



People's Dialogue on Human Settlements

Strategic Plan

(Abridged Version)

“Creating a world of improved livelihood for the Urban Poor”

2014-2017

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Our Strategic Plan Review Process

People's Dialogue on Human Settlements (PD) is a Ghanaian development organization committed to building collaborative partnerships between organized communities and (especially) local governments in contexts of deep urban poverty, landlessness, joblessness, and homelessness.

In a situation where over 60% of the urban population in Ghana live and earn their living in informality, we consider bridging the gap between formality and informality as the deepest challenge to the creation and management of inclusive and sustainable cities in which all people have a voice and a livelihood.

Together with GHAFUP, PD has embarked on a process of strategic planning to articulate its strategic directions for the next 4 years (2014–2017). The planning sessions were the result of a collaborative effort among community/federation leaders as well as key staff of PD, facilitated by qualified and experienced Organization Development specialists. The plan builds on nearly 10 years of experimentation, engagement, and learning with urban slum communities and now, PD and GHAFUP are ready for scale-up.

Overall Goal of the Strategic Plan

To strengthen local and national organizations of slum dwellers in Ghana to have the capacity and leadership to develop new institutional relationships with government, private sector, and civil society, that alter decision-making processes and developmental outcomes in Ghanaian cities to be more inclusive of the voices and priorities of the poor.

strategic objectives have been designed in such a way that each objective has a program vehicle to achieve it; and each program has very specific measurable results to be delivered over the 4-year duration of the plan. These results will be tracked at the output level and reported through PD's annual monitoring reports. The outputs emanating from these programs will be evaluated at mid-point in the implementation of the plan (in December 2015), with the results of the outputs evaluation used to refine the balance of the 4-year plan by December 2015

- 1) To enhance the voice and representation of organized slum dwellers and informal traders in urban governance
- 2) To support the incremental, in situ upgrading of informal settlements
- 3) To create improved access to healthy living conditions and a sustainable environment
- 4) To strengthen the income, livelihood, and assets base of organized slum dwellers
- 5) To enhance the long term sustainability of GHAFUP, GHAFIT (Ghana Federation of Informal Traders). and PD

People's Dialogue's Vision & Mission

Guiding the 2014-2017 Strategic Plan are People's Dialogue Vision, Goal, Core values and Core Activities

*It is People's Dialogue's **vision** that urban poor lead the process of acquiring safe and secure livelihood – decent shelter, water, sanitation, voice and representation.*

This vision builds and draws from PD, GHAFUP, and GHAFIT's deep and practical understanding of the nature of urban/city life and the gap that exists between urban poor living in informality and the formal world. We recognise that, urban/city system/life is a complex interaction of individuals, group, community, and city organization. It is also about how social, political, economic, and physical systems interact to produce inclusion or exclusion in city's challenges or opportunities.

*PD's **mission** is to build the voice and agency of slum communities throughout the cities in Ghana, with a special focus on the role of women, in order to achieve inclusive cities in which the urban poor are to be at the centre of strategies and decision-making for equitable urban development.*

Core Activities & Rituals

Savings and the formation of saving groups.

The savings groups are the building blocks for poor communities to accumulate their own resources. From a developmental perspective, however, the basic equity inherent in savings is the cohesion, understanding, trust, and confidence generated. Moreover, the discipline and systems required for strong savings groups is the base through which communities can manage and implement projects.

Settlement mapping, profiling, and enumerations:

Ghafup saving groups work with and mobilize entire communities to count households, map settlements, and survey at the household level to develop a detailed socio-economic profile of the settlement. When communities own their own information, they are able to gather more accurate information, and become active partners in planning their development. Ghafup engages with local governments to verify and legitimize their findings, in order to mainstream community-collected information for citywide

Central Role of Women

which is not just an ideal but a critical component of a gender-sensitive mobilization strategy, which sees men and women re-negotiating their relationships within families, communities, and within GHAFUP itself. By prioritizing the leadership potential of women, PD is attempting to change a social structure which is presently set up to exploit women's involvement and commitment to family and community.

National Urban Poor Funds:

G-Fund, which is owned and controlled by GHAFUP and managed by professional staff. The savings of the urban poor organised in GHAFUP are used to strengthen the negotiating position of the urban poor and leverage (financial) resources from other stakeholders, especially the state for the implantation of larger slum upgrading and infrastructural activities.

Peer-to-peer exchanges

that help build further capacity and build the network. It is the primary learning strategy facilitated by PD. Participants within the saving group network learn best from each other – when one savings group has initiated a successful income-generating project or has re-planned a settlement or has built a toilet block, PD enables groups to come together and learn from intra-network achievements.

Achievements of the People's Dialogue

GHAUFUP developed as an organised, recognized federation of the urban poor in Ghana over a period of ten (10) years through:

- Organized federation of slum dwellers in 7 out of 10 administrative regions of Ghana
- Over 15,000 federations members duly registered and saving
- 150 savings groups established
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This has enabled GHAUFUP to maintain a voice, built formal relationship with many local/national governments and with international agencies such as Cities Alliance, UN Habitat, the World Bank and a number of important agencies including Academia.

Again, PD/GHAUFUP has impacted on national policy development with our active involvement and participation in the Technical Meetings and National Advisory Board on the National Housing, Urban and Slum Policies; and National and World Urban fora etc.

GHAUFUP's Urban Poor Fund "G-Fund" developed through mobilizing urban poor federations and building a women's leadership for slum upgrading in Ghana:

- G-Fund/UPF has been used to leverage urban poor savings to support larger investments in slum upgrading;

Communities and Local Governments preparing joint plans for development schemes resulting in stronger partnership with stakeholders in urban planning and development:

- MoU with Ashaiman Municipal Assembly on slum upgrade and household sanitation facility. The assembly devoted US\$35,000.00 of the Urban Development Fund towards the program
- MoU with Ledzekuku Krowor Municipal Assembly on household toilet facility
- Agreement with Local Authorities to relocate Old Fadama inhabitants and not force eviction

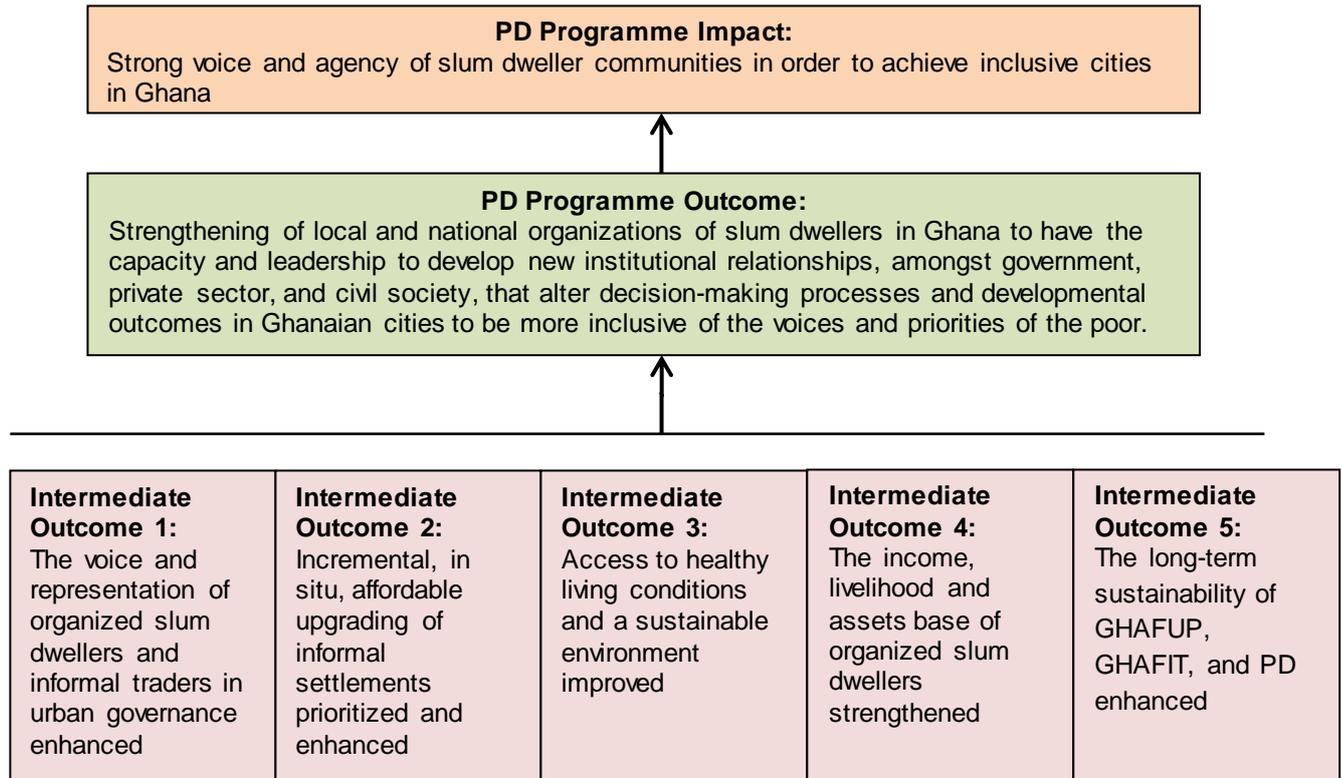
Effective mechanism for sharing and learning in place which allows slum dweller communities to provide an up-to-date, accurate on the ground account of conditions in these slum areas:

- Number of enumerations conducted – 10 communities
- Number of settlements profiled and mapped – 38
- Number of formal and informal markets profiled and mapped-43
- Number of international, national, and local exchanges – 500
- AMA Slum Inventory Pilot Project – slums in Accra

PD as a well-resourced, effective support NGO over the period has produced the following:

- Cooperative housing built – 2-story building in Amui Dzor (Ashaiman) for the urban poor
- Housing loans given to 31 members of Ashaiman Cooperative Housing society
- Land, Services and Citizenship Programme implemented in 4 cities in GAMA
- Constructed drains in Ashaiman, Amui Dzor
- Abotoase community wide water project – Tapa Abotoase
- HIV/AIDS and women economic empowerment project – Ashaiman and Old Fadama
- 12 seater communal WC flush toilet and 6 bathroom houses in Ashaiman,
- 20 seater communal pour flush toilet in Old Fadama
- Water vending points in Manford, Takoradi, and Tamale
- City-wide slum upgrading in Ashaiman – 34 bio-filtration toilets (expected to reach 250) by June 2014

OUR Results-Based Framework



<p>Outputs 1: Constructive, result-orientated local government-community dialogue platforms established in MMDA's and sub structures</p> <p>Pro-poor planning and budgeting and social accountability institutionalised in MMDA's.</p> <p>30 formalised relationships with MMDAs</p> <p>Trainings conducted with support of NDPC on slum policies in MMDA's.</p> <p>50 exchanges on city wide slum upgrading and government community dialogue.</p> <p>Advocacy platforms and city level dialogues for communities and organised groups (GHAFUP), Ghana Federation of Informal Traders (GHAFIT), etc.</p> <p>National Citywide network of community-based organisations and NGOS in Housing and Urban Development (HUDNET) created, registered and operational.</p> <p>Urban press centre created.</p>	<p>Outputs 2: 100 settlements upgraded incrementally & affordable to the entire community.</p> <p>30 citywide profiles & mapping of settlements conducted.</p> <p>Protocols on incremental, in situ affordable settlement upgrading developed.</p> <p>Over 500 rental & ownership housing units constructed in 30 MMDAs</p>	<p>Outputs 3: Community-led waste management on 30 MMDAs established.</p> <p>Eco-friendly toilet solutions adopted and toilet construction centres established in 30 MMDAs including ODF.</p> <p>Biogas communal toilet projects implemented in 15 MMDAs.</p> <p>In yard water connection in 15 MMDAs increased to more than 50%</p> <p>1500 peer educators trained on HIV/ AIDS, malaria, environmental health, climate change and family planning.</p> <p>30 MoUs with MMDAs on household toilet provision and WASH in schools signed.</p>	<p>Outputs 4: One Community based savings and lending facility established.</p> <p>Over 100,000 informal traders and slum dwellers given loans in 30 MMDAs.</p> <p>LED fora for informal traders and slum dwellers to self-advocate their interest created in 30 MMDAs.</p> <p>Skills development and social enterprises schemes developed in 30 MMDAs.</p> <p>Bio digester toilet makes trained and operating in 30 MMDAs.</p> <p>30 Community Recourse Centres established and functioning in 30 MMDAs.</p>	<p>Outputs 5: 1,200 savings groups mobilized.</p> <p>G-Fund transformed into a community based savings and lending institution.</p> <p>Funding sources diversified: 40% Development partners; 25% matching fund from government institutions/private sector; 10% from investment and income generation activities ; 5% from consultancies.</p>
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Key Elements in Our Overall Strategy

Mobilization and organization of slum dwellers in interest based saving groups (e.g. GHAFUP around settlement upgrading, GHAFIT around trading, etc.)

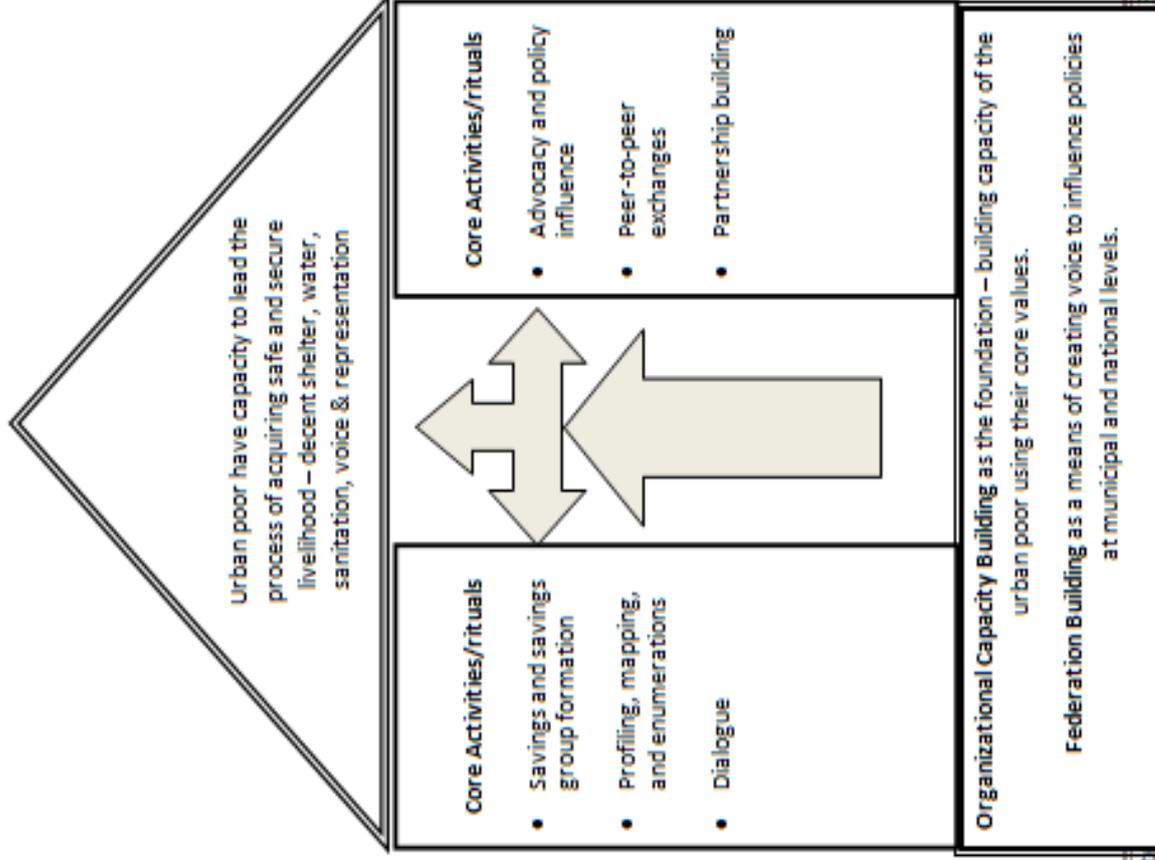
Settlement profiling, mapping, and enumerations as tools

Community learning, capacity, and skills development through “exchanges” between slum dwellers around clearly defined capacity needs (e.g. savings, GPS profiling and mapping, enumerations, engagement with Municipal Assemblies, etc.)

Collaborative engagement and cooperation with other relevant actors, notably the State at Municipal and National levels

Developing institutional arrangements, especially at MMDA level, for joint decision-making between city slum dweller networks and local authorities on allocation of resources for urban development.

Visualisation of Key Strategies



Equality!

In this Strategic Plan, PD seek to maintain an Affirmative Action Plan to help ensure that we do not discriminate against minorities, women, disabled individuals, people with HIV and AIDS, and to correct imbalances in the staff position as far as women are concerned, thus from zero to 30% at senior management level in our staff strength by 2017.

For example, PD's Gender Policy is rooted in the following:

- a) Gender equality is a cross cutting theme and as such must be considered as an integral part of all PD policies, programmes and projects.
- b) Achieving gender equality requires the recognition that every policy, programme and project affects women and men differently. Women and men have different perspectives, needs, interests, roles and resources - and those differences may also be reinforced by class, race, caste, ethnicity or age.
- c) Achieving gender equality does not mean that women become the same as men. Equality means that one's rights or opportunities do not depend on being male or female.

Final Reflections

Through the extensive consultative process of compiling this document, substantial progress has been made in determining a strategic direction for PD's programs over the next four years. Going forward, it will be necessary to prioritize the areas that PD will address each year. A rolling three-year operational plan will be developed to clarify and update the most important and urgent issues for implementation.

PD will use this strategic plan in the implementation of its financial strategy, where it will serve as reference for the packaging of specific proposals that coincide with its strategic objectives. PD sees this strategy as a living document that will be reviewed and revised annually, based on its learning, threats, and opportunities.

