



UN HABITAT
Regional Technical Cooperation Division



GHANA: HO CITY PROFILE



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GHANA: HO CITY PROFILE

UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

REGIONAL OFFICE FOR AFRICA AND ARAB STATES

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FOREWORD



The annual urban growth rate in Sub-Saharan Africa is almost 5 percent, twice as high as in Latin America and Asia. It also has the world's largest proportion of urban residents living in slums, which today are home to 72 percent of urban Africa's citizens representing a total of some 187 million people. As more and more people seek a better life in towns

and cities, the urban slum population in Africa is projected to double every 15 years in a process known as the urbanisation of poverty. African cities are thus confronted in the new Millennium with the problem of accommodating the rapidly growing urban populations in inclusive cities, providing them with adequate shelter and basic urban services, while ensuring environmental sustainability, as well as enhancing economic growth and development.

UN-HABITAT is the lead agency for implementation of Millennium Development Goal (MDG) 7, Target 10 (reducing by half the number of people without sustainable access to safe drinking water), and Target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020).

As part of our drive to address this crisis, UN-HABITAT is working with the European Commission to support sustainable urban development in African, Caribbean and Pacific (ACP) countries. Given the urgent and diverse needs, the agency found it necessary to develop a tool for rapid assessment to guide immediate, mid and long-term interventions. In 2002, based on the European Commission's Consultative Guidelines for Sustainable Urban Development Cooperation, UN-HABITAT successfully implemented an Urban Sector Profile Study in Somalia for the first time. The Study resulted in the identification and implementation of three major programmes with funding from a variety of donors.

In 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach further for application in over 20 countries. This was achieved in collaboration with

other departments within the agency – the Urban Development Branch with the Urban Environment Section, the Global Urban Observatory, the Shelter Branch, the Urban Governance Unit, the Gender Policy Unit, the Environment Unit and the Training and Capacity Building Branch. This new corporate approach is known as Rapid Urban Sector Profiling for Sustainability (RUSPS). The implementation of RUSPS was launched thanks to contributions from the Governments of Italy, Belgium and the Netherlands.

The idea behind the urban profiling is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed at enhancing dialogue, awareness of opportunities and challenges aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

The urban profiling addresses four main themes: governance, slums, gender and HIV/AIDS and environment. It seeks to build a national profile, and three settlements representing the capital or a large city, a medium-sized city, and a small town. The profiles offer an overview of the urban situation in each participating city through a series of interviews with key urban actors. This is followed by a city consultation where priorities are agreed. City-level findings provide input for the national profiling that is combined with a national assessment of institutional, legislative, financial and overall enabling frameworks and response mechanisms. The profiles at all levels result in supporting the formation of city and national strategies and policy development. Additionally, the profiling facilitates sub-regional analyses, strategies and common policies through identification of common needs and priorities at the sub-regional level. This provides guidance to international external support agencies in the development of their responses in the form of capacity building tools.

In Ghana, the profiling was undertaken under the leadership of national and local authorities. This initiative has been carried out locally in Accra, Tamale, Ho as well as nationally. The National Urban Profile focuses on the findings of a desk-study, interviews with key actors and a town consultation with key urban actors and institutions. Consultation participants agreed to address the salient urban issues including poverty, insecurity, corruption, pollution and crime all problems that negatively affect investments and

economic development. A consensus was reached on priority interventions in the form of programme and project proposals to be implemented.

I wish to acknowledge the contributions of Mr. Mohamed El Sioufi, who developed the urban profiling concept, the programme manager Alain Grimard and Kerstin Sommer who is coordinating its activities. I also wish to cite those members of staff for their role in helping produce this report. They include Alioune Badiane, Antonio Yachan, Adolphin Asimah, Ben Doe Doris Tetteh, and Sylvester Gabianu.

I would like to thank the Government of Ghana through the Ho Metropolitan Assembly, Ministry of Information Service, Ministry of Local Government and Rural Development, Ministry of Women and Children Affairs, city mayors, local government officials, authorities, and all those who have participated in and supported this initiative and wish every success in its implementation. I also look forward to supporting further their efforts in the development of Accra.



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and Executive Director,
UN-HABITAT

EXECUTIVE SUMMARY

OVERVIEW

Ho is one of the twelve (12) districts in the Volta Region. It has a population of 61,099, and is the administrative and commercial capital of the Volta Region. The development needs and investment prospectus of Ho centre on infrastructure, environmental management, social services, financial management and institutional capacity. The role as administrative and economic hub of Volta Region requires Ho to give value for money services to its inhabitants and extend daily services to many neighboring communities and the region as a whole. Over the past year population growth and urban dependency on infrastructure have far exceeded acceptable standards. Although some infrastructure provision has been made, these constitute insignificant proportion of infrastructure needs of the municipality. The city is limited by the poor institutional set-up and regulatory framework for an effective municipal management.

INTRODUCTION

The Urban Profiling is an accelerated and action-oriented urban assessment of needs and capacity-building gaps at local and national levels. It is currently being implemented in over 20 countries in Africa and Arab States. RUSPS uses a structured approach where priority interventions are agreed upon through consultative processes. The RUSPS methodology consists of three phases: (1) a rapid participatory urban profiling, at national and local levels, focusing on Governance, Slums, Gender, HIV/AIDS, and Environment, and proposed interventions; (2) detailed priority proposals; and (3) project implementation. Urban Profiling in Ghana encompasses a national profile, as well as profiles for Accra, Tamale, and Ho, each published as a separate report. This is the Ho report and it constitutes a general background, a synthesis of the four themes – Governance, Slums, Gender and HIV/AIDS, and Environment –, and priority project proposals.

BACKGROUND

Ho lies between latitude 6 degrees 20' 1N and 60 degrees 55' 1N and longitudes 0 degrees 12' 1E and 0 degrees 53' 1E and covers an area of 11.65 square kilometers. Generally, mean monthly temperatures range between 22.0°C and 32.0°C while annual mean temperature range from 16.50°C to 37.80°C.

The rainfall pattern is characterized by two rainy seasons referred to as the major and the minor seasons. The major season being March to June while the minor from August to November. The remaining 5 months of the year being referred to as dry season. The annual rainfall figures are between 20.1mm and 192mm. The highest rainfall occurs in June and has mean value of 192mm while the lowest rainfall is in December recording a value of 0.1mm. The rain fall pattern

and high soil fertility are responsible for the agrarian economy.

The vegetation of Ho is basically savannah woodland, which covers most part of the city. However, there are patches of semi-deciduous forest which mostly occur on the highlands. The greatest influence on the vegetation in the city, is the:

1. Growing population due to high migration.
2. Pressure on housing and housing facilities.
3. Rapid commercialisation of the economy (Started during the initial years of the Ghana Government Structural Adjustment Programme).



GOVERNANCE

The Municipality is defined by the Ho Municipal Assembly (Establishment) instrument, 1989, L.I. 1461. It has one (1) Urban Council,, eleven (11) electoral areas and thirty six (36) Unit Committee areas. The Municipal Assembly is headed by the Municipal Chief Executive as the direct representative of the President of the Republic. The Legislative and deliberative organ of the Assembly (General Assembly) is made up of fifty-four (54) elected members and 21 Government appointees. The member who presides over the General Assembly meetings is the Presiding Member. There is little public participation in municipal decision-making. The Assembly also lack resources to undertake development projects. This is due to poor revenue mobilisation.

SLUM AND SHELTER

There are no typical slum situations in Ho but rundown residential areas such as Bankoe (Population) 10,988, Hliha - 3,978, Ahoe – 1,234, Dome – 6,108 (36% of the population live in these poor areas). These areas do not have access routes and community facilities and services. The Assembly in the bid to improve conditions in old and inner city deprived communities has been providing public toilets, assistance to domestic toilets, sanitary sites and recently opening up of access roads.

GENDER AND HIV/AIDS

Affirmative action taken by the Assembly is epitomized by the formation of a non-statutory committee (Gender Sub-committee) to take care of gender related policy issues. Women are legally entitled to be informed of planning proposals at municipal and other local government levels. They are heavily represented in the lower echelons of the organizational structure of HMA: 12% of administrative class; 33% of junior civil servants and 15% of senior management. There is the need for collection and analysis of gender based data for policy making on gender issues.

ENVIRONMENT

High migration rate and population increase is creating problems in the management of facilities and sustainability of the urban environment. Households depend mostly on public toilets, which are over subscribed and deteriorate quickly. Drainage channels are overgrown with weeds and constant dumping of refuse in all water ways also cause blockage of these water ways resulting in flooding of low lying areas and stream valleys. There are inadequate roadside drains. Domestic wastewater is also poorly treated and stagnant pools of grey water are a common occurrence in the city.

BACKGROUND

INTRODUCTION

Urban Profiling

The Ho Urban Profiling consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals (MDGs). The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. RUSPS is being implemented in over 20 African and Arab countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

METHODOLOGY

The Participatory Slum Upgrading Programme

consists of three phases:

Phase one consists of the rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city, and a small town are selected and studied to provide a representative sample in each country. The analysis focuses on four themes: governance, slums, gender and HIV/AIDS, and the environment. Information is collected through standard interviews and discussions with institutions and key informants, in order to assess the strengths, weaknesses, opportunities, and threats (SWOT) of the national and local urban set-ups. The findings are presented and refined during city and national consultation workshops and consensus is reached regarding priority interventions. National and city reports synthesise the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity-building and capital investment projects.

Phase three implements the projects developed during the two earlier phases, with an emphasis on skills development, institutional strengthening, and replication.

This report presents the outcomes of **Phase One** at the local level in Ho.

URBAN PROFILING IN HO

The urban profiling in Ho is one of three similar exercises conducted in Ghana; the other profiled centres are Accra and Tamale.

The national and city consultation was conceived as a partnership platform, co-developed with the Department of Community Development, Department of Cooperative, Social Welfare, Department of Rural Housing, Ho Assembly Members, Municipal Planning Coordinating Unit, Works Department, Budget and Rating Department, Police Commander and the Ghana Civil Aviation. The aim is to promote inter-agency collaboration that integrates a wide range of urban actors in response mechanisms.

REPORT STRUCTURE

This report consists of:

1. a general background of the urban sector in Ho, based on the findings of a desk study, interviews, and a national and city consultation (see back cover for a list of participants in the city consultation and a bibliography). The background includes data on administration, urban planning, municipal finance, urban services, public transport, health, education, the economic situation, water and sanitation, and waste management;
2. a synthesis of the four main theme areas – governance, slums, gender and HIV/AIDS, and environment – in terms of the institutional set-up, regulatory framework, resource mobilisation, and performance (this second section also highlights agreed priorities and includes a list of identified projects); and
3. a SWOT analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs.

TABLE 1:

DEPARTMENT	FUNCTIONS
1. General Assembly	Legislative, deliberative and budget approval.
2. Municipal Chief Executive (MCE)	Coordinate the activities of the departments administrative services to MCE.
3. Town & Country Planning	Coordination of land uses and developments control. Preparation of Detailed Planning Schemes, Structure Plan, detailed design of sub urban centres.
4. Works	Development and maintenance of public land properties, design and maintenance of building projects premises/ house numbering, development of street furniture and Terminals. Issuance of building permit, demolishes unauthorized development of street furniture and terminals. Issuance of building permit delivery, demolishes unauthorized developments.
5. Environmental Management	Food Hygiene and market sanitation. Disease, Vector and Pest Control. Environmental Health Education. Premises Inspection for control of environmental health hazards. Control of cemeteries. Health safety of keeping of animals. Building Sanitation.
6. Education office	Teaching and learning in schools; regulations and educational policies; infrastructure and necessary logistics; sport development in schools.
7. Disaster Prevention and Management	Preparation of disaster management plan. Provision of relief, rehabilitation and reconstruction after disaster.
8. Food and Agriculture	Technical services, development of Agriculture. In flow and outflow of agricultural produce.
9. Finance	Collection and custody of revenue; processes and pays expenses incurred; compel financial records; processes payroll; Advises on financial matters; researches into changing trends of the market.
10. Trade and Industry	Local economic development.

ADMINISTRATION

The Municipal Assembly is headed by the Municipal Chief Executive as the direct representative of the President of the Republic. Owing to lack of office space, most of the Decentralised Departments are scattered from the Coordinating Directorate and this makes coordination difficult. The overwhelming central government presence affects participation of citizens in local government decision-making. The poor city administrative set affects the management of the city in light of growth and urbanization trends in Ho.

FINANCIAL SITUATION

The economy is characterized by absence of manufacturing industries, large number of small-scale commercial/industrial activities. The small-scale enterprises and industrial concerns are concentrated in the city centre; making it the nerve centre of the District and to limited Regional economy. The economy of Ho can be divided into Rural (dominated by agriculture and related activities in the periphery) and Urban economies (characterized by public and private sector employment as well as a large urban informal sector concentrated

in the city centre). The economy is characterized by employment in the public and private sectors, and employs about 29% of the working population. The public service constitutes about 9% of the formal sector employment, while the private sector employs 91%. Ho Municipal Assembly has less financial autonomy than the central government. Over 70% of the Assembly's revenue is from central government sources. There have been encouraging increases in annual revenue due to the substantial increases in grants mainly from the District Assembly Common Fund (general grant) and HIPC fund allocation. The poor financial performance is due to weak institutional arrangement to mobilise revenue.

The sources of internal generated revenue are; basic rate (1.4%), property rate (27.5%), royalty on land (9.2%), fees and fines (38.3%), licenses (10%), rent on assembly's property (0.3%), interest on investment(11.3%).

URBAN SERVICES

Access to services in Ho Municipality is not equitable as poor areas are not well serviced. Most infrastructures are absent in the old areas of the town. There are no access roads, drains, water and other domestic facilities.

WATER, SANITATION, AND REFUSE COLLECTION

The water network has a capacity of 2.2 million gallons (9,900m³). The 40% of population who do not have access to pipe borne water turn to other sources

for water. Notable water sources in the municipality are the numerous hand dug wells and streams. Wells are privately owned and mostly dry out in the dry season.

It is evident that wide disparities exist in distribution of solid waste facilities. There is no door-to-door service for solid waste collection in the municipalities. Where facilities are not provided households dump in open spaces or drain reservations. The residents and commercial entities in Ho generate approximately 65 tones of waste daily; an average of 42 tones is deposited at the final disposal point.

The predominant type of domestic toilet is the water closet. These are mostly used in the newer parts of the municipality. In the older settlements, domestic toilets are inadequate. Inadequate space within compounds, poor access to houses and lack of funding are reasons given for poor level of service.

There are three (3) markets in Ho. They are the Ho Central Market, Ahoe Market and Civic Centre Market. The markets are very important sources of revenue generation for the Assembly. However, there are bottlenecks affecting efficient performance of the markets.

Drainage channels are over grown with weeds and constant dumping of refuse in all water ways cause blockage of these water ways resulting in flooding of low lying areas and stream valleys. Another environmental problem in Ho is caused by the absence of roadside drains. Domestic waste water is also poorly treated and stagnant pools of grey water are a common occurrence in the city.



LAND ACQUISITION AND SLUM FORMATION

There are four categories of land ownership in Ho. These are state land, vested lands, customary lands and private lands. The Lands Commission manages state lands and vested lands. The land ownership in Ho is mainly family/private. Families are responsible for 70%-80% of land. Typical in Ho, the right to lease out land to prospective developers rests with individual families

The land market structures are not well developed in Ho. Inadequacy of private and public institutional set-up and regulatory framework affects the smooth development of land market. The demand for land in Ho is very high. Such demand is mainly for residential and commercial land within the built up areas.

The under listed are some of the causes of slums formation in Ho:

- Lack of reliable maps/plans.
- Use of unapproved old or inaccurate maps.
- Difficulty in agreeing to sometimes imprecise boundary definitions.
- Conflict and litigation within and between families and other land owning groups.
- Weak land administration system – both state and customary.
- Poor housing maintenance culture.

CIVIL SOCIETY PARTICIPATION IN MUNICIPAL DECISION MAKING PROCESS

The process of development plan preparation of the Ho Municipal Assembly epitomized the level which the assembly involves civil society in decision making. The planning process of Ho Municipal Assembly is an important tool to determine at what level the public and civil society are involved in the municipal decision making process. As shown in the figure, civil society and the public are informed about medium term programmes as designed to solve community-identified problems.

HEALTH STATUS

Ho Municipal Assembly achieved 90% immunization as compared with the national average of 80%. Other health status indicators in the district are as follows:

1. Maternal mortality rate: 3:6/1000
2. Infant mortality rate: 7/1000 lower than the national average.
3. HIV/AIDS prevalent rate: 3.2 and 4.9 among pregnant women.
4. Nurses/patient ratio: 1:1000
5. Doctor/pop ratio: 1:27000
6. Malaria constitutes 41% of reported hospital cases.

ONGOING ACTIVITIES

CITY INFRASTRUCTURE IMPROVEMENT

The Assembly in the bid to improve conditions in old and inner city deprived communities has been providing public toilets, assistance to domestic toilets, sanitary sites and recently opening up of access roads. Ho Municipality is one of the project cities for the World Bank Urban V Project. The project is geared towards providing infrastructure facilities in the Ho Township especially the older part of the city. Under the project drainage facilities have been constructed and sanitation facilities provided in selected areas of the city.



GOVERNANCE

The governance structure is not adequate enough to foster effective municipal management and deliver the type of services in terms of security, sanitation, land use planning, development control and revenue mobilisation. Citizens participation in municipal decision-making is limited to data collection and information dissemination during the preparation of the medium development plan every four years as spelt out in the Medium Term Development Planning Guideline. The absence of Citizens Right Charter hinders the participation of residents in the type of development that they aspire. The lack of financial and political autonomy of the HMC has it to be more responsive to directive of central government, which is not in touch with local conditions.

The large informal sector which is not organised is a disincentive for revenue collection and the administrative cost of collecting the revenue is sometimes higher than the revenue to be generated.

THE INSTITUTIONAL SET-UP

- Incomplete nature of decentralization, inadequate institutional arrangement and appointment of political authority is affecting management of the municipality in the light of growth in urbanization trends in Ho.
- No mechanism for Assembly men to report back to the people.
- Decentralised Departments are scattered from

the Coordinating Directorate and this makes coordination difficult.

RESOURCE MOBILIZATION

- The economy is not organized enough to enhanced effectiveness of revenue collection.
- Inadequate logistics and requisite manpower for municipal management.
- Ho Municipal Assembly is less financial autonomous from the central government. Over 70% of the Assembly's revenue is from central government sources.

PERFORMANCE AND ACCOUNTABILITY

- Recruitment of personnel is undertaken by central government agencies, and personnel paid allegiance to central government authority.
- The annual budget estimates and the actual for the previous years are, by law, sent to the Auditor General Department for auditing.
- Audit reports, which are always 3 or more years late, are sent to Parliament for further action, to enhance policy making with regards to public sector accountability.
- The Municipal Chief Executive is not accountable to residents of the municipality, rather to the President of the Republic.

SOCIAL EMPOWERMENT

- Civil society and the public are informed about medium term programmes as designed to solve community-identified problems.

CAPACITY BUILDING TRAINING

- Re-organise the institutional structure and departments to respond to the problems of the municipalities.
- Development and installation of a comprehensive database on all rateable, persons and properties;
 - Establishment of an effective supervisory and monitoring system,
 - Undertake training of revenue collectors,
 - Organize public campaigns to adequately sensitize communities of all the benefits of paying taxes,
 - Develop a contractual agreement (MOU) to be signed by all parties involved in any revenue collection contracted with the Assembly,
 - Provide technical support to all Assembly revenue collectors.
- Recruitment and train of staff.

GOVERNANCE N°1	Project proposal	Page 20
Capacity Building for Good Governance		

GOVERNANCE N°2	Project proposal	Page 21
Developing Strategies and Structures for Revenue Mobilization		

GOVERNANCE N°3	Project proposal	Page 21
Improve Municipal and Urban Council facilities		

GOVERNANCE N°4	Project proposal	Page 21
Establish a citizen participation system for effective community participation in decision making and planning processes		



SLUMS AND SHELTER

HMA has weak institutional capacity to manage land in the Municipality. Coupled with a high number of family land ownership housing construction is done outside land regulation of the Assembly. High rate of land litigation and fraud has retarded proper development of the city and growing number of slum. There is virtually no framework and development organization to upgrade slum. The HMA needs to build its capacity in the management of land in Ho.

POLICY AND REGULATION FRAMEWORK

- The structure plan of Ho was prepared for the period 1996 to 2000. It makes provision for the various land using zoning and designated spaces for major land uses such as residential, commercial, health, civic, education, industry, recreation and open spaces, reservations for water bodies and farm lands.
- Adjudication and demarcation of boundaries and registration of allodial rights are used to establish the root of title.
- No policy that promotes access to land or protection from eviction.
- World Bank Urban V project is attempting to upgrade some slums. The impact has been minimal.
- No pro-poor /gender land policies.

THE INSTITUTIONAL SET-UP

- The Lands Commission manages state land and vested land. It facilitates land administration process to legitimize transactions on family and stool lands by granting concurrence.
- The Lands Commission, Land Valuation Board and the Survey Department concentrate their activities in securing and management of government land rather than setting up the basis for effective land market system.
- There is no institutional set-up for upgrading of old and run down areas of the municipality.

RESOURCE MOBILIZATION

- Land transactions are characterized by fraud and litigation; slowing down housing development and revenue mobilisation.
- No budget line for shelter development. World Bank Urban V Project providing drainage and public toilet facilities in some old parts of the municipality.

- No financial assistance to slum dwellers.
- The following are deprived communities: Bankoe, Hliha, Fiavie, Anago Kofe, Afifekofe and Zongo.

TENURE SYSTEM

- The land ownership in Ho is mainly family/private. Families are responsible for 70%-80% of land.
- The land market structures are not well developed in Ho. Inadequacy of private and public institutional set-up and regulatory framework affects the smooth development of land market.
- The complexity of the family land ownership and the inadequacy of institutional framework to governing physical development is contributing to the haphazard development and poor housing and environment.
- Development control process is used to manage the development of slums.

CAPACITY BUILDING AND TRAINING

- HMA needs to build its capacity in managing upgrading at the old and run down localities.
- The need to create the necessary environment for the operation of Non-governmental development organization in slum management.

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SLUMS AND SHELTER Nº1	Project proposal	Page 24
	Development of a modern commercial centre in Ho Bankoe	



GENDER AND HIV/AIDS

Participation of women in local government decision-making is enshrined in the National Development Planning System Act (Act 480). Nevertheless, affirmative action at that level is weak to the extent that women find themselves in precarious situations in terms of job opportunities and abuse by their men counterparts. Access to productive resources like land and finance is out of reach for women. It leaves women vulnerable and exposes them to abuse and poverty. Customarily, women have limited access to land; they normally have vested life interest.

Campaign to end violence and discrimination against women is being championed by WILDAF and DOVVSU. Limited budgetary allocation to gender issues is increasingly pushing attention to women and children to the background. Women's health needs and exposure to HIV/AIDS is only championed by NGOs. There is the need for capacity building in gender sensitivity analysis and mainstreaming of gender issues in development policies and decision-making process.

THE INSTITUTIONAL AND POLICY SET-UP

- Affirmative action taken by the Assembly is epitomized by the formation of a non-statutory committee (Gender Sub-committee) to take care of gender related policy issues.

- National Development Planning System Act (Act 480) provides participation of Women in local government decision making process.
- They are heavily represented in the lower echelons of the organizational structure: 12% of administrative class; 33% of junior civil servants and 15% of senior management.
- Policies and decisions of HMA do not go through gender sensitivity analysis.
- There are less women Assembly members as compare to the national ratio.
- No availability of gender mainstreaming policy at the national level is replicated at the local government level at Ho.
- There is no separate policy on protection of women and children policy. These are enshrined in the National Criminal Code.
- HMA action is gender insensitive. It treats both sexes equally and the impact adversely affects women. Street selling is prohibited but it is women who mostly sell along the streets and pavements.
- HIV/AIDS Rapid Response Initiative has collapsed. HIV/AIDS campaign and education is carried out by NGOs on ad hoc basis.

RESOURCE MOBILISATION

- No budgetary allocation dedicated for gender issues by HMA.
- Women in Ho are self employed in micro and small-scaled enterprises where earnings are low and unstable.
- Access to credit by women is inadequate.

ACCOUNTABILITY

- Violence and discrimination against women is being championed by WILDAF, DOVVSU and Gender Disk of HMA.
- Violence and discrimination against women are not comprehensively tackled by the HMA.
- The Ho General Hospital has maternity and gynecological sections that take care of women's needs.

EMPOWERMENT

- Lack of access to financial and other resources to produce on larger scale; Women are adversely affected by socio-cultural issues.
- Women have limited access to land; they normally have vested life interest in land.
- HIV/AIDS prevalence rate: 3.2% among women and 4.9% among pregnant women.

CAPACITY BUILDING AND TRAINING

- Need for capacity in gender sensitivity analysis and mainstreaming of gender issues in development policies and decision making process.
- Capacity building in promoting HIV/AIDS education and creation of awareness among vulnerable groups.
- Strengthening collaboration with NGOs in gender issues.
- Collection and analysis of gender based data for policy making on gender issues.

GENDER AND HIV/AIDS N°1	Project proposal	Page 26
	Establishment of gender desk in Ho Municipal Assembly.	

GENDER AND HIV/AIDS N°2	Project proposal	Page 27
	Micro enterprise support programme for poor single women household heads in slums.	





ENVIRONMENT

High migration (population growth of 3.11%) is putting pressure on the city and infrastructure. Coupled with weak governance structures, facilities like public toilets; waste infrastructure, market facilities and health facilities are deteriorating. Only 66% (42 tonnes) of solid waste generated is collected. The rest find their way in drains, open spaces and heaps at inadequate sanitary sites. The poor sanitation management system manifests in the absence of door-to-door collection of domestic and industrial waste even in more affluent areas of the municipality. There are vast areas in the municipalities, especially the old part of the municipality, that domestic toilets can be constructed as the houses are compact to the extent that there are no spaces left for further construction.

POLICY AND REGULATORY FRAMEWORK

- Out dated environmental bye-laws inconsistent with environmental practice. No institutional arrangement put in place to revise them.
- Non-adherence to land use plans has contributed to non-availability of sanitary sites as most zoned sites have been encroached upon.
- HMA has no capacity and policy framework to undertake impact assessment on any environmental issues.

- HMA has no policy to involve private participation in waste management. All waste is handled by the Environmental Health Department of the Assembly.

THE INSTITUTIONAL SET-UP

- The Municipal Environment Management Department of HMA and a private company (Zoomlion Ghana Limited) is responsible for the management of both liquid and solid waste. There is no systematic private or CBO participation in waste management; except in the city centre where unemployed youth pick refuse for money from market women.
- Inadequate environmental health officers to undertake field work.
- Ineffective waste collection system. There is no door-to-door service for solid waste collection in the town.
- Human excreta are managed through public latrines toilets (9 aqua privy and 3 WC) and domestic pan latrines (325).

RESOURCE MOBILIZATION

- It is evident that wide disparity exists in the number and distribution of solid waste containers.
- There is little budgetary provision for environmental management. Most sanitation equipment is donated by central government or multi/bilateral agencies.
- The city authorities impose sanitation levy of Ghana cedi 2,000 per year per house. The collection is characterised with poor institutional arrangement for collection - assembly members are charged to do the collection.
- Poor cost recovery of investment into waste collection and management.

PERFORMANCE AND ACCOUNTABILITY

- Accountability measures of sanitation levy collected from residence have not been put in place.
- 65 tones of waste generated daily; an average of 42 tones is deposited at the final disposal point. The uncollected waste finds the drainage network and other open space as their destination.
- There is weak line of communication between the Assembly and the residents on environmental issues.

CAPACITY BUILDING AND TRAINING

- Provision of domestic liquid waste facilities.
- Building public health officer capacity to enforce environmental by laws.
- Public education on sanitation and health issues.

ONGOING PROJECT

Agbokofe Waste Disposal Depot. 18.6 hectares of land at Agbokofe is designated for final disposal and treatment of liquid waste (human excreta) and solid waste (refuse). Human excreta are managed through public latrines, domestic pan latrines, KVIP and WC. Under the Urban 3 programme funding from World Bank sponsored 557 residential VIP toilets.

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ENVIRONMENT N°1	Upgrading road and drainage systems in the indigenous localities in Ho.	
ENVIRONMENT N°2	To improve waste management systems in Ho.	Project proposal Page 30



GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES	OBJECTIVE
INSTITUTIONAL SET UP FOR EFFECTIVE LOCAL GOVERNMENT DECISION MAKING					
Adequate Human resource available. Sub-District Structure available. Availability of NGOs and CBOs. Responsible Traditional Rulers.	Weak Dissemination of Information & Education on Local Governance. Weak financial base of the Municipality. Delay in payment of salaries. Inadequate office space for the Municipality. Inadequate highly skilled personnel. Lack of coordination between Local and national Programme of activities.	Decentralization Policy. DSDAll Training for DA/Sub structures. EU Human Resource Development programme for D.A. available. Availability of press to monitor and disseminate information.	Slow implementation of the decentralization policy. Irregular release of District Assemblies Common Fund. Political interference in the affairs of the Municipal Assembly.	Effective institutional arrangement. Human resource development.	To improve the forward and backward linkages between the Central Administration and the Decentralized Departments. To support the adequate staffing and equipping of the Assembly.
RESOURCE MOBILIZATION					
New properties in the Municipality. Existence of viable markets. Private sector participation in revenue collection.	Low income levels. Inadequate database. Lack of motivation for revenue staff. Unwillingness to pay tax. Corruption of revenue collectors. Low tax coverage.	Projects (Danish Support for District Assemblies Urban V, HIPC Fund, SIF). Unexplored revenue sources.	Harsh national economic conditions. Irregular release of District Assembly Common Fund.	Effective revenue collection system. Tax education awareness.	Increasing the internally generated revenue by 70%. Establishing a comprehensive property register and other tax rated entities.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES	OBJECTIVE
PERFORMANCE AND ACCOUNTABILITY					
Presence of community organizations and traditional authorities.	Weak link between municipal assembly structures and communities and community organizations.	Vibrant private and independent private press.	Incomplete local government system.	Community participation. Community mobilisation.	To improve communication between the Assembly and public.
Availability of internal and external audit system.	Over reliance on central government for resources and manpower.				To adequately coordinate NGO activities in the district.

GOVERNANCE Nº1	Project proposal Capacity Building for Good Governance
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LOCATION: Ho Municipal Assembly (HMA)

DURATION: 18 months

BENEFICIARIES: Community members, Planning Officers, Budget officers, Accountants

IMPLEMENTING PARTNERS: Ho Municipal Assembly, Account General Department, Ministry of Finance.

ESTIMATED COST: \$350,000

BACKGROUND: The provisions for planning, budgeting and financial accountability at the District Level are enshrined in Chapter 20 of the Constitution of Ghana, Local Government Act 1993, (Act 462) and the National Development Planning (System) Act. 1994 (Act 480). These basic laws provide basis and guidelines for managing resources at the District Level; a major feature of the decentralization process in Ghana.

Resource management in HMA set-up is messy, and frustrating to local administrators. Whilst financial management needs to be attended to all year round, it is the budgeting that consumes the most time and requires the greatest effort. It must be emphasised that the budgeting process does not usually involve consultations with stakeholders on issues concerning development in the communities. Consequently, there is the lack of ownership of plans and budgets by intended beneficiaries.

The Ho Municipal Assembly generates an amount

of revenue from the local people. Monies accrued are, basically used by the Assembly to finance mostly administrative expenses and not capital expenditure for the benefit of the taxpayers. For example public toilets in HMA generate approximately Ghanaian cedi 300,000 daily, yet the management of these facilities leaves much to be desired.

The issues raised above clearly demonstrate that the HMA is currently playing a parasitic role so far as development is concerned. Most Assembly personnel lack basic skills in the participatory planning and budgeting process. They are therefore not able to effectively analyse the budget from the HMA to ascertain whether their budgetary needs are well provided for. Consequently, they are also not able to explain the council's budgetary decisions to the local people.

OBJECTIVES: (1) Institutionalising participatory planning and budgeting process in HMA for effective community participation in resource allocation. (2) Improving financial reporting system to ensure transparency and information flow to stakeholders.

ACTIVITIES: (1) Organise a familiarisation tour for Municipal Chief Executive and Coordinating Director in the city to observe the preparation of participatory plan and budget. (2) Organise a workshop for all Assembly personnel, Assembly members and opinion leaders on participatory planning and budgeting. (3) Produce manual on participatory planning and budgeting. (4) Form a participatory planning and budgeting committee. (5) Institute a participatory planning and budgeting process in the assembly. (6) Prepare annual participatory plans and budgets. (7) Identify an efficient and transparent financial reporting system. (8) Train selected assembly staff in the new system new financial reporting. (9) Produce format and guidelines for new financial reporting.

(10) Integrate/replace the new system into or with the old system. (11) Monitor and evaluate the systems.

OUTPUTS: (1) Skills of planning, budget and treasury staff in participatory planning and budgeting developed. (2) Participatory planning and budgeting manual produced. (3) Participatory plans and budget produced annually. (4) New financial reporting system identified. (5) Treasury staff trained in new financial reporting system. (6) New financial reporting system used to prepare financial statement of Assembly.

PROJECT IMPLEMENTATION: (1) The project will be implemented with the consent of Central Government. (2) Study tours, capacity building workshops and courses will be organized for relevant personnel. (3) Process facilitator (consultant) will be employed when necessary.

EQUIPMENT TO BE PROCURED: Computers, Computer software, office furniture.

GOVERNANCE Nº2	Project proposal Developing Strategies and Structures for Revenue Mobilization
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LOCATION: Ho Municipal Assembly (HMA)

DURATION: 24 months

BENEFICIARIES: Ho Municipal Assembly

IMPLEMENTING PARTNERS:
Ho Municipal Assembly

ESTIMATED COST: \$50,000

BACKGROUND: There is increasing pressure from central government on District Assembly, including Ho Municipal Assembly, to increase the mobilisation of internally generated resources. This stems from the fact that, aside from political and administrative decentralisation, central government wants to give high degree of fiscal autonomy to District assemblies. The achievement of this policy objective lays in the revenue structure of District Assemblies. Without recognizing the district structure of District Assembly, resource mobilization efforts to receive fiscal autonomy are to go astray.

The overriding difficulty facing HMA is the small size of the available revenue base. The economic base of HMA as semi-urban district includes charging sheep dip, charging markets, lorry and parking tolls. Unfortunately, none of these have large enough base to produce substantial revenue at low rates of tax. Property rate and land tax, which are

levied at certain percentage of valuation, are poorly managed and the property register outmoded.

OBJECTIVES: (1) Increasing the internally generated revenue by 70%. (2) Establishing a comprehensive property register and other tax rated entities.

ACTIVITIES: (1) Commission a team/committee to examine and the present revenue collection structure. (2) Identify new revenue sources and the revenue base. (3) Enact bye-laws on the revenue sources. (4) Register the revenue sources. (5) Compile a tax, fees and charges and property register. (6) Set up internal institutions for revenue collection. (7) Develop franchising modalities for private participation in revenue collection. (8) Set up monitoring mechanism for revenue collection. (9) Evaluate the level of achievement of new revenue mobilisation system.

OUTPUTS: (1) New bye laws on user fees, user charges, levies and taxes enacted. (2) New revenue sources identified. (3) All properties and tax rated entities identified and registered.

PROJECT IMPLEMENTATION: (1) Internal institutional set will be used for designing of revenue system. (2) Tax registers will be compiled to estimate the level of revenue to be mobilised before collection can take place. (3) Back stop system will be put in place to identify and register new entities and sources.

EQUIPMENT TO BE PROCURED: Computers, vehicles, and communication equipment.

GOVERNANCE Nº3	Project proposal
	To improve Municipal and Urban Council Facilities in Ho

LOCATION: Ho Municipal Assembly (HMA)

DURATION: 12 months

BENEFICIARIES: Assembly members, Unit committee members and counsellors.

IMPLEMENTING PARTNERS: Ho Municipal Assembly, NGOs, Development partners

BACKGROUND: Although the Assembly is handicapped by the absence of a well established gender desk, it has not left gender issues unattended to. It has managed in various ways to address some of the problems that face the vulnerable and excluded e.g. women and children in the society.

The Department of Community Development, one of the Departments under the Ho Municipal Assembly has been designated to cater for the vulnerable and excluded in the District in the absence of a gender desk. The department does this through programmes such as Adult Education, Study Groups, Mass Meeting, Adult Functional Literacy (AFL), Home Science Extension (women's work) etc.

The Adult Education programme is one of the avenues through which vital information on Government policies and issues affecting the communities themselves are looked into in the form of talks, discussions, etc. to get the local folks including women and the youth to take local action to better their lot. With the AFL the staffs of the Ho Municipal Assembly talk to people in the communities especially women and youth about the importance of literacy and how it could assist in the improvement of their performance in their spheres of work.

The Home Science Extension programme offers training for village women and the deprived on better methods of managing their homes, handling food and caring for their children. They are also educated on economic ventures, personal and environmental hygiene all aimed at helping them to be effective contributors to their homes, communities and the nation. This laudable programme is however, hindered by lack of funds to give adequate training to the groups involved, inadequate staff to establish more groups and lack of necessary logistics.

Other organisations which see to women and children's affairs in the District include the Women's Training Institute which trains women in various skills to make them employable, Department of Social Welfare, Juvenile courts, Prisons Welfare, Family Tribunals,

District Advisory Committee on Rehabilitation etc.

In spite of all these interventions one cannot lose sight of the fact that the establishment of a gender desk in the HMA will go a long way to streamline gender activities, protect and push forward the interest of the vulnerable and excluded in society.

OBJECTIVES: (1) To promote the interest of women, the vulnerable and the excluded in policy formation and provision of services.

ACTIVITIES: (1) Provide office space. (2) Furnish the office. (3) Recruit personnel for the office. (4) Integrate personnel into main stream activities of the Assembly.

OUTPUTS: (1) Gender desk established.

PROJECT IMPLEMENTATION: The project will be undertaken under the auspices of the Ministry of Women and Children Affairs with support from a national or international NGO (Women in Law and Development Federation -WILDAF) with focus on Women issues. The project can serve as a pilot project with the potential of replicating in other municipal assemblies.

EQUIPMENT TO BE PROCURED:
Office accommodation, Office chair, air conditioner, office table etc.

GOVERNANCE Nº4	Project proposal Establish a citizen participation system for effective community participation in decision making and planning processes
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LOCATION: Ho Municipal Assembly

DURATION: 6 months

BENFICIARIES: Ho Municipal Assembly

IMPLEMENTING PARTNERS: NGOs,
Private Consultants, Ho Municipal Assembly

ESTIMATED COST: USD 10,000

BACKGROUND: Citizen Participation in Ghana is one of the lacking areas of decentralization. It should be the main decision making process in which citizens' participation is the development of the Medium Term Plan by MMDAs. In this regard, there is very little or no awareness on programs, projects and initiatives undertaken by the city, sometimes leading to citizens' reluctance in paying taxes or being interested in city assets.

Due to inadequate funding, there is no established system in the city for the city to constantly inform citizens on programs and projects or for citizens to make their grievances or comments known for consideration by the city.

There is therefore the need to improve on the current system of participation to make it more effective and inclusive.

OBJECTIVES: To ensure the participation of residents in the development and decision making processes of Ho for successful implementation of projects to promote adherence to city ordinances and instill a sense of ownership of projects, programs and city assets.

ACTIVITIES: (1) Development of participation system or systems in the form of a forum, city newsletter, flyers, suggestion boxes, brochures etc.
(2) Review and acceptance of participation system.

OUTPUT: System Participation platforms and systems

PROJECT IMPLEMENTATION: (1) Prepare terms of reference and select consultants for implementation.
(2) Conduct interviews with citizens and city officials. (3) Develop the appropriate systems for participations based on interviews. (4) Develop a database for keeping information on participation.

EQUIPMENT TO BE PROCURED:

- (1) Photo copier machine. (2) Printer.
- (3) Computer. (4) Software.

SLUMS AND SHELTER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES	OBJECTIVE
REGULATORY FRAMEWORK AND INSTITUTIONAL SET UP					
Availability of planning schemes to guide development. Excellent major road network.	Inadequate institutional structures effectively operationalized land use plans. Poor development control measures. Tracks of land in informal holding. Poor land tilting regime.	Avenue for private participation. High communal spirit. Avenue to educate public to develop according to planning schemes.	Government policy on water privatization. Unfavorable land tenure system for slum development.	Slum improvement.	To construct new access roads in the localities and upgrade existing ones. To improve the drainage systems in Ho Bankoe, Hliha, and Dome.
RESOURCE MOBILIZATION ECONOMIC DEVELOPMENT					
Moderately priced land. Availability of estate development agencies. Available local material for construction. Availability of service providers.	Services not available to all areas. Low level of service provision where they exist. Encroachment. Inaccessible road network in most settlement areas. Illegal connection of electricity and water.	Expertise of development can be tapped for upgrading. Integration of slum upgrading with artisanal skills development.	High migration rate could negate gains in poverty reduction.	Local economic development.	To improve upon market facilities in Ho Bankoe. To give a face lift to the inner city (Ho Bankoe).

SLUMS Nº1	Project proposal
	Development of a Modern Commercial Centre in Ho Bankoe

LOCATION: Ho Municipal Council.

DURATION: Two years

BENEFICIARIES: Community Members, Ho Municipal Assembly, Ho Market Women Association.

IMPLEMENTING PARTNERS: Ho Municipal Assembly, MWH, Construction Company, Development partners, Ho Market Women Association.

BACKGROUND: Ho is the capital city of the Volta Region and as such provides the capital and market necessary for development in the region. As a city it is saddled with many urban problems that are not accompanied by development as well as the lack of basic infrastructure services and an unprecedented level of poverty.

Ho is one of the growing cities in Ghana. According to the 2000 Ghana Population census it has a total population size of about 55,000 and an annual population growth rate of 2.6%. Its population density is about 785 persons per square kilometre and has an average household size of about 8. The city has a sphere of influence (administration, economic and social) of a radius of about 40 kilometres. There is therefore a large daily inflow of people into the city from the surrounding towns and villages.

Majority of the residents work at the informal sector, most of whom are self-employed individuals and households engaged in micro- and small scale enterprises, usually involving 1-5 persons. The major economic activities are trading especially petty trading, subsistence farming, small scale manufacturing which includes batik, tie and dye making, food processing, construction and public service. The economic returns from these activities are very low thereby making a sizeable proportion of the city dwellers live below the poverty line.

As stated earlier, the growing nature of the city has caused an equal upsurge of economic activities (i.e. buying and selling). It is now a common feature to see people selling along the road side and any available space sellers can get.

In the pre-independence period, Ho Bankoe, especially the area around the present Civic Centre and along the main road was a booming commercial centre because it was near the lorry station. There were such firms like UAC, CB Ollivant, SCOA in addition to a flourishing private sector, which attracted customers from neighbouring districts and countries. Currently one cannot say that such is the state of affairs in the once booming commercial centre. The aim of this project therefore, is to develop the present civic centre area into a modern commercial centre with modern blocks of stores, offices, restaurants, bars, modern toilets and parking lots for vehicles etc. This will not only go to beautifying the city centre but also help reduce the upsurge of road side vendors since sellers will now have a better place and environment to do business.

OBJECTIVES: (1) To improve upon the market facilities in Ho Bankoe. (2) To give a face lift to the inner city (Ho Bankoe).

ACTIVITIES: (1) Organize an awareness programme and provide series of training programmes for major city stakeholders to facilitate their full participation in the project. (2) Planning survey of the civic centres. (3) Planning and design. (4) Cost. (5) Tendering and awarding of contract. (6) Construction. (7) Supervision and monitoring. (8) Recruiting and training of personnel to man the centre. (9) Training of staff of Ho Municipal Assembly in revenue collection.

OUTPUTS: (1) Improved social and economic functioning of the city. (2) Creation of employment. (4) Increased revenue of the Ho Municipal Assembly. (5) General standard of living of the entrepreneurs of Ho improved. (6) The inner city of Ho Bankoe beautified.

PROJECT IMPLEMENTATION:
It will be nationally executed through the Ho National Assembly.

EQUIPMENT TO BE PROCURED: (1) Appropriate equipment for construction. (2) Training equipment for construction.

GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES	OBJECTIVE
REGULATORY FRAMEWORK AND INSTITUTIONAL SET UP					
Presence of Governmental agencies working for vulnerable and the excluded e.g. Department of Social Welfare.	Negative attitudes of some decision makers towards the physically challenged and women. Non representation of women on Boards, Committees and other in decision making bodies.	Establishment of Women and Children Affairs Ministry. NCWD WAJU FIDA Other NGOs Legislation to protect the vulnerable. Draft Domestic Violence Bill.	Cultural beliefs e.g. Polygamy.	Gender mainstreaming.	To promote the interest of women, the vulnerable and the excluded in policy formation and provision of services.
EMPOWERMENT					
Availability of training Institutions for the physical challenged. Presence of WAJU in the Municipality. Presence of Associations for the physically challenged.	Absence of recreational facilities in residential areas. Poor infrastructure design. Inadequate funds for the provision of facilities for the vulnerable Inadequate funds for Educational Programmes.	Build gender awareness.	Apathy towards HIV/AIDS menace. Child trafficking. Luring of women into prostitution in other countries. HIV/AIDS.	Awareness on gender and HIV/AIDS issues.	To create awareness on gender and HIV/AIDS issues.
PERFORMANCE AND ACCOUNTABILITY					
	Inadequate information on registration centres for the physically challenged.	Build facilities for people living with HIV/AIDS.	Prostitution in Municipality.	Coordination of gender and HIV/AIDS activities.	To document and research into issues affecting women and children.

GENDER HIV/AIDS Nº1	Project proposal
	Establishment of Gender Desk in Ho Municipal Assembly

LOCATION: Ho Municipal Assembly

DURATION: 3 months

BENEFICIARIES: Ho Municipal Assembly, Community members, the Vulnerable and Excluded in the society.

IMPLEMENTING PARTNERS: Ministry of Women and Children Affairs, Ho Municipal Assembly.

ESTIMATED COST: US\$ 50,000

BACKGROUND: Although the Assembly is handicapped by the absence of a well established gender desk, it has not left gender issues unattended to. It has managed in various ways to address some of the problems that face the vulnerable and excluded e.g. women and children in the society.

The Department of Community Development, one of the Departments under the Ho Municipal Assembly has been designated to cater for the vulnerable and excluded in the District in the absence of a gender desk. The department does this through programmes such as Adult Education, Study Groups, Mass Meeting, Adult Functional Literacy (AFL), Home Science Extension (women's work) etc. The Adult Education programme is one of the avenues through which vital information on Government policies and issues affecting the communities themselves are looked into in the form of talks, discussions, etc. to get the local folks including women and the youth to take local action to better their lot. With the AFL the staffs of the Ho Municipal Assembly talk to people in the communities especially women and youth about the importance of literacy and how it could assist in the improvement of their performance in their spheres of work.

The Home Science Extension programme offers training for village women and the deprived on better methods of managing their homes, handling food and caring for their children. They are also educated on economic ventures, personal and environmental hygiene all aimed at helping them to be effective contributors to their homes, communities and the nation. This laudable programme is however, hindered by lack of funds to give adequate training to the groups involved, inadequate staff to establish more groups and lack of necessary logistics.

Other organisations which see to women and children's

affairs in the District include the Women's Training

Institute which trains women in various skills to make them employable, Department of Social Welfare, Juvenile courts, Prisons Welfare, Family Tribunals, District Advisory Committee on Rehabilitation etc.

In spite of all these interventions one cannot lose sight of the fact that the establishment of a gender desk in the HMA will go a long way to streamline gender activities, protect and push forward the interest of the vulnerable and excluded in society.

OBJECTIVE: To promote the interest of women, the vulnerable and the excluded in policy formation and provision of services.

ACTIVITIES: (1) Provide office space. (2) Furnish the office. (3) Recruit personnel for the office. (4) Integrate personnel into main stream activities of the Assembly.

OUTPUT: Gender desk established.

PROJECT IMPLEMENTATION: The project will be undertaken under the auspices of the Ministry of Women and Children Affairs with support from a national or international NGO (Women in Law and Development Federation -WILDAF) with focus on Women issues. The project can serve as a pilot project with the potential of replicating in other Municipal Assemblies.

EQUIPMENT TO BE PROCURED:
Office accommodation, Office chair, air conditioner, office table etc.



GENDER HIV/AIDS Nº2	Project proposal Micro enterprise support programme for poor single women household heads in slums
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LOCATION: Ho Municipal Assembly

DURATION: 38 months

BENEFICIARIES: Poor Single women household heads in Bankoe, Hliha, Ahoe and Dome.

IMPLEMENTING PARTNERS: Ministry of Women and Children, WILDAF, Ho Municipal Assembly.

ESTIMATED COST: US\$ 1,000,000

BACKGROUND: Poor single women household heads are one of the most vulnerable women groups in poor neighbourhoods. Aside their poverty situations, they are sexually abused by men, and find coping mechanism of giving out female children to interested men for financial rewards. They find it difficult to give their children good education, provide the basic necessity within their environment to their children and themselves.

Their participation in the decision and development process of their society is limited and with their interest not being served by the municipal authorities.

OBJECTIVE: To empower single women heads of households in poor areas of Ho.

ACTIVITIES: (1) Organize women household heads in the poor communities.(2)Build the women as a functional group.(3) Training in micro enterprise management.(4) Develop a community micro-enterprise scheme.

OUTPUT: (1) Increased income levels of women. (2) Participation of such women in community and municipal decision making process.

PROJECT IMPLEMENTATION: Ministry of Women and Children, WILDAF, MLGRD.

EQUIPMENT TO BE PROCURED:
Training materials.

ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES	OBJECTIVE
REGULATORY FRAMEWORK AND INSTITUTIONAL SET UP					
Presence of Environmental Protection Agencies i.e. Forestry, Fire Service, EPA & Information Services.	<ul style="list-style-type: none"> Non-enforcement of environmental protection laws. Inadequate education on environmental laws. Outmoded cultural practices. Weak implementation of afforestation programme. Limited integration of environmental issues in urban planning. Weak institutional set up for environmental management. 	<ul style="list-style-type: none"> Presence of Bye laws. Presence of Environmental Laws. Development partners support for environmental protection programmes. 	Poor decentralization of environmental protection agencies (EPA) in Ho.	Environmental planning and management.	To improve waste management systems in Ho.
RESOURCE MOBILIZATION					
<ul style="list-style-type: none"> Availability of personnel. Presence of fire volunteer corps. Availability of equipment such as fire tenders. 	<ul style="list-style-type: none"> Uncooperative land owners and developers. Overuse of fuel wood. Inadequate budgetary allocation for environmental issues. High cost of environmental infrastructure. 	Financial and logistic support of partner agencies for environmental management.	Affordability of environment enhance practice to the poor.	Private/ community participation.	Development of framework for private and community participation and management.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITY ISSUES	OBJECTIVE
PERFORMANCE AND ACCOUNTABILITY					
FM Radio programme. Free collection of waste in Ho.	Ignorance of people towards, environmental protection. Uncontrolled hunting. Inadequate staff to monitor the environment. Backlog of collection of daily regenerated refuse. Poor sanitation facilities.	Private participation in waste collection will bring increase numbers of collectors to residents.	Bush fires due to prolonged dry season.	Monitoring and communication system.	Effective system of environmental appraisal, reporting and action.

ENVIRONMENT N°1	Project proposal Upgrading road and drainage systems in the indigenous localities in Ho
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LOCATION: Ho Municipal Assembly

DURATION: 30 months

BENEFICIARIES: Residents in Ho Bankoe, Hliha, Ahoe and Dome, Ho Municipal Assembly, Transport owners.

IMPLEMENTING PARTNERS: Ho Municipal Assembly, MWH, Ghana Highway Authority, Contractors, Ho Urban Council.

ESTIMATED COST: US\$ 2,000,000

BACKGROUND: Presently the Ho municipality has a network of secondary roads totalling approximately 638.6km and some constructed drains. However, the problems associated with the development of road transportation are both development of new roads and maintenance of the existing ones after the major rainy seasons. The lack of proper roads and drainage network in many parts of the city has resulted in a situation where run-off water has eroded some building foundations, streets and residential yards.

In addition, the Bankoes and Hlihas due to historical and cultural reasons put up buildings close to one another without making any provision for future access roads, streets and drainage systems. This has resulted in very little space for modernization and expansion. The Assembly has attempted to provide some funding

for emergency access roads in these areas but financial resources available to it makes this effort marginal.

Although the District Assembly for the past three years has embarked on improving accessibility in the municipality under its betterment policy which is also directed towards development control by opening up proposed roads and drainages in some areas of the capital, it has not been very successful due to financial constraints. This has therefore caused a slow down in their next line of action i.e. to have new drainages and roads developed with culverts and gravel materials to make them motorable.

OBJECTIVE: (1) To construct new access roads in the localities and upgrade existing ones. (2) To improve the drainage systems Ho Bankoe, Hliha, Ahoe and Dome

ACTIVITIES: (1) Survey the area. (2) Determine layout. (3) Relocate affected residential properties. (4) Construct roads, lanes and drainage systems. (5) Monitor and evaluate.

OUTPUT: (1) Access roads and drainage systems provided. (2) Existing roads and drainage systems upgraded or reconstructed. (4) Good motorable roads in the Ho municipality throughout the year. (5) Erosion in Ho Bankoe, Hliha, Ahoe and Dome reduced considerably.

PROJECT IMPLEMENTATION:
It will be nationally executed through the Ho Municipal Assembly.

EQUIPMENT TO BE PROCURED:
Appropriate equipment.



ENVIRONMENT N°2	Project proposal
	To improve waste management systems in Ho

LOCATION: Ho Municipal Assembly

DURATION: 12 months

BENEFICIARIES: Residents in Ho Bankoe, Hliha, Ahoe and Dome, Ho Municipal Assembly.

IMPLEMENTING PARTNERS: Ho Municipal Assembly, NGOs, Development Partners, Ho Urban Council.

ESTIMATED COST: US\$ 250,000

BACKGROUND: In managing the waste, the Assembly's own skips and containers are placed at designated locations for collection of domestic solid waste. It is however, evident that wide disparity exists in the number and distribution of solid waste containers due to acquisition problems caused by inadequate finance.

Also evident in the city are a number of illegal

dump site which pose serious health hazards to the people in the localities. Although the Assembly has tried in many ways to dislodge these sites it is still handicapped by lack of finance.

Coupled with the inadequate number of skips is the issue of placement of skips to attain the target of equity in access level of service required since most of the sites have been encroached upon. So far skips are placed at strategic locations where the space is available. The central areas seem to be better served than peripheral localities. These peripheral localities, therefore, need additional skips and sites cleared to help improve upon sanitation there.

There is no door-to-door service for solid waste collection in the town. All localities use the communal container and dump site system. Where legal skips are not provided households dump their refuse into vacant plots or drain reservations. From statistics the residents and commercial entities in Ho generate approximately 65 tonnes of waste daily but an average of 42 tonnes is deposited at the final disposal point. The uncollected waste finds the drainage network and other open space as their destination. The Assembly has therefore come up with a system where it imposes a sanitation levy of Ghana cedi 2,000 per

year per household. The collection of this amount, which is to be undertaken by the Assembly men, is very poor and therefore, there are problems with cost recovery for the lifting of communal skips, provision of additional ones and clearing of illegal dump sites.

The predominant type of domestic toilet is the water closet. These are mostly used in the newer parts of the municipalities. In the older settlements, domestic toilets are inadequate. Inadequate space within compounds, poor access to houses and lack of funding are reasons given for poor level of service. In these areas, households depend mostly on public toilets. These public toilets are however, plagued with very filthy environment which also pose a lot of health hazards to its users. Few houses use either the pan latrines or aqua-privies. Households contract their own conservancy labourers, as the Assembly has none on its payroll. Institutional areas like the Prisons quarters which still use pan latrines employ their own conservancy labourers. A major problem relating to the use of the pan latrines is the indiscriminate dumping of the faecal matter collected from houses undersigned areas into water bodies. There is therefore the need for more water closets or improved types of toilets to be built for people living in these areas. Also about 90% of schools in Ho do not have toilets. Due to the inadequacy of domestic toilets there is a high dependency on the few public toilets facilities.

The Assembly operates a cesspit emptier service for dislodging liquid waste. It is regularly used and serves the whole of Volta Region except Keta District. It is however evident that one cesspit emptier is not enough to service a whole region adequately. Part of the funds from this project will therefore be used in purchasing at least one cesspit emptier to compliment the one already in use. All liquid waste is taken to mile 48 at Agbokofe (a village near Ho) and dislodged into shallow trenches.

OBJECTIVE: (1) To construct 10 public places of convenience. (2) To assist 200 households to construct improved household toilets. (4) To increase the number of refuse containers from 25 to 60 and extend refuse collection and disposal services to the localities which lack this service. (4) To promote good hygiene and sanitation practices in all communities in the municipalities. (5) To encourage community participation in waste management.

ACTIVITIES: (1) Identify communities. (2) Organise community forum to discuss issues and solicit the views and roles of the community members. (3) Organise workshops for community members. (4) Prepare drawings and tender documents. (5) Award contract. (6) Supervise construction. (7) Establish a revolving fund for household toilet construction. (8) Public awareness creation and education. (9) Identify locations and prepare sites. (10) Hygiene and Sanitation Education.

OUTPUT: (1) 10 public latrines or places of convenience constructed. (2) 200 households assisted to construct improved household latrines. (3) Refuse collection service extended to localities that lack the services. (4) Good hygiene and sanitation practised. (5) Capacity of municipal assemblies strengthened in revenue collection. (6) Final dump site of liquid waste improved. (7) One cesspit emptier procured for the assembly.

PROJECT IMPLEMENTATION:
It will be nationally executed through the Ho Municipal Assembly.

EQUIPMENT TO BE PROCURED:

(1) Construction equipment. (2) Training materials.

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ACRONYMS:

CBD	Central Business District
CBO	Community Based Organization
CWSA	Community Water and Sanitation Agency
DA	District Assembly
DACF	District Assemblies Common Fund
ECG	Electricity Company of Ghana
EPA	Environmental Protection Agency
EU	European Union
GES	Ghana Education service
GLSS	Ghana Living Standard Survey
GOG	Government of Ghana
GWCL	Ghana Water Company Limited
HIPC	Highly Indebted Poor Country
HIV/AIDS	Human Immune-deficiency Virus/Acquired Immune Deficiency Syndrome
HMA	Ho Municipal Assembly
JSS	Junior Secondary School
L.I.	Legislative Instrument
MCD	Metro/Municipal Coordinating Director
MLGRD	Ministry of Local Government and Rural Development
MTDP	Medium Term Development Plan
MOFA	Ministry of Food and Agriculture
MOWAC	Ministry of Women and Children Affairs
MDPT	Municipal Development Planning Task force
MPCU	Municipal Planning Coordinating Unit
MCE	Metropolitan/Municipal Chief Executive
NCWD	National Council on Women and Development
NDPC	National Development Planning Commission
NGO	Non Governmental Organization
PHC	Population and Housing Census
PPP	Private Public Partnership
SMC	School Management Committee
SSNIT	Social Security and National Insurance Trust
SSS	Senior Secondary School
WILDAF	Women in Law and Development Federation

HO CITY CONSULTATION

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