defecation in Accra; AMA, Zongo Development Ministry inspect household toilet



24 basic schools in Accra get Toilet facilities

⁴ Trotro refers to the informal public transport system

ix. Implementing streetlight replacement drive to upgrade lighting in Accra.



**Mayor Sowah visits Tuesday Market:
Assures to improve market conditions**



**President inspects Makola Market
Rehabilitation Project: commends Accra
Mayor for initiative**



**Modernization of Makola Market sheds
progressing steadily**

For effective management of urban space the assembly is training its staff in the use of modern software in the area of Geographic Information Systems (GIS) and to harness the advantages of recent mobile technologies to digitize key urban environment phenomena such as transport routes, locations of its revenue heads and addresses of business entities; creating the platform to remotely monitor on-street parking as well as the identification of accident spots from web-based or mapping applications. These activities are supported under various collaborative efforts between the city and its development partners such as the Bloomberg Philanthropies (BIGRS), the French Development Agency (AFD) and the Swiss Co-operation for Development (SECO).

Chapter Six: Means of implementation



6.1 Introduction

The 2030 Agenda for Sustainable Development and the 2063 Agenda recognise the important role that appropriate means of implementation (finance, trade, capacity building and/or science, technology and innovation) play in the implementation and attainment of the targets and goals. For the City Authority, mobilization and allocation of adequate resources to the SDGs is indicative of their commitments to the implementation of the SDGs and the 2063 Agenda. In this regard it identifies reporting on resource alignment to the SDGs and the 2063 Agenda as an important aspect of communicating its progress of implementation to stakeholders.

At the national level, Ghana has developed a new SDGs budgeting system, which includes tools for tracking resource allocations to the SDGs and the creation of a cost analysis reporting mechanism. The budget tracking system allows for tracking of budget allocations across Ministries, Departments and Agencies (MDAs), as well as local government areas (i.e. Metropolitan, Municipal, and District Assemblies (MMDAs). As a key constituent of the budget tracking system, local authorities have been supported to establish SDGs budgeting and tracking system at the local level to serve as input into the national system. The budget tracking mechanism allows local governments to obtain information on the main sources of revenue for funding the SDGs and Agenda 2063, and how resources have been allocated to the various targets and goals. It allows for information to be obtained on the financial gaps for the SDGs and Agenda 2063, and which target and goals are being underfunded for remedial action.

6.2 Revenue Sources to the Local Authority

The main sources of revenue for implementation of programmes and projects of the local authority outlined in its medium-term development plan and the resilient strategy are:

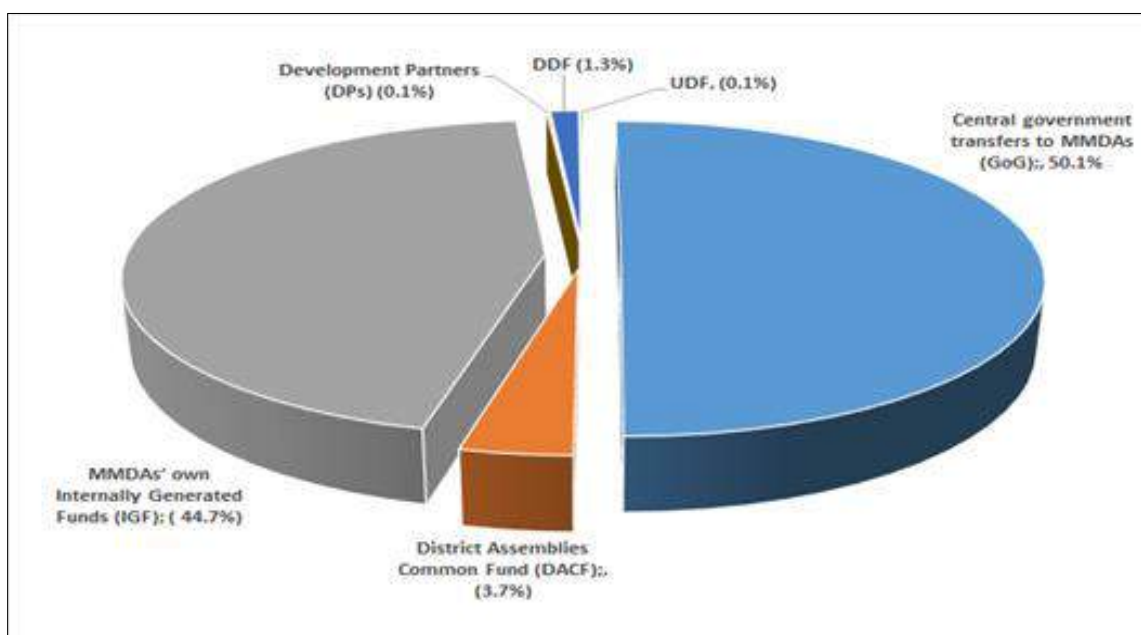
- Central government transfers to MMDAs (GoG);

- District Assemblies Common Fund (DACF);
- MMDAs' own Internally Generated Funds (IGF);
- Development Partners (DPs); and
- Other grants (School Feeding Grant, District Development Facility (DDF Grant), Urban Development Grant (UDG), HIPC Grant and Decentralised Grant).

By far, resources from the Central Government (i.e. GOG transfers) and Internally Generated Funds (IGFs) constitute the major sources of funding for the activities of the City Authority. They constituted about 94.8 percent of the overall revenue to the assembly during the period 2016-2018. The contribution of DACF,⁵ donors' resources and other grants, such as DDF and UDG, in financing the activities of the assembly have so far declined, and constitute only 5 percent of total resources of the assembly for financing its activities (Figure 6,1).

Revenue mobilization continued to be challenged by: inadequate logistics to aid effective collection; poor supervision of revenue collectors; interference by politicians in revenue activities; high number of unvalued properties; difficulty in locating houses for serving of bill; low staff strength for effective collection due to lack of sustainable succession plan; and poor customer relations by some collectors to deal with some rate payers. Modern approaches to revenue mobilization would have to be introduced to further enhance internal revenue mobilisation capacity.

Figure 6.1: Sources of Funding to AMA, 2016-2018



Source: AMA, 2016-2018

6.3 Expenditure Classification

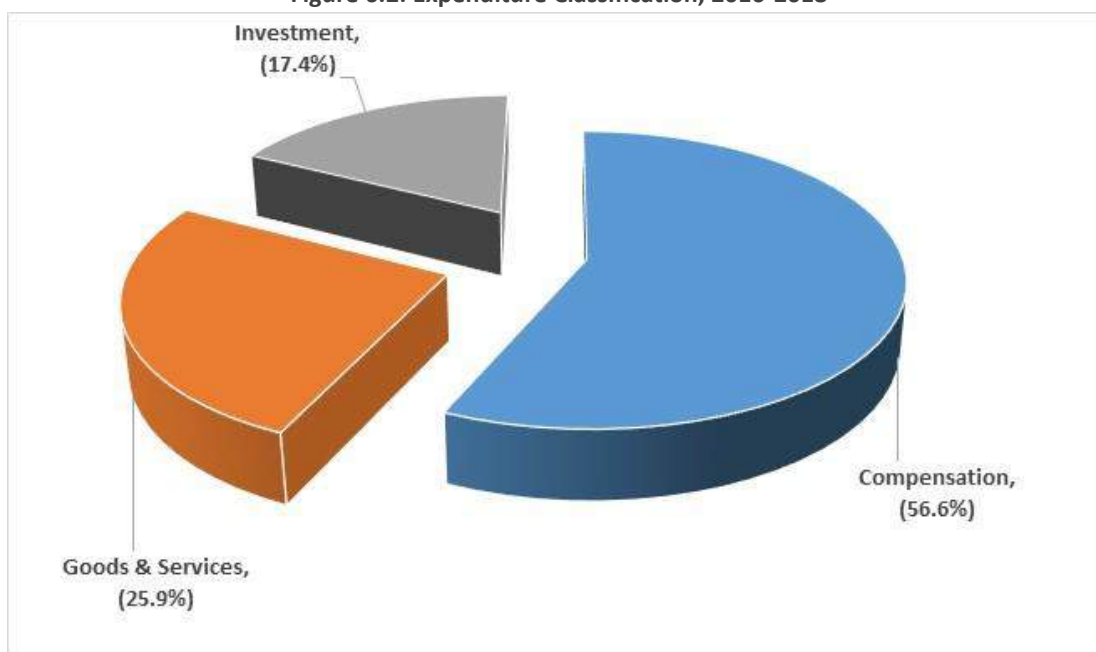
The functional classification of expenditures for the City are as follows: compensation, goods and services, and capital investments (Figure 6.2). The bulk of the assembly's expenditure has so far been used to cater for

⁵ The DACF is a statutory fund set up to ensure direct transfer of resources from central government tax revenue to implement approved programmes and projects at local government level. The DACF is funded by 7.5 percent of total government tax revenue and is released on a quarterly basis based on an approved formula by Parliament. Parliament agree on distribution formula on annual basis and uses certain indicators namely equality, need, revenue responsiveness, and service pressure

employees of the City Authority (56.6%), and procurement of goods and services for implementing its programmes, especially in the area of sanitation services provision and disaster management, to the neglect of capital expenditure. Resources to be invested in physical infrastructure remain low constituting about 17 percent of the total resources of the city.

This pattern is consistent with what is observed at national level where the bulk of the annual national budget has been expensed on compensation of employees, and procurement of goods and services with little left for investment in physical infrastructure. The approach, therefore, for Central Government is to borrow to undertake capital investments. Unfortunately, this option is not available to local governments since the current local government laws prohibit them to borrow on their budget. In 2012 the Government of Ghana initiated a process to introduce a bill to Parliament to allow local authorities to issue bond to finance its critical infrastructure needs. However, so far, the process has not been concluded and local authorities continue to face significant infrastructure gaps arising from inadequate resources to finance critical infrastructure in roads, education, health, housing, modern markets, slum regeneration and sanitation.

Figure 6.2: Expenditure Classification, 2016-2018



Source: AMA, 2016-2018

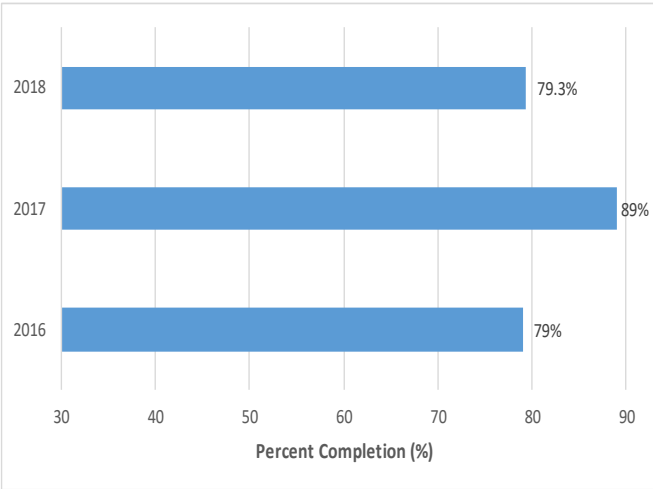
6.4 Expenditure on SDGs and Agenda 2063

6.4.1 Financing Gap

A comprehensive costing of the SDGs and the Agenda 2063 has not been undertaken by the City Authority to allow effective analysis to be made on the actual resource requirement for the implementation of the SDGs and the Agenda 2063. However, analysis based on budgetary funding requirement of the city shows consistent significant shortfalls.

For the period 2016-2018, out of more than Gh¢3,229.112 million (US\$566.511 million) required for implementing planned programmes and activities, only 70 percent was realized. This created significant challenges for implementation of programmes and attainments of goals and targets. For the 2016 budget year only, 79 percent of the programmes and projects outlined in the city’s annual work plan was completed. This increased to 86 percent in 2017 but declined to 79.3 percent in 2018. Some of the challenges identified as constraining implementation of programmes and projects are: inadequate budgetary resources from central government and at the local government level; delays in the release of funds from central government; lack of release of programmed and statutory funds, especially DACF.

Figure 6.3: Programme and Project Completion, 2016-2018 (%)

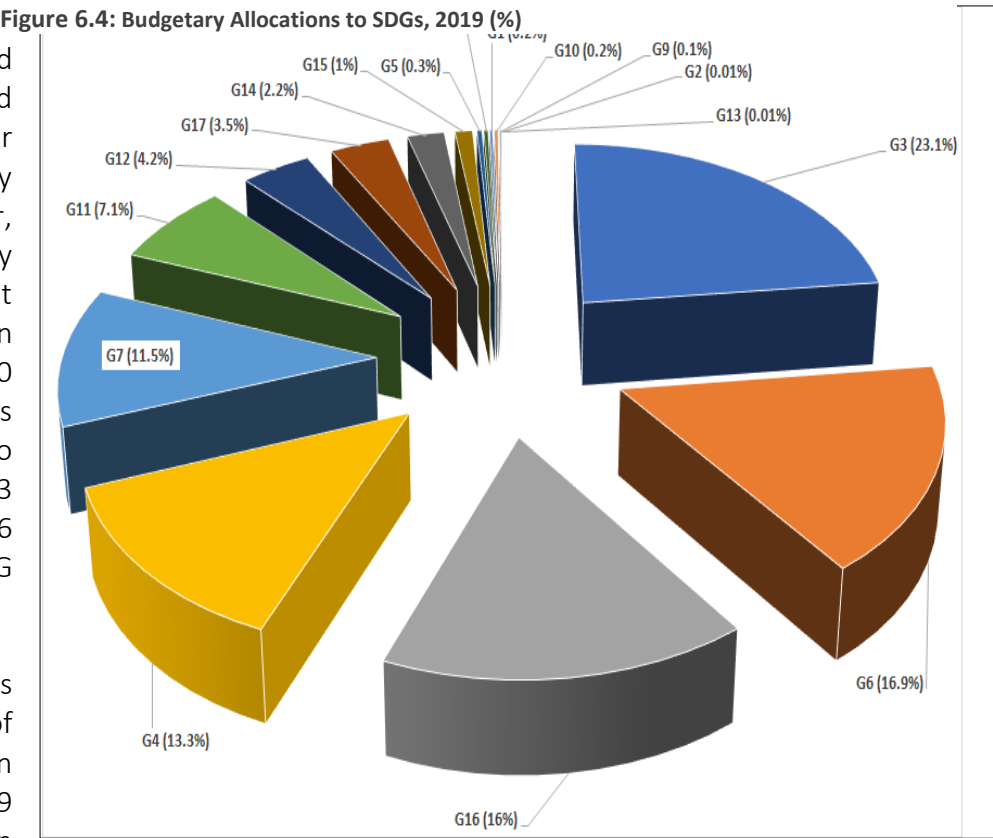


Source: 2016-2018 AMA APR

6.4.2 Allocation of Resources by SDGs and Agenda 2063

Comprehensive data on resource allocation and releases to implement planned programmes and projects for each of the SDGs is currently not available. However, analysis based on budgetary allocation to implement programmes and projects in 2019 shows that nearly 80 percent of the City Authority’s resources were allocated to five goals only, namely SDG 3 (23.1%), SDG 6 (16.9%), SDG 16 (16%), SDG 4 (13.3%) and SDG 7 (11.5%).

The remaining twelve goals received about 20 percent of the budgetary resources in 2019, with SDGs 2 and 9 receiving the least of less than 0.01 percent each.



Source: SDGs Budget, 2019 (Ministry of Finance)

6.5 Innovation Financing Options

The attainment of the SDGs and 2063 agenda by the City requires consistent and timely flow of adequate resources for the implementation of planned activities and programmes. The amount of resources required for investing in key sectors of the City economy cannot be met solely by the traditional sources, namely Central Government transfer, DACF, IGF, Donors and Other sources, but through innovative financing arrangement that leverages private sector capital and expertise to accelerate implementation of programmes and projects in more efficient manner.

For large infrastructure projects, Public Private Partnership (PPP) and Municipal financing arrangement provide a viable option for accelerated delivery of urban infrastructure.



Public Private Partnership (PPP):

As part of Government's overall response to bridging the huge financing gaps in infrastructure provision, the Ghana PPP Policy was launched in 2011. The implementation of the PPP Policy was to leverage on private sector resources, human resources and technical expertise for the development of infrastructure in an accelerated manner. Subsequently, a special division was created at the Ministry of Finance to coordinate the implementation of the policy, including preparing a legal and regulatory framework to guide the implementation of the policy.

So far, institutional arrangement for coordinating the implementation of the Policy has been established, with hierarchy of approving projects instituted, and process for enacting the legal and a comprehensive regulatory framework far in advance. About 32 projects, including the following are going through the approval process:

- Western Railway Line (Takoradi- Kumasi);
- Eastern Railway Line (Accra-Kumasi);
- Central Railway (Kumasi – Paga);
- City of Accra Rail;
- Kumasi City Rail;
- Pwalugu Multi-purpose Dam and Solar Hybrid Project;
- Accra-Kumasi Highway;
- Volta Lake Transportation Project; and
- Integrated Bauxite and Aluminum Development Project with aluminum refineries (and bauxite mines) at Nyinahin and Kyebi.

The City Authority has currently submitted 10 project for approval, including development of Makola Annex 2, re-development of Salaga Market, re-development of Tuesday Market, development of Public Works Department (PWD) and Kwasiadwaso Market, and re-development of London Market. The current challenge for the authority is to build internal capacity, especially in the area of project development, appraisal, financing and management, to develop more projects and effectively manage them.



Artist impression of (a) Makola Annex 2 Project

(b) Mallam Atta Market Project

(c) City of Accra Corner Project

Municipal Financing Arrangement:

Issuance of municipal bonds is increasingly becoming an important financing tool for meeting the long-term investment needs of many local governments. It allows local governments to leverage both the domestic and international debt capital markets for development projects. Unfortunately, most cities, especially in sub-Saharan Africa have not taken advantage of the opportunity that municipal financing offers. They are either constrained by legislative and institutional frameworks, and weak internal capacity to effectively explore municipal bonds to support development of their infrastructure.

Ghana currently lacks the appropriate legislative framework that will allow the City Authority to use municipal bonds as a major source of long-term financing of its development projects. In its 2019 Budget and Economy Policy Statement to Parliament, the Central Government committed to enacting Municipal Financial Management Act that will allow local authorities to raise long term funding for its development projects. The current option for the City of Accra under the current circumstance is to work with other local government authorities to engage government to accelerate the passage of the Act.

Building Partnership with Private Sector for Accelerated Implementation of the SDGs and 2063 Agenda:

Successive Government of Ghana national development policy frameworks have duly recognized the important role of the private sector in bringing about socio-economic transformation. This notwithstanding, limited space has been created to actualize the necessary partnership for implementation of programmes and projects. For the attainments of the SDGs and 2063 Agenda, especially at the local Government level, private sector is required to partner with local governments to modernize its operations, systems and governance processes. At the national level, Government has instituted a dialogue platform known as the CEOs Forum on the SDGs to leverage private sector investments and expertise towards the implementation of the SDGs and 2063 Agenda. Also, the Ministry of Finance has instituted annual SDGs investment forum to mobilise private sector capital towards the implementation of the SDGs. These are innovative initiatives that the City of Accra could emulate towards accelerated implementation of the SDGs and 2063 Agenda.

Sister City Initiatives and Partnership with Philanthropic Organizations

Sister City initiative and philanthropism are important emerging concepts that create opportunities to build appropriate partnerships and leveraging on the capacity of each other for accelerated development and transformation of communities and cities. Already the City of Accra has developed and is nurturing several sister-city relations, including the City of Cape Town, City of Chicago, Bristol City, City of Cheyenne, and City of Akron, for mutual socio-cultural development across all continents.



Let's Promote City to City Relations in Africa- Accra Mayor



Accra and Bristol Mayors pledge to deepen cities' ties



Lapaz road safety interventions to reduce pedestrian fatalities in Accra- Mayor Sowah



Accra, 6 other cities win C40 Cities Bloomberg Philanthropies Awards

It has also partnered C40 Climate Leadership Group, Rockefeller Foundation's 100 Resilient Cities, Bloomberg Initiative for Global Road Safety (BIGRS) and Bloomberg Philanthropies for Healthier Cities Initiative to undertake specific developmental initiatives that support SDGs.



Greening Accra: Bank of Africa adopts open space



Melcom Ghana partners AMA to plant trees in Accra



AMA honours 4 institutions for beautifying Accra

The City of Accra is partnering with World Health Organization, WHO, to implement the Urban Health Initiative Breathelife Accra Programme. To effectively benefit from such relationships, local capacities need to be built to absorb the transfer of knowledge and expertise that may come along with such arrangements.



AMA launches BreathLife Campaign and Air Quality Management Plan



Accra to host C40 Cities Climate Leadership Workshop on Waste Management Financing



Chapter Seven: Conclusion and Next Step

7.1 Introduction

This report presents the findings from a Voluntary Local Review (VLR) on the implementation of the 2030 Agenda for Sustainable Development and Africa Union's Agenda 2063 for the City of Accra. The review covered an assessment of the institutional and regulatory environment, progress of implementation on the goals, and an analysis of the population groups that are at risk of being left behind. Included in the review were an analysis of the City's medium-term development plan (2018-2021), programme and project documents, administrative and survey data, and interviews with key informants including the Mayor of Accra, members of AMA's management team, the City's planning and budget officers, and the SDGs focal person at NPDC. Data on 27 indicators were evaluated for the report. 8 of the indicators were amended to suit the City's context, while 2 are proxy indicators that were used in place of the SDGs indicators.

7.2 Progress

The incidence of poverty⁶ in the City has declined from 10.6 percent in 2006 to 2.6 percent in 2013 and 0.8 percent in 2017. While monetary poverty has declined significantly, non-monetary poverty remains a concern with relatively high levels of poor housing, inadequate sanitation and solid waste services, and poor public transport service.

Institutional maternal mortality increased between 2016 and 2017, but is now trending downwards. The decline is in part due to the increase in the number of births attended by health personnel which increased significantly from 28.3 percent in 2017 to 60 percent in 2018. Neonatal mortality has declined to almost zero, however, under-five mortality is on the rise reaching 10.1 deaths per 1000 live births in 2018. New HIV infections has declined by more than 200 percent since 2016 reaching 1,306 in 2018. This figure is still high and efforts should be taken to reduce it further.

Accra Metropolitan Assembly has since 2016 achieved universal access to safe drinking water. Sachet water and piped water are the two major sources of drinking water for residents. Access to safely managed sanitation service remains a major challenge in the City. Over forty percent of residents use shared toilet facilities while there are still a few communities that are not open defecation free. The GAMA project is one of the major ongoing initiatives to help provide toilets for every household in the City. As at 2017, about a quarter of the persons aged 15 years and older within the metropolis were unemployed. This is higher than the national and regional rates of 14.6 percent and 20.5 percent respectively. Income inequality is rife, with about 14 percent of the population living below 50 percent of the median income.

The City of Accra is vulnerable to disasters, particularly flooding within the low-lying areas. Many sections of the coastline are prone to coastal erosion and also susceptible to the potential effects of climate change such as tidal surcharges and sea level rise. Critical infrastructure and settlements along the coast would need to be protected from the potential effects of climate change.

Some particular population groups in the City are disadvantaged and are unable to take part and/or benefit from the several ongoing development initiatives, and therefore are at risk of being *left behind*. The high-risk population groups are the Urban Poor, Street Children, Persons living in slum areas/informal settlements, Women and Girls, Unemployed and Underemployed Persons, Informal Sector Operators, Persons with Disabilities, the Youth and Fisher folks/Coastal Communities.

⁶ Based on the national upper poverty line of GH¢1,314

7.3 Key lessons learnt

In line with the national planning and budgeting guidelines, the 2030 Agenda and Agenda 2063 targets have been integrated in the city's medium-term development plan, taking advantage of the high level of convergence between the two agendas. This has eliminated the need to prepare multiple plans to national, regional and global development frameworks.

The use of the Strategic Environmental Assessment in the planning process allows the integration of the dimensions of sustainable development in the city's plans and programmes. This helps achieve a balanced integration of socio-cultural, natural resources, economics and institutional development considerations in the design and implementation of development plans.

Also, the use of cross-sectoral, multi-partnership and participatory approach provides opportunities for highlighting the inter-linkages among the goals and targets thereby taking advantage of the synergies while minimising the trade-offs. The engagement of multi-partners and stakeholders fosters the better collaboration, promote learning and ownership of the City's development plan.

7.4 Major challenges

The report also exposes the data challenges that the metropolis faces in tracking the progress of implementation. In attempt to explore national surveys to fill gaps in the metropolis data, it was observed that the sampling framework used in past surveys conducted by Ghana Statistical Service, generally does not allow for the computation of indicator values for local authorities. As a result, analysis was limited to 2017 and also for some indicators, population-based indicator values could not be computed. Major concerns were observed in the method of computation of values for most of education indicators from EMIS, as significant underestimations were observed arising out of poor participation of private schools in the education census, although they constitute the bulk of schools in the metropolis. The City Authority would have to improve on its administrative data system to generate reliable and timely data on a regular basis to support evidence-based decision making, as well as track the progress of implementation. More importantly there is the need to engage the Ministry of Education and Ghana Education Service (GES) to urgently review the method of computation for education data to ensure that data captured accurately reflects the actual situation.

Despite the improvements in the City's revenue mobilisation, the amount mobilised is inadequate to meet the funding requirement of the SDGs. Support from central government and development partners cannot fill the funding gap. Furthermore, the level of deployment of technology in development initiatives remain rudimentary. The City would have to forge innovative partnership with strategic partners to help mobilise the needed financial and technical resources to accelerate the implementation of the SDGs, ensuring that no one is left behind.

Though the SDGs have been mainstreamed in district medium-term development plans (DMTDP), capacity for designing multi-sectoral initiatives to effectively leverage on the inter-linkages among the goals need to be enhanced. Similarly, the capacity of AMA officers together with their stakeholders to effectively and efficiently implement, monitor and evaluation development initiatives is a constraint that needs urgent attention.

7.5 Next steps

With about 10 years left for achieving the SDGs, the City would embark of the following strategy initiatives to accelerate the implementation of the SDGs.

i. Strengthen the partnership with the private sector and CSOs

AMA will explore opportunities to strengthen the ongoing partnerships with the private sector and civil society organisations and also forge new partnerships arrangements particularly with academia and faith-based

organisations. The focus of these partnerships would be to promote collaborative actions, and attract financial resources and technology to help accelerate the implementation of the SDGs.

ii. Improve coordination among all stakeholders

Many development actors are actively carrying out SDGs-related initiatives in the City, however these initiatives are not well coordinated, sometime resulting in duplication and inefficient use of effort and resources. The City would endeavour to improve on this situation by putting in place a mechanism to enable it and other stakeholders know who is doing what and where. Such a mechanism would help facilitate collaborations, identify SDGs that require more initiatives, as well as the locations that are being left behind. The coordination will also seek to promote the sharing of lessons and good practices among stakeholders.

iii. Improve the statistical system

AMA would engage the support of Ghana Statistical Service and other stakeholders to build a good statistical system to generate timely and reliable data to support evidence-based decision making. The system which will cover both administrative and survey data, will promote data use and data sharing among stakeholders.

iv. Awareness creation

The successful implementation of the SDGs requires the active interest and participation of the general public. AMA will partner NDPC, the CSOs platform on SDGs, the media and other stakeholders to raise the level of awareness and knowledge on SDGs among the general public, with particular focus on the youth and school children.

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Annex 7: Accra Metropolitan Assembly Projects and SDGs

Goal No.	Sdg	Project Initiated	Start Date	Status	Remarks
G9	Industry, Innovation And Infrastructure	Surfacing Of Selected Roads In Ablekuma Sub-Metro	June, 2018	Completed	Ama In Partnership With Ministry Of Roads And Highways
		Rehabilitation Of Ayikaikor Lane, Nii Annan Kakaban Street, Shika And Akweley Adoley Street- Ablekuma Sub-Metro.	June, 2018	Completed	Ama In Partnership With Ministry Of Roads And Highways
		Rehabilitation Of Nii Kojo Adote Street/Okoko Adote Street, Amane Akwei Link, Kessel Street/Afajato Street And Nii Awoso Street – Ablekuma Central	June, 2018	Completed	Ama In Partnership With Ministry Of Roads And Highways
		Drainage Works Along Selected Roads In Ablekuma Central – Phase 1	June, 2018	Completed	Ama In Partnership with Ministry Of Roads And Highways
		Drainage Works Along Selected Roads In Ablekuma Central – Phase 2	June, 2018	Completed	Ama In Partnership with Ministry of Roads And Highways
		Surfacing Of Lapaz Market Road And Mampong Okai Link – Okaikoi North Sub-Metro	June, 2018	Completed	Ama In Partnership With Ministry Of Roads And Highways
		Rehabilitation Of Tyson Street, Reace Chapel, Apostolic Road And Diabase Street And Clif Street – Okaikoi Central	June, 2018	Completed	Ama In Partnership With Ministry Of Roads And Highways
		Asphalt Overlays On Some Selected Roads Within The Metropolis Including; Azuma Nelson Road, Feo Oyeo Road, Dentu Avenue Road, Orgle Road.			
G3	Good Health And Well-Being	Opening Of The Waste Transfer Station At Achimota Through A Private Sector Led Initiative (Zoom Park)	2018	Completed	Ama In Partnership With Zoomlion
		Rehabilitation Of The Existing Sewer Lines And Construction Of New Extensions	2018	Completed	
		Rehabilitation Of The Existing Sewerage Transfer Pumping Stations And Construction Of New Ones. Construction Of Toilet Facilities For Schools And The Promotion Of Household Toilet.	2018	Completed	
G7	Affordable And Clean Energy	Energy Audit On Public Metropolitan Building: Ama Office Complex And Accra Girls Secondary School	2017	Completed	Ama In Partnership With The European Union Energy Initiative And Partnership Development Facility
		Energy Efficiency In Public Metropolitan Buildings: Installation Of A 5kv Solar System For Accra Girls Secondary School	2017	Completed	Ama In Partnership With The European Union Energy Initiative And Partnership Development Facility
		Capacity Building In Energy Efficiency	2017	Completed	Ama In Partnership With The European Union Energy Initiative And Partnership Development Facility
		Energy Efficiency In Public Municipal Buildings: Ee Retrofits In The Former Ama Head Office. Replacement Of Old Air Condition Units In The Assembly Hall Replaced With 8 Energy Efficient Star Rated Units.	2017	Completed	Ama In Partnership With The European Union Energy Initiative And Partnership Development Facility

Goal No.	Sdg	Project Initiated	Start Date	Status	Remarks
		Replacement Of Curtains With Blinds To Reduce Heat Trapped In Room To Allow Acs To Function Effectively			
G6	Clean Water And Sanitation	Waste Segregation For Basic Schools: Supply Of 267 Color Coded Waste Bins To All Government Basic Schools In Osu Community And Ministry Of Health Basic Schools.	2017	Completed	To Be Scaled Up To Include Schools In Remaining Communities Within The Ama
		Waste Segregation In Senior High Schools: Supply Of 330 Waste Separation Bins To Government Senior High Schools Within The AMA	2018	Completed	
		Ama Extends Waste Segregation To University Of Ghana Medical School	2018	Completed	
G15	Life On Land	Sustainable Greening And Beautification Of Accra Project: 21 Open Spaces Within The Ama Have Been Selected For Restoration And Enhancing To Address The Challenge Of Poor Environmental Conservation And Protection	2018	In Progress	Recently Launched
G11	Sustainable Cities And Communities	Road Safety Assessment Across The Metropolis In Enhancing Mobility	2017	Completed	Ama In Partnership With The Bloomberg Initiative For Global Road Safety
		Road Safety Enhancement Works At Lapaz; - Increasing Signal Timing - Lowering Of Kerbs - Replacing Damaged Crash Barriers - Replacement Of Damaged Signals Remarking Of Road Marks	2017	Completed	Ama In Partnership With The Bloomberg Initiative For Global Road Safety.
		Road Safety Campaign; Donated Items Such As Reflective Cones, Lighting Batons, Reflective Vest, Directional And Stop Signages And Examination Gloves To The Motto Traffic And Transport Department (Mtttd).	2018	Completed	Ama In Partnership With The Bloomberg Initiative For Global Road Safety.
		Road Safety Campaign; Ama Visits The Greater Accra Regional Hospital To Mark The World Day Of Remembrance For Road Traffic Victims.	2018	Completed	Ama In Partnership With The Bloomberg Initiative For Global Road Safety.
		Road Safety Campaign; Driving Change And Saving Lives, Mayor Of Accra Shares His Experience	2018	Completed	Ama In Partnership With The Bloomberg Initiative For Global Road Safety.
		Ama Launches Road Safety Report	2018	Completed	Ama In Partnership With The Bloomberg Initiative For Global Road Safety.
		Ama Launches Road Safety Strategy	2018	Completed	Ama In Partnership With The Bloomberg Initiative For Global Road Safety.
G2	Zero Hunger	Ama Commits To Promote Fish And Livestock Farming.			

Goal No.	Sdg	Project Initiated	Start Date	Status	Remarks
G13	Climate Actions	Green House Gas Inventory Across The Metropolis	2017	Completed	
		Strategic Climate Change Appraisal And Scenario Modeling	2018	Completed	
		Stakeholder Mapping And Engagement On Climate Change Impact	2018	Completed	
		Launch Of Breathelife, Clean Air Initiative Under The Urban Health Initiative Of Who		Completed	In Partnership With World Health Organization (Who)
G17	Partnerships for The Goals	C40 Climate Leadership Group	2015	Active	Mayor Adjei Sowah As Vice Chair
		100 Resilient Cities; Developed A Preliminary Assessment Report	2015	Completed	
		Bloomberg Initiative For Global Road Safety (Bigrs)	2015	Active	
		Partnership For Healthier Cities Initiative	2017	Active	
G16	Peace, Justice And Strong Institutions	Completed And Commissioned The Ama's New Smart Office Complex With The Aim Of Serving And Bringing Development And Decentralization Of The Door Step Of The People Of The City Of Accra.	2018	Completed	Ama In Partnership With Dream Reality.
		Organized Community Engagement In All 10 Sub-Metros To Elicit Views And Inputs From Communities Members For The Preparation Of The 2018-2021 Mtdp	July, 2017	Completed	
		Organized Town Hall Meeting At The Osu Presby Church Auditorium To Engage Citizens And Stakeholders On Government Projects And Programmes	2017	Completed	
		Organized Budget Hearings	2017 & 2018	Completed	
		Organized Community Engagement With Traders On The Theme; "Flood Control And Prevention; The Role Of Market Women And Traders". –	April, 2018	Completed	
		Tax Reforms; - Revaluation Of Properties. - Mechanization And Modernization Of Revenue Collection	2018	Completed	
G10	Reduced Inequalities	Ama Supports Pwd With Working Tools And Equipment	2018	Completed	
G4 & G9	Quality Education & Industry, Innovation And Infrastructure	Completion Of 5no. 3-Storey 18-Unit Classroom Block With Ancillary Facilities. - Completion Of Accra College Of Education Practice School - Completion Of Abavana Cluster Of Schools - Completion Of St. Joseph Anglican Cluster Of Schools - Completion Of Abavana Down Cluster Of Schools Completion Of Labawaleshie Presby Cluster Of Schools	2017	Completed	Schools Commissioned And In Use

Urban Developments and Infrastructure



Develop remedies to control urbanisation- Mayor Sowah urges Development Planners



Mayor Sowah engages leaders of Nzema Oil Traders Association over redevelopment plan

Disaster Management and Flood Control



AMA inaugurates Disaster Management Committee



President Akufo Addo inspects ongoing works to mitigate



Work begins on underground drain at Kaneshie First Light to prevent constant flooding



Ongoing desilting of drains in Accra

Road Safety



AMA-BIGRS donates new speed detection devices to Police MTTD



AMA-BIGRS launches Accra's 1st Road Safety Mass Media Campaign



Accra goes Green



AMA announces plans to plant 100,000 trees in Accra

Climate Change



Mayor Sowah joins Global Covenant of Mayors for Climate



Accra inaugurates Climate Action Planning Steering Committee



Workshop on Climate Action Plan ends in Accra



EU kicks off 2019 Climate Diplomacy week with tree planting in Accra

Sanitation



Support Assemblies to improve sanitation - Mayor Sowah urges Ghanaian media



AMA supports MOH basic school with waste separation bins



AMA equips street sweepers to clean Accra



AMA holds stakeholders engagement on sanitation and noise pollution



450 people prosecuted in Accra for sanitation offences



Clean Accra Agenda: Integrated Recycling and Compost Plant commissioned



AMA clears illegal structures, over grown weeds in Okaikoi South



100 households in Ga Mashie get free waste



New Norwegian organisation to recycle plastic waste into diesel fuel



Three e-waste projects inaugurated at Agbogbloshie

Accra

Live in, Love it



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