

# **AHAFO ANO NORTH DISTRICT TEPA**



## **MONITORING AND EVALUATION PLAN OF THE DISTRICT MEDIUM TERM DEVELOPMENT PLAN (2010-2013)**

*PREPARED BY*

**THE DPCU**

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## EXECUTIVE SUMMARY

The District Medium Term Development Plan after its preparation should be systematically monitored, evaluated and reports subsequently disseminated to stakeholders indicating the extent of progress made towards the implementation of Programmes, Projects and Activities.

In light of the above, the NDPC organized a Monitoring and Evaluation (M&E) workshop as a sequel to the preparation of the District Medium Term Development Plan (DMTDP) after which guidelines were issued to the District to commence the preparation of the M&E plan. This is to ensure a continuous delivery of structured information concerning the actual status of Programmes and Projects to all persons involved in the project implementation process including target groups and beneficiaries.

The tasks force recruited to prepare the District Medium Term Plan was again tasked to prepare the M&E Plan.

The M&E consist of four main components, namely:

- i. Executive Summary
- ii. Goals and Objectives of the DMTDP
- iii. Monitoring and Evaluation Activities
- iv. Other relevant issues particularly the collaboration with Development Partners

The Executive Summary therefore highlights this arrangement;

### **Goals and Objectives of the Medium Term Development Plan (MTDP)**

In line with the GSGDA goals, the goal of the Ahafo Ano North district were set with due cognizance of the local development circumstance and context. The following therefore represents the broad goal of the district

***‘To improve the economic status of the citizenry through the provision of adequate support to agriculture, whilst producing well trained and knowledgeable people with the capacity to partake in local governance’.***

The purpose of preparing the M&E Plan is also highlighted and it ensures that a system is firmly established, recognized and accepted by all with full participation and contribution of all stakeholders.

On the status of implementation of the Medium Term Development Plan, 30% of achievement has been chalked in the implementation of programmes and projects. In addition to that, efforts had so far been

made to roll over uncompleted programmes and projects in the 2010 annual action plan to 2011 for implementation.

### **Monitoring and Evaluation Activities**

It should be noted that, the district development plan which is the development framework represents the development aspirations of all stakeholders in the district. In view of this, it is important to identify the various stakeholders and to recognize their various roles.

A table showing the classifications of stakeholders and their interest is specified in chapter 2.

The conditions and capacities of the district with regard to the capacity of developing and implementing the M&E Plan are also assessed.

Experienced personnel and adequate financial position are sine qua non to developing a good M&E plan; hence the status of the district is well evaluated to know the capacity needs per every member in terms of human resources using DPCU capacity and management index.

Measurable indicators have also been indicated to serve as an instrument to measure progress in the achievement of targets and goals of the DMTDP. This is illustrated in a tabular form.

M&E calendar showing quarterly and annual activities together with their cumulative budget is also developed.

Data collection and validation methods are also specified and it also indicates how they would be carried out.

Data collection and validation is also specified as well as status of registration of all on-going programmes and projects, both District Assembly Common Fund (DACF) projects and other interventions.

Reporting and disseminating M&E results and activities would be undertaken by the DPCU. The procedure to be adopted is also given.

### **Other Issues of Relevance to M&E Particularly with Developing Partners**

An important collaborative activity with NGO and CBO's would be undertaken to promote partnership between the District Assembly and development agencies, especially those in advocacy activities. The plan also specifies the level of collaboration, specifically the mandate to provide training and capacity building. Their role in strengthening the local capacity in particularly governance is also outlined in the plan.

## **Tools of Evaluation**

1. Social impact analysis studies with civil society groups to ascertain the impact of identified indicator objectives
2. Annual progress Report workshops to measure the progress towards the achievement of target as well as outcomes and impacts
3. Beneficiary assessment studies for the conduct of objective impact analysis

## TABLE OF CONTENT

	Page
Executive Summary...	...i
Table of Content...	...iv
List of Tables...	...vi
List of Abbreviations ...	...vii
 <b>CHAPTER ONE: INTRODUCTION</b>	
<b>1.1 Background...</b>	<b>...1</b>
<b>1.2 Goal and Objective of DMTDP...</b>	<b>...3</b>
1.2.1 Broad Goal of DMTDP...	...3
1.2.2 District Objectives under Thematic Areas...	...3
1.3 Purpose of the Monitoring and Evaluation Plan...	...7
1.4 Implementation Status of the Medium Term Development Plan...	...8
 <b>CHAPTER TWO: MONITORING AND EVALUATION ACTIVITIES</b>	
<b>2.1 Introduction...</b>	<b>...21</b>
<b>2.2 Stakeholder Analysis...</b>	<b>...21</b>
2.2.1 Primary Stakeholder Analysis...	...22
<b>2.3 Monitoring and Evaluation Activities...</b>	<b>...23</b>
<b>2.4 M&amp;E Conditions &amp; Capacities...</b>	<b>...23</b>
2.4.1 Training Requirements of DPCU Members ...	...25
2.4.2 Monitoring and Evaluation Constraints of the DMTDP...	...26
<b>2.5 Capacity Index Table...</b>	<b>...27</b>
2.5.1 Capacity Index Analysis...	...28
<b>2.6 Monitoring Indicators and Targets...</b>	<b>...30</b>
<b>2.7 Monitoring and Evaluation Calendar...</b>	<b>...40</b>
<b>2.8 Data Collection, Validation and Collation...</b>	<b>...43</b>
2.8.1 Data collection on programmes...	...43
2.8.2 Monitoring and Evaluation Information System...	...44

<b>2.9 M&amp;E Reporting...</b>	...	...	...	...	...	...	...	...	...	...	<b>...49</b>
2.9.1 District M&E Report Outline...	...	...	...	...	...	...	...	...	...	...	...49
<b>2.10 Dissemination of the M&amp;E Reports...</b>	...	...	...	...	...	...	...	...	...	...	<b>...50</b>
<b>2.11 Monitoring and Evaluation Budget...</b>	...	...	...	...	...	...	...	...	...	...	<b>...50</b>
<b>2.12 Development Evaluation...</b>	...	...	...	...	...	...	...	...	...	...	<b>...53</b>
2.12.1 Scope of Evaluation...	...	...	...	...	...	...	...	...	...	...	...53
2.12.2 Other Studies and Evaluations...	...	...	...	...	...	...	...	...	...	...	...54
<b>2.13 Participatory M&amp;E...</b>	...	...	...	...	...	...	...	...	...	...	<b>...54</b>

**CHAPTER THREE: OTHER ISSUES OF RELEVANCE TO M&E, PARTICULARLY  
WITH DEVELOPMENT PARTNERS**

<b>3.1 Introduction...</b>	...	...	...	...	...	...	...	...	...	...	<b>...56</b>
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## LIST OF TABLES

<b>Table</b>	<b>Page</b>
1.1 Implementation of Programmes and Projects (2010) DMTDP...	10
2.1 Primary Stakeholder Analysis...	22
2.2 Capacity Index of Stakeholders...	28
2.3 Monitoring Indicators and Targets...	30
2.4 Monitoring and Evaluation Calendar, 2010-2013...	41
2.5 Register of On-going Programmes and Projects in the District...	47
2.6 Detailed M&E Budget...	51

## LIST OF ABBREVIATIONS

CBO's	-	Community Based Organizations
CHPS	-	Community Health Planning Services
CSO's	-	Civil Society Organizations
DA	-	District Assembly
DACF	-	District Assembly Common Fund
DDA	-	District Director of Agriculture
DDE	-	District Director of Education
DHD	-	District Health Directorate
DHMT	-	District Health Management Team
DPCU's	-	District Planning Coordinating Unit
DWST	-	District Water and Sanitation Team
FBO's	-	Faith Based Organizations
GIMPA	-	Ghana Institute of Management and Public Administration
GPRS II	-	Growth and Poverty Reduction Strategy
GSGDA	-	Ghana Shared Growth and Development Agenda
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICT	-	Information and Communication Technology
KG	-	Kindergarten
KVIP	-	Kumasi Ventilated Improvement Pit
M&E	-	Monitoring and Evaluation
MDA's	-	Ministries, Departments and Agencies
MOFA	-	Ministry of Food and Agriculture
MTDP	-	Medium Term Development Plan
NBSSI	-	National Board for Small Scale Industries
NDPC	-	National Development Planning Commission
NGO's	-	Non Governmental Organizations
NYEP	-	National Youth Employment Programme



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

Every year the Government of Ghana commits a wide range of resources to support significant amount of development interventions with the view to improving the living conditions of people in the country. The immediate past development framework otherwise referred to as GPRS II placed significant emphasis on Poverty Reduction Programmes and Projects. The focus of the Growth and Poverty Reduction Strategy (GPRSII 2006-2009) was primarily on growth inducing policies and programmes. The Ghana Shared Growth and Development Agenda(GSGDA 2012-2013) which has just succeeded the GPRS II is committed to Human Development, Transparent and Accountable Governance and Infrastructural Development, in support of Agricultural Modernization, Natural Resources Development, particularly Oil and Gas, Private Sector Development, ICT, Housing and Energy for accelerated employment creation and income generation for poverty reduction. The framework also envisages protecting the environment and minimizing the impact of climatic change.

The Ahafo Ano North District Assembly together with its various agencies responsible for the implementation of programmes and projects under the GSGDA is enjoined through evidence-based information demonstrating that interventions are impacting positively and transforming the lives of the people in the district. With good governance as the vehicle to realizing the objective, Monitoring and Evaluation tools to generate timely and reliable information to help District Assembly make sound decisions are also put in place.

The National Development Planning Commission (NDPC) gave separate guidelines, after the preparation of the District Medium Term Development Plan, for the preparation of the Monitoring and Evaluation Plan.

Ahafo Ano North District, in keeping with an instrument that continuously delivers structured information concerning the actual status of the projects to all persons involved in the implementation the Medium Term Development Plan, began a rigorous preparation of M&E Plan.

It has been recognized that the Medium Term Development Plan is likely to be more effective with full participation of all beneficiaries and stakeholders and as well information on progress being made towards the implementation of programmes and projects to aid decision making.

Although, Monitoring and Evaluation are important components in the process of project management, inadequate attention has been paid by the District Assembly. The result has been defective decision making. This is as a result of inadequate and unreliable database to analyze the implementation of existing policies, programmes and projects. Very often, the District Assembly and its Development Partners commit a huge amount of resources to support a lot of development programmes that are geared towards the betterment of the social and economic conditions of the people in various communities.

These services must be supervised and the requisite information collated to enhance effective decision-making. Whereas the GPRS II focused on the implementation of growth inducing policies and programmes which have the potential to supporting wealth creation and sustainable poverty reduction, the GSGDA aims at achieving accelerated employment creation and income generation for poverty reduction as well as protecting the environment and minimizing the impacts of climate change.

At the district level, particularly in the Ahafo Ano North District, all sectoral agencies have the onerous responsibility of implementing programmes and projects outlined in the District Medium Term Development Plan (DMTDP). The implementing departments and agencies must provide evidence of reliable, accurate and relevant information to be used to track progress and also to ascertain whether the desired results in terms of significant changes, are being made in the lives of the people in various communities. Thus, the application of Monitoring and Evaluation as an essential management tool adapted to generate the desired data and information to guide sound policies and effective decision by management.

Performance of Monitoring and Evaluation under GPRS II in the district was generally not too impressive with regards to the implementation of projects under Education, Health, Water and Sanitation infrastructure delivery for which, 58.5 per cent of projects were still under construction by the end of the plan period. This is due to the fact that there was an ineffective institutional framework for systematic Monitoring and Evaluation. Therefore, the introduction of a better institutional framework after the preparation of the last Medium Development Plan, effective and systematic Monitoring and Evaluation is envisaged.

## **1.2 Goals and Objectives of the District Medium Term Development Plan**

### **1.2.1 Broad Goal of the DMTDP**

In line with the GSGDA goal, the goal of the Ahafo Ano North District was formulated with due cognizance of the local development circumstances and context. The following therefore represents the broad goal of the district.

*“Improve the economic status of the citizenry via the provision of adequate support to agriculture whilst producing well trained and knowledgeable people with the capacity to partake in local governance”.*

The District specific objectives are also stated under each thematic area representing the measurable ambition that is contributing towards the attainment of the district development goal within a specified time frame. The following are the district objectives classified under the various thematic areas of GSGDA;

### **1.2.2 District Objectives under Thematic Areas**

The district objectives as outlined in the Medium Term Development are prioritized under thematic areas as below:

#### **A. Ensuring and Sustaining Macro Economic Stability**

- To intensify revenue generation campaigns from existing 20% to 80% by 2013
- To broaden the sources of revenue available to the district from 35% to 60% by 2012
- To explore other sources of revenue from 30% to 65% by 2011
- To achieve the yearly targeted revenue from more than 50% to 80% by 2012
- To increase substructure participation in revenue collection from 10% to 30% by 2011
- To widen the existing revenue data on only Tepa to cover about 70% of communities in the District.
- To encourage effective collaboration with banks on increase access to investment capital by 10% in the first quarter of 2011.
- To strengthen the capacities of all revenue collectors from 20% to 50% by 2011.
- To make considerable investment in revenue generation projects from 10% to 50% by 2012

#### **B. Infrastructure and Human Settlement Development**

- To provide one irrigation facility over Tano river effectively from 2011
- To increase access to credit and inputs to farmers from 10% to 50% by 2011
- To increase access to extension services from 15% to 35% by 2012
- To improve accessibility of roads to farming communities by 2013
- To promote and install agro processing facilities in 2 Area Councils annually
- To connect 6 communities to the National Electricity Grid annually
- To deepen collaboration with Mabang cocoa research institution to increase yield by 15% annually
- To increase borehole and hand dug well coverage in farming communities by 20% by 2012

**C. Accelerated Agriculture Modernization and Natural Resource Management**

- To improve access to mechanized agriculture especially power tillers from 17% to 30% annually
- To intensify the promotion of non-traditional farming practices from 15% to 60%
- To reduce damages caused by bush fires from 55% to 10% annually.
- To reduce post harvest losses in 20% annually.
- To build the capacity of 10 agric staff annually
- To increase the number of local birds by 20% annually.
- To give recognition and awards to 200 gallant farmers annually.
- To reduce frequent death in poultry and livestock by 10% annually.
- To increase production of rice by 20% by 2011.
- To make farm inputs including seeds: accessible to 50% of farmer's district wide

**D. Enhanced Competitiveness of Ghana's Private Sector**

- To establish socio economic database of all medium and small scale enterprises in the district by the first quarter of 2011
- To promote effective collaboration between the District Assembly and not less than 5 private Sector actors on operation of sanitary facilities by the end of 2012.
- To establish about 50 land bank sites for private sector investment by 2013.
- To provide adequate mechanism for operation of ICT services by 2012.
- To promote pre-budget interactions on upward adjustments of rates annually.
- To develop all the two (2) tourists sites by the end of 2008.

## ***E. Human Development, Employment and Productivity***

### **Education**

- To improve pre- school facilities from 10% to 50% by 2013
- To improve Primary School infrastructure by 60% by December 2012.
- To provide access to JSS facilities to 10 communities by 2013.
- To improve BECE results from 30% to 50% by 2013.
- To increase the number of qualified teachers by 20% by 2012.
- To provide basic schools in the seven (7) Town and Area councils with library facilities by 2013.
- To institute annual awards to at least 20 hardworking teachers and GES workers annually 2012.
- To provide incentive packages for teachers in 10 difficult to teach areas by December 2013
- To provide 6 teachers quarters district wide by the end of 2013.
- To provide library facilities to 10 school with electricity connections
- To increase the number of school feeding schools from 5 to 10 by 2012

### **Health**

- To increase geographical health access to about 60% by the end of December, 2011.
- To collaborate with four (4) institutions to improve access to health to 60% by December 2012.
- To improve human resource in the health sector from 10% to 30% by December 2012.
- To ensure the availability and maintenance of requisite health equipment by the end of December 2011.
- To reduce malaria cases in children less than 5 years from 46% to 25% by December, 2011.
- To improve quality of health from 45% to 60% by 2012.
- To enhance the capacity of health staff by Dec 2012.
- To provide a modern health facility at Tapa by the end of 2011
- To reduce HIV/AIDS infection rate from about 5% to 2% by 2012

### **Water and Sanitation**

- To increase potable water coverage from 50% to 70% by October 2013.
- To improve access to sanitary facilities for 12 communities by end 2013
- To build capacities of all DWST and Watson committees by the end of 2013
- To empower 20% women to take up leadership roles in Water and Sanitation issues

### **ICT, Physically challenged and Housing**

- To improve ICT infrastructure in the district from 20% to 50% by the end of planning period, 2013.
- Intensify public education on the disability act, covering about 20 communities every year.
- To provide vocational skills for 20 women and 10 physically challenged by 2012.
- To increase accessibility of the physically challenged to public structures from 10% to 40% by 2012
- To provide about 10 affordable housing units annually.

### **Employment**

- To build the capacities 200 apprentices by the NBSSI by 2011
- To provide job opportunities for 300 youth in the afforestation programme by the end of 2010
- To provide jobs for additional 100 workers in cocoa spraying by December, 2010
- To provide suitable sites for about 30 small scale artisans by the end of 2010
- To improve incomes of about 200 youth engaged in the youth in Agriculture Programme by 2012

### ***F. Transparent and Accountable Government***

- To strengthen the capacities of senior and junior staff annually.
- To provide 2 additional vehicles to enhance DA operations by 2011
- To define the specific roles of decentralized and centralized departments by the end of 2010.
- To provide 4 additional residential facilities for junior and senior staff by 2011.
- To regularize the gazetting of fee fixing resolution annually.
- To enhance effective operations of all substructures district wide by February, 2011.
- To create a congenial environment to attract partnership with NGO's by the end of 2011.
- To reduce crime rate by 20% district wide by 2012.
- To improve collaboration between Chiefs and Assembly members from 10% to 50% by 2008.

### ***G. Oil and Gas Development***

- To mitigate the effect of negative fuel and gas operation
- To support expansion of the supply and reach of LPG to homes and small businesses
- To strengthen the commercial use of gas to boost the local economy

### **1.3 Purpose of the Monitoring And Evaluation Plan**

The core objective of Ahafo Ano North District M&E Plan is to ensure that a monitoring system is firmly established within the Assembly structures led by the DPCU, recognized and accepted by all with full participation and contribution of all stakeholders.

All planning efforts should be results oriented and to ensure improvement in the quality of life of beneficiaries. Success is measured at the end of the day to determine the magnitude of changes resulting from the provision of services. Through regular tracking of progress of interventions, service delivery could be constantly improved when the required information is available. Due to budgetary constraints, it is becoming increasingly difficult for heads of department to demand for results-based M & E, as basic resources to enable data collection are difficult to obtain.

Monitoring and Evaluation are usually part of an overall management information system and must produce the necessary data and information on time to enable requisite decisions to be taken.

That requires the timely collection and analysis of data from existing interventions from planning to implementation of development programmes and projects. An effective Monitoring and Evaluation system of the District Medium Term Development Plan is imperative as it reports on the progress being made with the implementation of development interventions by the public and private institutions. The report is expected to

- Review the actions on implementation of various interventions.
- Assess the performance of set indicators and targets which have been adopted for Monitoring and Evaluation, the achievements of programmes and projects for 2010
- To devise strategies and recommendations for addressing the short comings

The following can also engender effective Monitoring and Evaluation if proper systems are in place;

- i. Promoting the participation and ownership of the District Medium Term Development plan as well as strengthening the capacities of stakeholders in the district.
- ii. Enhancing service delivery and equitably-distribute resources while producing results to improve information sharing.
- iii. It would also enable the Assembly, Central Government, service providers, communities and the public to learn from past mistakes for better future decisions.
- iv. It would also help to check the reasons why the planned effects are not occurring.
- v. The plan would also examine whether GSGDA 2010 -2013 district targets were being met.

- vi. Improvement could also be made in the GSGDA 2010-2013 and project designs to achieve desired impact after the identification of achievements, constraints and failures.
- vii. It would also provide information for effective coordination and supervision by the RPCU of the districts development efforts.

#### **1.4 Implementation Status of the Medium Term Development Plan**

Lessons learnt in the past performance review of the GPRS II enabled the District to strengthen its performance in the implementation of programmes and projects contained in the 2010 annual plan and the Medium Term Development Plan (GSGDA).

In spite of the minor challenges, positive steps were taken to implement programmes and projects in the first year of the Medium Term Development Plan (2010-2013). About 15% success has been chalked so far in the implementation of projects in the plan. In addition to that, frantic efforts have also been made to roll over uncompleted programmes and projects in the 2010 annual action plan, for implementation.

In the past few years, rates, fees and licenses figures were maintained in the annual fee fixing thereby placing a huge financial burden on the Assembly, consequently affecting service delivery. However, in 2010 the General Assembly approved a hundred percent increase in the fee fixing that led to a substantial increase in revenue generation following an intensive justification campaign made by a team from the Assembly and District Information office. In that same period, 4No Market stalls were constructed, located in Tapa, Manfo, Asuhylae and Betiako. With the exception of capital intensive projects under the private sector component of the GPRS II, namely installation of corn Sheller, rice thrasher, palm oil extractor as well as the construction of a dam, which were not implemented due to inadequate funding, an appreciable level of success was achieved with regard to the supply of electricity to selected number of communities, support to cocoa farmers, vaccination against new castle diseases, cultivation of acres of oil palm, workshops for nursing mothers on soya beans utilization, recruitment of the youth under the NYEP, Construction and resurfacing of about 132km roads reforestation programmes in the Desire forest and organization of Farmers day, among other programmes.

One important sector which is fast gaining prominence but which the Assembly has been unable to support to meet appreciable modern standards is the tourism industry. Albeit, this sector was adequately planned to receive the needed socio-economic infrastructure. It is yet to receive the much-needed support to meet and improve the tourism industry. Two identified tourist sites Manfo and



Asuhyiae have long been denied access roads, electricity, sanitation equipment, washroom and urinals, to attract tourists.

Under the Human Resources component, the District has lived up to its minimum responsibility by supporting selected communities and some educational institutions within the district.

In those communities, some dilapidated structures have been rehabilitated and primary health institutions turned into CHIP compounds all to make basic facilities accessible to these communities. Further, commitment has also been made with respect to provision of potable water.

With the above notwithstanding, challenges that hindered the sector's success include inadequate staff, especially in the community primary and Junior Secondary School, thereby affecting the standard of education at those levels caused by unwillingness of teachers to accept postings to the hinterlands. The same problem is also confronting the health sector as limited number of staff is rendering the health delivery ineffective.

The Health and Education directorates are working around the clock to improve the staff strength so as to improve access to health care and teaching and learning in the district.

On good governance, a lot has been achieved, facilities have been provided to up - grade Tepa Police, as a district, to a divisional command. In addition to that sub district structures that do not have office accommodation are on the verge of having their abandoned structures completed for them for use as Area Council offices. Counselors of two Area Councils, Biakoye and Subriso have also been trained to prepare their community and Area Plans to enable them solicit for development assistance in their localities.

The aforementioned gives a brief account of the status of implementation of the first year of Medium Term Development Plan (MTDP II).

**Table 1:1 Implementation of Programmes and Projects (2010) DMTDP**

THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
<b>ENSURING AND SUSTAINING MACROECONOMIC STABILITY</b>	<b>REVENUE GENERATION</b>	Introduce incentive packages for revenue collectors	Project complete			
		Establish monthly revenue collection targets	Project complete			
		Provide incentive for revenue collectors		Not yet implemented		Funding not readily available
		Periodic training of revenue collectors	Programme complete			
		Improve condition of service collectors		Rolled over to 2011		Unavailability of funds
		Provide collectors with bicycles to facilitate revenue collection		Not yet implemented		Limited funds available
		Build 2 road tolls on the major roads adjoining converging to the district		Project Complete		
THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS

<b>INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT</b>	<b>AGRICULTURE</b>	<p>Collaborate with financial institutions to improve accessibility to credit facilities for farmers</p> <p>Install 3 Corn Shellers</p> <p>Improve the link between cocoa farmers and the NCRI</p>	<p>Programme yet be implemented</p> <p>Nil</p> <p>Programme Completed</p>		<p>Limited availability of funds</p>
<b>ACCELERATED AGRICULTURAL MODERNIZATION AND NATURAL RESOURCE MANAGEMENT</b>	<b>AGRICULTURAL</b>	<p>Encourage the use of power tillers especially in the low-lying areas of rice farms.</p> <p>Promote on-farm demonstrations to educate farmers on modern farm practices</p> <p>Facilitate the supply of improved cassava planting material from secondary sites to 400 tertiary farmers.</p> <p>Organize annual farmer's day</p>	<p>Project yet to be implemented</p> <p>Project yet to be implemented</p> <p>Programme Complete</p> <p>Programme Complete</p>		<p>Lack of funding</p> <p>Funds not readily available</p>

THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
		Train and resource extension staff in post harvest handling technologies on selected crops.	Programme Complete			
		Organize 12 monthly radio programme Conduct group meetings for 30 communities involving especially women and children on the consumption of micro nutrient rich foods.	20% Complete	Programme yet to be implemented	Programme on-going	Limited Funds available
		Provide support to 82 cocoa farmers to replant and rehabilitate old cocoa farms	30% Complete		Programme on-going	Untimely release of funds
		Train 5 community livestock workers as service agents.		Nil		Limited funds available
		Sensitize 5,000 livestock farmers on natural disease outbreaks (OPR, ASF, NCD etc) and control of ecto and endo parasite in livestock.	4700 Farmers sensitized		Rolled over to 2011	Inadequate funds to complete sensitization
		Vaccinate 30,000 local poultry birds against		Project yet to be implemented		

THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
		Newcastle disease by Dec. 31, 2010				
		Train 20 butchers and marketers in the district on vet. public health activities.	15 butchers and trained			Yet to be completed in 2011
		Carry out clinical examination and medications on sick animals by Dec. 31, 2010	Programme complete			
		Perform ante and post mortem examination on 1,800 animals at slaughter house by 31 Dec. 2010	Programme complete			
		Train 4 AEAs and 1 District Officer on principles and procedure of SEA		Nil		
		Furnish Vet. Clinic		Project yet to be implemented		Lack of adequate funds
		Purchase 2 GPS for SRID work Educate 500 farmers in 20 communities on bush fire prevention and management	Programme complete	Project yet to be implemented		Insufficient funds for implementation

THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
		Train 25 MOFA Staff in ICT		Rolled over to 2011		Funds not readily available
		Facilitate the access of agric inputs at subsidized price to farmers.	Programme complete			
		Collaboration with JICA to increase rice production	Programme complete			
		Establishment of 60 acres field demo on high yielding, short duration rice and 50 acres maize varieties (Obatanpa maize, Jasmine, Wita 7 etc).	Partially complete Rice = 50 Maize = 25	Nil	Project on-going	Delay in the release of funds
		Vaccinate 1,000 dogs and 500 cats against rabies by 31 <sup>st</sup> Dec. 2010	Partially complete Dogs = 430 Cats = 214	Nil	Project on-going	Funds not readily available
		Vaccinate 4,000 sheep and 5,000 goats against PPR by Dec. 31, 2010	Partially complete Sheep = 2090 Goats = 1300	Nil	Programme on-going	Lack of funding to complete project
		Train 220 farmers and 20 extension staff on existing technologies.	Programme completed			

THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
<b>ENHANCED COMPETITIVENESS OF GHANA'S PRIVATE SECTOR</b>		Create budgetary support for the private sector.		Programme yet to be implemented		Plans are advanced to create budget
		Establish an ICT centre at Tapa.		Project yet to be implemented		Limited funds available
		Organize a 2 day meeting for all stakeholders on pre - budget deliberations.	Programme complete	Nil		
		Construct borehole at Asuhylae tourist Site	Nil			
		Provide sanitation facilities at tourist sites.	Project Complete	Nil		Limited funds for implementation
		Provide access roads to Asuhylae tourist site		Project yet to be commenced		Funding has been a problem
<b>HUMAN DEVELOPMENT EMPLOYMENT AND PRODUCTIVITY</b>	<b>EDUCATION</b>	Construct 2 primary schools provided with 2KG classrooms each for the planned period	Programme complete	Nil		
		Rehabilitate abandoned and used libraries.				

THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
		<p>Sponsoring awards to 20 teacher-trainees</p> <p>Provision of teachers' quarters, bicycles, and solar energy to at least 5 most deprived areas in the districts</p> <p>Expand the existing beneficiary Schools under school feeding programme</p> <p>Organize a durbar to discuss how to improve health accessibility.</p>	<p>Programme completed</p> <p>Programme completed</p>	<p>Programme yet to be implemented</p> <p>Project yet to be commenced</p>		Budget drawn for implementation
	<b>HEALTH</b>	<p>Service all health equipment.</p> <p>Intensify educational campaigns on the use of treated Nets</p> <p>Supply free treated mosquito bed nets</p> <p>Equip Tapa hospital and other health centres with additional facilities</p>	<p>Programme completed</p> <p>Programme completed</p> <p>Programme completed</p> <p>Programme completed</p>	Nil		



THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
		To expand health training facilities Revive educational campaigns on HIV/AIDS Provision of Nurses Quarters to CHPS compound at Asuhyiae Create awareness on different methods of family planning	Programme completed Programme completed Programme completed Project complete		Nil	
	<b>WATER AND SANITATION</b>	Construct Aqua-privy toilet facilities for 10 communities		Yet to be completed		Funds not readily available
	<b>ICT PHYSICALLY CHALLENGED AND HOUSING</b>	Sensitize and educate 20 communities on the disability act Provide special pavements and other facilities that easily aid the accessibility of the physically challenged to public structures Construct 2 affordable housing units	Partially completed Programme completed		Nil	

THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
	<b>EMPLOYMENT</b>	Train 10 artisans quarterly	Programme completed			Target exceeded 300 more workers
		Recruit 20 youths for job placement in the in the afforestation programme	Programme completed			
		Recruit and train 100 workers in cocoa spraying	Programme completed			
		Move dotted micro artisans from the centre of Tapa to an industrial site	Programme completed			
		Increase incomes of youth engaged in the Youth in Agriculture Programme	Programme complete			
<b>TRANSPARENT AND ACCOUNTABLE GOVERNANCE</b>		Procure computers for senior staff annually	Programme completed			Lack of funding
		Provide and supervise log books.	Programme completed			
		Procure 1 vehicle bi-annually		Programme yet to be completed		
		Provide an institutional handbook defining roles of all departments.	Programme completed			

THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
		<p>Construct 1 additional staff quarters.</p> <p>Provide for annual gazetting of fee fixing</p> <p>Completion of Town and Area Council's offices</p> <p>Communicate the needs of the district in the form of proposal writing</p> <p>Identify investment potentials.</p> <p>Construct additional office and residential facilities for security agencies in the district</p> <p>Provide the necessary tools and logistics for police officials</p> <p>Promote effective collaboration between unit committees and traditional authorities.</p>	<p>Programme completed</p> <p>1 completed</p> <p>Programme completed</p> <p>Nil</p>	<p>Yet to be implemented</p> <p>Yet to commence</p> <p>On-going</p> <p>Yet to be implemented</p>	<p>On-going</p>	<p>Limited availability of funds</p>

THEMATIC AREA	SECTOR	PROPOSED PROGRAMME/PROJECT	COMPLETED	NOT IMPLEMENTED	ON-GOING	STATUS/REMARKS
<b>OIL AND GAS DEVELOPMENT</b>		Sensitize people on the prospects commercial gas usage for small businesses.	Nil	Yet to be implemented		Newly introduced thematic area and plans are advanced to commence implementation.
		Organize educational campaigns on the negative effects of table top oil selling	Nil	Yet to be implemented		
		Organize education campaign on the benefits of domestic gas usage				
		Conduct checks on filling stations to ensure the use of adequate protective mechanisms in times of disaster.	Nil	Yet to be implemented		

*Source: DPCU Construct, Ahafo Ano North District Assembly, 2011*

## **CHAPTER TWO**

### **MONITORING AND EVALUATION ACTIVITIES**

#### **2.1 Introduction**

Monitoring and Evaluation activities essentially inform decision-making at all levels of project implementation. It thus provides the evidence that helps to present and justify project implementation status or progress to stakeholders, donor and beneficiaries.

For this reason, it is of utmost importance to identify various stakeholders, their expected roles and interest since they have different information requirements.

It is also equally important to determine the conditions and capacities of personnel to perform the monitoring tasks, with particular regard to the competence of staff and the resources needed.

#### **2.2 Stakeholder Analysis**

Stakeholders were identified and analyzed into primary and secondary according to their roles and responsibilities involved in the development of the district. A matrix below therefore classifies and identifies their roles.

**Table 2.1 Primary Stakeholder Analysis**

<b>M&amp;E STAKEHOLDERS</b>	<b>INTERESTS/NEEDS</b>	<b>STAKEHOLDERS INVOLVEMENT /ACTIVITIES</b>
DPCU	<ol style="list-style-type: none"> <li>Needs Assessment.</li> <li>Data Collection, Collation and Analysis</li> <li>Preparation &amp; Co-ordination of DMTDP &amp; M&amp;E Plan</li> <li>M&amp;E Plan Implementation</li> <li>Information Dissemination</li> </ol>	<ol style="list-style-type: none"> <li>Assess the needs of the people in the district</li> <li>Collect, Collate and Analyze data for M&amp;E</li> <li>Prepare and Co-ordinate DMTP &amp; M&amp;E Plan</li> <li>Implement M&amp;E Plan</li> <li>Disseminate Information on M&amp;E</li> </ol>
DA Sub-structures (ACs, Unit Committees)/ Assembly members	<ol style="list-style-type: none"> <li>Information Dissemination</li> <li>Data Collection</li> <li>Monitoring</li> </ol>	<ol style="list-style-type: none"> <li>Disseminate Information</li> <li>Assist in Collection of Data</li> <li>Monitor on-going Project/Programmes in their localities</li> </ol>
Department & Agencies	<ol style="list-style-type: none"> <li>Advocacy</li> <li>Capacity building</li> </ol>	<ol style="list-style-type: none"> <li>Build the Capacity of DA</li> <li>Collect and collate data</li> </ol>
Media	<ol style="list-style-type: none"> <li>Information Dissemination</li> <li>Advocacy</li> <li>Transparency</li> </ol>	<ol style="list-style-type: none"> <li>Disseminate Information</li> <li>Play Advocacy role</li> </ol>
MPs	<ol style="list-style-type: none"> <li>Harmonization and Co-ordination of M&amp;E Plans</li> <li>Monitoring</li> </ol>	<ol style="list-style-type: none"> <li>Harmonize and Co-ordinate M&amp;E Plans</li> <li>Monitor all on-going Projects/Programmes in the district</li> </ol>
Development Partners NGOs	<ol style="list-style-type: none"> <li>Transparency &amp; Accountability</li> <li>Capacity building</li> <li>Logistics and financial support</li> <li>Monitoring</li> </ol>	<ol style="list-style-type: none"> <li>Support in building capacity of DA staff on monitoring issues</li> <li>Provide Logistics and financial support for monitoring</li> <li>Monitor their funded Projects/Programmes</li> </ol>
Financial Institutions Religious Bodies	<ol style="list-style-type: none"> <li>Individual and Groups identification</li> <li>Monitoring</li> </ol>	Monitor and Evaluate credit facilities given to individuals and groups in the district.
Development Partners	<ol style="list-style-type: none"> <li>Human Resource development</li> <li>Research inputs</li> </ol>	<ol style="list-style-type: none"> <li>Development Human resource</li> <li>Support in providing research inputs</li> </ol>
Communities	<ol style="list-style-type: none"> <li>Needs identification</li> <li>Data Collection</li> <li>Monitoring</li> </ol>	<ol style="list-style-type: none"> <li>Assist in identification of community needs</li> <li>Assist in Data collection for monitoring</li> <li>Monitor on-going projects/programmes in their communities</li> </ol>
Community Based Organizations (CBOs)	<ol style="list-style-type: none"> <li>Provide data</li> <li>Information dissemination</li> <li>Advocacy</li> </ol>	<ol style="list-style-type: none"> <li>Provide data for M&amp;E</li> <li>Disseminate information on M&amp;E</li> <li>Advocacy role</li> </ol>
Small Business Associations (E.g.) Garages Assoc. GPRTU, Market Women Ass.	Transparency & Accountability	<ol style="list-style-type: none"> <li>Provide data for M&amp;E</li> <li>Disseminate information on M&amp;E</li> <li>Assist in identification of association needs</li> </ol>
Civil Society Organisations (e.g. Youth Associations)	<ol style="list-style-type: none"> <li>Transparency &amp; Accountability</li> <li>Advocacy</li> <li>Monitoring and Evaluation</li> </ol>	<ol style="list-style-type: none"> <li>Advocacy role</li> <li>Monitor and Evaluate the performance of the DA</li> </ol>

*Source: DPCU construct, Ahafo Ano North District, 2011*

### **2.3 Monitoring and Evaluation Activities**

It should be noted that, the district development plan, which is the development framework represents the development aspirations of all stakeholders in the district. In view of this, it is important to identify the various stakeholders and to recognize their various roles as indicated above.

The above table shows classification of stakeholders and their interest. From the table, it is clear that primarily stakeholders who are invariably the beneficiaries require information on accountability and transparency. In other words they have the right to demand progress on development projects and programmes.

Various CBO's, NGO, and FBO's among others also have the right to demand information on the impact being made either positively or negatively, by completing projects, on lives of the people.

Secondary stakeholders on the other hand usually make policies and plans that are specifically aimed at accelerating the development of the people.

### **2.4 M&E Conditions & Capacities**

#### **1. District Medium Term Development Plan**

The District Assembly has approved the Medium Term Development Plan and the Executive Committee headed by the District Chief Executive has started its full implementation.

The DPCU is still dialoguing with stakeholders on the process and aspects of the Medium Term Development Plan.

It is always of critical importance to assess the competence of staff undertaking M&E. Capacities of the personnel undertaking the monitoring and evaluation would initially be assessed to determine whether the DPCU have the competent personnel to conduct the M&E.

In the Ahafo Ano North District, there exists the full complement of the DPCU staff who have varied experiences in their chosen professions. Even though the staff of the DPCU has the requisite experience, having engaged in monitoring and evaluation in one form or the other, there is still the need to strengthen their capacities to enhance effective Monitoring and Evaluation systems in the district.

#### **2. Human Resources**

It is needless to indicate that monitoring and evaluation requires competent staff. However, the capacities of staff of the Ahafo Ano North District after initial assessment, it was realized that there is the

problem of paucity of staff. The numbers are woefully inadequate and the existing strength has only the basic idea of principles of Monitoring and Evaluation. It is a well known fact that members of the DPCU take part in monitoring and evaluation as part of their sectoral planning and programming, but the appreciation and utilization as management tool is absent. It is against this background that makes it imperative for certain technical areas to be explored for the benefit of people who undertake monitoring and evaluation activities.

Monitoring functions that require specialized skills are left to consultants to undertake thus depriving the District Assembly significant amount of its meager resources to contracted consultants. Capacities strengthening in the area of preparation of settlement plans, architectural designs, project planning and management and the application of relevant computer application are essentially required to improve the monitoring and evaluation capacities of the DPCU personnel. DPCU members require in-depth education of requisite M & E skills and knowledge

#### *Staff Strengthen of DPCU*

With the exception of the Town and Country Planning Department (T&PD) that has a technical officer running the office, the other departments have full complement of substantive staff. The number of DPCU staff currently at post is eleven (11) and playing their respective functions.

The DPCU has always been assisted by Architects and Civil Engineer outside the district in contract procurement and management except when the project involves a smaller amount that the works Department supervises. Again, when the activity involves the use of advanced computer programmes, experts are always invited from outside the district to assist.

Therefore to enable the District Assembly utilize the full capacity of its technical DPCU staff, it is expected that the Assembly gets technical support in Engineering and Information technology as well as settlement planning techniques.

### **3. Logistics**

The DPCU lacks permanent vehicle to assist in monitoring and evaluation exercises but depends on the pool of assembly vehicles that has not been regular. The DPCU has no office space and currently using the planning and budget offices for its day-to day activities. In addition to that the unit cannot boast of any appreciable incentives. The DPCU is confronted with the problem of inadequate logistics. The existing logistics are too old or rickety to perform any effective work.



On the composition of the DPCU the District Coordinating Director remains the chairman and the District Planning Officer the secretary.

#### **2.4.1 Training Requirements of DPCU Members**

The DPCU members would require training in the following;

- Management Information Systems in Monitoring and Evaluation
- Database management and other computer related programmes
- Report writing skills
- Facilitation skills
- Development planning especially spatial planning
- Communication
- M & E skills (at GIMPA)

In addition to the problem of vehicles is the use of old computers that suffer regular breakdown.

Another logistical problem is the absence of a proper documentation center. Development plans, newsletters and other essential materials are not kept well hence impeding easy reference of important materials. Very important equipment such as scanners, photocopiers to facilitate better public service delivery are also absent. With the above notwithstanding, the office has an LCD and a flip chart for its meetings.

#### ***Solutions to the above constraints***

For the DPCU office to function effectively there is the need to adequately equip the office with the necessary logistics to enable the office carry out its functions effectively. Some of the logistics needed include the following;

- Adequate computers and printers
- A permanent vehicle for monitoring and supervision
- Photocopiers and accessories
- Scanners etc.

Also, adequate incentive packages should be given to officers to motivate them.

## **2.4.2 Monitoring and Evaluation Constraints of the District Medium Term Development Plan (DMTDP)**

Various constraints have been identified as hindering the effective and efficient Monitoring and Evaluation in the district. They include;

### **i. Inadequate funding of Monitoring and Evaluation activities**

Effective monitoring and evaluation requires adequate financial and material resources. Since the major inflows come from the District Assemblies Common Fund on which the Assembly has limited control on its release, funding of planned M&E activities is always jeopardized. Besides, the huge mandatory deductions also render the district incapable of allocating substantial amount for M & E activities.

### **ii. Weak capacities of personnel undertaking M & E activities**

As already indicated, some form of Monitoring and Evaluation is conducted by the DPCU. However effectiveness and efficiency in M&E is always lacking due to weak capacities with regard to management information systems. The type of data and information required are also not collected due to poor capacities of DPCU members in specific aspects of M & E.

### **iii. Vehicular and logistical constraints**

Vehicles and relevant logistics are woefully inadequate to facilitate effective M & E. In the Ahafo Ano North District, the DPCU has no means of transport and do rely on the pool of Assembly vehicles that respond to competing demands. Officers in the unit therefore periodically rely on public transport with their concomitant risks involved. In addition to that, is the problem of obsolete computers and inadequate supply of stationery to support M & E activities.

### **iv. Poor commitment of some departments**

Some of the departments are also apathetic and are unwilling to collaborate with the Assembly to undertake monitoring and evaluation activities, thinking that monitoring of projects are the prerogative of the District Assembly Works department. They therefore refuse to play any role in monitoring of specific projects and programmes.

### **v. Ignorance of project beneficiaries of their monitoring**

Stakeholders and beneficiaries of projects have major roles to play of which they are ignorant. The erroneous impression is created that supervisory and monitoring of projects is exclusively the responsibility of government functionaries. Contractors therefore play on the ignorance of the communities to produce shoddy works on projects they are executing.

**vi. Little recognition giving to primary stakeholders on their stake in monitoring.**

Some technocrats also ignore the contribution of the communities. Communities are always reckoned as incapable of knowing the processes involved in monitoring and evaluating projects and programmes that they are the direct beneficiaries. Meetings convened to plan project activities are always held without them. This has resulted to most projects left not used and engulfed by weeds.

**vii. What changes would different stakeholders groups like to see in the DMTDP**

Stakeholders in the district would like to see their living conditions and incomes improved through the following;

- Access to quality and affordable health care.
- Access to potable water in their communities
- Improved educational facilities.
- Improved road conditions to transport and distribute farm produce to market centers.
- Extension of electricity to their communities
- Support to the vulnerable and the disabled improved.
- Peaceful environment devoid of political instability.

## **2.5 Capacity Index Table**

In conducting the M&E exercise it is important to evaluate the requisite needs to ensure an effective and efficient monitoring and evaluation activities. Some of these important tools have been assessed and given scores, using the capacity index specified below. The scores awarded based on the strength and capacities of 30 stakeholders.

**Table 2.2 Capacity Index of Stakeholders**

CAPACITY INDICATORS	SCORE	AVERAGE SCORE
1. Qualification of personnel	7,4,5,7,5,5,6,3,6,5,6,4,5,3,8,7,10,8,6,4,5,6,7,8,6,5,7,6,7	171/30=5.7
2. Staff compliment	5,6,7,6,5,8,5,3,4,7,6,5,5,4,6,7,4,8,7,10,8,9,7,6,4,6,7,6,6,8	185/30=6.1
3. Skill and knowledge	5,8,6,7,6,9,6,5,5,8,4,5,8,7,8,6,9,7,8,6,4,5,4,6,7,8,5,4,6,5	187/30=6.2
4. Availability of funds	2,2,4,3,4,5,4,4,3,4,5,5,5,6,6,6,3,5,4,6,7,3,4,2,3,4,5,6,4,5	129/30=4.3
5. Utilization of funds	3,4,2,3,4,5,3,6,3,4,5,6,4,5,3,6,7,5,6,4,4,3,5,3,2,3,4,5,4,5	144/30=4.8
6. Timely Access to funds	3,4,5,6,5,5,4,3,2,3,2,3,4,5,4,3,5,6,5,4,5,4,5,4,4,3,4,3,4,5	122/30=4.1
7. Leadership	2,4,3,5,6,4,5,3,2,3,2,4,5,6,7,4,4,5,3,4,3,4,6,7,4,3,4,5,5,4	132/30=4.4
8. Management	3,6,5,6,4,4,5,4,6,4,4,3,5,6,7,4,3,2,4,6,5,4,3,4,2,4,3,4,2,5	127/30=4.2
9. Workload	4,2,2,1,3,3,4,3,5,2,3,3,2,1,2,6,3,4,2,2,3,4,2,2,3,4,3,2,4,4	88/30=2.9
10. Motivation / Incentives	2,2,3,4,5,6,7,6,5,4,3,4,4,2,3,1,4,2,2,1,1,2,2,3,4,2,3,3,3,4	97/ 30=3.3
11. Equipment / Facilities	3,2,5,2,3,4,4,3,3,2,1,3,4,4,3,4,2,3,2,3,5,3,4,3,4,4,5,3,4,5	103/30=3.4
<b>TOTAL SCORE</b>		<b>1314</b>

*Source: DPCU Construct, Ahafo Ano North District Assembly, 2011*

### 2.5.1 Capacity Index Analysis

From the above table, it is realized that the Qualification of the stakeholders averagely stands at (5.7). It means that the strength of personnel to help monitor and evaluate programmes and projects at the district level is satisfactory.

The ability of staff to support or complement one another is apparently good as shown in the table above (6.1 average). Thus staff at the DPCU is really doing well to compliment the effort of the District Planning Officer and the other stakeholders.

With regards to the level of skill and knowledge, the monitoring is can be said to be satisfactorily endowed with monitoring and evaluation skills as judged by the average of 6.2 from the table. That notwithstanding, there is more room for improvement. Members of the team who have very limited skill and knowledge concerning monitoring and evaluation would have to undergo training so as to make the team more competent and effective in the delivery of its duties.

One of the critical challenges, confronting the monitoring team is the availability of funds, which sometimes delay the smooth running of the team. The average score of availability of funds (4.3) above

clearly shows the inadequacy. Even though there is inadequacy of funds, the little made available are well utilized as indicated in the table above (5.0 average). This is an indication that if enough funds are made available, its efficient utilization will enhance the performance of the team.

Apart from the inadequacy of funds, the little available is not released on time. In other words, access to the little available funds is very poor as evidenced by the average score of 4.1 percent. Thus there is poor access to funds which in turn impedes the timely execution of duties.

The Leadership quality of the team is not all that bad, but there more room for improvement, as the average score of (4.4) above indicates.

Management skill level of the team is obviously questionable as indicated in the table by an average of 4.2. This implies that the team will not be up to the task with this limitation. Therefore members would have to improve their management skills.

Incentives packages boost the productivity of workers in any organization. However, the monitoring team lacks such incentives to boost their morale. The table shows an average of 3.3 indicating the magnitude of morale with which the team works. In view of this, efforts must be made to motivate the team to enhance their productivity.

The team is also faced with the problem of inadequate logistics, equipment and facilities which is indicated in the table by an average of 3.4. Such facilities include vehicles and other aforementioned facilities. In order for the team to give their maximum output, such facilities/equipment must be provided, hence efficient and effective monitoring and evaluation.

In the nutshell, the monitoring team has satisfactory capacity to carry out its mandates though the specific areas where they are under-resourced must be paid attention to by providing needed resources.

## 2.6 Monitoring Indicators and Targets

**Table 2.3 Monitoring and Evaluation**

<b>Thematic Area: ENSURING AND SUSTAINING MACROECONOMIC STABILITY</b>						
<b>DMTDP Goal:</b> To strengthen District Assembly's fiscal capacity and ensure an improved revenue and expenditure management						
<b>GSGDA Policy Objective to Link:</b> To improve fiscal resource mobilization						
<b>Indicators</b>	<b>Indicator Type</b>	<b>Baseline 2010</b>	<b>Target 2013</b>	<b>Data Sources</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
Percentage increase in revenue generation campaigns	Outcome	20	80	DPCU/DA Reports	Quarterly	DPCU/DA
Percentage increase in sources of revenue	Outcome	35	60	DPCU/DA Reports	Annually	DPCU/DA
Percentage of yearly targeted revenue achieved	Outcome	50	80	DPCU/DA Reports	Annually	DPCU/DA
Percentage increase in substructure participation in revenue collection	Outcome	10	30	DPCU/DA Reports	Quarterly	DPCU/DA
Percentage of existing revenue data increased to cover other communities	Output	-	70	DPCU/DA Reports	Quarterly	DPCU/DA
Banks collaborated with to increase percentage of investment capital	Outcome	-	10	DPCU/DA Reports	Annually	DPCU/DA
Percentage increase in capacities of revenue collectors	Outcome	20	50	DPCU/DA	Quarterly	DPCU/DA
Percentage increase in investment in revenue generation projects	Input	10	50	DPCU/DA	Annually	DOCU/DA

*Source: DPCU Construct, Ahafo Ano North District Assembly, 2011*

<b>Thematic Area: ENHANCED COMPETITIVENESS OF GHANA'S PRIVATE SECTOR</b>						
<b>DMTDP Goal:</b> To improve public private partnership to enhance fiscal policies in the District						
<b>GSGDA Policy Objective to Link:</b> To make private sector work for Ghana; share the benefits of growth and transformation						
<b>Indicator</b>	<b>Indicator Type</b>	<b>Baseline 2010</b>	<b>Target 2013</b>	<b>Data Sources</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
Socio-economic database of all MSMEs established	Outcome	-	-	NBSSI reports, DPCU Reports,	Quarterly	NBSSI
Number of Private Sector actors and DA effectively collaborated on operation of sanitary facilities	Input	-	5	DPCU/DA Reports, DEHO Reports	Annually	DPCU/DA, DEHO
Number of land bank site for private sector investment established	Output	-	50	Statutory committee reports, TCPD Reports, DPCU Reports	Annually	DPCU, TCPD
Mechanisms for operations of ICT services provided	Input	-	-	DPCU Reports	Quarterly	DPCU
Number of tourist sites developed	Outcome	2	2	DPCU Reports	Annually	DPCU/DA
Number of business Opportunity Awareness creation executed.	Input	4 communities	20 communities	NBSSI Annual Report	Quarterly	NBSSI Staff/ DPCU
Number of entrepreneurs' business growth identified and need based training designed	Output	120	450	NBSSI Annual Reports	Quarterly	NBSSI, DPCU
Number of Small Scale entrepreneurs trained in managerial capacities	Output	90	400	NBSSI Annual Reports	Quarterly	NBSSI, DPCU
Number of entrepreneurs trained in Batik tie and dye, Soap making, Mushroom etc.	Output	150	400	NBSSI Annual Reports	Quarterly	NBSSI, DPCU

Number of final year apprentices trained in Start Your Business Programmes	Output	35	200	NBSSI Annual Reports	Quarterly	NBSSI, DPCU
Number of Small Scale entrepreneurs linked to financial and non financial institutions.	Output	106	500	NBSSI Annual Reports	Quarterly	NBSSI, DPCU
Number of new trade groups formed and existing trade associations strengthened.	Output	2	10	NBSSI Annual Reports	Quarterly	NBSSI, DPCU
Number of existing entrepreneurs advised and counseled	Input	25	150	NBSSI Annual Reports	Quarterly	NBSSI, DPCU
Number of entrepreneurs constantly monitored	Input	120	600	NBSSI Annual Reports	Quarterly	NBSSI, DPCU
Number of MSEs support Institutions Network formed	Output	-	1	NBSSI Annual Reports	Quarterly	NBSSI, DPCU
Number of small scale artisans provided with suitable sites	Output	-	30	NBSSI Reports	Annually	DBSSI, DPCU

*Source: DPCU Construct, Ahafo Ano North District Assembly, 2011*



<b>Thematic Area: ACCELERATED AGRICULTURAL MODERNIZATION AND NATURAL RESOURCE MANAGEMENT</b>						
<b>DMTDP Goal:</b> To create an enabling environment to increase Agricultural Productivity						
<b>GSGDA Policy Objective to Link:</b> To improve Agricultural Productivity						
<b>Objective 1: To ensure the application of Science and Technology in Food and Agriculture</b>						
<b>Indicator</b>	<b>Indicator Type</b>	<b>Baseline 2010</b>	<b>Target 2013</b>	<b>Data Sources</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
Percentage increase in mechanized Agriculture (use of Power Tillers)	Output	17	30	MOFA Reports, DPCU Reports	Annually	MOFA, DPCU
Percentage of non-traditional farming practices increased	Outcome	15	60	MOFA Reports	Annually	MOFA
Furnished Vet clinic	Output	1	1	DADU Reports	Annually	DADU, DA
Number of workers employed in cocoa spraying	Output	35	200	DADU Reports	Annually	DADU, DA
<b>Objective 2: To ensure Food Security and Emergency Preparedness</b>						
Percentage decrease in bush fire damages	Outcome	55	10	MOFA Reports	Annually	MOFA
Percentage decrease in post harvest loses	Outcome	-	20	MOFA	Annually	MOFA
Number of improved cassava plant, materials from secondary sites supplied to tertiary farmers by 2010	Output	400 tertiary farmers	800 tertiary farmers	DADU Report	Annually	DDA, DOS, AEAs
Number of farmers and Agro-chemical sellers trained on proper handling and use of Agro inputs	Output	80 farmers 20 Agro-Input dealers	250 farmers 20 Agro input dealers	DADU Report	Quarterly	DDA, Resource Personnel
-Number of radio programmes organized.	Output	12	12	DADU Report	Monthly	DDA, DOs
Number of trainings conducted for farmers and Extension staff in existing technologies	Output	220 farmers 20 Extension staff	2000 farmers 20 Extension staff	DADU Report	Quarterly	DDAs, DOs AEAs
<b>Objective 3: Increased income growth and reduced income variability</b>						
Number of livestock census conducted	Output	50,000 animals	80,000 animals	DADU Report	Quarterly	DDA, DOs, AEAs VET
Number of livestock farmers sensitized on natural disease outbreaks (PPR, ASF,	Outcome	5000 livestock farmers	6,000 livestock farmers	DADU Report	Annually	DDA, DOs AEAs VET STAFF

NCD etc) and control of ecto and endo parasite in livestock						
Number of sheep and goats vaccinated against PPR by 2010	Output	4000 sheep 5000 goats	6000 seeps 5000 goats	DADU REPORT	Quarterly	VET STAFF DDA
<b>Objective 4: Sustainable management of Land and Environment</b>						
Number of Extension Staff trained in modern Irrigation and water management.	Output	26 Extension Staff	26 Extension Staff	DADU REPORT	Quarterly	DDA,DOs, AEAs
<b>Objective 5: Improved institutional co-ordination and stakeholder engagement</b>						
Number of farmers educated on bush fire prevention and management by the end of Dec 2010	Outcome	500 farmers 20 communities	1,200 farmers 30 communities	DADU Report	Annually	DDA, DOs, AEAs
Number of staff trained in ICT	Output	25 staff	5 staff	DADU REPORT	Annually	DDA, Dos, AEAs
Number of communities covered by CARGILL Rural Education Project	Output	35 communities	50 Communities	DADU REPORT	Annually	DDA, AEAs, CARE INT
Facilitate the access of agric inputs at subsidized to farmers	Input	2,479 fertilizers	3,479 fertilizers	DADU REPORT	Annually	DDA, DOs, INPUT DEALERS
Number of communities in collaboration with JICA to increase rice production	Outcome	2 communities	2 communities	DADU REPORT	Annually	DDA,DOs, AEA, JICA

*Source: DPCU Construct, Ahafo Ano North District Assembly, 2011*

<b>Thematic Area: INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT</b>						
<b>DMTDP Goal:</b> To improve technical infrastructure to enhance production in all sectors						
<b>GSGDA Policy Objective to Link:</b> To provide, maintain and rehabilitate existing infrastructure						
<b>Indicator</b>	<b>Indicator Type</b>	<b>Baseline 2010</b>	<b>Target 2013</b>	<b>Data Sources</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
Number of irrigational facility provided over the Tano River	Output	-	1	DPCU Report, MOFA Report	Quarterly	DPCU/DA, MOFA
Percentage increase in access to credit and farm inputs	Outcome	10	50	DPCU Reports, MOFA Reports	Quarterly	DPCU/DA, MOFA
Percentage increase in access to extension services	Outcome	15	35	MOFA Reports	Quarterly	MOFA
Number of deplorable roads leading to farming communities resurfaced	Output	15	15	DWE/DA Reports	Annually	DWE/DA
Number of Agro processing facilities installed in 2 Area Councils	Output	- -	1 each in 2 Area Councils	DPCU Reports, DADU Reports	Annually	DPCU/DA, DADU
Number of communities connected to National Electricity Grid	Output	-	6 communities	DPCU/DA Reports	Annually	DPCU/DA
Percentage of collaboration with Mabang Cocoa Research Institute increased	Outcome	-	15	DPCU/DA	Quarterly	DPCU/DA
Percentage increase in borehole and hand dug well in farming communities	Outcome	-	20	DWST/DPCU/DA Reports	Quarterly	DWST/DPCU

*Source: DPCU Construct, Ahafo Ano North District Assembly, 2011*

<b>Thematic Area: HUMAN DEVELOPMENT, EMPLOYMENT AND PRODUCTIVITY</b>						
<b>DMTDP Goal:</b> To improve access to quality Education, Health and Water and Sanitation						
<b>GSGDA Policy Objective to Link:</b> To develop human resources through providing access to quality Education and Health						
<b>EDUCATION</b>						
<b>Indicator</b>	<b>Indicator Type</b>	<b>Baseline 2010</b>	<b>Target 2013</b>	<b>Data Sources</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
Percentage increase in pre-school facilities	Output	10	50	GES Reports	Quarterly	GES, DPCU/DA
Percentage increase in Primary School Infrastructure	Output	20	60	GES Reports, DPCU Reports	Annually	GES, DPCU/DA
Number of communities provided with access to JSS facilities	Output	-	10 communities	GES Reports, DPCU Reports	Annually	GES, DPCU/DA
Percentage increase in BECE results	Outcome	30	50	GES Reports, DPCU Reports	Annually	GES, DPCU/DA
Percentage increase in number of qualified teachers	Output	-	20	GES Reports	Annually	GES
Number of basic schools provided in the 7 Town and Area Councils with library facilities	Output	-	-1 basic school and 1 in each Town and Area Council	GES Reports, DPCU Reports	Annually	GES, DPCU/DA
Number of hardworking teachers provided GES workers provided with awards	Output	-	20 Teachers and GES worker	GES Reports	Annually	GES, DA
Number of incentive packages provided to teachers in 10 difficult-to-teach areas	Output	-	100	GES Reports, DPCU Reports	Annually	GES, DPCU/DA
Number of teachers' quarters provided	Output	-	6	GES Reports	Annually	GES
Number of schools provided with library facilities	Output	-	10	GES Reports,	Annually	GES, DPCU/DA
Number of school feeding schools increased	Output	5	10	GES Reports	Annually	GES, DPCU/DA
Number of schools with reliable electric supply	Output	KG:15 Prim:15 JHS:10 SHS:2	KG:35 Prim:35 JHS:25 SHS:2	GES Reports	Annually	Dept Co-ordinator, GES

<b>HEALTH</b>						
Percentage increased in geographical health access	Outcome	30	60	GHS Reports, DPCU Reports	Annually	GHS, DPCU/DA
Number of institutions with to improve health access	Input	-	4	DPCU Reports	Quarterly	DPCU, GHS
Percentage of human resource in the health sector improved	Outcome	10	30	GHS Reports	Quarterly	GHS
Health equipment provided and maintained	Output	-	-	GHS Reports	Quarterly	GHS
Percentage of malaria cases in children less than 5 years decreased	Outcome	46	25	GHS Reports, DPCU Reports	Quarterly	GHS
Percentage increase in quality of health	Impact	45	60	GHS Reports, DPCU Reports	Annually	GHS, DA
Capacity of health staff enhanced	Impact	-	-	GHS Reports	Quarterly	GHS
Number of modern health facility at Tapa provided	Output	-	1	GHS Reports, DPCU Reports	Annually	GHS
Percentage decrease in HIV/AIDS infection	Impact	5	2	GHS Reports, DPCU Reports	Annually	GHS, DPCU
<b>WATER AND SANITATION</b>						
Percentage of potable water coverage increased	Outcome	50	70	DWST Reports	Quarterly	DWST/DPCU, WATSAN Committee
Sanitary facilities for 12 communities provided	Output	-	12	DWST/DPCU Reports	Quarterly	DWST/DPCU WATSAN committee
Percentage of women empowered to take up leadership roles in water and sanitation issues	Outcome	-	20	DPCU/DWST Reports	Quarterly	DWST/DPCU
Number of DWST and WATSAN committee trained	Output	-	6	DWST Reports WATSAN committee reports	Quarterly	DWST/DPCU, WATSAN committee
<b>ICT, PHYSICALLY CHALLENGED AND HOUSING</b>						
Percentage increase in ICT infrastructure	Output	20	50	DPCU/DA Reports	Annually	DPCU/DA
Number of communities	Input	-	20	DSW Reports	Quarterly	DSW, DPCU

educated on disability act						
Number of women and physically challenged provided with vocational skills	Input	-	20 women 10 Physically challenged	DSW Reports, DPCU Reports	Quarterly	DSW, DPCU
Percentage increase in accessibility of physically challenged to public structures	Output	10	40	DPCU Reports DSW Reports	Quarterly	DPCU, DSW
Number of affordable housing units provided	Output	-	10	DPCU Reports	Annually	DPCU
<b>EMPLOYMENT</b>						
Number of youth employed in Youth in Agriculture Programme	Output	120	300	NYEP Reports, MOFA Reports DPCU Reports	Annually	NYE, DPCU, MOFA
Number of Youth in Agriculture Programme income increased	Input	-	200 Youth	NYEP Reports, MOFA Reports DPCU Reports	Quarterly	NYE, DPCU, MOFA

*Source: DPCU Construct, Ahafo Ano North District Assembly, 2011*

<b>Thematic Area: OIL AND GAS DEVELOPMENT</b>						
<b>DMTDP Goal:</b> To improve the domestic and commercial usage of Gas and mitigate the effect of negative fuel and gas Operation.						
<b>GSGDA Policy Objective to Link:</b> To ensure that domestic gas utilization becomes a central part of every oil and gas production						
<b>Indicator</b>	<b>Indicator Type</b>	<b>Baseline 2010</b>	<b>Target 2013</b>	<b>Data Sources</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
Percentage increase in domestic gas usage	Output	35	60	DPCU/DA Reports	Annually	DPCU/DA
Percentage increase in commercial usage	Output	11	25	DPCU/DA Reports	Annually	DPCU/DA
Number of table top oil sellers reduced	Output	13	5	DPCU/DA Report, NADMO Reports	Annually	DPCU, NADMO

*Source: DPCU Construct, Ahafo Ano North District Assembly, 2011*

<b>Thematic Area: TRANSPARENT AND ACCOUNTABLE GOVERNANCE</b>						
<b>DMTDP Goal:</b> To ensure effective collaboration among the District sub-structures						
<b>GSGDA Policy Objective to Link:</b> Strengthen and operationalize the district sub-structures and ensure consistency with local government laws						
<b>Indicator</b>	<b>Indicator Type</b>	<b>Baseline 2010</b>	<b>Target 2013</b>	<b>Data Sources</b>	<b>Monitoring Frequency</b>	<b>Responsibility</b>
Number of vehicles provided to the DA	Output	-	2	DPCU/DA Reports	Annually	DA
Number of additional residential facilities for junior staff provided	Output	1	4	DPCU/DA Reports	Annually	DA
Percentage of crime rate reduced	Outcome	-	20	GPS Reports, DA Reports	annually	DA, GPS
Percentage of collaboration between Chiefs and Assembly members increased	Outcome	10	50	DA Reports	Quarterly	DA
Percentage of Junior and Senior Staff capacity increased	Outcome	60	80	DA Reports	Annually	DA
Congenial atmosphere to attract partnership with NGOs created	Outcome	-	-	DA Reports	Annually	DA
Gazetting of fee fixing regularized	Input	-	-	DBU/DA Reports	Annually	DA

*Source: DPCU Construct, Ahafo Ano North District Assembly, 2011*

## **2.7 Monitoring and Evaluation Calendar**

Having outlined the various activities to be carried out for monitoring and evaluation, it then becomes imperative to develop through participatory process, an Annual M&E calendar which is an important component of the M&E Plan. The calendar designates specific time frame/dates for the various activities as well as budget and actors relating to each activity.



**Table 2.4: Monitoring and Evaluation Calendar, 2010-2013**

NO.	ACTIVITIES	TIME FRAME (2010-2013)			ACTORS	BUDGET(GH¢)
		2011	2012	2013		
<b>1.</b>	<b>Monitoring of Projects</b>					920
	Prepare monitoring checklist	26 <sup>th</sup> January	16 <sup>th</sup> January	8 <sup>th</sup> January	DPCU Sub. Comm.	
	Organize site meetings	3 <sup>th</sup> February	8 <sup>th</sup> February	31 <sup>st</sup> January	DPCU	
	Prepare monitoring reports	28 <sup>th</sup> February	29 <sup>th</sup> February	21 <sup>st</sup> February	DPCU	
	Brief DCE and other stakeholders	10 <sup>th</sup> March	5 <sup>th</sup> March	1 <sup>st</sup> March	DPCU	
<b>2.</b>	<b>DMTDP Mid-term Evaluation</b>					2400
	Collect, Collate and Analyze data	2 <sup>nd</sup> – 31 <sup>st</sup> May	1 <sup>st</sup> – 28 <sup>th</sup> May	7 <sup>th</sup> – 30 <sup>th</sup> May	DPCU	
	Prepare report for presentation using PowerPoint	6 <sup>th</sup> – 20 <sup>th</sup> June	5 <sup>th</sup> – 22 <sup>nd</sup> June	3 <sup>rd</sup> – 26 <sup>th</sup> June	DPCU	
	Validate report at Stakeholders' Workshop	27 <sup>th</sup> June	29 <sup>th</sup> June	28 <sup>th</sup> June	DPCU	
	Prepare and Disseminate Final Reports	30 <sup>th</sup> June – 21 <sup>st</sup> July	2 <sup>nd</sup> – 23 <sup>rd</sup> July	1 <sup>st</sup> – 24 July	DPCU	
<b>3.</b>	<b>Annual Progress Review Workshop</b>					1100
	Submit Annual Reports to DPCU	7 <sup>th</sup> November	12 <sup>th</sup> November	14 <sup>th</sup> November	Dec. Depts.	
	Collect, Collate and analyze data.	15 <sup>th</sup> November	19 <sup>th</sup> November	21 <sup>st</sup> November	DPCU	
	Prepare reports for presentation using PowerPoint.	18 <sup>th</sup> November	22 <sup>nd</sup> November	25 <sup>th</sup> November	DPCU	
	Validate report at stakeholders workshop	8 <sup>th</sup> December	10 <sup>th</sup> December	12 <sup>th</sup> December	DPCU	
	Prepare and Disseminate Final report	21 <sup>st</sup> December	19 <sup>th</sup> December	23 <sup>rd</sup> December	DPCU	
<b>4.</b>	<b>Annual Progress Reports</b>					240
	Collect, Collate and analyze quarterly Reports	5 <sup>th</sup> October	2 <sup>nd</sup> October	8 <sup>th</sup> October	DPCU	
	Prepare and forward APR to Stakeholders	24 <sup>th</sup> October	22 <sup>nd</sup> October	24 <sup>th</sup> October	DPCU	

<b>5.</b>	<b>Dissemination</b>					840
	Train DPCU members on presentation skills, PowerPoint Presentation	1 <sup>st</sup> – 15 <sup>th</sup> December	5 <sup>th</sup> – 19 <sup>th</sup> December	2 <sup>nd</sup> – 18 <sup>th</sup> December	DPCU	
	Organize stakeholders workshop to disseminate content of report: General Assembly	21 <sup>st</sup> December	28 <sup>th</sup> December	23 <sup>rd</sup> December		
	Disseminate reports on radio: Simple Man Information Center	23 <sup>rd</sup> December	31 <sup>st</sup> December	30 <sup>th</sup> December	DPCU	
<b>6.</b>	<b>Quarterly Review meetings with Partners</b>	15 <sup>th</sup> November	8 <sup>th</sup> November	4 <sup>th</sup> November	DPCU	480
<b>7.</b>	<b>Quarterly Field Visits</b>	10 <sup>th</sup> November	14 <sup>th</sup> November	11 <sup>th</sup> November	DPCU	1100
<b>8.</b>	<b>DMTDP Evaluation</b>					
	Collect, Collate and Analyze data	11 <sup>th</sup> February, 2014			DPCU	2400
	Prepare reports for presentation using PowerPoint	3 <sup>rd</sup> March, 2014			DPCU	600
<b>GRAND TOTAL</b>						<b>10,080.00</b>

## **2.8 Data Collection, Validation and Collation**

Data gathered for monitoring and evaluation is meant to assess the socio economic impact of programmes and projects particularly by collecting data in physical delivery of structures, income levels and living standards among others. In this context, the collection of data would take cognizance of the indicators and activities identified in the M&E Core indicators and the matrix.

### **2.8.1 Data collection on programmes**

Some of data already exist in various departments and reports that are submitted annually. These include enrolment levels in various schools and the number HIV/AIDS infected persons among others. The departments do not have adequate data needed for the preparation of the plan. In view of this, questionnaires, interview guides and checklists shall be designed by the DPCU to collect primary data to augment already existing ones.

- **Data on Project**

In gathering data on projects as a source of subsequent information, it is important to consider the key indicators and targets to enable tracking of detailed information on each of the project components, and on inputs, activities and outputs with those components. This will be based on component work programmes or monthly progress meetings.

In the Ahafo Ano District, some project information exists from the various annual and quarterly projects reports demanded by the General Assembly through the executive committee, RPCU and the NDPC. The structure of activities is based on the previous reporting format periodically issued by the NDPC viz project description, costs, location name of contract sources of funding commencement data, expected data of completion and the project status. Where there is the need to update the existing data, the DPCU with the help of a checklist from project document visit and collect information on project activities and status of project. In the context of registering project activities in the M&E plan, data on indicators specified in the plan would be used to back the project implementation clearly specifying the inputs, activities and outputs.

- **Primary Data**

Unavailable data would be gathered to augment existing data from secondary sources. A questionnaire would be prepared and administered to gather data on demographic socio-economic, revenue, expenditure and gender issues, environmental concerns as well as other important data using the indicators already specified.

In addition to that, information will also be required on procurement issues namely tendering and contracting procedures and award indicating whether the procedures comply with the procurement Act 663 and audit requirements. Where the information already exists they will be treated as secondary sources. Where the data is not available interviews would be conducted to collect them. The data gathering will also involve the operations of the sub district structures and the District Planning and Coordinating Unit (DPCU).

Furthermore, non-existing data on the operations of development partners, NGO's, CBO's, Youth groups and Civil Society Organization would also be obtained as well as transfers to decentralized departments.

Again, output data that is not available will also be gathered on projects whose funds were not channeled through the District Assembly, crops and livestock production school enrolment levels, health facilities, health staff etc.

Other data mainly on impact would equally be collected using both quantitative and qualitative methods. They essentially would be on BECE results, infant and maternal mortality, incidence of water borne diseases and income levels.

All data collected both from primary and secondary sources would be reviewed, validated before they are collated and analyzed. The programmes and projects being undertaken would also be assessed whether they are achieving the desired goals and objectives.

- **Secondary Data**

Available data from the secondary sources would primarily be obtained from files, reports in the central and decentralized departments. Other data sources include NGO's, MDA's, CWSA, CBRDP, MOFA, GHS, GSS (mainly CWIQ, GLSS), and the National census report would be obtained, validated and analyzed to assess whether they are obtaining the desired goals and objectives.

### **2.8.2 Monitoring and Evaluation Information System**

The District has not yet received the Ghana Info database software. However the district would purchase available data entry and analysis software known EP1 Info for the data analysis.

- **Data Analysis**

In carry out Monitoring and Evaluation activities data generated would have to be analyzed to successfully compare results with targets and thereby assess project achievements on regular basis over the life span of the MTDP.

The DPCU with the other departments will oversee data collection, analysis and interpretation activities using varied and appropriate data collection techniques from both primary and secondary sources. The data so collected will have to be transformed into meaningful information to form the substance of intervention.

The analysis would be done using purchased software, the EPI info, showing both tabular and graphical interpretations.

The appropriate key indicator already specified in of prime importance to facilitate measuring of achievements being made with regard to meeting goals and objectives and target of the District Medium Term Development Plan (DMTDP)

- **Use of Results**

A common centrally located database will be established for the storage and retrieval of basic data for the district. The collected and analyzed data would enable identification of problems being encountered by the project and where necessary conduct diagnostic studies to help find solutions.

The analysis would serve as basis to design approaches, which can be replicated in the communities. The results of the analysis would be used to help address the problems of inadequate funding for sustainable development.

- **Results of data analysis on health issues**

Analyzed data on health delivery would help to determine inadequacies in health delivery and to identify unavailable health equipment as indicated under health indicators.

- The proportion of health staff in relation to out and in patients.
- Issues on the equitable distribution of health facilities would also be determined to direct needed facility support.

- **Results of data analysis on Education Issues**

The results generated from data analysis on education would help to determine;

- The proportion of girls' enrolment in schools in relation to total enrolment and also indicate awareness of low girls' participation and drop out in the district.
- Proportion of students especially girls who make it to the secondary level and other vocational institutions in relation to boys and to total primary school leavers.
- The analyzed data would determine increased awareness of enrolment in primary, J.H.S and S.H.S levels as well as to know the general trend of results at all levels through the analysis of results.

- Indeed, it could help to have knowledge of teachers in communities; it up to full complement and to provided other assistance to teachers in deprived rural and remote areas.

The results of data analysis on water delivery systems would help to address the problems of inadequate provision of potable water services to communities. The intervention could be based on figures revealed from the analysis. From the figures water and sanitation coverage as well as the number of water points per every community would be known. Additionally, it would be easy to determine which category of population and community are using what type of facility. Those communities that require additional water facilities can also be recognized and giving the necessary assistance.

Attention would equally be put on fast growing communities namely, Betiako, Manfo, Abonsuaso, Akwasiase and Mabang as the results could promote the adoption of small town water system in those communities.

On the Sanitation, information would be available on the level of service in waste management and provision of latrine systems in terms of coverage, type and frequency of solid waste collection, types of toilet facilities, treatment and disposals. The frequency and proportion of waste collected, treated and disposed. In effect, the existing information emanating from data analysis on waste collection and provision of latrine systems should help to determine the proportion of waste the district collects, the average per community solid waste generated, per capita in a day information could also be obtained to enable promotional activities and awareness creation on cultural heritage preservations, tourism development gap and the determination of direction of district development assistance.

## REGISTER OF ALL ONGOING PROGRAMMES AND PROJECT FOR THE ASSEMBLY

**Table: 2.5 Register of all ongoing programmes and project for the Assembly**

Thematic Area: HUMAN DEVELOPMENT, EMPLOYMENT AND PRODUCTIVITY								
Sector: EDUCATION								
N O	PROJECT	LOCATION	COMMENCEMENT DATE	COMPLETION DATE	CONTRACTORS NAME	CONTRACT SUM (GH¢)	PROJECT STATUS	REMARKS
1	Construction of 1No 2 Classroom Block with Office, Teacher Changing room and 4-seater KVIP	Abonsuaso	22 <sup>nd</sup> April, 2010	(DFID) 22 <sup>nd</sup> July, 2010	Kojaben Ent. Ltd.	46,490.90	Completed	
2	Construction of 5 No Office Block with Ancillary Facilities for Education unit	Tepa	22 <sup>nd</sup> April, 2010	DFID) 22 <sup>nd</sup> July, 2010	Dankus Dee Company Ltd.	60,611.61	Completed	
3	Construction of 1No 2 Classroom with Office, Store Teacher, Changing seater KVIP	Oldmankrom	22 <sup>nd</sup> April, 2010	DFID) 22 <sup>nd</sup> July, 2010	Adugai company limited	46,437.00	Completed	
4	Construction of 1No Classroom Block with Office, Store Teachers Changing room and 4 Seater KVIP	Sikafrebogya	22 <sup>nd</sup> April, 2010	22 <sup>nd</sup> April, 2010	DFID) Glory King Ent. Ltd	46,461.31	79%	Work is behind schedule
5	Construction 1No 6 Unit Classroom Block with Ancillary Facilities	Jacobu	30 <sup>th</sup> July, 2009	30 <sup>th</sup> December 2009	(SRT FUND) Frango Construction Limited	157,174.57	35%	Work is behind schedule
6	Construction 1No 3Unit Classroom Block with 4 Seater KVIP Latrine	Keniago	19 <sup>th</sup> January, 2010	19 <sup>th</sup> May 2010	(CBRDP) Dankus Dee Co. Ltd.	49,602.00	95%	Work is behind schedule
7	Construction of 1No 6 Unit Classroom Block with Ancillary Facilities	Numasua	2 <sup>nd</sup> September, 2010	14 <sup>th</sup> April, 2011	(GETFUND) Zannti Consortia Limited	163,265.19	18%	Work is behind schedule
8	Construction of 1No 6 Unit Classroom with Ancillary Facilities	Subriso	2 <sup>nd</sup> September, 2010	14 <sup>th</sup> April, 2011	(GETFUND) Gbonta Ltd.	159,073.13	32%	Work is progressing steadily

N O	PROJECT	LOCATION	COMMENCEMENT DATE	COMPLETION DATE	CONTRACTORS NAME	CONTRACT SUM (GH¢)	PROJECT STATUS	REMARKS
9	Construction of 1No 6 Unit Classroom with Ancillary Facilities	Abonsuaso	2 <sup>nd</sup> September, 2010	14 <sup>th</sup> April, 2011	(GETFUND) Prefos Ltd.	142,738.29	12%	Work is progressing slowly
10	Construction of 1No 3 Unit Classroom Block with Office, Store and Staff Common room.	Achina	5 <sup>th</sup> January, 2011	5 <sup>th</sup> May, 2011	(D.D.F) Addai Mumunkum	77,604.26	50%	Work is progressing steadily
11	Construction 1No 2Unit Classroom Block with Office & 4 Seater KVIP latrine	Kyekyewere	5 <sup>th</sup> January, 2011	5 <sup>th</sup> May, 2011	Dan Oppong Co. Ltd.	56,315.33	5%	Work is at slow pace
12	Construction 1No 6 Unit Classroom Block with Ancillary Facilities	Kotei-Nkwanta	5 <sup>th</sup> January, 2011	5 <sup>th</sup> July, 2011	(GETFUND) Pamicad Company Ltd.	188,491.86	-	Construction yet to start
13	Construction of 1No 6 Unit Classroom Block with Office for Tapa S.H.S	Tapa	5 <sup>th</sup> January, 2011	5 <sup>th</sup> July, 2011	(D.D.F) Maxwell Addai Ent.	222,132.90	18%	Work is progressing steadily
14	Rehabilitation of 1No 6 Unit Classroom Block with Office	Bosikese	5 <sup>th</sup> January, 2011	5 <sup>th</sup> April, 2011	(D.D.F) Pamicad Co. Ltd.	37,642.26	5%	Work is progressing slowly
15	Construction of 1No 6Unit Classroom Block with Office (HATS)	Tapa	5 <sup>th</sup> January, 2011	5 <sup>th</sup> July, 2011	(D.D.F) Adugai Co. Ltd.	136,433.36	5%	Work is progressing slowly
16	Construction 1No 6 Unit Classroom Block with Ancillary Facilities	Kofi Nkrumah Krom	5 <sup>th</sup> January, 2011	5 <sup>th</sup> July, 2011	(GET FUND) KoJaben Ent. Limited	191,477.14	-	Construction yet to start
<b>HEALTH</b>								
17	Construction of 1No Health Centre	Twabidi	25 <sup>th</sup> August, 2010	25 <sup>th</sup> December, 2010	(CBRDP) Pamicad Limited	124,537.12	86%	Work is behind schedule

Source: DPCU Construct, Ahafo Ano North District Assembly, 2011



## **2.9 M&E Reporting**

Information derived from analysis of data would be disseminated to other stakeholders to leverage an improvement of subsequent decision.

As already indicated on the M&E calendar, there would be quarterly review meetings for dissemination of reports on whether targets have been achieved or not.

At the periodic meetings, decisions would be taken on improving implementation processes, achievement of targets and assessment of impacts. Information here are turned into decisions and disseminated to stakeholders to improve policy planning and resource mobilization as well as direct interventions to sectors that require adequate funding to yield successful implementation of projects in other important sectors.

The DPCU is expected to play the leading role in the monitoring and evaluation activities and would make quarterly and annual Progress reports that will contain all the findings, the problems the gaps ultimately. It will indicate the overall contribution of the programmes and projects information accruing from the quarterly activities. The outline presented below would constitute the reporting format.

### **2.9.1 District M&E Report Outline**

#### **A. Title Page**

- Ahafo Ano North District
- M & E report for (the time will be indicated here)

#### **B. Introduction**

- Purpose of the M & E for the period
- Processes involved and difficulties encountered
- Status of implementation of DMTDP

#### **C. M & E Activities Report**

- Programme 1 project status for the quarter or year.
- Update on disbursements from funding sources
- Update on indicators and targets
- Update on Critical Development and Poverty Issues
- Participatory M & E and other issues

#### **D. The Way Forward**

- Key issues addressed and those yet to be addressed
- Recommendation.

## **2.10 Dissemination of the M&E Reports**

The DPCU would disseminate developing issues from reports of quarterly and APR reports using convenient medium that is likely to aid consensus among stakeholders identified during the analysis of interest groups.

The DPCU would identify the target groups and their interest in the dissemination process. The group would include Executive Committee and heads of decentralized departments, Traditional authorities, religious associations, youth groups, Town and Area Councils, CSO and other advocacy groups

Experiences from the public hearing during the preparation of the DMTDP showed that interaction with a cross section of decision-making agencies and advocacy groups is a more effective medium of interacting with stakeholders. Therefore a similar meeting with stakeholders of varied background is likely to enable free ideas and comments to be made on important issues emanating from reports of the M&E. In addition to that, the DPCU will request for an agenda during a meeting of the Executive committee to enable a presentation of M&E report and subsequent discussions to be made.

Furthermore, a meeting at the substructure levels comprising, Area Counselors and Unit Committee Members, Opinion Leaders as well as prominent and influential traditional authorities would be convened at the Area Council Offices to share the content of quarterly and the APRs. The meeting will provide an opportunity for stakeholders to express their views and opinion on the outcome of the reports and to offer suggestions.

Key concerns raised would be factored into subsequent monitoring and evaluation exercises and also future decisions of District Assembly.

Again, the team will collaborate with religious leaders during church services to explain issues emerging from the reports to various churches in the district via a programme that would be drawn by the DPCU.

## **2.11 Monitoring and Evaluation Budget**

The Ahafo Ano North District invariably allocates, every year, some amount of financial resources in the supplementary estimates for supporting M&E activities in the district. However that allocation is woefully inadequate for any efficient and effective M&E activities.

An elaborate budget to be prepared under the preparation of M&E Plan is hence imperative to significantly support M&E activity in the district. The table below therefore indicates the detailed budget for the implementation of M&E Plan.

**Table 2.6 Detailed M&E Budget**

Activity	Input Description	Quantity	Estimated Unit Cost	Total Cost
Organize 28 DPCU M&E review meeting	▪ Stationery			
	- Flip Chart Pads	48	12.00	576.00
	- Board Markers	14	6.00	84.00
	- Reams of A4 Sheets	30	6.00	180.00
	▪ Snack and Lunch	25 × 28	4.00	2,800.00
	▪ Honorarium	25 × 28	12.00	8,400.00
<b>Sub-Total</b>				<b>12,040.00</b>
Eternal Training for 6 DPCU members on computer software for data collection and analysis etc.	▪ Training materials	6 people	60.00	360.00
	▪ Course Fees	6 people	480.00	2,880.00
	▪ Per diem/Night Allowances	6 people	420.00	2,520.00
	▪ Accommodation (6 weeks)	6 people	960.00	5,760.00
	▪ Feeding Cost (6 Weeks)	6 people	18.00	108.00
<b>Sub-Total</b>				<b>11,628.00</b>
Organize 4 Local Training for 12 DPCU Members	▪ Snacks and Lunch	12×4×2 days	4.00	384.00
	▪ Honorarium	12×4×2 days	12.00	1,152.00
	▪ Facilitation Fees	2×2×4	60.00	9,720.00
	▪ Dev't of manuals/Training Materials	-		1,200.00
	▪ Stationery			
	- Flip chart pads	2×3	12.00	72.00
	- Board markers	1×3	6.00	18.00
	- Reams of A4 sheets	1×3	6.00	18.00
<b>Sub-Total</b>				<b>12,564.00</b>
Procure materials and Equipments for M&E activities	▪ Photocopies	1	4,200.00	3,500.00
	▪ Photocopier Toner	4	360.00	1,440.00
	▪ Laptop Computer	1	3,000.00	3,000.00
<b>Sub-Total</b>				<b>7,940.00</b>
Training of 120 key local stakeholders in PM&E methods	▪ Stationery			
	▪ Snacks and Lunch	120×120 days	4.00	835.00
	▪ Honorarium Participant	120×2 days	12.00	2,880.00
	▪ Facilitation	2×2	60.00	240.00
<b>Sub-Total</b>				<b>3,955.00</b>
Carryout DMTDP Mid-Term Evaluation	▪ Fuel for facilitation	8gal × 15 days	4.00	480.00
	▪ Data Collection			
	▪ Data validation compilation and analysis meetings	4	420.00	1,800.00
		2	180.00	2,000.00

	<ul style="list-style-type: none"> <li>▪ Toner</li> <li>▪ A4</li> </ul>	4	7.20	360.00 24.00
<b>Sub-Total</b>				<b>2,384.00</b>
Carryout DMTDP End of Implementation Evaluation	<ul style="list-style-type: none"> <li>▪ Fuel for Facilitation</li> <li>▪ Data Collection and Toner</li> <li>▪ A4 sheets</li> <li>▪ Data validation, compilation and analysis meeting</li> </ul>	8gal ×20days 2 4 reams 5	6.00 180.00 6.00 600.00	960.00 3,000.00 360.00 24.00 3,000.00
<b>Sub-Total</b>				<b>7,344.00</b>
Dissemination of M&E Report	<ul style="list-style-type: none"> <li>▪ Snacks and Lunch</li> <li>▪ Honorarium for facilitation</li> <li>▪ Fuel</li> <li>▪ Media broadcasting</li> </ul>	360×4 12 people ×4 10gals×12days ×4 4	5.00 150.00 6.00 600.00	5,184.00 864.00 2,880.00 4,320.00
<b>Sub-Total</b>				<b>13,248.00</b>
Preparation of Quarterly Progress Report	<ul style="list-style-type: none"> <li>▪ Fuel</li> <li>▪ A4 sheets</li> <li>▪ Allowance</li> </ul>	40×4 32 3×4×3	6.00 6.00 36.00	960.00 192.00 1,728.00
<b>Sub-Total</b>				<b>2,880.00</b>
Carryout 16 visit sessions	<ul style="list-style-type: none"> <li>▪ Fuel</li> <li>▪ Allowance</li> </ul>	960 × 32 8 × 3 × 16	5.00 18.00	4,608.00 6,912.00
<b>Sub-Total</b>				<b>11,520.00</b>
Training of 120 key local stakeholders in PM&E methods	<ul style="list-style-type: none"> <li>▪ Fuel</li> <li>▪ Allowance</li> <li>▪ A4 sheets</li> </ul>	40 3 ×4 × 4 32	6.00 36.00 6.00	240.00 1,728.00 192.00
<b>Sub-Total</b>				<b>2,160.00</b>
<b>GRAND TOTAL</b>				<b>87,663.00</b>

Source: DPCU Construct, Ahafo Ano North District Assembly, 2011

## **2.12 Development Evaluation**

Evaluation is an external, periodic assessment of the relevance, performance, efficiency and impact of the project in the context of its stated objectives. It is carried out at fixed periods at the project cycle and often requires comparison over time, between areas, population, condition of health, living standards, income levels, standard of education; thereby assesses project achievements on a regular basis (quarterly and semi annually).

The DPCU would therefore undertake an evaluation exercise to promote and establish the strength of all the programmes and projects in the district, clearly indicating short comings and their causes, and propose suitable improvements or recommendations. As essential to the M&E plan, there would be the selection of core and district impact indicators as specified in the logical framework of the Medium Term Development Plan, which would be used to track the performance of the GSGDA implementation. This will enable the MTDP to be used to ascertain the progress achieved thereby assessing the impact of activities initially planned. All stakeholders including advocacy institutions would be fully involved in the evaluation process. All parties are expected to be included in order to enable optimum project performance in the district.

### **2.12.1 Scope of Evaluation**

The scope of evaluation would be on the mid-term, the terminal and ex-post as well partnering other agencies such as RPCU, NDPC to that would represent an external assessment of the progress.

The mid-term review is expected to focus on the improvement of performance during the rest of the implementation period. Vital issues regarding the short term effects should be recognized that would add impetus to commitment level of implementation. For example, the significant improvement in the productivity of rice and other crops would no doubt encourage expansion and replication in other areas earmarked to benefit from rice production.

End of project evaluation would also be undertaken to assess the performance of the programmes and projects, and to identify successor projects. The establishment of the project performance would inform the decision as they continue utilizing additional funding. Attempts by the District Assembly, in the district Medium Term Development Plan to provide adequate accommodation in specific communities are meant to ensure the retention of teachers in the rural areas. This objective would be sustained in the district only when teachers are actually retained in the district.

The ex post evaluation would also be undertaken to assess programme and project impact a year or two after their completion. Certain policies and programmes outlined in the Medium Term Development Plan would be realized sometime after their completion. Their assessment to determine their viability can only be made after sometime. For example some of the policies and programmes as indicated in the Medium

Term Plan include poverty reduction, food security sustainable job creation, women's improvement, capital intensive technologies of farming are all policies and programmes that would yield desired results later after completing the project.

The DPCU as part of their responsibility would ascertain the justification of selecting specific projects in relation to the thematic areas of GSGDA.

In particular, improving access to safe water enhances the health of the people, reduces women's workload and frees them to participate effectively in economic empowerment and governance activities.

Adequate sanitation facilities are equally important for environmental cleanliness and prevent many infections, diseases such as diarrhea and dysentery. The improvement of condition of roads happens to be one of the top priorities of the district and if it is able to open economic activities in the rural communities, it will subsequently increase farmers' incomes for enhanced standard of living.

### **2.12.2 Other Studies and Evaluations**

It would be imperative to commission other studies where complicated issues bordering specific programmes and project emerge. The District is currently partnering the Care International in a progress-designated Cargill School Education Project. With regards to that, Care International is improving the capacity of selected community leaders to plan their education programmes. It would therefore be imperative to task Care International to look at education projects that have divided opinion from stakeholders. They would be made to delve deeper into the issue and come out with relevant information to aid decision-making.

In addition to that, where there would be the need to invite professional study, the DPCU would not relent to invite the RCC, the NDPC, and the Environment Protection Agency etc.

Concerning the impact assessment issues and the District Poverty Profiling and Mapping the DPCU would evaluate them to in order to optimize sustainable development.

### **2.13 Participatory M&E**

The DPCU would ensure that evaluation to be conducted is more than just a check on the performance of a project's planning and implementation. It would give all the stakeholders the opportunity to systematically learn from past experiences. Counterpart institutions would be fully involved in the evaluation missions in order to enable the project to improve its performance. All agencies and departments as well as CBOs and NGO's would be incorporated into the selection of indicators from the plan.

All partner institutions would study the goals and objectives in comparison with the actual situation, and the extent to which they coincide or diverge with original objectives. Key institutions after receiving the needed capacity training would be empowered to lead the process and sustain wide information dissemination. There would be continuous flow of timely, reliable, accurate and relevant information that would be used to track progress. A common centrally located database for storage and retrieval of basic data would be developed for the district to inform and educate all stakeholders about the progress and findings.

Regular interaction with civil society organizations would enhance an improved mechanism for effective representation in the M&E process.

- **Tools and Methodologies**

There would be wider stakeholder participation of sector departments, NGO's, CSOs, private sector and development partner. As part of the process of determining the impact of the socio-economic interventions on the people, social impact analysis would be undertaken to find out the level of changes being made on the economic and social lives of the people.

- **Other methods**

Quantitative and qualitative methods, notably, structured survey instruments will include administration of questionnaires to sample the views of respondents on the impact of interventions. Statistical offices may be engaged to provide extensive data which could be recoded, aggregated, disaggregated, and reanalyzed for diagnostic studies to facilitate impact evaluation.

## **CHAPTER THREE**

### **OTHER ISSUES OF RELEVANCE TO M&E, PARTICULARLY WITH DEVELOPMENT PARTNERS**

#### **3.1 Introduction**

An important collaborative activity with NGO's and CBO's would be undertaken to promote partnership between the District Assembly and development agencies, especially those in advocacy activities. Consideration would be made to enhance collaboration, specifically the mandate to provide training and capacity building by partners and strengthening the local capacity in participatory governance.

The key institutions that would be involved in the conduct of M&E include NGO's, CBO's and development partners, and all the decentralized departments and agencies that have special expertise that would be needed to conduct effective feedback mechanism aimed at strengthening ownership.

These collaborative institutions would coordinate and adopt an evidence based M&E, meaning that there would be a holistic approach to M&E that would include monitoring of inputs (notably resource allocation and use) as well as processes and outputs, in addition to evaluating the outcomes of programmes and projects.

In the Ahafo Ano North District, Care International is currently in the district actively undertaking advocacy work in the cocoa industry towards mitigating the use of children in the cocoa growing areas. Their independent and dispassionate assessment of impact of interventions would be required. Their report would help to influence subsequent decisions and policies outlined in the M&E plan.