

***Research Report***



**STRATEGIES FOR THE DEVELOPMENT OF A NEWSITE FOR GARAGES IN THE  
SEKONDI-TAKORADI METROPOLIS**

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Commissioned by  
**Ghana National Association of Association of Garages- Sekondi Zone (GNAG)**

Funded By  
**Business Sector Advocacy Challenge Fund (BUSAC)**

***April 2012***

## **List of Abbreviation/Acronyms**

BUSAC	Business Sector Advocacy Challenge Fund
ECG	Electricity Company of Ghana
GCWL	Ghana Water Company Limited
GNA	Ghana News Agency
GNAG	Ghana National Association of Association of Garages- Sekondi Zone
ICT	Information and Communication Technology
MOU	Memorandum of Understanding
MTDP	Medium Term Development Plan
NVTI	National Vocational Training Institute
PRO	Public Relations Officer
SAEMA	Sekondi-Takoradi began at the time of the Shama-Ahanta East Metropolitan Assembly
STMA	Sekondi-Takoradi Metropolitan Assembly
TCPD	Town and Country Planning Department
VAT	Value Added Tax
WR	Western Region

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## **Executive Summary**

Ghana National Association of Garages-Sekondi Zone (GNAG) who are mainly vehicle repairers are crowded in a small working environment around the Essei lagoon in Sekondi; a place not conducive for business growth and expansion. However, plans in the Medium Term Development Plan (MTDP) of the Sekondi-Takoradi Metropolitan Assembly (STMA) since 2003 of relocating GNAG members and other artisans to a new place in Kansaworodo, a suburb of Takoradi, is yet to be fulfilled. Even though a site plan has been drawn for a new site by the physical planning department of the assembly, full compensation has not been paid for the stool and family land.

As part of efforts to reverse the current situation, GNAG with support from the Business Sector Advocacy Challenge Fund (BUSAC) seeks to campaign for the development of a new site for Garages in the Sekondi-Takoradi Metropolis. A research, which forms part of the campaign, was commissioned by GNAG to inform STMA, GNAG and other stakeholders of an effective strategy to develop the site. To achieve this, between 23<sup>rd</sup> March to 21<sup>st</sup> April, 2012, existing data on the subject was critically analyzed; visits undertaken to current and proposed location of GNAG members and guided interviews held with various stakeholders concerned with the project particularly STMA, Traditional authorities and GNAG.

Highlights of the key findings are as follows:

- a. current work place of GNAG is congested with poor sanitation problem
- b. inability of clients to find parking place for vehicles brought for repairs
- c. high incidence of theft
- d. highly polluted Essei lagoon with attendant illness such as malaria and whooping cough.

These challenges have led to loss of income/business whilst STMA appears to be focusing on revenue mobilization without a corresponding effort at developing the new site.

The research further noted that the goal of STMA to beautify the city would remain a mirage as long as proposed relocation sites of artisans within the twin-city are not pursued to ensure peaceful relocation.

However, the following are recommended:

- i. concerted effort needed to develop the new site
- ii. GNAG members should be involved in all stages of the project
- iii. stakeholders should effectively collaborate to plan and make arrangement for full acquisition of the land
- iv. stakeholders should cooperate with identified service providers
- v. estimation of project total cost through a professional quantity surveyor and
- vi. identification of funding mechanisms for successful implementation of the project.

# CHAPTER 1

## INTRODUCTION

This chapter is the first of the four sections of this report. It entails brief profile of Ghana National Association of Garages- Sekondi Zone (GNAG), the background, objective, scope of work and the research methodology. The second section is devoted to the literature review, where the researcher gains some theoretical basis for the research under study. Chapter three discusses the present scope within which GNAG operates, their challenges and opportunities. It further details role of stakeholders, benefit and suitability of the site. The final chapter; four, considers strategies for development of the new site with recommendations and conclusions.

### 1.1 Brief Profile of GNAG-Sekondi Zone

The Ghana National Association of Garages- Sekondi Zone was formed in 1983 with the main objective to:

- dialogue with duty bearers / government on favorable policies to favour their business
- negotiate with government for soft loans for members
- offer welfare services to members, maintain unity, harmony and discipline among members of the Association and the entire society.

A total 1010 members make up the Association. This comprises 884 males and 126 females with specializations as:

1. Lathe machinists
2. Auto sprayers

3. Auto mechanics
4. Auto body welders
5. Auto upholstery
6. Auto brake/clutch liners
7. Auto electricians
8. Black smithing
9. Radiator repairers
10. Auto vulcanizers
11. Auto air condition
12. Pump services
13. Spare parts dealers

## **1.2 Background of the Research / Problem Statement**

The Association does not have a permanent place of work and its members currently operate around a wetland area that is not only congested but in a very deplorable state which poses serious environmental hazards / threats. However, the Sekondi-Takoradi Metropolitan Assembly has attempted evicting them on several occasions though proposed site by the city authorities at Kansaworodo, a suburb of Takoradi is yet to be developed. With the current location, GNAG members have insecurity of tenure and are unable to invest in their work contributing to the decline of their business. Nonetheless, they continue to pay levies to STMA without gaining any tangible benefits.

It is against this background that GNAG-Sekondi Zone have secured financial support from the Business Sector Advocacy Challenge Fund (BUSAC) to campaign for the implement of a new

site for Garages in the Sekondi-Takoradi Metropolis. The objective of this action is to create a platform for stakeholders to dialogue on effective strategies for the development of the new site with a view of improving the working environment for members of Ghana National Association of Garages- Sekondi zone.

### **1.3 Research Objectives**

The major objective of this research is to inform STMA, GNAG and other stakeholders of an effective strategy to develop the new site for Garages in the metropolis.

### **1.4 Terms of Reference**

Specifically, the research sought to:

- a. Understudy the current state within which the members of the Association operate.
- b. Propose and describe infrastructure appropriate for the new site considering social, environmental and economic impacts.
- c. Highlight the suitability of the site for GNAG
- d. Identify service providers and stakeholders
- e. Identify the role of stakeholders especially the assembly in providing services and support to such projects
- f. Highlight how the Kansaworodo and its neighbouring communities will benefit from the project.
- g. Recommend effective strategies to be adopted by stakeholders for the development of the new site.
- h. Highlight the benefits of relocation to both the Garage operators and STMA

### **1.5 Methodology**

To achieve these objectives, the following approaches were adopted for the study:

- a. Review of secondary data from documented reports and the internet, publications, journals and articles.
- b. Visit to operational site of GNAG-Sekondi Zone members
- c. Visit to proposed relocation site (Kansaworodo) for GNAG
- d. In-depth guided interviews with key informants: officials of STMA, Traditional authorities, GNAG members, some client of GNAG, officials of Electricity Company of Ghana, Ghana Water Company and other principal stakeholders in the development sector.
- e. Analysis of data
- f. Writing of technical report

## **1.6 Limitation**

Due to constraints including time on the part of some stakeholders, not all stakeholders that would be involved in the implementation of the project were contacted. However, this paper will contribute to the continuing discussion for relocation of artisans to the Kansaworodo light industrial area.

# CHAPTER 2

## LITERATURE REVIEW

### 2.1 Introduction

This chapter reviews previous and recent studies on relocation and development related issues, and make emphasis on the history and emerging issues bordering the proposed relocation of artisans in the twin-city of the Sekondi-Takoradi metropolis.

### 2.2 Findings from the Literature Review

In most cities around the world with Ghana not an exception, there are often various attempts to beautify such cities by relocating artisans who most often operates on streets, road-side, and wetlands areas among others to a more decent place without affecting their work in any negative manner. Usually, city authorities / government are interested in bringing all artisans together as part of measures to promote micro, small and medium enterprises. In several instances where even proposed sites are yet to be developed, such small businesses are faced with ejection orders and threats of prosecution by authorities who place such businesses in danger. The main concern on the part of such artisans is mostly the lack of a new site to operate from if the orders are carried out. Again, such attempts to relocate are often met with much challenge from both sides. On one hand, whilst such business owners at times view such new proposed sites as either inappropriate / inconvenient for business growth, government/authorities on the other hand are constraint with financial challenges for the successful implementation of such projects within the proposed time frame. In the case of Garages within the country for instance, there is often difficulties in bringing all members of the Garages Association to a common site often referred to as "magazine". This is mostly due to difficulties in paying compensation for the land acquisition and also for development of the land.

Inevitably, benefits of economies of scale associated with localization of industries are not enjoyed.

But then, what is relocation and development? Relocation, as defined by [businessdictionary.com](http://businessdictionary.com), is a change in the physical location of a business. A business might relocate because of rising costs at the current facility, better tax breaks in a different location, changes in its target market, or for other reasons. Similarly, development has been defined to refer to transforming of people's ways of living/doing things for the better (Advanced Oxford Learners Dictionary, 2006).

So then, the proposed relocation of Garages from the current wetland area (Essei lagoon) in Sekondi to the proposed Kansaworodo light industrial area is in the right direction even though the site is yet to be developed. Discussions on relocation of artisans in Sekondi-Takoradi began in the year 2003 at the time of the Shama-Ahanta East Metropolitan Assembly (SAEMA). SAEMA programme then was to relocate wayside vehicle mechanics and some gas filling stations in the metropolis and to decongest Sekondi-Takoradi as well as ensure the safety of life and property.

The Daily Graphic (July 9, 2003, pg 23) reported that the Metro Chief Executive (MCE), Mr. Philip Kwesi Nkrumah indicated the relocation of mechanics in Sekondi-Takoradi to Kansaworodo and Mpintin; with the aim to beautify the metropolis and inject sanity into the physical layout of the city. However, Ghana News Agency (GNA 22 July 2008) sources revealed in an interview at Sekondi with Mr. John Laste, Public Relations Officer (PRO) of the STMA that GNAG has been unable to relocate because the Association members have not been able to pay the cost of the land situated at Kansaworodo. It was further noted that the Assembly was playing a facilitating role to ensure the Association assisted its members to re-locate. The PRO also indicated that each artisan would construct their own structures while the Assembly would

ensure the necessary social amenities were provided. Similarly on 17th May, 2010, Godfrey K. Nyanney, the Takoradi correspondent for the Ghanaian Times reported that Mr. Kobina Pra Annan, MCE of STMA disclosed the assembly's intention to re-locate all artisans namely Fitters, Welders, Auto Electricians and all other mechanics scattered across the metropolis to a new site at Kansaworodo before the year ends. The story further indicated that according to the MCE, the Assembly has negotiated with an investor who has agreed to pay the GH¢ 1.2 million cost of the land, build workshops for the artisans in exchange for the piece of land currently occupied by artisans at Tanokrom for the establishment of shopping mall whilst the STMA was ready to support the project by providing a road network, electricity, water, toilets, other sanitary facilities as well as construct a by-pass through Apremdo to the site to ensure easy access by motorists to the Kansaworodo land sites. This is however yet to materialized.

Nevertheless, in recent times especially since the oil find and subsequent oil production in WR, attempts to beautify the twin-city and WR as a whole has been intensified and more investors are coming with different development agenda. For instance, there are on-going attempts to develop spatial plans for three of the districts fronting the Gulf of Guinea; namely Ellembelle, Jomoro and Nzema East. Similarly, whilst the Ahanta West District talks of a modern city by the Koreans, STMA plans of a Kings City by South-Africans.



*Proposed Kings City for STMA*

These proposed cities and spatial development plans are basically aimed at effective land use for current and future purposes to promote development and general well-being of the citizenry.

# CHAPTER 3

## RESEARCH FINDINGS AND DISCUSSIONS

### 3.1 Introduction

This chapter presents the current situation within which GNAG-Sekondi Zone operates; their problems/challenges and identifies opportunities for the association. The chapter further details the proposed relocation site, its suitability, relevant infrastructure, service providers, role of stakeholders as well as potential benefit of the projects to GNAG, STMA and surrounding communities.

### 3.2 Present Situation of GNAG-Sekondi Zone

As indicated early, GNAG-Sekondi Zone operates in Western Region and supports its estimated 1010 members in diverse ways to ensure growth of members' businesses.

The Association currently operates along the Essei lagoon (depicted right) located at Bakaano and Bakaekyir communities



in the STMA. The lagoon is threatened by localized pollution emanating from operation of GNAG –Sekondi Zone members along its upstream banks. These activities churn out tonnes of

inorganic and organic wastes on daily basis into the lagoon. As their current location is deprived of toilet and other sanitary facilities, the lagoon is used as defecating site by most members. Chemicals comprising heavy metals are also emptied into the lagoon. Aside been bordered to the west by the Essei lagoon, the current operational area of the Association is also bordered by a community cemetery to the east with the main Takoradi-Sekondi road to the south. This leaves no space for expansion at the current location.

However, despite operating along a wetland area, the Association members have the capacity to deliver and constantly render better/ quality work for its clients and boast of good customer relationships. The quality of work done was attested to by most clients of the Association interviewed by the researcher. The Association also has great control in mobilizing its members for meetings of various intentions. Their capacity to engage duty bearers such as authorities of STMA on issues affecting their business is superb.

Unfortunately, dues payment by members is not encouraging and very irregular. Equally appalling is the poor saving culture among members. This, some members attribute to the refusal of financial institutions to provide credit after long-periods of savings.

To contribute towards increased skilled labour, members of the Association take on apprentice on regular basis. However, senior members of the Association, popularly called *Masters* are worried about the declining interest in apprenticeship by the youth. As illustrated by one *master*, *“the youth want to rush for quick money, when they are brought on board, they stop in few months and at times days if they don’t get chop money from the master at the end of the day’s work”*.

### **3.3 Challenges faced by GNAG-Sekondi Zone members**

The research revealed several challenges has over the years impacted negatively on the activities of GNAG-Sekondi-Zone members. These challenges, as noted below, have contributed and continue to contribute to the low income levels of members.

- **Stealing of Cars Parts**

Most Garage workshops at the current site are faced with rampant stealing of car parts. Therefore, despite having houses in the metropolis, most *masters* act as security men and sleep in their workshop for fear of their properties being stolen. As indicated by one member, *“for the past six months, I always go home and return to sleep in my workshop”* It was claimed by most GNAG members interviewed that security men employed by the Association some years ago were themselves thieves; hence the decision to sack all security men. At the time of the research, some suspects had been arraigned before the Sekondi circuit court for stealing car parts. Currently, there are no gates at the entrance, neither are there security men and therefore leading to the high incidence of theft. The recent trade in scraps by some section of the populace particularly the youth is also believed to be contributing to the increasing stealing of car parts in the area. This increasing theft cases increases the operating cost of GNAG members.

- **Poor working environment**

Another key problem facing the Association members is the poor environment within which they operate. The polluted Essei lagoon around which the Association operates poses serious environmental hazards. The place now serves as breeding ground for mosquitoes. Malaria is therefore not uncommon and most members continually spend

hard-earned money on treatment of malaria. In short, the environment is not helpful for business to triumph as most clients frequently complain of mosquitoes especially in the evenings.

- **Incidence of flooding**

At the slightest downpour, the Essei lagoon overflows its banks causing regular flooding in the operational areas of the Association and other upstream communities. Though no lives have been lost in any of the flood cases, equipments and other properties worth thousands of Ghana cedis are usually destroyed. For instance, gear boxes and car engines are often destroyed and results in misunderstanding between car owners and Association members. In most cases, the cost is shared between the two parties whilst in some extreme situations, car owners refuse to contribute; claiming the flood damage could have been avoided if work was done quickly. There are occasions where work is ceased till the flood water submerges. This undeniably impact on income levels of the Association members and their large number of dependents.

- **Poor sanitary conditions**

With the ever-increasing promise to relocate members, there exist no sanitary facilities such as toilets in the area. The area also has no pipe-borne water. This has forced many members to use the Essei lagoon as place of defecation. Clients who mostly spend long hours at the workshops complain bitterly of the situation especially when they intends to make use of such facilities.

- **Limited space**

The work place is overcrowded and has no available space for expansion. There are no proper structures in place whilst clients equally find it difficult getting access to parking place for their vehicles when brought for repairs. Most customers therefore move to other places.



- **Power outage and high utility bills:** most machinery used by GNAG members' uses electricity to operates. However, the frequent power outage in most parts of the country during working hours poses a huge challenge to the operations of these artisans as work is disrupted and results in loss of productive hours and loss of income. Again, recent whopping increases in utility bills especially electricity are making payment difficult for most members.

- **Financial limitation:** GNAG members interviewed expressed great difficulty in obtaining credit facility from most local financial institutions e.g. banks to help promote their business. Further, the high interest rate charged by the financial institutions and demand for collateral remain a disincentive to the Association members

### **3.4 Opportunities for GNAG-Sekondi Zone**

Though the above-mentioned challenges confronts members of GNAG-Sekondi Zone, there also exist opportunities for the Association. Following the commercial oil production in the Western Region, there is the potential for growth in the Garages business; which is capable of propelling improvement in living conditions and general well-being of members and their families. The reason is quite simple. There is currently an estimated 47 petroleum related companies located in Sekondi- Takoradi alone with more auxillary companies bound to commence business. For instance, more car rental companies are opening up in the twin city. The influx of these new companies of varied sizes and people into the region in view of the commercial oil production is expected to rise in the coming years where there is greater possibility of more oil discoveries in the region. Fortunately, almost all these companies would in the course of their activities require the services of some members of the garages Association. The picture is simply a large market opening for the Association members.

Nevertheless, to fully benefit from such opportunities and take advantage of the emerging huge market, it is crucial for GNAG members to be relocated to an appropriate location such as the proposed Kansaworodo site.

### 3.5 Proposed Relocation

As noted early, the artisans are to be relocated at Kansaworodo, a suburb of Takoradi. The total size is 118.9 acres. STMA, Traditional Authority and the Garages Association are the three



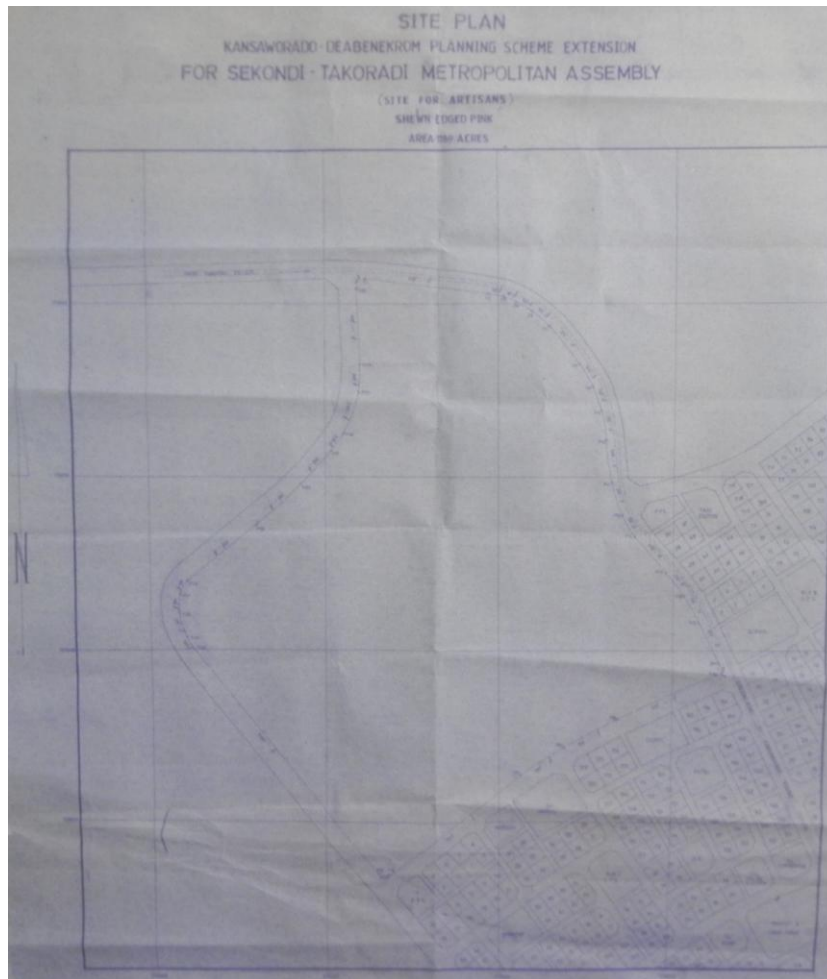
main stakeholders involved. This proposed project is in line with the STMA's goal of decongesting the metropolis as well as reducing poverty by expanding opportunities for all by the year 2013. (MDTP, 2010-2013).

*Regional Chairman-GNAG and Chairman of GNAG-Sekondi Zone at the relocation site*



*Regional Chairman of GNAG at the relocation site*

The site-plan (shown below) developed by the Physical Planning Department of STMA reveals the following as planned infrastructure provisions on site:



1. A school
2. A market
3. A Clinic
4. A Petrol Filling Station
5. Public Utility
6. A Children's Play Ground
7. A Business and Communication Centre
8. 2 Sanitary Areas
9. An Open Space

With a total area of 118.9 acres, stakeholders believe the proposed site can accommodate all artisans in the metropolis even though the total number of artisans in the metropolis is not readily available. Interestingly, since the first public utterance of the project in 2003 by the city authorities, negotiations are still currently on-going concerning a compensation package for the affected land owners in the area.

### **3.6 Suitability of the site for GNAG**

In ascertaining the suitability of the proposed relocation site, the researcher undertook a brief location analysis and concluded that the project location is ideal / appropriate for the anticipated purpose; based on the following consideration / factors:

- i. The location has relatively favourable natural or climatic conditions.
- ii. The sufficiency of the land for its intended purpose.
- iii. The flat topography of the land
- iv. The accessibility of the land to local road network
- v. Its nearness to the proposed main highway is appealing.
- vi. The environment is congenial enough for GNAG members as it will save them from the perennial flooding and other natural disasters.
- vii. Comparative to the wetland area, the new area /atmosphere is comfortable for the best of their potentials to be exploited and realized
- viii. The operating cost can be kept to minimum, with a large market share, the least risk and the maximum social gain.
- ix. Future vehicular, pedestrian and traffic passing the location will be encouraging.

### **3.7 BENEFITS OF THE PROPOSED RELOCATION**

The benefits of the proposed relocation is in three-folds; namely benefits to STMA, GNAG members and Kansaworodo and its neighbouring communities. Among these benefits are:

#### **3.7.1 Benefits to GNAG**

- The relocation will inevitably create a perfect environment for business activities of GNAG-Sekondi Zone members to triumph. The place would be congenial enough for the artisans to carry out their activities.
- As most garage workshops in the metropolis are constantly faced with extensive stealing of car parts, it's envisaged that the new site would have tight security to prevent such rampant stealing of car parts which affect income of GNAG members.

#### **3.7.2 Benefits to Kansaworodo and its neighbouring communities**

- The project would create multi-faceted employment /jobs for the youth through apprenticeship programmes to contribute towards solving the unemployment problem in the project area/communities and also support the government's investment drive, which would eventually go a long way to transform the national economy.

#### **3.7.3 Benefits to STMA / National government**

- Bringing all artisans together would help promote micro, small and medium enterprises.
- It would also facilitate the intended beautification of the metropolis and inject sanity into the physical layout of the twin-city.
- Improve general well-being/living standards of the citizenry through the creation of jobs for the communities bordering the project site.
- It would improve revenue generation of the Assembly and to national government.
- It would also contribute to skill training and youth employment.

### 3.8 Service providers

Based on the facilities to be provided at the new site, the following service providers would surely have their services required at the center. Table 1 details the service providers and their respective roles.

**Table 1**

Service Providers	Role
Ghana Water Company	Ensure suitable water supply pipes are laid at the project site
	Provision of water to the site
	Ensure regular supply of water at the project site
Electricity Company of Ghana	Conduct an engineering or relevant study on the site as it's considered a development project.
	Provision of appropriate transformer /sub-station to boost power supply reliability at the site.
	Ensure usage of suitable and quality electrical wiring cables at the site
	Ensure safe, quality and reliable electricity delivery to the Kansaworodo light industrial area

Waste management department of STMA and other private waste management service providers e.g. Zoomlion Ghana Limited, ABC	Design the collection and management of waste at the project site at an agreed fee
	Ensure proper collection and management of waste at the project site

### 3.9 Role of stakeholders

The three main stakeholders mentioned; STMA, Traditional rulers of the proposed site and GNAG-Sekondi Zone members have special roles but emphasis would be laid on that of STMA in providing services and support to such projects.

The Assembly; in this regard STMA, is the highest decision making body within the area and has the prime responsibility for the development of the metropolis and as such the Kansaworodo project site for artisans. Therefore, the two other stakeholders should actively collaborate with the Assembly as all developmental projects ought to conform to its development plan. The Town and Country Planning Department (TCPD) under the Assembly is responsible for preparation of planning schemes/layout for towns and cities as well as approves layouts from prospective developers and specifies all reservations based on projected land use plans. However, as showed early, the layout for the Kansaworodo project has already been prepared by the TCPD of STMA.

Nevertheless, the TCPD must liaise with the Environmental Protection Agency (EPA) in conducting an Environmental Impact Assessment (EIA) on the site.

As the proposed land remain that of stool and some families, the role of traditional authority and families concerned is vital and on-going negotiation among all the stakeholders particularly STMA and traditional rulers for the final land acquisition processes is laudable.

GNAG have a role to sensitize its members on the need to relocate when the project is completed. They must also ensure total involvement in the project to have a sense of ownership.

# CHAPTER 4

## CONCLUSION AND RECOMMENDATION

### 4.1 Conclusion

The decision by STMA to relocate artisans of Sekondi (GNAG members) from the wetland area to a more organized and conducive location since 2003 without stifling their businesses is laudable but should be fast-tracked as it has been long over-due. The continual stay of GNAG-Sekondi Zone members at the current site is a disincentive to business and impacting negatively on the income levels of the members and their ever-increasing dependants. Again, the goal of STMA to beautify the city would remain a mirage as long as proposed relocation sites of artisans within the twin-city are not pursued to ensure an improved working environment.

The final section of this last chapter therefore recommends strategies to be considered for adoption by stakeholders for the development of the new site for Garages.

### 4.2 Recommendations

Essentially, there exist both short term and long term measures for consideration. Of course, the former involves immediate actions that ought to be taken to ensure full acquisition of the land at Kansaworodo. It is worthy to emphasis that negotiations between the STMA and land owners (stool and families) must be deepened and fast-tracked.

Development of the site is incorporated in the long term measures needed to facilitate relocation of the artisans.

Among the crucial measures are:

#### **A. Sense of ownership**

Participatory approaches should be considered to establish ownership. Some form of ownership in the entire process on the part of GNAG is deemed vital to the successful development of the site. Therefore, it is prudent for the GNAG Sekondi-Zone to exercise effective ownership over the project. As the main users of the proposed site, the Association members must make it a priority to be actively involved in all stages of the project. From the outset, GNAG should be involved in all stages of the relocation exercise. STMA should ensure that contractors, where applicable and possible, employ some members of the Association in the execution of the project.

#### **B. Effective stakeholder collaboration**

The three key stakeholders groups; STMA, Traditional authority and GNAG-Sekondi-Zone should collaborate effectively to ensure planned activities towards development of the site is on course for maximum benefit to be derived from the project. Frequent dialogue must be maintained to continually learn and share ideas on best approaches for the project delivery.

#### **C. Collaboration with identified service providers**

The service providers noted in the discussion (ECG, GWCL, private waste management agencies e.g. Zoomlion, ABC etc) should be involved in the project from the onset to know when their services would be required and plan accordingly towards effective service delivery.

#### **D. Estimating cost of project**

The overall cost of the project should be noted and made known to all relevant stakeholders. Even, the cost of the land alone quoted at GH¢ 1.2 million in 2010 by the MCE of STMA should be checked in view of recent trend in inflation, socio-economic impact on price levels and latest rates and price issues in the metropolis as a result of the oil production. As much as possible, a professional quantity surveyor should be contracted to carefully perform such activity so that unexpected costs can be considered if it so occurs. The rationale is to ensure smooth implementation of the development of the site since unexpected cost is capable of locking any initial capital outlay and halting the project.

#### **E. Financial planning/ Funding mechanism**

Though, STMA has the legal mandate to develop the site and not the GNAG, funding remains the key constraint for the non-development of the site. As such, pragmatic sources of funding should be sought to make the project a reality. There is the urgent need for identified stakeholders to renew discussions to identify the financial strengths and spell out clearly the percentages of the total cost of the site development that each party can contribute to ensure smooth project delivery. This is to ensure availability of adequate financial capital to fully finance the project to a successful completion. Alternatively, other means of finance could be considered. For instance, the early negotiation between STMA and an investor who agreed to pay for the cost of land acquisition and also build workshop for the artisans should be revisited or such new partnership with investors should be sought. However, attempt should be made to ensure that one party; especially the Assembly and/or GNAG, does not become worn-off in the process.

#### **F. Project implementation**

Project implementation and regular monitoring are very essential steps to ensure the realization of the project objectives. STMA should manage the delivery of the project through a professional project manager.

Conscious attempt should be made for all implementation agencies to be well identified and their respective roles clearly defined to eschew conflicting roles and misunderstanding.

### **G. Monitoring and Evaluation**

An effective monitoring mechanism is essential to ensure that work carried out on the site is consistent with planned activities and on schedule to avoid delays. It might be appropriate to consider the services of a Monitoring and Evaluation (M & E) specialist to deal with any modifications that may be required in the course of the project implementation. Towards this, a proper monitoring plan must be prepared for site inspections on regular basis. This is to ensure that the terms and conditions of the contract are being followed correctly especially with regards to the type of materials to be used for the construction of workshops and other facilities. An evaluation will also assist to know the impact of the project on the livelihood of GNAG members, Kansaworodo and neighbouring communities as well as the revenue it will generate for STMA.

### **H. Management of the Industrial Area**

As much as possible, a small-size management team should be formed to over-see management of the project when completed. The team must ensure regular maintenance is carried out on the facilities/amenities to be provided at the site. This is to ensure the facilities do not reach a deplorable state before maintenance is considered.

### **4.3 Other Recommendations**

The following recommendations are equally worth considering:

1. A training workshop should also be provided at the new site to create opportunities for the artisans to upgrade their knowledge and skills so as to be abreast with new trends in their profession. In as much as possible an ICT centre should be considered for the artisans. The training center would also help apprentices to benefit from NVTI training packages.
2. The STMA/government should decisively consider reliable and consistent funding and training of artisans for the purposes of upgrading their technical know-how.
3. The communities and in particular the unemployed youth within the project site should consider apprenticeship as a major opportunity to their future well-being. The community leaders and other stakeholders must equally ensure there is avenue for the unemployed in the project site as the development of the country to a certain extent depends on skilled artisans due to the declining opportunities in white collar jobs for the unskilled labour force.
4. Strategic considerations of safety and security should be given due importance. To eliminate and/or reduce the high rate of car parts stealing, the new site must ensure 24-hour security services.
5. GNAG members should work together, to enhance the transfer of skills and also form recognizable smaller teams to enable them assess credit facilities easily for the expansion of their businesses. This is because most financial institutions are currently flexible on the requirement of collateral and accept 'group guarantee' as an alternative to

access credit. Again, such collaboration has the ultimate potential of pushing members to perform wonders in molding vehicle parts.

6. Partnerships should be formed with companies within the automobile sector such as Japan Motors, Nissan, Toyota, VW among others to sell their products at the new site. This will ensure easy access to quality spare parts.
7. STMA should ensure that the main road to the project site which is currently in a deplorable state is re-constructed and tarred. The poor nature of the road has the potential to negatively affect business when the project is completed.

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