Cities Alliance
CITIES WITHOUT SLUMS

Joint Work Programme – Activity Implementation Plan

DATE: 10 September 2010

1. NAME OF ACTIVITY: Ghana cities awareness and advocacy framework

2. JOINT IMPLEMENTATION PARTNERS:

Partner Organization: Information For Change Initiative (IFCI)
Activity Leader Name: Markus Pasterk
  Phone: +33 4 72 17 11 99   Email: markus.pasterk@i-pri.org

Partner Organization: Causing Change
Activity Leader Name: Cemil Giray Alyanak
  Phone: +33 4 50 88 99 11   Email: cemil.alyanak@causingchange.net

OTHER PROJECT PARTNERS:
  ➤ World Urban Campaign and WUC partners;
  ➤ CA members active in Ghana: AFD, GTZ, Habitat for Humanity, SDI, UN-HABITAT, World Bank

3. RECIPIENT ORGANISATION:
Information For Change Initiative (IFCI)*:*
Task Manager Name & Title: Markus Pasterk, IFCI Project Manager
Organization: IFCI
Address: Espace Européen, Bâtiment G, 15 Chemin du Saquin, 69130 Ecully, France
Contact Person/Title: Markus Pasterk, IFCI Project Manager
Telephone/Fax/E-mail: Tel: +33 4 72 17 11 99, markus.pasterk@i-pri.org

4. TYPE OF ACTIVITY (check all that apply)

	Primary	Secondary
Knowledge Generation (research, analysis)	x	
Knowledge Product Creation (Production)	x	
Knowledge Dissemination	x	
Communications and Advocacy	x	

5. THEMATIC FOCUS:

	Primary	Secondary
Strategic City Development / CDS		
Slum Upgrading		
Data / Urban Indicators		
Environment / Climate Change		
Employment / Local Economic Development		
Finance		
Other (Describe): Advocacy & public awareness	x	

6. GEOGRAPHIC SCOPE OF ACTIVITY *(specify)***:**

Country:	GHANA
Regional	_____
Global / Multi-regionals	_____

7. TARGET AUDIENCE(S):

	Primary	Secondary
Developing country national government(s)	x	
Developing country sub-national government(s)	x	
Developing country civil society or public	x	
OECD country government(s)		x
OECD country civil society or public		x
Other (Describe): Donors		x
Other (Describe):		

8. Expected duration: 2 years / 24 months

BUDGET ESTIMATE SUMMARY:

9. Budget to be provided from Cities Alliance funding: US Dollars 325,000

10. Co-financing amount of total budget, including local partners: US Dollars 130,000
11. Total activity budget cost: US Dollars 455,000

ACTIVITY DESCRIPTION:

12. BACKGROUND:

Ghana is the second country where clear synergies have been identified with the Cities Alliance's global programme: Land, Services and Citizenship for the Urban Poor (LSC). The LSC programme was designed to assist a selected group of developing countries grapple with the challenge of rapid urbanization, growing cities and deepening urban poverty.

As with many of its neighbouring countries in Sub-Saharan Africa, Ghana is experiencing rapid urbanization. Statistics from 2000 indicate that the growth trends of the urban population in the last four decades have increased from 23.1% in the 1960s to 43.8% in 2000.[1] Today, about half of the Ghanaian population of 23 million (2007) lives in cities and other urban areas. The greatest urban concentration occurs in the Greater Accra Metropolitan Area (GAMA) with a present day estimated population of 3 million.

Despite this phenomenon, the urban agenda has been ignored in Ghana, leaving the Government unprepared for its urban future. Ghana crossed the threshold from rural to urban without a hint of recognition. Urban is "everywhere but nowhere" among government institutions, which are weak and ill-prepared to deal with urban challenges. Over the decades, urban planning in Ghana has not effectively kept pace with urban migration, resulting in settlements on lands (often marginal) that have not been formally planned for either housing or trade. A great deal of confusion exists regarding how best to rectify what is perceived to be informality in the settlement of land either for trade or resident purposes. A tendency exists that hopes to clean up and "decongest" the city through demolitions and forced removals.

In response to the request from the Government of Ghana, Cities Alliance members and their national and local government partners have jointly shaped a *package of interventions that collectively* respond to the challenges identified. Within this spirit, the overarching development objective of the Ghana LSC programme is:

> *To create inclusive cities without slums in order to maximise the potential of urbanisation by proactively managing urban growth.*

---

[1] Ghana Statistical Service. [available at www. statsghana.gov.gh/KeySocial.html] Visited on November 2009.

In achieving this overarching objective, the programme aims to: 1) strengthen the capacity and resource available to the urban poor, better enabling them to enter into development partnerships with local government; 2) strengthen the capacity of local government to inclusively plan and manage urban growth; and 3) support national and local policy dialogue to promote pro-poor urban systemic change.

Given the need to change attitudes and political commitment in Ghana to elevate the urban agenda, **a project focused on advocacy and awareness-raising around urban issues** has been identified by CA members and local partners as a key intervention that will contribute towards achieving the objectives of the LSC programme in Ghana.

CA members have increasingly recognized the value of advocacy and awareness raising for more effective and sustainable programming in the urban sector. Most notable among these efforts is the **World Urban Campaign**, recently launched by UN-HABITAT with partner organizations, including the mondofragalis group and the causing change initiative, which have worked with Cities Alliance partners to develop this project.

13. Activity Objective:

The objective of this activity is to raise awareness and help to build the political commitment in Ghana to both manage urbanisation and to promote an active urban citizenry premised on *inclusivity*. Inclusive cities promote growth with equity. All residents of an inclusive city, regardless of economic status, gender, race, ethnicity or religion, are enabled and empowered to fully participate in the social, economic and political opportunities that the city offers.

Three key international lessons will come to bear on the messages disseminated through this activity. Firstly, urbanisation is a global process that cannot be stopped through rural development initiatives or through any form of social control. Secondly, forced removals simply displace the problem and inevitably lead to political instability. Thirdly, no developed country achieved its development status without first urbanising; indeed a clear link exists between economic growth and urbanisation. The question is not whether urbanisation is good or bad, but rather how a country manages the process.

Awareness will be raised using media sensitization and specialized, targeted media tools, including a three-issue magazine – "Causing Change in Ghana's Cities," a weekly radio talk show – "Let's Talk Change" and ancillary activities. Two main themes will be covered: (i) inclusivity as a city principle; and (ii) cities as engines of economic growth. The process will be informed by attitudinal research that will then be the basis of a closing evaluation.

SUMMARY of IMPLEMENTATION ARRANGEMENTS

14. Main Tasks for each Implementing Partner

- Operational Management : *IFCI*
- Analysis & Strategy : *IFCI / causing change*
- Foundational Advocacy : *IFCI / causing change*
- Awareness (oversight) : *IFCI*
- Awareness (production/dissemination) : *causing change*
- Awareness (generating "causing change" stories): World Urban Campaign partners, CA members
- Training : *causing change*
- Post evaluation and ongoing monitoring : *IFCI*

15. Budget for each Implementing Partner

IMPLEMENTING PARTNER:	CA Funding	Partner Cofin.
IFCI	USD 325,000 *(EUR 253,940)*	
CCH		USD 130,000 *(EUR 102,300)*

TOTALS	USD 325,000 *(EUR 253,940)*	USD 130,000 *(EUR 102,300)*

----

16. Implementation plan

see Gantt chart (Annex A)

17. Methodology and sequencing of activities

The approach to awareness raising and advocacy on urban issues in Ghana centers on disseminating positive reinforcement as a catalyst for change. This activity will look for, compile and disseminate stories of change in urban areas. It will bring to the fore that which is working, that which is useful, that which is promising in inclusive city development. It will then use this stream of information to increase awareness and provide advocacy leverage around two key themes: (i) inclusivity as a city principle; and (ii) cities as engines of economic growth. .

This approach is built on the premise that ideas, people, organisations, networks and companies cause change and that policy makers act when sensitized to people, entities and actions related to change. The idea is to promote the work, solutions and views proffered by those at the leading edge of changing cities in Ghana. Through targeted media tools – primarily a three-issue magazine and a radio talk show – this project will tell people – from citizen to policy maker – about these efforts, hoping such knowledge will incite, empower and resource them further. Change empowerment fuels sustainable growth. The tools can be used to champion new legislation, increase corporate responsibility, change behavior, inspire, transform and bring much needed resource support to dedicated agents of change.

As detailed in the Gantt chart (Annex A) the activities are divided into six key areas:

1. *Overhead / Oversight:* ongoing oversight and monitoring of the project
2. *Analysis & Strategy:* project development and pre-campaign attitude research
   a) <u>Policy and Goals Brief</u>: Understanding and formulating are the first steps; first we figure out why, then we decide on how. We need to establish the goals of the effort, we need to know what the conditions are wherever the changes must occur, we need our strategy to be coherent with peripheral parameters and finally, we need to develop the messages themselves. To do so, we need to have the implementing and project partners in full sync as regards the project's policy guidelines and the goals. Policy parameters and goals laid out in this brief will be the key parameters throughout the project.
   b) <u>Pre-Campaign Attitude Research</u>: What is the starting point? How do Ghanaian citizens and policymakers perceive the city? What is their understanding of inclusion? Are there any underlying issues driving their attitude? Some of the questions asked of a select but broad group of citizens will establish a benchmark while others will serve to better inform the process. This research will be undertaken by a local team under IFCI supervision.
   c) <u>Strategy and Message Development</u>: Good analysis leads to good strategy. The strategy will be built on goals, but also framed by available resources and means. At this point, the implementing partners will draft a strategy position that is handed to project partners for review and commentary. This back and forth, or collaborative process will ultimately result in a strategy paper that combines the policy and goals brief with the pre-campaign attitude research. In short, this is the output of the first two actions in the analysis and strategy phase. The messages will be the foundation of information and advocacy tools and actions. Message development output includes editorial guidelines, policy statements, acceptable and unacceptable vocabulary, imagery and all other content related input. During the strategic development stage we will decide what needs to be said to whom. During the message stage, we decide what words or images will be most effective with our specific target groups.
3. *Operational Management:* on-site management by Ghana-based project manager and Ghana-based senior media advisor
4. *Foundational Advocacy:* including media sensitization and ongoing advocacy with Cities Alliance assistance
   a) <u>Ghana Media Sensitization:</u> Media sensitization is not to be confused with partnership or key multiplier contacts. Sensitization is a broader yet fundamental process. Journalists cannot be expected to be familiar with every topic. The truth is that the more they do know about one, the easier it is for them to write or report on it. In order to do this, we will organize media sensitization sessions on-site with a few or several journalists or editors. The goal will be to get the journalists to write about the effort and to do so knowledgeably and impartially. This can best be obtained by providing them with relevant background materials in a personal setting. Too often, campaigners neglect the media's knowledge threshold. Time has shown that the more journalists know about a specific topic or organization, the better they cover them. This sensitization will primarily be delivered during meetings; however, telephone calls, video conferences or simply mailing materials are alternatives that will be considered if meetings prove impractical.

b) <u>On-Going Advocacy:</u> Throughout its presence in Ghana, the IFCI / causing change team will accompany the Cities Alliance team on an ad-hoc basis to provide ongoing strategic advocacy support especially as it relates to simultaneous media actions. For instance, one should not assume that in-country stakeholders will read, see or hear every message. To this end, bringing their attention to it is necessary.

5. *Awareness:* production of targeted media tools that stay on the positive side of the messaging divide. At no time will we be tempted into the negative; attacks and finger pointing is best left to other media and campaigns. These tools will encourage. They may also help attract resources for inclusive urban development in Ghana by showcasing successful approaches. Initially the tools will be produced by IFCI and Causing Change. But because sustainability is imperative, we will seek, prepare and assist Ghanaian media partners to take over the tools. WUC partners and CA members active in Ghana will be engaged to help identify content and stories of change to be featured in these media tools.–

   a) *Causing Change in Ghana's Cities* magazine: A magazine provides the necessary convergence for all the advocacy and awareness efforts that occur throughout the project. The magazine will focus the message, drive the editorial outline and allows us to connect with the key targets using a medium that continues to be considered the most authoritative.[2] Three issues of the magazine will produced under this project.

   b) *Let's Talk Change* radio talk show: Radio talk shows are extremely popular in Ghana throughout a vast cross-section of society. The Let's Talk Change show will be a weekly show featuring guests involved in change in Ghana's cities. The radio show, which will also be filmed for television rebroadcast, will be hosted by the Ghana Broadcast Corporation. IFCI and Causing Change will act as co-producers during the project's first year on air before moving to a quality control role exclusively.

   c) <u>Project web:</u> Most consider a website indispensible. We agree though with some strong caveats. Websites need to have a purpose, no less than the magazine and radio show. For this reason, the website will be designed with a clear purpose – dialogue and dissemination. Dialogue will come in the form of a forum or blog and dissemination in the form of articles or videos. The possibility of linking into the newly established on-line Urban Platform will be explored.

6. *Training: during t*he project and for *handover* to continue the media drive in-country Each media action will be produced with local partners with the intent to pass the project entirely into their hands towards the end of the project. This handover requires training. The training will be mostly ongoing. Expertise will be transferred throughout the production process. Depending on the degree of assimilation and initiative, a supplementary hand-over, end-of-project training component may be incorporated.

18. Deliverables

Monitoring & Evaluation:
- Pre-campaign attitude survey – results summary
- End 2010 report
- Mid-project review
- End 2011 report
- Post campaign attitude feedback – survey results and analysis
- Final report

Advocacy:
- Media sensitization materials (media kit)
- Three media sensitization events in three Ghanaian cities (tbc)

Awareness
- Issue # 0 magazine design & templates
- Initial radio elements
- Initial web design
- Magazine issue # 1
- Magazine issue # 2
- Magazine issue # 3
- "Let's talk change" radio & TV production (weekly starting in Feb 2011)
- International awareness 'special mailing' pack
- Website

Training:
- One empowered local publishing house to continue the magazine project
- One trained local radio & TV producer to continue the audio-visual project

---

[2] Various sources are available that demonstrate the print media's continued supremacy over web in matters of credibility. A long list of references can be found on Stanford Persuasive Technology Lab's Web Credibility Research Page at http://credibility.stanford.edu/resources.html.

19. Expected outcomes and related monitoring indicators and plans

Expected outcomes	Monitoring indicators
Increased and improved coverage of inclusive cities	In-country media observation
Marked attitudinal change amongst top policy makers	Formal monitoring at front and back end of project (pre- and post-campaign survey feedback and analysis) plus informal ongoing monitoring
Marked attitudinal change amongst the Ghanaian public	Formal monitoring at front and back end of project (pre- and post-campaign survey feedback and analysis) plus informal ongoing monitoring
Transfer of technical skills	Increased independent control of media production and eventual complete hand-over

20. Project schedule and delivery targets
See Gantt chart (Annex A)

21. Financing plan
See Gantt chart (Annex A)

A. CITIES ALLIANCE GRANT REQUEST *(see Gantt chart – Annex A)*

22. Expected currency of expenditures

Into what currency (or currencies) do you expect the grant funding (provided in U.S. dollars) to be converted?
- Euros (EUR)
- Ghanaian Cedi (GHS)

What exchange rate assumptions have you used?
- All prices were calculated using the following exchange rate : EUR/USD 1.2798.
- This exchange rate will be guaranteed by a bank fluctuation guarantee to be subscribed to by IFCI.
- None of the prices in Ghanaian Cedi are fixed yet. An exchange rate will be calculated and confirmed at a later date.

23. Co-financing arrangements

Co-financing Source	Description of Co-Financing
1. causing change (a mondofragilis group company)	causing change (and other mondofragilis group companies) will provide co-financing based on the agreement of the provision of 'in-kind' services. (*see the agreements attached – Annex B)*

Is all co-financing confirmed/committed? If so please provide the documents to support this agreement.

24. Basic Fiduciary Information of Grant Recipient[3] - *see the FMQ*

  a. Is the Recipient a registered organization under the countries/cities legal framework ? – Yes (see Annex C)
  b. Can the recipient provide proof of registration and years of operation? – Yes (see Annex C)
  c. Does the recipient have prior experience managing other Donor funds and provide documentation to support this? - Yes (the president of IFCI – see list in Annex D)
  d. Does the recipient have authority to open a bank account for receiving donor funds ? – Yes
  e. Is the recipient audited annually?   - Yes (depending on criteria under French legislation[4] – to date IFCI, based on legal criteria, has not required an annual audit. Going forward annual audits will be carried out, as detailed in the FMQ)

---

[4] (decree n° 85-295 1st March 1985 modified, article 22) an audit is required for each year of financial activity for organizations that meet 2 of the 3 following criteria:
- More than 50 employees

f. Do you produce periodic financial reports for monitoring and evaluation? - Yes – refer to point e. and to the FMQ

g.

25. Costing assumptions – *(See Gantt Chart – Annex A)*

Provide details about the assumptions that were used to calculate the costs presented in the summary financing plan (21). – These are detailed in the attached budget and Gantt chart (Annex A)

- Annual takings of more than 3,100,000 €
- Total balance of more than 1,550,000 €