GOVERNMENT OF GHANA
MINISTRY OF LOCAL GOVERNMENT, RURAL DEVELOPMENT AND ENVIRONMENT (MLGRDE)
KWAHU WEST MUNICIPAL ASSEMBLY (KWMA)

DISTRICT MONITORING AND EVALUATION PLAN (DM&EP)2010-2013

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List of Abbreviations and Acronyms

CBOs	-	Community-Based Organisations
CSOs	-	Civil Society Organisations
DA	-	District Assembly
DCD	-	District Coordinating Director
DCE	-	District chief Executive
DM&EP	-	District Monitoring and Evaluation Plan
DMTDP	-	District Medium Term Development Plan
DP	-	Development Partners
DPCU	-	District Planning Coordinating Unit
DPO	-	District Planning officer
FBOs	-	Faith-Based Organisations
KWDA	-	Kwahu West District Assembly
NGOs	-	Non-Governmental Organisations
RPCU	-	Regional Planning Coordinating Unit
STDs	-	Sexually Transmitted Diseases

Chapter One

INTRODUCTION

1.0 Background

In Ghana successive governments since independence have attempted to decentralise local governance with the view of promoting effective grassroots participation in local decision making. the Local Government Law (ACT 462), 1993 however that established the District Assembly concept, designating the Assemblies as Planning Authorities with the mandate to initiate, plan, implement and monitor local development represent the most concrete step at bringing development decisions closer to the local people. Since 1996 therefore, DAs have developed District Medium Term Development Plan within key national development policy frameworks of Vision 2020, GPRS I and II. Since 2002, the development emphasis has centred on poverty reduction. The basic principle of the current development strategy is that decentralisation will involve the transfer of functions, powers, mean and competences to the DAs from Central Government MDAs such that development becomes shared responsibility of central government, local government bodies, parastatals, Civil Society Organisations/Non-Governmental Organisations (CSOs/NGOs), communities and individuals.

The Kwahu West District Assembly (formerly as part of the Kwahu South District Assembly), like all DAs in Ghana, has prepared three DMTDPs. The first and second DTMDPs were implemented under the auspices of the KSDA in accordance with agreed development goals, targets and schedules. The broad expectation of development stakeholders (i.e. the DA, donor community, CSOs/NGOs, Communities and Individuals) is that poverty reduction interventions - programmes and projects - outlined in the DMTDP will reach the targeted beneficiaries. On the contrary, the general perception is that there were severe implementation constraints to the extent that resources have been wasted, intended beneficiaries have not been reached with satisfactory services and transparency and accountability have not been fairly exercised.

In order to achieve the desired impact with the DMTDP, MDAs are being tasked to initiate and implement Plans that significantly demonstrate, through evidence-based information, that interventions are having the expected impact and positively influencing lives of all beneficiaries. In that way the vision of decentralisation that promotes “responsive and accountable governance at local levels that allows effective participation, equity in resource allocation, and effective delivery of services, especially for the poor” is giving prominence. The Monitoring and Evaluation process is one tool that responds to this requirement. It is a system that will help the DAs to monitor the progress on poverty reduction within the common National development framework. As NDPC noted “... M&E in the Districts provides District Authorities, the government, development partners and the general public with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders 9NDPC: 2003)

Given the benefits of M&E for prudent management, accountability practices and achieve a performance-oriented results, the District Planning Coordinating Unit (DPCU) of the Kwahu West District Assembly (KWDA) has prepared this District Monitoring and Evaluation Plan (DM&EP) in accordance with the guidelines issued by the National Development Planning Commission (NDPC). This District Monitoring and

Evaluation (DM&EP) will guide M&E activities of the DA for the implementation of the DMTDP (2010 – 2013)

1.1 Goal and Objectives of the District Medium Term Development Plan (DMTDP)

The DMTDP (2010 – 2013) has been prepared by the KWDA as the second major development plan prepared and being implemented by the district since its creation. In accordance with the requirements, the plan has been prepared within the context of the Ghana Shared Growth and Development Agenda(GSGDA)) which goal is to "achieve accelerated and sustainable shared growth, poverty reduction, and promotion of gender equity, protection and empowerment of the vulnerable and excluded within a decentralised democratic environment"

1.1.1 Goal of the DMTDP

The key development goal of the DMTDP is "improve upon the standard of living of the people by correcting infrastructural problems and ensuring equitable distribution of basic facilities, support for human development (gender equity, protection and empowerment of vulnerable and socially excluded0, ensuring sound agro-based industrial development and wealth creation to achieve growth and increased employment opportunity by encouraging private sector participation for collective development within a decentralised democratic environment".

1.1.2 Objectives of the DMTDP

This broad goal has been translated into specific objectives as follows:

- To increase agriculture production by 40% through promotion of irrigation, high yielding crops and prolific animals by the year 2013
- To train the youth to acquire entrepreneurial skills and investment support
- To improve upon the road network in the district
- To increase industrial activities by 30% through increasing access to credit facilities and creating the enabling environment for groups and small scale enterprises
- To implement SHEP-4 and other extension programmes and connect 10 communities on the SHEP-4 to the national grid
- To promote domestic tourism in the district
- Promote Information and Communication Technology in the district by December, 2013
- To increase school enrolment in rural areas
- To encourage private sector participation in the provision of quality education in the district
- To strengthen health delivery system from 45% to 70% by the year 2013
- To increase potable water coverage from 37.8% in the district in order to promote good health to sustain poverty reduction in rural and urban areas
- To improve waste management of the district from 25% to 48% by the end of 2013
- To minimise the impact of environmental degradation by promoting the use of environmentally friendly technologies and practices among farmers
- To create awareness on the importance of population control
- To prepare layout for urban settlements with population above 3000

- To improve the wellbeing of the Physically challenged women and children by mainstreaming activities of the vulnerable/excluded in planning the district by 2013
- To provide infrastructure and logistic support for 60% of all institutions in the district by 2013
- To increase revenue generation of the district from 50% to 85%
- To ensure prudent fiscal management and participatory decision making in the Assembly through Public dialogue
- To strengthen capacity of DA staff/decentralised departments for effective performance and sevice delivery

1.2 Purpose and Rationale of the DM&EP

1.2.1 Purpose of the DM&EP

Monitoring and Evaluation is an important tool in the planning and implementation of development programmes and projects. The District M&E Plan is prepared to provide checks on the appropriate implementation of the DMTDP. It is important to note that monitoring is not synonymous to inspection, audit or inquiry so that implementers of the development plan put the DM&EP into perspective. The purpose of the DM&EP is to help the KWDA and indeed the DPCU to track progress of the DMTDP in terms of programme delivery towards determining the extent to which people are getting satisfactory services and ultimately to identify the problems and to provide solutions in the interest of the larger community and its people. The purpose of the M&E Plan is to:

- Ensure that the huge financial commitment and resources are properly utilised for planned development of KWDA and to promote poverty reduction
- Ensure transparency and accountability in terms of financial disbursement
- Promote social auditing that involves the collective participation of the grassroots and beneficiaries

1.2.2 Rationale for M&E Activities

The DMTDP clearly shows three key ingredients – “means”, “process” and “benefits” which when implemented appropriately in accordance with agreed targets and schedules will stimulate change in terms of improvement in people’s lives.

On the contrary, there
is clear evidence that external and individual influences as well as other undesired factors sway implementation arrangements to the benefits of untargeted beneficiaries. Therefore, tracking progress and identification of problems for solutions in the interest of the grassroots becomes difficult. The rationale for the conduct of M&E activities at the district level is to

Obviously the challenge to conduct of M&E is attributable to cost involvement, time consuming and technical complexities of the exercise and of course limited availability and quality of data and often that the results come too late. Yet with proper and early planning and relatively small investment in M&E exercise compared to overall district development cost, a rigorous M&E can be a very powerful tool for assessing the appropriateness and effectiveness of district development programmes and projects. Particularly for DAs where resources are limited maximisation of investment translates into poverty reduction, M&E is essential. The rationale for the KWDA to develop DM&EP is to ensure that:

- Programmes and projects are properly designed
- That interventions reach intended beneficiaries
- That wastefulness in resource allocation is reduced; and
- That the DA provides a critical input to the appropriate design of future programmes and projects.

1.4 Process of Developing the Monitoring and Evaluation Plan

Participatory and qualitative methods were used to develop the plan as a way of consensus building and enhancing ownership and accountability at each stage of implementation. The methods used included:

- Documentation review of various national and district documents in regard to indicators, priority interventions, mechanism and approaches toward developing a comprehensive M&E Plan.
- Consultative meetings with community level development actors including traditional authorities, Area Councils, Unit Committees and community members to gain an understanding of the status of the implementation of the DMTDP.
- Consultative meetings with various stakeholders from districts, MDAs, development partners, NGOs to establish the monitoring and evaluation mechanisms and recommendations of the proposed mechanisms.
- Establishment of an effective dialogue platform with the private sector, development partners etc.
- Data collection, collation and analysis.
- Joint Public hearing for fine tuning indicators, M&E calendar and budgeting.

1.5 Implementation Status of the DMTDP (2010 – 2013)

The KWDA has prepared its second District Medium Term Development Plan (DMTDP) for the period 2010-2013 having ceded out of the former KSDA. The plan was prepared with the inputs of DA, decentralised and other departments, stakeholders including traditional authority, CSOs

(NGOs/CBOs/FBOs), youth groups and women associations etc. The Ghana Shared Growth and Development Agenda (GSGDA) is the national policy framework that guided the preparation of the DMTDP. The district plan is under implementation and status of implementation according to the GSGDA thematic areas is shown in table 1 below.

Table 1: DMTDP Implementation Status (according to the GSGDA thematic areas)

Thematic Area	**On-going Projects**	**New Projects**
Ensuring and sustaining macro economic stability	58%	10%
Enhancing competitiveness in Ghanas private sector	12%	4%
Accelerated agriculture modernisation and sustainable natural resource management	20%	10%
Ol and gas developmenti		
Infrastructure, energy and human settlements		
Human development, productivity and employment		
Transparent and accountable governance		
Total		

As is generally the case in most plan implementation, the 2010-2013 DMTDP, even though is the second of its kind prepared solely by the KWDA, it include some projects which were proposed in the 2006-2009 DMTDP which could not be implemented. Some of these projects have been rolled over into the on-going projects currently under implementation. Those projects could not be implemented due primarily to factors as the following:

- the level of detailed required for procurement under the national procurement and financial auditing made contracting of projects very slow leading to delays in project execution
- development partners funding support were erractic and inflows were irregular
- inability to mobilise adequate Internally Generated Funds (IGF) to support recurrent and capital cost
- late release of DACF

It is expected that following the increase of the DACF from 5% to 7.5% will enable the KWDA to increase the number of projects it can implement, the positive impact will be rather felt should there be efforts towards the timely release of the funds

Chapter Two

INSTITUTIONAL ARRANGEMENTS FOR DECENTRALISED MONITORING AND EVALUATION

2.0 Stakeholder Analysis

The design of development programmes/projects and other key interventions of DMTDP is done in participatory sessions involving representatives of all key stakeholders. This is due typically to the fact that DMTDP implementation affects individuals, groups of people, institutions and/or organisations so that if social benefits are to be maximised, the views, perceptions and needs of all interest groups must be adequately captured. Generally, societies exhibit differences in the roles and responsibilities of women and men and their access to and control over resources and their participation in decision making. The availability and access of women and men to opportunities in economic, social and political life is inequitable and this could hinder growth and harm development. Any failure to adequately address gender issues can damage the effectiveness and sustainability of programmes and projects. Given this background, the DPCU, in developing the DM&EP has employed gender-sensitive approaches that take into account the interventions, its objectives, strategies and resource allocation. Stakeholder analysis is closely related to problem analysis essentially because without people's views on a problem, neither its nature, nor their needs, nor eventual solution will become clear.

Ideally, stakeholder analysis must demonstrate interest and expectations of key stakeholders, sensitivity to and respect for cross-cutting issues, potentials and deficiencies for resource endowments as well as implications and conclusions for programme/project implementation.

At a stakeholder's analysis session conducted for the development of the DMTDP, the DPCU identified and classified the stakeholders broadly as follows:

i. National and District Policy formulators and Decision-makers

National and district policy formulators and decision makers play significant roles in programme/project implementation. These stakeholders include Members of Parliament, District Assembly and decentralised departments. The Media also play crucial roles both at the national, district and local levels.

ii. Sub-district-level Institutions

Sub-district level institutions and groups represent the carriers and movers of local development issues. These include Assembly members, Area Council and Unit Committee members.

iii. Civil Society and Advocacy Groups

CSOs including NGOs, FBOs etc have key interest in interventions that bring about change in peoples lives. Their major roles include public education, sensitisation, advocacy and they exhibit potential for sensitivity to and respect for cross-cutting issues of environment, gender equality etc.

iv. Local Development Actors

Local Development actors are particularly interested in the extent to which programmes/projects impact on the poor and the vulnerable, how resources are disbursed to achieve positive results and mainstreaming poverty reduction initiatives and to mitigate their impacts.

Table 1 shows the major stakeholders who will be affected (either positively or negatively) by the interventions following the implementation of the DMTDP. Being affected by the MTDP will also require that their contribution to the DM&E activities over the plan period will guarantee the success, not only of the positive impact of the MTDP, but equally so that of the M&E activities thereby minimising the negative impacts of the MTDP interventions.

Table 2: Stakeholder Analysis (major stakeholders) and their Needs/Responsibilities

No.	Stakeholders	Stakeholders Interest	Stakeholders Information Needs/Responsibilities
1	District Assembly	- Proper project implementation - Availability of adequate resources - Enactment of by-laws - Revenue generation	- District-wide decision making and implementation of national policies - Initiation, planning, design, implementation and coordination of district development programmes and projects - Resource allocation - Sector policy programming, design, implementation and management - Collaboration with core DA team and sub-district institutions for development - Beneficiary Sensitisation - Information dissemination - Reporting
2	Area Council/Unit Committee members	- Area Council development - Information dissemination	- Village/community-level decision making on one hand and implementation on the other - Community sensitisation and education
3	Central Government	- Grassroots and community level development - Policy formulation and dissemination	- Provision of resource - Capacity building

4	Traditional Authorities	- Community development - Conflict management - Custody of customs, traditions and practices	- Community mobilisation - Conflict resolution - Initiate community self-help programmes and projects - Information dissemination, public education
5	Civil Society Groups (including NGOs, FBOs, CBOs)	- Community development - Social development - Project implementation	- Advocacy for recognition of community initiated views, needs and aspirations - Social mobilisation - Conduct of monitoring and evaluation - Technical backstopping
6	Assembly members	- Attracting projects/development to electoral areas - Adherence to by-laws -	- District-level policy formulation and decision making - Information dissemination - Conduct of Participatory monitoring and evaluation - Community and social mobilisation - Resource mobilisation
7	Beneficiary Communities	- Community development - Moral development - Social safety - Accountability	- Provide communal policing for respect of civil rights and responsibilities - Information dissemination - Project maintenance - Resource mobilisation - Conduct of Participatory Monitoring and Evaluation
8	Vulnerable and Excluded Groups (Voices of the poor, the indigents, the disabled, women and children)	- Development - Care and support - Public safety	- Source for communal support for implementation of development programmes and projects - Cooperation
9	Religious Institutions (Churches, Mosques)	- Moral development - Conflict management - Upholding of good virtues and behavioural/attitudinal change practices	- Education and dissemination of information - Resource provision - Project maintenance - Monitoring and Evaluation
10	Media Partners (FM Stations, Print Media)	- Accountability and Transparency - Information dissemination	- Sourcing information from the public for analysis - Education, communication and advocacy
11	Private Sector contributors (tourism/hospitality operators,	- Favourable policies - Infrastructure development - Community development	- Provision of resources - Cooperation
12	Regional Coordination Council	- Development policy formulation	- Policy, planning, development coordination
13	National Policy/decision makers (Members of Parliament MPs)	- Attraction of projects - Conflict management	- Resource mobilisation - Networking and lobbying - Policy advocacy
14	Donor Agencies	- Accountability and Transparency - Resources reaching target groups	- Provision of funds - Capacity building

2.1 Monitoring and Evaluation Conditions and Capacities

The KWDA, having been carved out of the former KSDA is one of the comparatively newly created DAs in Ghana. Thus the 2010-2013 DMTDP marks the second wholly developed district plan being implemented solely within the purview of the KWDA. Obviously, there are key challenges that will confront a young district in terms of human resource capacity, logistical capacity and other general conditions that will facilitate the conduct of an M&E exercise.

Within the implementation of the other DMTDPs, the M&E exercise were conducted as proposed in the development plans under the auspices of the then district. The GPRS I provided the framework for the exercises.

Recognising that no doubt the conduct of M&E exercise is indeed important to enable both the DA, donor community, NGOs and other MDAs to track and report on the district development plan, analysis of empirical information from the KWDA indicates that clearly there are serious capacity constraints that need to be addressed. The District Development Management Capacity Index (DDMCI) is the primary tool that has been used to assess the DA's and DPCU's capacity. The tool uses two forms of sub-indexes namely the one that measures the general or core development management index and the other measures the financial management capacity of the KWDA. For purpose of this analysis therefore the former has been used. Table 2 shows the outcome of the analysis of the sub-index on core DPCU management capacity. The ten indicators are rated 1 to 10, with the lowest value as 1, middle or average value as 5 and highest value as 10. Selection criteria that provide guidelines at levels 1, 5 and 10 have been provided for each indicator.

In arriving at the scoring, the DPCU gathered information regarding the capacity of each of the department/officials represented on the DPCU after which their averages corrected to the nearest figure was found. The departments/officials include the following:

i. The District Coordinating Director
ii. District Planning Officer
iii. District Budget Officer
iv. District Finance Officer
v. District Director of Health Services
vi. District Director of Education
vii. District Director of Agriculture
viii. District Director of Social Welfare/Community Development
ix. District Physical Planning Director
x. District Director of Works
xi. Nominee of the KWDA

Both in gathering the information and analysis, very critical questions were asked as follows:

- What core competencies are required for the staff of each department or unit to perform its job and to contribute to DPCUs M&E activities?

- What is the picture like for the District? Matching 'what ought to be' with 'what is'?
- What capacity building efforts are currently in implementation? What areas are they targeting/

Table 3 shows the DPCU capacity index.

Table 3: DPCU Management Capacity Index

Capacity Indicators	Score	Remarks
1.1 Qualification of personnel (1-10) 1 = most staff do not have required education 5 = all staff have the required education levels, but not all 10 = all staff have the required education levels, some exceed	10	However, some refresher programmes to update staff knowledge on specific Decentralisation, Planning, M&E activities and will be required
1.2 Staff Compliment (1-10) 1 = there are numerous key positions that are unfilled 5 = most key positions are filled, gaps still exist 10 = all positions in the DPCU positions are filled	10	
1.3 Skills & Knowledge (1-10) 1 = most staff do not have requisite skills, knowledge to complete basic jobs 5 = some staff have requisite skills, knowledge in some areas, not all 10 = all staff have requisite skills, knowledge to complete even advance job Tasks	10	
1.4 Availability of funds (1-10) 1 = funds available do not meet basic cost requirements 5 = funds available meet basic costs, but not allow DPCU carry out activities in the M&E Plan 10 = funds available meet basic costs, as well as enable DPCU carry out all activities in M&E Plan	1	Need to provide enough funds to implement DMTDP and to conduct an effective M&E exercise
1.5 Utilization of funds (1-10) 1 = resources are spent at the discretion of management, not in pre-approved areas 5 = some resources are spent as approved by the DA, but management continues to direct some funds inappropriately 10 = resources are spent as budgeted in accordance with the DMTDP	5	Management needs to be re-orientated on spending as has been approved and in accordance with guidelines
1.6 Timely Access to Funds (1-10) 1 = funds released up to 12 months behind schedule 5 = funds release up to 6 months behind schedule 10 = funds released on schedule	5	The district should to get involved in the dialogue and discussions at the upstream level for timely release of funds
1.7 Leadership 1 = leadership is inadequate to address development needs due to low motivation, corruption, or lack of qualification 5 = leadership is able to complete short term tasks, but is not dynamic/able to envision the medium to long term 10 = leadership is dynamic and motivates the DA staff and members to work together for long term development	5	Capacity building in leadership skills, goal formulation and long term planning essential will be ideal to enhance both staff and managements ability to deliver
1.8 Management 1 = full complement of management is not available, and what is present does not have skills to direct DPCU activities 5 = management is present but not able to handle all management functions 10 = management is technically skilled in all components	5	Capacity building in management administration, project management, workplanning etc will enhance governance
1.9 Workload 1 = workload is so high that staff have to work overtime to complete even basic administrative tasks	5	Training in time management is essential; more support staff required to assist in key areas

5 = workload forces staff to work overtime to complete administrative and programming functions 10 = Staff are able to complete their jobs within regular working hours		
1.10 Motivation /Incentives 1 = basic central government motivation/incentives exist but are not accessible 5 = some central government motivation/incentives are accessible 10 = central government motivation/incentives are easy to access, and some development partner incentives exist	5	Modalities for accessing motivation and incentives must be made known to staff in all depts. Officers responsible for making these motivation/incentive packages should be more flexible
1.11 Equipment/Facilities 1 = office space, furniture, and technology are not adequate to serve all staff 5 = office space is adequate, but furniture and technology are still lacking for some staff 10 = staff have access to appropriate office space, furniture and technology	1	ICT training required; more furniture and office equipment to beef up the existing stock will be appropriate. An office block new needed.
Total Score	**62**	

Judging from table 2 above the DPCU's management capacity index is slightly above average with an overall score of 62 as against the highest 110 and lowest 55 score. The implication is that some capacity exists but not adequate to enable the DPCU perform optimally. This reveals the following conditions of the KWMA in terms of the DAs management capacity:

- Inadequate funds to allow the DPCU carry out its mandate fully
- Spending of resources at discretion of management contrary to the approved areas of DA
- Late release of funds leading to implementation of plan outputs behind schedule
- Low dynamism in leadership leading to inadequate level of long term vision
- High volume of workload usually forcing management not to complete administrative and programming tasks
- Inadequate furniture and technology

To enable the DPCU to perform appropriately, key capacity building efforts have to be implemented as soon as possible particularly for those indicators which are within the scope of the DA, RPCU or NDPC. Proposed capacity improvements are recommended for the following areas:

- Re-orientation to sensitise management on prudent financial management towards the utilisation of funds in accordance with the budget and approved by the DMTDP
- Adequate allocation of funds to enable DPCU to carry out its mandate fully
- Timely release of funds to enable M&E activities to be conducted according to schedule
- Training in leadership skills, goal formulation and long term planning
- Capacity building in M&E, management administration, project management, workplanning etc will enhance governance
- Capacity building in database management, report writing, computer programming
- Provision of motivation/incentives and creation of criteria to enhance common access by staff
- Provision of furniture, technology and other critical logistics to enable staff accomplise task

2.2 Indicators and Targets

Monitoring indicators form a crucial part in developing the M&E Plan. It defines how target are measured in relation to achieving the DMTDP goal and objectives. It also indicates the initial situations before the start of the project while giving information on expected outcomes and impact on target beneficiaries.

M&E matrix presents the format for information on input, out comes while indicating activities that are performed to achieve plan objectives. It shows actors responsible for the various activities. It indicates the relation DMTDP to the GSGDA. Table 4 shows the matrix for indicators and targets.

Table 4: Indicators and Targets

Thematic Area :Human Development ,productivivity and employment: Sector Education

DMTDP Goal: To develop the Human Resource base of the district through increased access to basic social service and improved service delivery								
GSGDA Objective: To embark on construction and rehabilitation of all school infrastructure in the district								
Objective 1: To improve the standard of education through institutional strengthening								
Indicators	**Type**	**Target**				**Data source**	**Monitoring frequency**	**Responsibilities**
		National		**District**				
		Baseline 2009	**Target 2013**	**Baseline 2009**	**Target 2013**			
To increase the number of infrastructure in schools • construction of 6 unit classroom blocks with stores and offices in the district • construction of 3 unit classroom blocks in the district • Increase the number of institutional latrines in 40 schools • Construct 2 storey classroom block • Construct public vocational/technical institution • Provide school furniture - dual desk - horse shoe tables	 Output Output Output Output Output Output				 8 12 40 4 1 1,500 30	GES, DA records	Annually	DA
Teacher/pupil ratio improved in all the area councils by 2013: • Pre school • Primary • JSS • S.S.S.	 Outcome Outcome Outcome Outcome	 1:25 1:35		 1:28 1:17 1:17		Records from GES		
Gross enrolment rate increased Pre school • Primary Schools	 Output Output	 60.17% 87.50%		 75.4% 78.8%				

• J.S.S. • S.S.S. Gender parity index improved: (Male/Female ratio) Pre school Primary JSS SSS Increase percentage in female enrolment in schools Percentage improvement in basic school infrastructure and sanitation facilities Percentage reduction in school drop out rate	Output Output Outcome Outcome Outcome Outcome Output Impact	72.80% - 0.98 0.93 0.88		79% 91.5% - 1:1.03 1:1.04 1:1.05 48% 30% 15%	 50% 50% 5%	GES records	annually	DA, GES

Thematic Area Human Development,productivity and empowerment: Sector Water and Sanitation

DMTDP Goal: To increase access to potable water and improve waste management in the district by the end of 2013								
GSGDA Objective: To ensure that water supply coverage is increased and sanitation facilities improved by 2013								
Objective 1: To increase potable water coverage in the district								
Indicators	**Type**	**Targets**				**Data source**	**Monitoring frequency**	**Responsibilities**
		National		**District**				
		Baseline 2009	Target 2013	Baseline 2009	Target 2013			DA
Remarkable improvement in access to potable water in all communities in the District by 2013	Impact	38.4%		37.8%	75%	Records from DA and DWST	Annually	
Increase the number of bore holes in rural communities in the district					20			

Objective 2: To ensure household accessibility to basic sanitary facilities								
Percentage increase in improved Sanitary facilities • KVIP • Bathrooms •	Impact			 27% 87%		DA records from DHSD	Monthly	DA,
Objective 3: To improve waste management of the district from 2.5% to 4.8%								
To provide waste management facilities: • Septic/refuse truck • Stabilisation pond • Household latrines					 1 1 40			

Thematic Area (Human Resource Development) HIV/AIDS Sector

DMTDP Goal: To reduce HIV/AIDS STDs prevalence rate from 3% to 1%								
GSGDA Objective: Incidence of HIV/AIDS among high risk group reduced in the district								
Objective 1: To reduce new HIV/AIDS infection among the vulnerable groups from an average of 70% to 50% by Dec 2013								
Indicators	**Type**	**Targets**				**Data source**	**Monitoring frequency**	**Responsibilities**
		National		**District**				
		Baseline 2009	**Target 2013**	**Baseline 2009**	**Target 2013**			
HIV/AIDS infection rate reduced drastically by December 2009	Impact	3.6%		3%	1.%	DHS	Annually	GHS
Organise skill training and income generation activities for a number of PLWAs	Output				75	DAC Report Spot checks	Quarterly	DAC
Establish HIV/AIDS material points at libraries , markets and public places	Output				50	DAC Report		DA

Thematic Area (Human Resource Development) Sector Health

DMTDP Goal: To improve health care delivery system								
GSGDA Objective: Ensure geographical access to health services in deprived areas through out the district								
Objective 1: To strengthen health delivery system from 45% to70% by 2013								
Indicators	**Type**	**Targets**				**Data source**	**Monitoring frequency**	**Responsibilities**
		National		**District**				
		Baseline 2009	Target 2013	Baseline 2009	Target 2013	DA,DHS	Monthly	DA
Doctor/Population ratio in the district improved by 2013	Impact	1:16000		1:14308				
Nurse /Population ratio improved by 2013	Impact	1:1800		1:1353				
Incidence of number of malaria cases reduced	Impact		19885					
Objective 2: To improve in the district health infrastructure								
Intensive construction of infrastructure • District Hospital • Accommodation for Doctors, Nurses and Paramedic • Construction of DHMT Office	Output				1 1			

Thematic Area :Accelerated agriculture modernisation and sustainable natural resource management

DMTDP Goal: To increase production and productivity by creating the enabling environment for the agricultural sector						
GSGDA Objective: Increase agriculture production in the district						
Objective 1: To increase To increase income levels of households						
Indicators	**Type**	**Targets**		**Data sources**	**Monitoring frequency**	**Responsibilities**
		National	**District**			

		Baseline 2009	**Target 2013**	**Baseline 2009**	**Target 2013**			
Establish agro processing centres in the district Strengthened capacity and logistics provided for a number of: • Farm families • Poultry farmers • Food crop farmers • Women in home garden Increase number of farmers supplied with improved seedling annually	output Impact input				4 80 20 100 100 20	DA,DHS	Monthly	DA
Objective 2: Reduce post harvest losses								
Improve feeder road/farm tracks linking food producing areas and market centres An increase number of cribs and storage facilities provided for farmers Increase number of farmers trained in post harvest technology and food processing and preservation					100km 20 200			
Thematic area: Human development ,productivity and employment **Objective : Reduce unemployment rate in the district**								
Increase number of youth trained and gainfully employed in • Sanitation Management • Agriculture • Teaching	Input /output				100 500 300 40	Report from NYEP		

• Auxiliary nursing								
Thematic Area: oil and gas development **Objective : To increases energy supply in the district by Dec. 2013**								
Increase number of settlement connected to the national electricity grid	Output				12			
Percentage increase in the usage of electricity supply in the district	Output			30.2%	50%	Based line survey by DPCU		
Thematic area:human development productivity and employment **Objective 5 : Develop and promote tourism in the district**								
Develop tourist attraction sites at: • Asuboni water fall • Artesian village • Nkawkaw camp site	Output /outcome				1 1 1			

Thematic Area: transparent and accountable governance

DMTDP Goal: Prudent fiscal policies put in place to ensure maximum revenue generation.								
GSGDA Objective: To strengthen the district capacity to generate funds by 2013								
Objective 1: The capacity of revenue collectors strengthened and check and balances put in place by 2013								
Indicators	**Type**	**Target**				**Data sources**	**Monitoring frequency**	**Responsibilities**
		National		**District**				
		Baseline 2009	Baseline 2013	Baseline 2009	Baseline 2013			
Percentage increase in revenue generation in the district	Input			50%	80%	DA,	Quarterly	DA
Percentage increase in IGF					40%	DA		

Objective 2: To provide infrastructure for the DA and Sub structures								
To construct: • Office complex • Residential Accommodation • Council offices for - Fodoa - Awenade - Nkawanda Rehabilitate the District Circuit Court block	Input				1 1 1 1 1	DA DA	Monthly Monthly	DA DA

2.3 Monitoring and Evaluation Calendar

Monitoring and Evaluation is carried out with the intent to ensure, among others, judicious utilisation of limited resources. This implies that the activities should be planned in a manner that will promote efficiency at all levels. The broad issues and/or activities to be conducted include the following:

- Monitoring of the entire District Medium Term Development Plan (DMTDP)
- Conduct of field visits
- Conduct of quarterly review meetings with stakeholders and partners
- Organization of annual progress review workshops
- Preparation of annual progress report
- Conduct of DMTDP quarterly evaluation and final evaluation
- Dissemination of M&E information

In presenting the calendar, the activities are broadly fixed to the months within which the exercises must be undertaken. The DPCU has not indicated the exact dates within the month because experience shows that several constraints could hinder the attainment of the objective of having the activity done at that particular time. For instance, vehicle breakdown, availability of funds or personnel within the period etc could affect the schedule. Therefore, the DPCU should endeavour to execute the activity within the scheduled period. In any case, barring any unforeseen circumstances, every activity must be executed early enough, say half way the period within the calendar time.

TABLE 5: CALENDAR FOR MONITORING AND EVALUATION ACTIVITIES

Monitoring Issues/Activities	Who Monitors/ Evaluates	Frequency of Monitoring and Evaluation	TIME FRAME													ACTORS			BUDGET (in GH₵)
			Year 1				Year 2				Year 3				Yr 4	Who receives monitoring/ Evaluation information?	Who acts on monitoring/ Evaluation information	Who receives referrals if action is not taken	
			2010				2011				2012				2013				
			1	2	3	4	1	2	3	4	1	2	3	4	1				
DMTDP Monitoring	6 DPCU members	6 per year	Jan	Jun	Oct	Dec	Feb	May	Aug	Nov	Feb	May	Aug	Nov	Feb	**MCD/NDPC/ RCC**	**MCD/MANAGEMENT**	**MCD**	3,174
planning of monitoring, dev't monitoring																			
indicators,*organise site meetings,																			
*conduct of monitoring exercise																			
*conduct of debriefing sessions																			
Quarterly Field visits	11 DPCU members	4 per year	Mar		Jul	Dec	Mar	Jun		Nov	Feb	May		Oct	Jan	DPCU, RPCU			3,640
Quarterly Review Meetings (with	11 DPCU members	4 per year	Mar	Jun	Oct		Jan	Apr		Sept	Feb	Jun		Oct		**DA, DPCU**	**RPCU**	**DCE**	3,840

Partners)	5 Partners																		
Annual Progress Review Workshop	11 DPCU members	1 per year					Jan				Jan				Jan	**DA, DPCU**	**RPCU**	**DCE**	2,404
*plan annual progress review exercise	32 stakeholders																		
*collate data and analyse data,																			
*Prepare detailed annual progress report,																			
*prepare presentation materials																			
*plan and organise stakeholder workshop																			
for review and validation																			
* fianalise workshop report																			
*disseminate findings of final report																			
Annual Progress Report	11 DPCU members	1 per year				Dec				Dec				Dec		**DA, DPCU**	**RPCU**	**DCE**	1060
*plan annual progress reporting,																			
*collect, collate, synthesise and analyse quarterly reports,																			
*prepare quarterly reports, *forwards APR to stakeholders																			

DMTDP Mid-term Evaluaton * planning of mid-term evalaution *dev't evaluation indicators, *conduct evaluation to collect information, *collate and analyse data, *prepare evaluation reports, *conduct of debriefing sessions for key stakeholders,*plan and prepare dissemination strategy and diseeminate report findings	11 DPCU members	1								Jan.						**DA, DPCU**	**RPCU**	**DCE**	520
Sub-Total																			14,638
DMTDP Evaluation	11 DPCU/RPCU Members	1													Feb	**DA, DPCU**	**RPCU**	**DCE**	520
Dissemination *re-orientate the DPCU on dissemination strategies and approaches, *plan and organise stakeholder workshop to disseminate findings of reports *use appropriate medium (radio, fora, community durbar etc)	6 DPCU members	2 per year		Jun		Dec		Jun		Dec		Jun		Dec	Mar	**DA, DPCU**	**RPCU**	**DCE**	840

to disseminate report findings																		
Sub-Total																		1,360
Grand Total																		**15,998**

Note:
Allowances are computed for staff cost only

Staff field allowance of monitoring and Evaluation for DPCU members are based on rate of GH 200 cedis per trip (i.e for field allowances, snack and lunch)

Workshop allowances for Stakeholders are based on rate of GH140 cedis per day (including allowances, snack and lunch)

other reimbursables are reflected on the M&E Budget

2.4 Programme/Project Register

The programme/project register indicates the programmes and projects implemented or being implemented in the district as outlined in the DMTDP. The register is categorised under the thematic areas of the Ghana shared Growth development agenda (GSGDA 1 2010-2013) namely:

1. **Ensuring and sustaining macro economic stability;**
2. **Enhancing competitiveness in Ghana's private sector;**
3. **Accelerated agriculture modernisation and sustainable natural resource management;**
4. **Oil and gas development;**
5. **Infrastructure energy and human settlements;**
6. **Human development, productivity and employment and**
7. **Transparent and accountable governance.**

Other details provided include name of contractor, implementation status, the cost and expenditure to date. These are provided to enable the DPCU and indeed the KWMA to tract progress of work in as much specific as possible.

Table 6: PROGRAMME/PROJECTS REGISTER

No.	Programme/Project Name	Thematic Area	Sector		Project Location	Contractor	Source of Funding	Start Date	Expected Date for Comple-tion	Contract Sum GH¢	Expendi-ture to Date	Project Imple men-tation Status
1	Lot1. Supply of sch. furniture for schools	6	Education		Entire Municipality	Shaage const. ltd	GOG/DDF	14/01/2011	3 MONTHS	15,000	15%	On-Going
2	Lot.2 Supply of school furniture for schools	6	Education		Entire Municipality	Ecomage ventures	GOG	14/01/2011	DO	15,000	15%	On-Going
3	Rehabilitation of 3 unit classroom block	6	Education		Anglican primary nkawkaw	Egya Amakye ltd	GOG	14/01/2011	DO	30,000	15%	On-Going
4	Rehabilitation 4- unit classroom block	6	Education		Opinamang JHS-Nkawkaw	Masterhand com. Ltd.	GOG	14/01/2011	DO	32,000	15%	On-Going
5	Rehabilitation of 6-unit classroom block	6	Education		Christian MA Primary-Nkawkaw	Jammensaad gh. ltd	GOG	14/01/2011	DO	12,000	15%	On-going
6	Rehabilitation of 6-unit classroom block	6	Education		Apradang	Charles YA enterprise	GOG	14/01/2011	DO	45,000	15%	On-Going
7	Construction of 6-unit classroom block	6	Education		Apekrom	Fop Constructio n Ltd	DACF	25/09/09	25/03/10	63,881.40	61,709.00	On-Going
8	CHIPS Centre	6	Health		Danteng	WORKS DEPT	GOG	-	-	-		On-Going
10	Youth in Agric: Support youth in supply of farm inputs	3	Agric		District Wide	Youth employment	GOG	-	-	-		On-Going
11	Drilling of 1 no. boreholes	5	Water		1. Apesika, 2. Mission-Nkawkaw 3. Awenade 4. Ataaso 5. Nkawanda	STARCO VENTURES LTD	GOG/DACF	15/03/2010	6 MTHS	85,500	15%	On-Going

					No.2(Epic Center 6. Zongo/ Akuajo 7.Kwaku Berko 8. Atewase 9. Ohenekura 10. Odumasua							
12	Mechanization of 1 no. Borehole	5	Water		Nkawkaw sec. Sch	MASTERH AND CO. LTD	GOG/DD F	14/01/20 11	3 MONTS	14,000	15%	On-Going

No	Programme/Project Name	GPRS II Thematic Area	Sector		Project Location	Contractor	Source of Funding	Start Date	Expected Date for Comple-tion	Contract Sum (¢)	Expenditure to Date	Project Imple men-tation Status
13	Construction of 10 seater septic Laterines	5	Sanitation		Kwahu Jejeti	Albedor Enterprise	DACF	15/03/10	3 MTHS	50,447.46	19,567.12	On-going
14	Construction of 10 Seater septic Laterines	5	Sanitation		Apesika	DO	DACF					On-Going
15	Construction of 10 Seater septic Laterines	5	Sanitation		Monsie	DO	DACF		3 MTS	PART		On-Going
16	Construction of 10 Seater septic Laterines	5	Sanitation		Atwedie	SELINA ADU ENT.	DACF		3 MTHS	18,000	15%	On-Going
17	Construction of 10 Seater septic laterines	5	Sanitation		Trado	Fop Constructio n Ltd	DACF	15/03/10	DO	50,665.40	12,599.80	On-Going
18	Construction of 10 seater septic laterines	5	Sanitation		Boadukrom	Fop Constructio n Ltd	DACF	15/03/10	DO	part	part	On-Going

19	Construction of 10 Seater septic laterines	5	Sanitation		Jamasi No. 2	Fop Constructio n Ltd	DACF	15/03/10	DO	Part	Part	On-Going
20	Construction of 10 Seater septic laterines	5	Sanitation		Ampekrom	HARRIVE N ENTERPRI SE	DACF	15/03/10	DO	50,665.40	15%	On-Going
21	Construction of 10 Seater septic latrines	5	Sanitation		Awoyo Asuogya	DO	GOG	15/03/10	DO	PART		On-Going
22	Construction of 10 Seater septic Latrines	5	Sanitation		Ataaso	DO	GOG	15/03/10	DO	PART		On-Going
23	Construction of 12 Seater Guest rooms (WC)	5	Sanitation		1. Akuajo 2. Adoagyire 3. New Town-Nkawkaw	ERIMATH CO. LTD	GOG	15/03/10	DO	BOT	BOT	On-Going
24	Construction of 20 seater guest rooms (WC)	5	Sanitation		New Lorry Park-Nkawkaw	DANSANLI NK CO. LTD	DACF	15/03/10	62,531.2 6	BOT	BOT	On-Going
25	Construction of 6-seater septic tank toilet facility	5	Sanitation		Akuamoah Acheampong MA Primary Sch	PC DOTPRINT CO. LTD	GOG/DD F	14/01/20 11	DO	8,500	15%	On-Going
26	Construction of 6-Seater septic tank toilet facility	5	Sanitation		ST. Anthony Primary Sch- Nkawkaw	COSTA DAK & CONST. ENT.	GOG	14/01/20 11	DO	8,500	15%	On-Going
27	Construction of 6-Seater Septic tank toilet facility	5	Sanitation		Methodist Primary School	PC DOT PRINT O, LTD	GOG	14/01/20 11	DO	8,500	15%	On-Going
28	Construction of 6-Seater septic tank toilet facility	5	Sanitation		Presby Primary School-Nkawkaw	HARRIVE N ENT.	GOG	14/01/20 11	DO	8,500	15%	On-Going

29	Construction of 10 Seater Septic Tank	5	Sanitation		Ohene Akuraa	GOLDEN BTC LTD	GOG	14/01/2011	DO	15,000	15%	On-Going
30	Construction of 10-seater septic Tank	5	Sanitation		Atibie Nkwanta	COSTA DAK CO. LTD	GOG	14/01/2011	DO	15,000	15%	On-Going
31	Construction of 10-Seater septic Tank	**5**	Sanitation		Mpraeso Amanfrom	**EL SABRA CO.LTD**	GOG	14/01/2011	DO	15,000	15%	On-Going
32	Construction of 10-Seater septic Tank	5	Sanitation		Atibie Amanfrom	FOP CONST. LTD	GOG	14/01/2011	DO	15,000	15%	On-Going
33	Construction of 10-Seater Septic Tank	5	Sanitation		Kofi Dede	HARRIVEN ENTERPRISE	GOG		DO	15,000	15%	On-Going
34	Construction of 10-Seater Septic Tank	5	Sanitation		Onokwa	MIKE SAMPAUL CONST. LTD	GOG	14/01/2011	DO	15,000	15%	On-Going
35	Construction of 10 Seater Septic Tank	5	Sanitation		Asuoso	EL SABRA CO. LTD	GOG	14/01/2011	DO	15,000	15%	On-Going
36	Construction of 10 Seater Septic Tank	5	Sanitation		Ampeha	MASTERHAND CON. LTD	GOG	14/01/2011	DO	15,000	15%	On-Going
37	Construction of 10 Seater Septic tank	5	Sanitation		Fodoa	SELINA ADU ENT.	GOG	14/01/2011	DO	15,000	15%	On-Going
38	Construction of 10 Seater Septic tank	5	Sanitation		Bredane	MASTERHAND CONST CO. LTD	GOG		DO	15,000	15%	O n-going

39	Construction of 1 unit 2 No. Market Stalls 1 Unit 1No. Market Stall	5	Markets		1. Nkawkaw Central (Annex) 2. Asuboni Rails 3. Jamasi No.1 4. Nsuta-Nkawkaw		GOG	14/01/2011		48,000 48,000 48,000 48,000	15%	On-Going
40	Bridge	5	Feeder Roads		Besease	FEEDER ROADS	GOG	JUNE 2009	-	-	-	On-Going
41	Construction of 6 unit block with outhouse for MCE	7	Decentralization / Local Governance		Nsuta	Masterhand Company	DACF	15/03/10	15/12/10	198,862.62	105,772.12	On-Going
42	Construction of of 4 Unit block with outhouse for MCD	7	Decentralisation / Local Governance		Nsuta	Masterhand Company	DACF	15/03/10	15/12/10	92,293.95	63,450.79	On-Going
43	Construction of Junior staff Quaters	7	Decentralisation / Local Governance		Nsuta	ECG	DACF	JAN.2010	DEC 2010			On-Going
44	Extension of electricity to communities	5	Rural Electrification		Nkawanda No. 1&2	ECG	GOG	JAN.2010	DEC 2010	NA	NA	On-Going
45	Extension of electricity to communities	5	Rural Electrification		Monsie	ECG	GOG	JAN.2010	DEC 2010	NA	NA	
46	Extension of electricity to communities	5	Rural Electrification		Nsuta Aweregya	ECG	GOG	JAN.2010	DEC 2010	NA	NA	On-Going
47	Extension of electricity to communities	5	Rural Electrification		Atweedie	ECG	GOG	JAN.2010	DEC 2010	NA	NA	On-Going
48	Extension of electricity to communities	5	Rural Electrification		Ataaso	ECG	GOG	JAN.2010	DEC 2010	NA	NA	On-Going
49	Extension of electricity to communities	5	Rural Electrification		Nso-Nyame –Ye	ECG	GOG	JAN.2010	DEC 2010	NA	NA	On-Going

50	Extension of electricity to communities	5	Rural Electrificati on		Ahantanang	ECG	GOG	JAN.201 0	DEC 2010	NA	NA	On-Going
51	Extension of electricity to communities	5	Rural Electrificati on		Esaase	ECG	GOG	JAN.201 0	DEC 2010	NA	NA	On-Going
52	Extension of electricity to communities	5	Rural Electrificati on		Apetensu	ECG	GOG	JAN.201 0	DEC 2010	NA	NA	On-Going
53	Extension of electricity to communities	5	Rural Electrificati on		Asuoso	ECG	GOG	JAN.201 0	DEC 2010	NA	NA	On-Going
54	Extension of electricity to communities	5	Rural Electrificati on		Old Jejeti	ECG	GOG	JAN.201 0	DEC 2010	NA	NA	On-Going
55	Extension of electricity to communities	5	Rural Electrificati on		Oframase	ECG	GOG	JAN.201 0	DEC 2010	NA	NA	On-Going
56	Extension of electricity to communities	5	Rural Electrificati on		Nkawkaw Damang	ECG	GOG	JAN.201 0	DEC 2010	NA	NA	On-Going
57	Revaluation of Properties	7	Revenue Improvemen t		District Wide	ECG	GOG	JAN.201 0	DEC 2010			On-Going
	Privatisation of revenue	7	Revenue Improvemen t		District	BRAINCH AIN LTD	GOG	JAN.201 0	DEC 2010			On-Going
58	Construction of storey lockable stores	7	Others		Lot1.(A) New Lorry Park-Nkawkaw Lot2.(B) New Lorry Park –Nkawkaw Lot3.(C) New Lorry Park- Nkawkaw Lot4.(D) New Lorry Park-Nkawkaw	IKE BOA CO.LTD.	BOT	15/03/10	6 MTHS	199,922.56 199,641.90 199,999.00 199,900.44	BOT	On-Going

59	Dredging works	5	Others		Disilting of streams	FOP CONST. LTD	GOG	14/01/2011	3 MTHS	25,000	15%	On-Going
60	Paving of Lorry Park	5	Others		Old Lorry park	AGYA AMAKYE ENT.	GOG	14/01/2011	3MTHS	60,000	15%	On-Going

IDENTIFIED DEVELOPMENT GAPS AFTER REVIEW OF 2006-2009 PLAN

The non-implementation of some projects as specified in the 2006-2009 Medium Term Plan has led to the identification of new projects in consultation with all stakeholders projects to bridge these gaps. The gaps have been captured under the various thematic areas of the GSGDA 1.

ENHANCING COMPETITIVENESS IN GHANA S PRIVATE SECTOR

1. Provide 4 sets of irrigation equipment to 4 farmer groups annually
2. Establish Light Industrial Site for Artisans
3. Prepare a tourism development plan/ procure for the Municipality
4. Facilitate the Operationalization Of Asuboni No 3 Waterfall And Nkawkawkuma camp site Receptive facilities
5. Organized capacity building workshop for potential craft men group formation and business management
6. Establish an artisan village along Accra – Kumasi road craft centre at the Big Tree site
7. Encourage investors to participate in tourism development

HUMAN RESOURCE DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT

1. Sponsor 20 teacher Trainee annually
2. Sponsor 30 untrained Teachers annually
3. Construct/ establish 1 vocational / technical institution
4. Organize training for 150 untrained KG& Nursery attendance and proprietress annually
5. Provision of employable skills to delinquent and street children Organize training for 20 women groups in income generating activities

6.Identify and recruit 10 street children for enrolment into vocational schools annually Train and provide micro credit facilities to 25 small scale enterprises annually

INFRASTRUCTURE, ENERGY AND HUMAN SETTLEMENT

1 Extend electricity and water supply to 4 CHPS compounds

2 Organize quarterly meeting between DHMT, DA and beneficiaries communities on implementation of projects

3 Establish 50 HIV/ AIDs material point at libraries, market and public places

4 Organize annual fund raising activities to support HIV/AIDs programme

5 Rehabilitate / redevelop affected water facilities

6 Construct 10 hand- dug wells with pumps

7 Extend pipe lines to new developed communities in the Nkawkaw township

8 Support landlords to construct 50 VIP latrines annually Extend electricity and water supply to 4 CHPS compounds Conduct periodic maintenance of some selected roads

8. Rehabilitate roads in cocoa /cola producing communities
9. Rehabilitate and resurface selected Nkawkaw town roads
10. Construct 10 number culverts
11. Construct s 2 steel bridges
12. Conduct routine / recurrent maintenance of some selected feeder roads
13. 14 Purchase essential equipments for the CHPS centre

ACCELERATED AGRICULTURE MODERNISATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT

1 Enforced relevant environmental byelaws to protect the environment at all levels

2 Encourage re-forestation of degraded forest reserved areas

3 Encourage the cultivation of wood log for charcoal

4 Construct 1 stabilization pond

5 Procure sanitation equipments including septic/ solid waste van, tools

6 Facilitate the formation of panels

7 . Identify and register the vulnerable (PWDs, poor aged orphans) in the Municipality

8Provision of vocational skills for 10 unskilled people with disabilities annually

9Monitor the activities of NGOs, CBOs, and FBOs on handling vulnerable groups

10 Assist an average of 50 needy (women) to file cases at the family tribunal annually

TRANSPARENT AND ACCOUNTABLE GOVERNANCE

1. Train Officers in data collection and analysis
2. Provide revenue collectors with relevant logistics- rain coats, Wallington boats, transport facilities
3. Institute incentives schemes and reward system s for collectors
4. Collectors update revenue data base
5. Construct DCE'S bungalow
6. Organize educational programme on national policies
7. Construct Municipality Administration Block complex
8. Strengthen the M&E system of the Assembly

9. Organize the formation of 3 literacy groups in 3 communities
10. Organize forums for all unit committees on the need to participate in good governance at the local level.

DEVELOPMENT PROGRAMMES FOR 2010-2013

Thematic Area: Ensuring and Sustaining Macroeconomic Stability

Municipal Objective: To increase the percentage of IGF in local revenue from 14 percent in 2009 to 20 percent by the end of the plan period.

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget (GH Cedis)**	**status**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF %**	**GoG/ others %**	**Lead**	**Collab.**
Train Officers in data collection and analysis	Nkawkaw	→				40,000.00	NEW			M.A	Revenue Dept.

Provide revenue collectors with relevant logistics- rain coats, Wallington boats, transport facilities	Nkawkaw	→	→			50,000.00	NEW			M.A	Revenue Dept.
Institute incentives schemes and reward system for collectors	Nkawkaw		→			20,000.00	NEW			M.A	Revenue Dept.
Update revenue data base	Nkawkaw		→			20,000.00	ONGOING			M.A	Revenue Dept.

Source: Kwahu West Municipal Assembly, 2010

Thematic Area: Infrastructure, Energy and Human Settlement

Municipal Objective 1: To improve road networks and condition in the Municipality by 2013

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget (GH Cedis)**	**Status**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF %**	**GoG/ DACF/D ONORS others %**	**Lead**	**Collab.**
Rehabilitate roads in cocoa /cola producing communities	DISTRICT WIDE	→	→	→	→	250,000.00	NEW	10	90	M.A	MOFA/ DFR/ PWD
Rehabilitate and resurface selected Nkawkaw town roads	Nkawkaw	→	→	→	→	400,000.00	ONGOING	10	90	M.A	Urban Roads Dept./ PWD

Construct 10 number culverts	Adampasu Atta ne atta Odumase Onokwa Behenase Kwahu-Aprahwiem daa Kwahu-appah Kofi – dede Esaase Apradang		→	→	→	300,000.00	NEW			M.A	PWD/DFR
Construct 2 steel bridges	Nkawkaw Aprahwiem		→	→	→	200,000.00	NEW	10	90	M.A	PWD/DFR
Conduct routine / recurrent maintenance of some selected feeder roads	District wide	→	→	→	→	500,000.00	NEW	10	90	M.A	PWD/DFR

2 Source: Kwahu West Municipal Assembly, 2010

Thematic area: Infrastructure, Energy and Human Settlement

Municipal Objective 2: To increase access to potable water and safe sanitation in the Municipality by 2013.

Activities	**Location**	**Timeframe (2010-2013)**	**Indicative budget (GH Cedis)**	**Indicators**	**Sources of funding (%)**	**Implementing Agencies**

		10	**11**	**12**	**13**			**IGF**	**GoG/ DACF others**	**Lead**	**Collab.**
Construction of Drainage	Fodua Kwahu daa Esaase Apradang		→	→	→	200,000.00	NEW	10	90	M.A	PWD/DFR/MPCU
Provision of refuse containers	DISTRICTWIDE	→	→	→		50,000.00		10	90	M.A	CWSA/DWST/WATSAN
Rehabilitate / redevelop affected water facilities/B/H	KWAHU-NSABA ABETENSU OFRAMASE ATIBIE-AMANFROM KWADWO NKANSAEKOWSO AKWASI-MIREKU KWAKU-APPAH FODUA ATWEEDIE BOADUKROM BEHENA	→	→	→	→	153,000.00	NEW			M.A	CWSA/DWST/WATSAN

	SE ASEMPA NEYE JAMASI N.2 ASONA SAAFI ATTASO										
Construct 20 hand- dug wells with pumps	DISTRICT-WIDE		→			100,000.00	NEW	20	80	M.A	CWSA/DWST/WATSAN
Extend pipe lines to new developed communities in the Nkawkaw township	NKAWKAW		→	→		300,000.00	NEW	20	80	M.A	CWSA/DWST/WATSAN
Support landlords to construct 50 VIP latrines annually	DISTRICT WIDE		→	→		80,000.00	NEW	20	80	M.A	CWSA/DWST/WATSAN
Procure sanitation equipments including septic/ solid waste van, tools	DISTRICT WIDE		→			250,000.00	NEW	10	90	M.A	CWSA/DWST/WATSAN
Provide Toilet Facilities	ATAWASE ASUBONI OHENEA-KURA JEJETI ABETENSU AMANFROM KWAHU-	→	→	→		600,000.00	NEW	50	50	M.A	CWSA/DWST/WATSAN

	NSABA MONSIE MPRAESO-AMANFROM OFRAMASE ATIBIE-AMANFROM KWADWO-NKANSA ASOSO ACHIASE KOFI-DEDE FODUA APRAHWIEM KWAHU-DAA KWAHU APPA BEHENASE AWEREGYA JAMASI NO. 1,2 DANTENG										

	NYINAKROM AKWABOAH AMPEYO YAWKORKOR ATAASO OWUSUKROM										

Source: Kwahu West Municipal Assembly, 2010

Thematic area:Infrastructure, Energy and Human Settlement

Municipal Objective 3: To enhance access to sustainable energy supply by the end of the plan period.

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget (GH Cedis)**	**STAUS**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF**	**GoG/ others**	**Lead**	**Collab.**
Encourage the cultivation of wood log for charcoal	DISTRICT WIDE	→	→	→	→	50,000.00		10	90	M.A	Forestry Department
Expansion of Electricity Supply		→	→	→	→	150,000.00		10	90	M.A	VRA/ECG

Source: Kwahu West Municipal Assembly, 2010

Municipal Objective 4: To provide market infrastructure by 2013.

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget (GH Cedis)**	**STATUS**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF**	**GoG/ others**	**Lead**	**Collab.**
Construct Market Facilities	Nkawanda no.1 Asuboni rails Ekowso Jejeti Abetensu Asuoso Monsie Atewase New-town Domeabra Amanfrom Nkawkaw Kofi dede Jamasi no. 1 Fodua Nsuta Saafi Asona Esaase Ahantanaang Danteng		→			525,000.00	NEW	10	90	M.A	PWD/WORKS /MPCU/DONORS

Rehabilitate Existing Market Facilities			→							M.A	PWD

Source: Kwahu West Municipal Assembly, 2010

Thematic Area: Accelerated Agriculture Modernization and Agro-Based Industrial Development

3 **Municipal Objective:** To promote sustainable agro-based industrial growth by the end of the plan period.

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget (GH Cedis)**	**STATUS**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF %**	**GoG/ DACF/DDFothers %**	**Lead**	**Collab.**
Provide 4 sets of irrigation equipment to 4 farmer groups annually	DISTRICT WIDE		→	→	→	40,000.00	NEW	10	90	M.A	MOFA
Train and provide micro credit facilities to 25 small scale enterprises annually	DISTRICT WIDE		→	→	→	200,000.00	NEW	10	90	M.A	BAC/ Rural Banks
Establish Light Industrial Site for Artisans	DISTRICTWIDE	→	→	→	→	200,000.00	NEW	10	90	M.A	BAC
Establishment of small scale industries	DISTRICTWIDE	→	→	→	→	150,000.00	NEW	10	90	M.A	BAC
Establishment of agro-processing industries	DISTRICTWIDE		→	→		100,000.00	NEW	10	90	M.A	MOFA/BAC

Enforce relevant environmental byelaws to protect the environment at all levels	DISTRICTWIDE	→	→	→	→	25,000.00	NEW	20	80	MA	Forestry dept.
Encourage re-forestation of degraded forest reserved areas	DISTRICT WIDE					50,000.00	NEW	10	90	MA	Forestry dept.

Source: Kwahu West Municipal Assembly, 2010

Thematic Area: enhancing competitiveness in Ghanas Private Sector
Municipal Objective: To promote tourism development in the Municipality by 2013

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget (GH Cedis)**	**Indicators**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF**	**GoG/ others**	**Lead**	**Collab.**
Prepare a tourism development plan/ procure for the Municipality	Nkawkaw	→	→			20,000.00	NEW	10	90	M.A	Dept. of Culture
Facilitate the Operationalization Of Asuboni No. 3 Waterfall And Nkawkawkuma camp site Receptive facilities	Asuboni No 3 Nkawkawkuma	→	→			25,000.00	NEW	20	80	M.A	Dept. of Culture
Organized capacity building workshop for potential craft men group formation and business management	DISTRICT WIDE	→	→			25,000.00	NEW	20	80	M.A	BAC

Establish an artisan village along Accra – Kumasi road craft centre at the Big Tree site			→	→	→	50,000.00	NEW	20	80	M.A	Dept. of Culture
Encourage investors to participate in tourism development		→	→			20,000.00	NEW	20	80	M.A	Ministry of Tourism

Source: Kwahu West Municipal Assembly, 2010

Thematic Area: Human development, productivity and employment
Municipal Objective: To improve the quality of education and health in the Municipality by 2013.

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget (GH Cedis)**	**Indicators**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF %**	**GoG/ others**	**Lead**	**Collab.**
Sponsor 20 teacher Trainee annually	DISTRICT WIDE		→	→	→	50,000.00	NEW	10	90	M.A	GES
Sponsor 30 untrained Teachers annually	DISTRICT WIDE		→	→	→	55,000.00	NEW	10	90	M.A	GES
Construct/ establish 1 vocational / technical institution			→	→	→	150,000.00	NEW	10	90	M.A	GES
Organize training for 150 untrained KG& Nursery attendance and proprietress annually	DISTRICT WIDE		→	→	→	30,000.00	NEW	10	90	M.A	GES
Rehabilitation/Construction(6 units) of educational facilities	Kwahu-nsaba Mpraeso		→	→	→	150,000.00	NEW	10	90	M.A	GES

	– amanfrom Asuboni no. 3 Oframase Ohene-akura Kwadwo-nkasa Kwaku-dwira Aprabonsu Nkawkawkuma <u>REHABS</u> Domeabra Atweedie Kwaku-dwira Banka Fodua Aweregya Boadukrom Adensua Asasefuuom Onokwa					60,000.00					

Construction of teachers bungalow	Atawase Apesika Asuboni-rails Kwadwo-nkasa Nsuta-aweregya Banka Adensua Asasefuf uom Esaase		→			450,000.00	NEW			M.A	GES
Construction of District Hospital	Nkawka w	→	→	→	→					M.A	GHS
Construction of CHPS compounds	Asuboni –rails Ekowso Atawase Nkawka w Ahantana ng Odumans ua Saafi Oframase Kwahu-nsaba	→	→	→	→	405,000.00	NEW			M.A	GHS

Extend electricity and water supply to 4 CHPS compounds	DISTRICT WIDE	→	→	→	→	200,000.00	NEW	10	90	M.A	GHS
Organize quarterly meeting between DHMT, M.A and beneficiaries communities on implementation of projects	DISTRICT WIDE	→	→	→	→	60,000.00	NEW	40	60	M.A	GHS
Establish 50 HIV/ AIDs material point at libraries, market and public places		→	→	→	→	40,000.00	NEW	20	80	M.A	GHS, GAC
Organize annual fund raising activities to support HIV/AIDs programme		→	→	→	→	15,000.00	NEW	20	80	M.A	GHS, GAC

Source: Kwahu West Municipal Assembly, 2010

Thematic Area: Transparent and Accountable Governance

Municipal Objective: To improve the institutional capacity of the Municipal Assembly by the end of the plan period

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget (GH Cedis)**	**Indicators**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF %**	**GoG/ others**	**Lead**	**Collab.**
Organize half yearly forum / interface in the Municipality on KWMA Medium	Nkawkaw	→	→	→	→	10,000.00	NEW	40	60	M.A	MLGRD

Development Plan and other developmental programmes/ projects											
Organize Quarterly Review meetings on the MTDP 2010-2013	Nkawkaw	→	→	→	→	20,000.00	NEW	20	80	M.A	MLGRD
Construct DCE'S bungalow	Nkawkaw		→	→	→	200,000.00	NEW	5	95	M.A	-
Construct Municipality Administration Block complex	Nkawkaw	→	→	→	→	400,000.00	NEW	10	90	M.A	-
Strengthen the M&E system of the Assembly	Nkawkaw	→	→	→	→	100,000.00	NEW	10	90	M.A	MLGRD

Source: Kwahu West Municipal Assembly, 2010

Municipal Objective 2: To increase grass roots participation in decision-making

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget (GH Cedis)**	**Indicators**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF %**	**GoG/ others**	**Lead**	**Collab.**
Organize the formation of 3 literacy groups in 3 communities	DISTRICT WIDE	→	→			15,000.00	NEW	20	80	M.A	GES
Organize fora for all unit committees on the need to participate in good governance at the local level.	Nkawkaw	→	→			40,000.00	NEW	20	80	M.A	NCCE
Provision of permanent office structure for area	All Urban/Area	→	→	→	→	150,000.00	NEW	20	80	M.A	Urban/Area Councils

councils	Councils Capitals										
Provision of logistics and office equipment for Urban/Area councils and unit committees	All Urban/Area Councils Capitals	→	→	→	→	50,000.00	NEW	10	90	M.A	Urban/Area Councils
Organize training for 20 women groups in income generating activities	DISTRICT WIDE	→	→			20,000.00	NEW	10	90	M.A	BAC
Organize educational programme on national policies	DISTRICT WIDE	→	→	→	→	20,000.00	NEW	10	90	M.A	NCCE

Source: Kwahu West Municipal Assembly, 2010

Thematic Area: human development, productivity and employment
Municipal Objective: To reduce considerably the plight of the vulnerable in the Municipality by the end of the plan period

Activities	**Location**	**Timeframe (2010-2013)**				**Indicative budget**	**STATUS**	**Sources of funding (%)**		**Implementing Agencies**	
		10	**11**	**12**	**13**			**IGF**	**GoG/ others**	**Lead**	**Collab.**
Provision of employable skills to delinquent and street children	Nkawkaw	→	→	→	→	15,000.00	NEW	10	90	M.A	BAC, DSW
Identify and register the vulnerable (PWDs, poor aged orphans) in the Municipality	Entire Municipality	→	→	→	→	15,000.00	NEW	10	90	M.A	MLGRD
Provision of vocational skills for 10 unskilled people with disabilities annually	Entire Municipality	→	→	→	→	40,000.00	NEW	10	90	M.A	BAC, DSW
Monitor the activities of	Entire					15,000.00	NEW	10	90	M.A	DSW

NGOs, CBOs, and FBOs on handling vulnerable groups	Municipality										
Identify and recruit 10 street children for enrolment into vocational schools annually	Nkawkaw	→	→	→	→	40,000.00	NEW	10	90	M.A	DSW, GES
Assist an average of 50 needy (women) to file cases at the family tribunal annually	Entire Municipality	→	→	→	→	25,000.00	NEW	20	80	M.A	DSW, DOVVSU

Total estimated budget is put at……..with the government and development partners supporting close to 85% whilst the local revenues take care of the remaining 15%.

3.5 Data Collection, Validation and Collation

In planning and conduct of M&E activities, data is important to enable the DPCU assess the socio-economic impacts, sustainability and critical success factors of programmes and projects. Generally data collection will focus on institutional and management capacity, economic and financial viability, socio-cultural issues, physical delivery of infrastructure and services, income levels and standard of living. Other critical information policy support, appropriate technology, environmental protection and ownership by beneficiaries, among others. The indicators and activities will be the basis for data collection and the above M&E Core indicators will be used

3.5.1 Data on Programmes and Projects

A review of the 2006-2009 DMTDP shows that a lot of the data has already been disaggregated and only needed updates. Therefore, evidence exists to demonstrate that the various departments and sections have lots of information on programmes and projects in their reports, documents and files. Information on specific issues of education, health, agriculture, social welfare, community development, road and transport etc exist in substantial quantity and in diverse volumes.

Data on programmes depicts the general frame of programme types, activities, schedules and milestones and these ill be gathered for analysis. For those programme information which are unavailable, the DPCU will design information gathering instruments including structured questionnaires for gathering quantitative and qualitative data, standard checklist and other information gathered protocols.

Data on projects will be gathered based on key indicators and targets set out in the DMTDP and other sectoral reports of departments, development partners and NGOs/FBOs/CBOs with the view of facilitating the tracking down of information on specific project components, outputs, activities. The basic instrument will be the workplans, activity schedules and progress/annual reports.

The KWDA has several of these programme/project information which exist in the format of the requesting agencies (ie NDPC, RPCU, development partner, NGO etc) and that the DPCU will document these into a data register which will be periodically reviewed and updated in terms of start-time, costs, location, funding sources, expected date of completion and status of implementation.

For the purposes of executing M&E related activities, data on indicators as indicated in the DM&EP will be used and this will be supplemented by other elements on project implementation such as inputs, activities and outputs.

3.5.2 Primary Data Collection

Collection of primary data is crucial for M&E activities as it provides the basis for analysis and reporting on outcomes. The KWDA, having reviewed the existing data will gathered primary data to augment those available. The DPCU will design data collection protocols (structured and semi-structured questionnaires, interview guidelines, checklist and guidelines) to gather quantitative and qualitative data. The issues to consider include the following

- Demographic and socio-economic data – population change, revenue and expenditure status, gender issues, local socio-cultural norms and attitudes, environmental protection issues
- Process data including operations of the DPCU, Area Councils, Unit Committees, Community-based groups etc

- Input data including central government transfers (DACF, HIPC etc) DAs Internally Generated Funds (IGF) and other transfer from development partners, decentralized departments, CSOs/NGOs/CBOs, Youth groups
- Output data including, among others, construction projects, crops and livestock production, school enrolments etc. Unavailable data particularly programmes/projects whose funds were not channeled through the KWDA will be gathered through administration of data gathering instruments.
- Outcome/impact data including literacy rate, BECE results, malnutrition and infant mortality, incidence of water and sanitation borne diseases etc

The DPCU will also gather information of important issues as procurement arrangements/procedures including principles and procedures tendering, contracting procedures, contract awards. These will be done with the view of determining whether or approaches, methodologies and procedures with existing National Procurement Act, 2004 (ACT 663) and Financial Audit Act, 2004 (ACT 664). Should discrepancies exist or if the information is found not to be available the DPCU will gathered them for analysis.

3.5.3 Secondary Data Collection

Every MDA has some level of information/data already existing. These information/data from secondary sources remain in the domain of CSOs/NGOs/CBOs, decentralised and other key departments of the district, donor funded projects (CBRDP, CWSA, GSS, EU and short-terms surveys/studies). These data in quantitative and qualitative form will be gathered, collated and analysed to supplement data gathered from the primary sources.

3.5.4 M&E Information System

For better analysis and reporting to be done, the KWDA needs to have appropriate IT-based monitoring information system that is capable of generating accurate reports to enable the DA assess outcomes and outputs. Generally the Ghana Info database launched in July 2005 by GSS in collaboration with the NDPC represent one of the most credible instruments that could be used. However, the KWDA recently received the software and the scheduled officers have gone for training on the software. The district further has in its possession appropriate software's Sampling Programme for Survey Statistician (SPSS) which is a computerised worksheet programme for statistical analysis and a microcomputer projection programme for Population Analysis and Socio-economic impacts of Population Growth which is a component of the SPECTRUM System of Policy Models: a series of Computer Programmes for Population, Family Planning, HIV/AIDS and Reproductive Health Analysis and Projections. This will be supported with MS Excel and data entry and analysis software EPI Info for the data analysis.

3.5.5 Data Analysis and Use of the Results

Information and data gathered need to be analysed for several purposes and the DPCU has noted these so as to remain focus. Besides analysing data for reporting to RPCU, NDPC and to satisfy development partners, the analysis and interpreted are essential to highlight areas of concern and to identify appropriate interventions for development and poverty reduction in the KWDA. The analysis and interpretation will also go a long way to demonstrate how KWDA is performing in relation to all the core and district specific indicators.

The collection, collation, analysis and interpretation of the M&E activities shall be the responsibility of the DPCU with support from other departments. The analysis will employ SPSS, SPECTRUM, MS Excel and

EPI Info to analysed and interpret data appropriately. The analysis will also involve the use of narrative and graphical presentations (charts, graphs, trends etc)

Data analysis and interpretation is as good as storage of the information. The KWDA has designated a specific central location for holding all the data and information to facilitate easy retrieval.

2.5.6 Use of Results

- Results of data analysis on Education

Data analysis for education in the DA would help to determine the following

- Number and conditions of school infrastructure in both basic and junior high schools within the district
- School enrolment situation particularly the proportion of girl child in school against their boy counterpart and in relation to the total enrolment in basic and junior high schools
- The proportion of girls who pass successfully and are able to enter the senior high school in relation of boys who does same
- Number and ratio of teachers at the community level
- Number, nature and conditions of school furniture and other school infrastructure
- Level of awareness of HIV/AIDS/STIs among in-school youth in the district

- Results of data analysis on Health

Analysis of data on health issues within the district would help to determine the following:

- Number, level and adequacy of health delivery system within the district and their spatial distribution in terms of facilities
- Adequacy of health equipment within the district and their conditions
- Proportion of health staff in the district in relation to in- and out-patient
- Child nutrition and infant mortality rate
- Physical and financial access situation of people in the district
- Complementary roles of traditional medicine as supplement to orthodox medicine
- Prevalence of HIV/AIDS and other STIs as well as the VCT and Care and Support systems available in the district

- Results of data analysis on Agriculture

Analysis of data on agriculture would help DPCU determine the following

- Proportion of arable land, soil fertility, forest reserves and related issues as encroachment of forest fringe communities unto reserves
- Production levels of cash and food crops and how their influence food sustenance, income levels and general standard of living of farmers within the district
- Nature and appropriateness of extension services within the district
- Level of access to credit available to farmers

- Results of data analysis on Housing

Analysis of data on housing would help DPCU to determine the following

- Housing stock and housing conditions within the district
- The strength of institutions responsible for facilitating housing delivery
- The level of Private sector involvement in the in housing delivery

- Results of data on water and sanitation

Analysis of data on water and sanitation would assist the DPCU to determine the following:

- Water and sanitation provision situation in the district and related water and sanitation related diseases
- Number of water points, type of water and sanitation facilities, access to water
- Solid and liquid waste management practices within the district

- Results of data analysis on road and transport infrastructure

Analysis of data on road and transport infrastructure would determine the following

- State and length of road network and the extent of need for additional road network
- Vehicle situation and stock

- Results of data analysis on energy
  - Major energy sources in the district (firewood, charcoal, kerosene, electricity, LPG) and percentage of population that use each of these sources

3.6 Reporting

Monitoring and Evaluation activities obviously reveal findings, lessons and recommendations that demands attention and action. The most important challenge is the proper documentation of revelations and certainly timely delivery of the report. The primary work of monitoring and evaluation is to assist management in establishing information system and involves the collation of recorded programme/project data and the collection of supplementary data for the analysis and interpretation required to make decisions concerning the goals of the DMTDP.

The DPCU will document all the lessons, findings and recommendations in a report after every Monitoring or Evaluation exercise. The report will be written in a manner that will explore and investigate situation issues on the ground, demonstrate accountability, and ultimately lead to the District to make judgements about monitoring and evaluation object (strengths and weaknesses). Stakeholder's consultations have led to the following conclusions on the reporting requirements. This proposals and/or recommendations are to satisfy the following.

- M&E actors (project actors, communities and sector departments) should be made aware of key observations and findings of the monitoring exercise
- The DPCU should brief the DCE, Presiding Member and other DA actors on progress of work, observations and gaps identified
- The DPCU should prepare Quarterly and Annual Reports incorporating all findings and reactions from the monitoring exercise
- The Annual Progress Report (APR) should be a summation of all the M&E activities conducted within the year under investigation.

The NDPC recommends the following reporting format for M&E exercise:

Outline for District Monitoring and Evaluation Reporting

Title Page

- District

- M&E report for (time Period)

Introduction

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

M&E Activities Report

- Programme/Project status for the quarter or year
- Update on disbursement from funding sources
- Update on indicators and targets
- Update on critical development and poverty issues
- Participatory M&E and other issues

The Way Forward

- Key issues addressed and those yet to be addressed
- Recommendations

Any complete M&E report must include a detailed presentation of the following (but may not need to be in the body of the report):

- The evaluation plan,
- the data collection instruments
- methods and techniques used to analyse and interprete the data

In any given period, most probably, over a period of one year, the DPCU must conduct M&E exercises and the reports thereof should include

1 Monitoring Reports: this should prepare after every monitoring activities. It should Present observations, key findings, and lessons and recommended Actions;

2 Quarterly Progress Reports: this should be prepare and delivered on quarterly basis when M&E activities have been carried out over the period. The report must present key findings, lessons and recommendations as well as recommendations for change.

3 Annual Progress Reports: Annual Progress Reports will be prepared yearly over the plan implementation period. It is expected to be concise but Salient detail must not be compromised. Among other things, The report must present a description of Monitoring or Evaluation Plan/design, instruments, and data analysis and interpretation; Detailed tabulations or analyses of quantitative data, and Transcripts of summaries of qualitative data.

3.7 Dissemination of the Reports

The Monitoring and Evaluation report will certainly contain information both to educate, convince programme/project beneficiaries, inform and the purpose could include beneficiary assessment, decision making, re-planning among others. These information are crucial to both programme/project managers, community members, stakeholders and development partners. Against these requirements, the DPCU will disseminate M&E report to two major levels. Copies of the should be submitted to the RPCU to be forwarded a harmonised regional M&E reports to national MDAs (eg NPDC) which may require the information

The report information will also be disseminated to district and community level actors. The aim is to improve and enhance accountability, transparency to instil confidence in stakeholders. By so doing, the DPCU will win the trust and commitment of all.

It is also important to indicate that the DPCU will disseminate report information in local languages so that local communities and other stakeholders will understand and appreciate the content of the report

DPCU's designed Strategy for dissemination of M&E Report Findings

- **Use of information vans and FM stations to announce, discuss and broadcast content of M&E reports using largely local languages**
- **Use of analogies, graphs or pictorial displays and well explained summaries to highlight selected findings**
- **Meeting with traditional authorities, community opinion leaders, Area Councils, Unit Committees as "conduit" for sending the messages to their communities**
- **Organisation of public hearings, holding of community meetings/durbars/fora at central locations throughout the District to disseminate M&E information**

The following presents the detailed M&E dissemination strategy.

Table 7: Detailed Strategic Approach for M&E Dissemination

Activity	Dissemination Strategy	Target/Interest Group	Time frame	Responsibility	Expected Output
Stakeholders debriefing sessions	DPCU to conduct debriefing sessions for on annual basis	All key stakeholders	Two weeks after conduct of end-of year M&E when draft report would also be ready for dissemination	DPCU	Brief report on the deliberations and consensus reached
General Assembly Meetings	Presentation of key issues on M&E activities	Assembly members, sub-committees, Development Partners, Donor Agencies	On quarterly basis and when any Donor or Dev't Partner makes a special request to satisfy their reporting	DPCU/DCE	Brief report on outcomes of the meeting

			requirements		
Community Sensitisation	Education using Public Address system (information Vans)	Beneficiary communities and Area Councils	Semi-annually	DPCU/Assembly Members/Area Councils	Assessment of level of community/Area Council appreciation of the impact of DMTDP
Public hearings	Community interface meetings through Public hearings	Beneficiary communities	Annually	DPCU/Assembly members/Area Councils	Assessment of level of community/Area Council appreciation of the impact of DMTDP
Media discussions	Radio/FM discussions, Editorials, commentaries etc	General Public	Monthly	DPCU/DCE/NGOs	Level of general public's appreciation through phone-ins etc
Submission of M&E Reports	Delivery of hard and soft copies of M&E reports (monthly, quarterly, annual progress reports) on schedule	RPCU, NDPC, Donor Agencies/Dev't Partners, NGOs	As prescribed by the M&E Calendar	DPCU	Acknowledgement of receipt of reports and feedback

Groups interested in the results of M&E

- Project staff, supervisors and managers (eg tender committee, DCE, DCD, extension agents, DA management)
- Community members involved in the programmes/projects
- Community members not yet reached by the programme/project
- Regional and National implementing agencies (RPCU, NDPC, MDAs)
- International agencies and Donors supporting the project and who provide project funding
- Other development agencies
- The general public

For information dissemination to have desired impact to qualify for use as decision making, policy formulation and advocacy tool, the DPCU or information dissemination team will consider the following:

- Information being disseminated should as much as possible reach the right people – those who needs to know what?, by when and to make what decisions
- Use of communication, language and instruments that catches the attention of the intended audiences
- Messages will be kept quite simple and straightforward and be made more understandable.
- Findings will be communicated more convincingly and timely so that presentation will not represent the views of the DPCU of KWDA
- Community will be conducted based on participatory approach – to involved people

3.8 Budget for Monitoring and Evaluation Activities

The implementation of the DMTDP requires massive injection of financial resources geared towards providing socio-economic infrastructure and services that will ultimately reduce poverty. This also requires that an effective M&E exercise is necessary to ensure that targeted individuals and groups are reached with interventions. The implementation of the district M&E Plan will require about one hundred ahn eleven Thousand, Three Hundred and Seventy Four Ghana cedis (GH₵111,374.00). The amount is needed for human resource and institutional capacity building issues, studies and researches, logistical requirements, documentation and information dissemination, operation and implementation of specific activities and administrative and management cost. Table 8 shows the budgetary requirements for the conduct of an effective monitoring and evaluation.

TABLE 8: BUDGET FOR MONITORING AND EVALUATION ACTIVITIES

Cost Centre/ Resources required	Input Description	Activities for Budget allocation	Quantity/Duration and Cost Estimate	Unit Cost GH⊄	Total Cost GH⊄
Human Resource requirements	Field allowances (staff time) for DPCU, members RPCU monitors, Development Partners, and key stakeholders for conduct of monitoring, field vists, evaluation, progress & review workshop reporting and dissemination	DMTDP Monitoring	38 months	2,160	12,584
		Qtly field visits		2,640	
		Qtly review meetings		3,840	
		Annual progress review wkshop		2,004	
		Annual progress report		660	
		DMTDP mid-term evaluation		220	
		DMTDP evaluation		220	
		Dissemination		840	
	capacity building and training: train 11 DPCU members on Computer software for data analysis; M&E methodologies; Project Cycle Management; Workplanning; Project Appraisal Techniques, Record mgt.	Fees for resource persons	15 days training @ Gh⊄300 for 15 days.	4500	8,625
		Participants allowances	Gh⊄20/day for 15 days for 11 participants	3300	
		Participants snack & lunch	Gh⊄5/day for 15 days for 11 participants	825	
	Organise Technical Assistance support workshop on PM&E on annual basis for 25 key stakeholders	Fees for resource persons	2 days wkshop @ Gh ⊄300	1800	3600
		Participants snack & lunch	Gh⊄5/day for 2 days for 25	750	

		Participants transport allowances	participants GH14/2 days workshop	1050	
Sub-Total					***24,809***
Studies/Research	Conduct of studies and researches to enhance M&E i. Beneficiary assessment ii. Social Infrastructure Audit iii. Impact Assessment iv. Dist Poverty Profiling & Mapping	Consultants fees and reimbursables for maximum of 3 studies/researches	Lumpsum of Gh₵ 3000 per study/research	3000	9000
Sub-Total					***9000***
logistical requirements	Procurement of materials	Stationery for office and field use: A-4 papers, pens	20 boxes of A4 sheet per year @ Gh₵18 per box 7 boxes of pens per year @ Gh₵5 per box 10 Flip Chart Pads per year Gh 9 cedis per pad	1,080 105 270	1,455
	Procurement of office Equipment	1 Desk top computer 1 Desktop Photocopier 1 Laser Printer	1 Desktop computer with accessories @ Gh1150 cedis 1 Desktop Photocopier @ Gh800 cedis 1 Laser Printer @Gh360 cedis	1,150 800 360	4,310

		1 Digital Camera 1 LCD Projector	1 Digital Camera @Gh500 cedis 1 LCD Projector @Gh1500 cedis	500 1,500	
	Procurement of Vehicle & motorbike	Cross-Country Vehicle	1 No. 4x4 8 seater 2 No. Motor bike	45,000 4000	49,000
Sub-Total					***54,,765***
Documentation & M&E information Dissemination	M&E information Dissemination	information vans, Media programs, community fora, public education/sensitisation	4 times per year totalling 12 times within the plan period @ Gh ⊄600 each	2400	7,200
	Materials development and Prinitng for pictoral presentations and distribution	Assorted materials	300 @Gh ⊄1 each	1	300
Sub-Total					***7,500***
M&E Plan operation and implementation	DMTDP Monitoring	Fuel for project monitoring	Gh⊄150/visit for 8 visits per year	1200	3600
	DMTDP Evaluation	Fuel for project evaluation	Gh⊄150/visit for total of 5 evaluation visits	150	750
	Vehicle maintenance cost	General routine maintenance Tyre change Periodic major repairs	Gh⊄100/month for 40 mths Gh⊄250 per tyre every 6 mths	100 1000	4000 6000
Sub-Total					**14,350**

Administrative	Review workshops: 32 participants in	snack and lunch	Gh5/day for 32 participants	160	950
and managment cost	1 day session M&E Reporting	Transport allowance	Gh20/day for 32 participants Lumpsum @Gh50 cedis/yr	640 150	
Sub-Total					***950***
Grand total					**111,374.00**

3.9 Development Evaluation

Development Evaluation is the analysis of observations made in the course of monitoring the impact and performance of a development project, and drawing conclusions with respect to the fulfilment of project objectives. It is the periodic assessment and review of the extent to which the goal and objectives of an activity have been accomplished and further involves a process of determining, systematically and objectively, the relevance, effectiveness and impact of activities in the light of their objectives. The basic parameter for measurement is the GSGDA I.

The DPCU will conduct the three key types of development evaluation namely:

- **Ex-ante Evaluation:** *evaluation conducted prior to commencement of development programme/project implementation and will aim at reviewing the intended plan (goals and objectives) of the programme/project*
- **Mid-term/Interim Evaluation:** *evaluation undertaken at periodic intervals during the implementation stage*
- **Ex-Poster/Terminal Evaluation:** *evaluation carried out after development programme/project implementation.*

In all these the essence will be to

- To judge the worth of on-going programs and to estimate the usefulness of attempts to improve them.
- To assess the utility of new programs and initiatives.
- To increase the effectiveness of program management and administration.
- To satisfy the accountability requirements of program sponsors.

Stakeholders to be involved in conduct of development evaluation will include, but not limited to:

- Internal evaluators (e.g. community leaders and members)
- External evaluators (e.g. DA staff, heads of decentralised departments, development partners and consultants
- Project Beneficiaries

The Evaluation will be expected to serve different purposes and call for different strategies at various stages in the life of development programmes/projects. Specifically:

- In the planning stages of social intervention programs, evaluations focus on assessing the extent and severity of the programmes requiring social intervention and on designing programs to ameliorate them.
- In the conduct of ongoing and new programmes, evaluations help to determine the degree to which programs are effective – that is, how successfully they are providing the intended target populations with the resources, services and benefits envisioned by their sponsors and designers. In addition, impact assessments estimate the effects of the intervention.
- For accountability purposes, and to aid in decisions concerning whether programmes should be continued, expanded, or curtailed, evaluations consider costs in relation to benefits and compare an intervention's cost effectiveness with that of alternative strategies and consider all of these.

In addition to the above the DPCU will consider with urgency to carry out and/or commission other studies as district poverty profiling and mapping, beneficiary assessment, social infrastructure audit of development projects, strategic evaluation, impact assessment and thematic evaluation studies.

Recommended Studies and Evaluations to be conducted

District Poverty Profiling and Mapping
The DPCU would work with CSOs and other stakeholders to prepare poverty profiles and maps for the district. These will be expected to give indications on how poverty manifests itself among different socio-economic groups within the district. The poverty maps will also be expected to indicate how poverty presents itself in spatial terms in the KWDA

Beneficiary Assessment
The KWDA will use Beneficiary Assessment tools to focus on understanding the opinions of service users on the quality and relevance of policies, programmes and projects during and after implementation

Social Infrastructure Audit
Over the years a number of social infrastructure and facilities have been provided for communities and other beneficiaries. Overtime, these infrastructure have gone through conditions as stress, dilapidation and other forms of wear and tear. The conditions have to be known so that so that remedial actions could be provided. The KWDA will commission audit into Social Infrastructure of the district.

Strategic Evaluation
The KWDA may conduct Strategic Evaluation should an issue pose high risks to stakeholders or has generated conflicting views. Strategic Evaluation aims at advancing a deeper understanding of a particular issue and reduce the range of uncertainties associated with different options for addressing them so that ultimately an acceptable working agreements among the concerned parties will be reached.

Impact Assessments (Economic, Social and Environmental)
For KWDA to promote sustainable development and ensure that programmes, projects and policies are economically viable, socially equitable and environmentally sustainable, the District would commission Impact Assessment Studies. Depending upon the situation, the KWDA could commission impact assessment to involve Social, Economic, Environmental Impact Assessment (EIA) and as well Strategic Environmental Assessment

Thematic Evaluation Studies
The KWDA will commission Thematic Evaluation Studies to assess the effectiveness of the thematic policies, programmes and projects from the experiences gained during implementation of sector strategies

Social accountability training districtwide.

3.10 Participatory Monitoring and Evaluation

Often M&E has been planned and prepared outside the place it should take place and that communities were only involved in responding to already prepared questionnaires etc. The information collected is taken away to be analysed and reported usually in the form of written reports. The approach had resulted in project failures and abandonment. Participatory M&E therefore involves the beneficiaries of the programmes and projects taking active part in the M&E processes and activities. Community level actors and members want to know what

their programme has achieved and whether or not efforts are being effective, resources are being used efficiently to achieve the objectives of the programme/project. By taking part in the M&E processes and activities, participants gains a deeper understanding of programme/project progress, strengths and weaknesses so that they contribute more to the success of the programme/project and thus own their work and eventually have positive impact on their lives.

The DPCU, in ensuring Participatory M&E will adhere to the following requirements.

DPCUs Participatory M&E Strategy/Process

- Plan the M&E exercise with community representatives
  - Agree on goals, objectives and expected outputs of the M&E exercise
  - Agree on methodology to adopt and who should be involved
  - Identify who should be involved in the M&E exercise and bring them together on time
  - Agree on duration for conduct of monitoring or evaluation (start and finish dates)
  - Agree on utilisation of the information collected
- Involve representatives in resource mobilisation (funds, inputs, other logistics etc)
- Develop data collection tools together
- Involve participants/community representatives in Field data collection and inspections
- Analyse and prepare report with their full involvement
- Circulate M&E reports, decide on actions etc with community representatives

3.11 Summary of activities to promote PM&E

The DPCU will identify all key NGOs/CBOs working in the KWDA and establish strong partnerships with them with the view of pursuing a common development agenda. Recognising the capacity constraints of community members, CSOs, NGOs and CBOs at the community level, the DPCU will organise workshops to strengthen and build their capacity and to discuss the roles of different stakeholders towards promoting incorporating PM&E results into the district M&E reports. However, NGOs/CBOs who are assessed to have capacity will be engaged by the KWDA (or the DPCU) to provide training and capacity building in use of PM&E tools methodologies for social analysis and participatory impact assessment such as Citizen Report Cards, Community Score Cards, Focus Group Discussions (FGDs) and Participatory Expenditure Tracking of social service expenditures

3.0 Other Issues and Relevance to M&E

3.1 Collaboration with Development Partners

The DPCU will seek to establish strong collaboration with Development Partners who are key contributors to development in the District. The DPCU will establish the following collaborative arrangement with Development Partners:

- Dialogue with development partners on implementation of DMTDP, Sectoral Plans and conduct of M&E exercises
- Budgeting resources for M&E tasks
- Hold regular consultative meetings, review meetings with development partners on key indicators
- Solicit support for training, capacity building and technical assistance towards strengthening the DPCU, Stakeholders, communities etc
- Review of quality of evaluation done by implementing MDAs
- Collaborate to prioritise planned interventions review progress jointly with DP Group and coordinate direct donor support for implementation within the framework of the GPRS
- Deliver key performance indicators to DPCU
- Participate in M&E training programmes to be organised from time to time
- Establish feedback processes with DPs to ensure use of M&E results

3.1 Prototype M&E system

Table 8: SETTING UP A MONITORING AND EVALUATION SYSTEM

WORK STEPS	**MONITORING AND INTERNAL EVALUATION OF THE PROJECT**		**EXTERNAL PROJEC EVALUATION**	
	Contents	**Responsibilities**	**Contents**	**Responsibilities**
1. Identifying the information and data required by project management 2. Data collection 3. Analysis and document	i. Indicators for objectives, results and interim results ii. Indicators for assumptions iii. Sequence of activities and sub-activities. iv. Use of resources v. Cost accounting vi. Project organization vii. Impacts in the project environment.	viii. Head of Organizational Units (HODS) ix. M & E Units (DPCU). x. Project Management	xi. Indicator for overall goals, objectives and results. xii. Indicators for assumptions Identifying project impacts (scheduled and non-scheduled) xiii. Economic viability/benefits xiv. Project executing agency. xv. Analysis of project Environment	xvi. Heads of Organizational Unit xvii. M&E Unit. xviii. Project management xix. Independent experts
4. Assessment and interpretation	i. Comparison of planned targets and actual situation ii. Causes of deviations	iv. Project Management v. Heads of Organizational	vii. Comparison of actual situation and planned targets. viii. Causes of deviation	x. Project executing agency xi. Superior institution in charge of WSS xii. Project management

	iii. Evaluation of impacts in the projects environment	Units vi. Addressee of project reports	ix. Assessment of the economic viability for target group, project executing organization and macro-economy.	xiii. Independent experts.
5. Decision-taking and corrective active	i. Shift in timing of implementation of activities. ii. Adjustment concerning results/interim results iii. Adjustment concerning use of resources iv. Recommendations for change in project concept and objectives.	v. Project Management vi. Heads of Organizational Units	vii. Recommendations viii. Plan updating/replanning. ix. Change in project concept	x. Project executing agencies. xi. Superior institutions in charge of GPRS xii. Project management