



Figure 2 illustrates pay differentials for engineering staff across categories of employer in Ghana where local government are paid on the same scale as central civil service. It shows the most dramatic differences across all employer types at senior grades. While the differentials are less marked at middle and lower management levels, the differences are still significant.

FIGURE 2: PAY DIFFERENTIALS

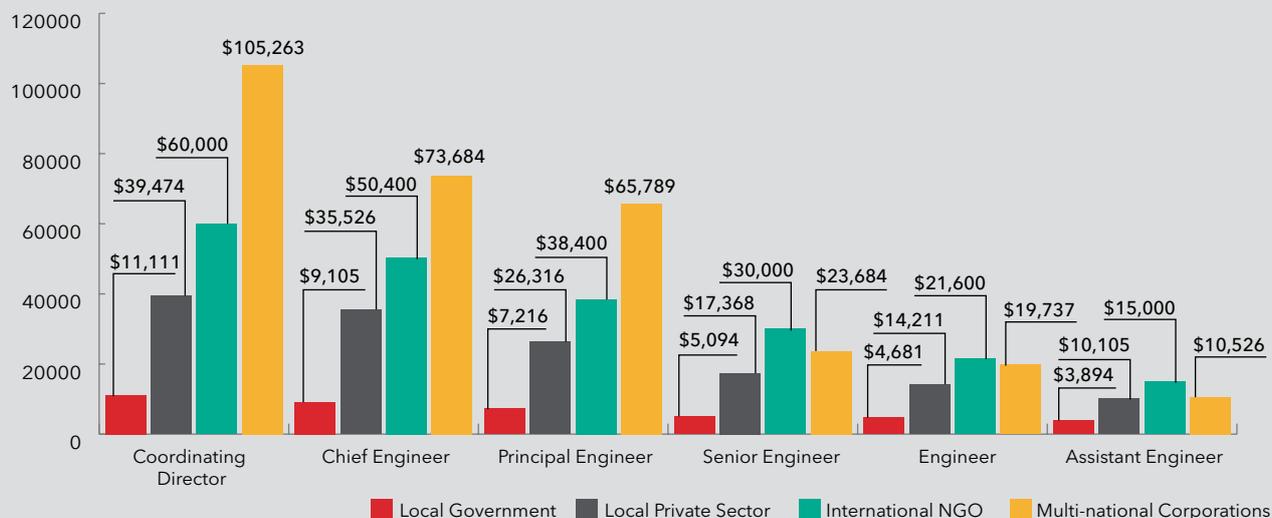
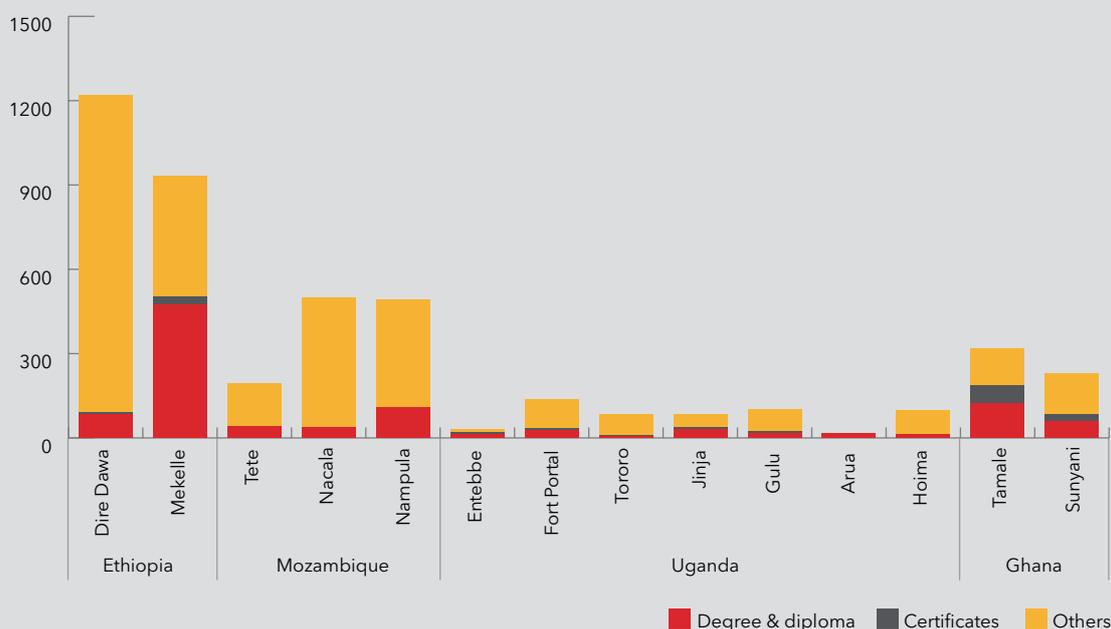


Figure 3 shows the capacity gap in terms of staff qualifications. Over two-thirds of staff have no post school educational qualifications. Only a quarter of staff have a degree or diploma level qualification and just 4% have certificates of attendance on training courses.

FIGURE 3: CAPACITY GAP



## Conclusions

These findings clearly underscore why cities in developing countries struggle to provide barely functioning services. Cities are currently operating with just a fraction of the staff they need in managerial, technical and support roles. Of the staff they do have, more than two-thirds have no formal qualifications and all are consistently poorly paid compared to their counterparts at equivalent grades in the private sector.

This all adds up to a powerful, poisonous cocktail of inefficiency and neglect. The lack of human resource capacity is all the more worrisome in the light of many conventional prescriptions that advocate trimming, freezing and cutting of local government staff as a means to align establishment costs with consistent underfunding of capital and operational budgets.