

**DISTRICT CAPACITY BUILDING PROJECT**

**(DISCAP)**

**Project Completion Report**

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**for the  
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and the  
Ministry of Local Government, Rural Development and Environment, Government of Ghana, Accra**

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## **Abbreviations**

CBRG	Capacity Building Resource Group	LMFA	List of Materials for Approval
CDPF	Country Development Policy Framework (CIDA)	LOB	Line of Business
CDPF	Comprehensive Decentralization Policy Framework (GOG)	MDAs	Ministries, Departments and Agencies (GOG)
CEA	Canadian Executing Agency	MDBS	Multi-Donor Budget Support
CIDA	Canadian International Development Agency	MDGs	Millennium Development Goals
CWSA	Community Water and Sanitation Agency	MLGRDE	Ministry of Local Government, Rural Development and Environment
DA	District Assembly	M&E	Monitoring and Evaluation
DISCAP	District Capacity Building Project	MOWAC	Ministry of Women and Children’s Affairs
DPCU	District Planning and Coordinating Unit	NDAP	National Decentralization Action Plan
FOAT	Functional Organizational Assessment Tool (MLGRDE)	PIP	Project Implementation Plan
GDO	Gender Desk Officer	PRSP	Poverty Reduction Strategy Paper
GOG	Government of Ghana	RCC	Regional Coordinating Council
GPRS	Ghana Poverty Reduction Strategy	REPOs	Regional Economic Planning Officers
ILGS	Institute of Local Government Studies	RPCU	Regional Planning and Coordinating Unit
IPA	Institute for Policy Alternatives	UN	United Nations
IPS	International Policy Statement (CIDA)	WBS	Work Breakdown Structure

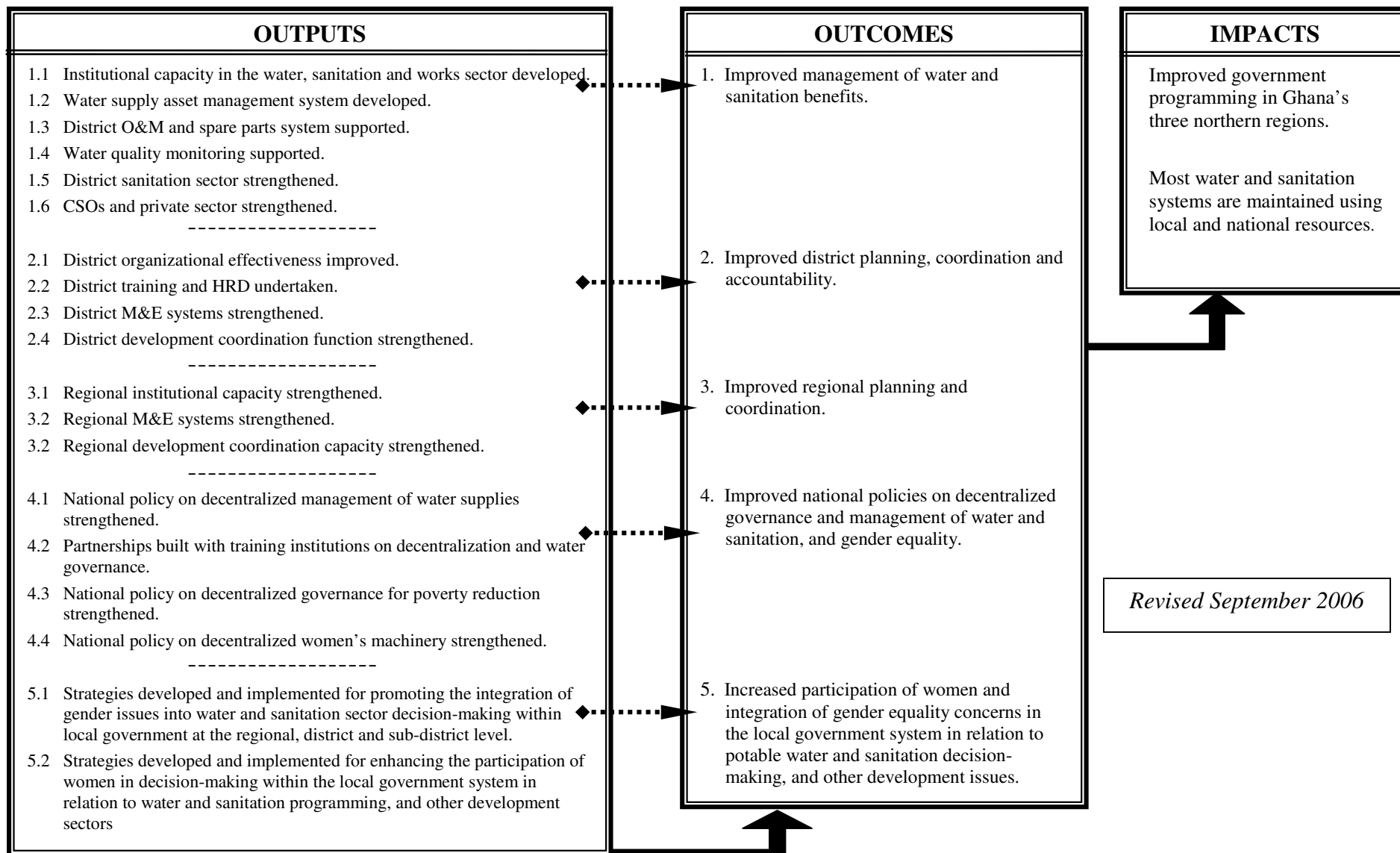
## **1. Project Summary**

Launched in 2000, the District Capacity Building Project (DISCAP) was a local governance and water management initiative of CIDA and the Ministry of Local Government, Rural Development and Environment (MLGRDE) of the Government of Ghana (GoG). The goal of DISCAP was to strengthen regional and district governance and administrative capacities in Ghana's three northern regions. In addition to building these core public-management functions, DISCAP aimed to promote the sustainable management of potable water and sanitation facilities by local institutions, both government and civil society, in the project area, as well as to promote gender mainstreaming at the decentralized governance level. In its 18-month extension phase (2006-2007), DISCAP sought to improve national decentralization, gender mainstreaming and water policies on the basis of innovations and lessons learned from its on-the-ground work in 34 districts in Ghana's three northernmost regions. The project made extensive use of multi-sector stakeholder engagement, management and technical training, gender mainstreaming and decentralized poverty monitoring. The seven-year project budget (2000-2007) was \$10.9 million.

DISCAP also built into its design a strong core of participatory mechanisms that allowed the project to shift and evolve over time to respond to the needs of its stakeholders. This has meant that many of the activities that DISCAP began with seven years ago have evolved into new sets of activities and goals. In particular, in the extension phase, DISCAP sought to take the accumulated experience of the project to the national policy level. In this sense, the project exemplified the decentralized planning model, where the local and regional inform the national, rather than the usual top-down method.

The DISCAP Results Chain on the next page shows the movement of DISCAP's project, moving from the accumulated outputs starting in water, then through decentralized planning, to national-policy results. At each step of the way, this momentum was inflected with gender mainstreaming programming. As a consequence of the building of this momentum, the achievement and sustainability of the outcomes of the project have been ensured.

### DISCAP Results Chain



**1.1. Tombstone Data**

<p><b>Title:</b> <i>District Capacity Building Project (DISCAP)</i></p>	<p><b>Key Project Dates</b>                  Project Was Approved      1999.03.19                  Project Started                2000.11.22                  Project Ended                 2007.10.31</p>
<p><b>Country:</b> <i>Ghana (4254)</i></p>	<p><b>Priorities Addressed:</b>                  The goal of DISCAP was to strengthen local government capacities in the Upper East, Upper West and Northern regions of Ghana.</p> <p>The purpose was to strengthen the capacities of local government bodies to manage, in collaboration with NGOs and private sector stakeholders, potable water and sanitation resources</p> <p>CIDA Sub-Priorities:</p> <ul style="list-style-type: none"> <li>• Water and Sanitation (0106)</li> <li>• Gender Equality (0202)</li> <li>• Democratic Institutions and Practices (0402)</li> <li>• Public Sector Competence (0403)</li> </ul>
<p><b>Line of Business (LOB)</b>      -5</p>	
<p><b>Project Number-</b> <i>A-018452-001</i></p>	
<p><b>Budget:</b> <i>\$ 10,910,460</i></p>	

## 1.2. Information on Stakeholders

Launched in 2000, the District Capacity Building Project (DISCAP) was a local governance and water management initiative of CIDA and the Ministry of Local Government, Rural Development and Environment (MLGRDE) of the Government of Ghana (GoG). The goal of DISCAP was to strengthen regional and district governance and administrative capacities in the 34 districts of Ghana's three northern regions. In addition to building these core public-management functions, DISCAP aimed to promote the sustainable management of potable water and sanitation facilities by local institutions, both government and civil society, in the project area.

The key stakeholders of DISCAP were the district and regional public servants in the three northern regions. Given the key sectoral focus on potable water and sanitation facilities, the project also worked with stakeholders in the water sector, especially in the northern regions. Finally, the project elaborated a strong gender mainstreaming component that generated another group of stakeholders in the north. All of these regional and district stakeholders were embedded in relations with national level stakeholders. In the extension phase of DISCAP, this interrelated set of relations was the main focus of the project's efforts.

## 1.3. Project Rationale

### 1.3.1 Relationship to Local Needs

Once the project was operational, two major policy frameworks were implemented that have guided DISCAP's relationship to local needs in the area of decentralization and improved access to water, as well as enhancing gender mainstreaming. The first such framework, the Ghana Poverty Reduction Strategy (Phases I and II), is the overall guiding policy framework of the Ghana Government. The second is the Millennium Development Goals, established by the UN and ratified by the Ghana Government; these goals are intended to give direction to development planning in countries.

- *Poverty Reduction Strategy Papers.* In Ghana, where decentralization policy has been a priority for 20 years, local governance assumed a prominent role in the country's first Poverty Reduction Strategy Paper (PRSP), known as the Ghana Poverty Reduction Strategy (GPRS I).<sup>1</sup> Its prominence has continued to feature in GPRS II<sup>2</sup>, where there is a similar emphasis on the importance of local governance in poverty reduction. The water sector has also been a key focus of both of Ghana's PRSPs, and is especially critical in the semi-arid northern regions of the country. At the same time, the GoG has developed a detailed national gender policy and has restructured its women's and children's machinery into the Ministry of Women's and Children's Affairs (MOWAC) to play a more robust role in the implementation of this policy within and outside GPRS II.

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<sup>1</sup> Government of Ghana, "Ghana Poverty Reduction Strategy," Accra, 2000.

<sup>2</sup> Government of Ghana, "Ghana Poverty Reduction Strategy II," Accra, 2005.

In 2005, MLGRDE announced that the Cabinet “has approved Ghana's National Decentralization Action Plan (NDAP) with the objective of improving local level service delivery and accountability mechanisms through support for the ongoing process of decentralization.”<sup>3</sup> Elements of the NDAP include: strengthening institutional arrangements for decentralized policy coordination, implementation and monitoring; providing local government with a gradual increase in financial resources and incentives for improved financial management; improved institutional capacity at the local level for equitable and accountable service delivery, and institutionalized partnerships for an inclusive local governance process. DISCAP's activities were, in fact, policy experiments in implementing aspects of the NDAP in the north, which in turn generated valuable lessons for the country as a whole.<sup>4</sup> In addition, and as part of the NDAP, Cabinet recently approved the Comprehensive Decentralization Policy Framework (CDPF)<sup>5</sup> – a document that reiterates Ghana Government’s commitment to decentralization, and provides a concrete timeline for enhancing decentralization. As part of this policy framework, MLGRDE is also in the process of establishing a Functional Organizational Assessment Tool (FOAT)<sup>6</sup> through which District Assembly performance can be monitored and capacity building targeted. This tool builds on the lessons and successes of projects such as DISCAP that have shown how capacity building can contribute directly to decentralized performance.

- *Millennium Development Goals.* The major thematic priorities of DISCAP—governance, water and gender—are crucial in achieving the *Millennium Development Goals* (MDGs).<sup>7</sup> Strong local governance optimizes the provision of the social services necessary to reduce poverty as well as giving voice and choice in public decision-making to local residents. Sustainable, well-managed water and sanitation facilities are essential to good public and individual health. Gender equality creates opportunities for women and girls in education, health and economic empowerment, as well as in governance and politics. It also ensures that needs and interests of all disadvantaged are addressed, women, men, girls and boys alike.

### 1.3.2 Relationship to Canada’s Official Development Assistance (ODA) Priorities

Framing the DISCAP project is CIDA’s International Policy Statement for development:

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<sup>3</sup> Ministry of Local Government and Rural Development. “Statement by Government.” DISCAP Project Steering Committee, Bolgatanga, May 18, 2005.

<sup>4</sup> Ibid.

<sup>5</sup> Ministry of Local Government, Rural Development and Environment, “Ghana Government Comprehensive Decentralization Framework Policy.” Accra, 2007.

<sup>6</sup> Ministry of Local Government, Rural Development and Environment. “Functional Organizational Assessment Tool.” Accra, 2006.

<sup>7</sup> United Nations Development Program. “Millennium Development Goals,” New York, 2001.



- *International Policy Statement.* DISCAP is fully aligned with Canada’s *International Policy Statement (IPS)*.<sup>8</sup> First, because of its strong economic and political performance, Ghana is a candidate-country for increased engagement and development assistance under the IPS.<sup>9</sup>

Second, the project promotes good governance, one of the five priorities of the IPS, as well as *gender equality*, a cross-cutting issue for the statement. Third, DISCAP facilitates the achievement of the MDGs and the GPRS, both strategic tools for improved aid effectiveness under the IPS.

### 1.3.3 Country/Regional Programming Framework

Although a new Country Development Policy Framework for Ghana has yet to emerge, DISCAP is fully aligned with the previous framework:

- *Country Development Policy Framework.* Over the past decade, good governance, sustainable water supplies and gender equality have also been central themes of Canada’s *development assistance* to Ghana, both in the north (where Canada has worked for 30 years) and nationally. DISCAP was one of the first CIDA projects to promote sustainable water supplies through district governance institutions rather than through water-sector agencies per se. Not only was this a response to the limits of working solely through water agencies, but it also was in line with Ghana’s 1992 Constitution, which gives District Assemblies the mandate to implement water policy and ensure services at the district, sub-district and community levels. CIDA’s forthcoming Northern Region Small-Town (NORST) water project will benefit from DISCAP’s town-water optimization model as well as its local governance work. A new CDPF is currently being prepared by CIDA’s Ghana Program, which may increase substantially in scale and impact in the decade ahead. The new CDPF will utilize a mix of program and project tools.

Supporting the implementation of decentralization policy is likely to be a priority of the new Framework.<sup>10</sup> The DISCAP experience can play a useful role in informing the design of, and in bridging towards, a new round of programming in decentralization and also perhaps in town water and in gender equality. For instance, DISCAP recently developed tools for training in strategic leadership and financial management in local government. These tools could be used by the Institute of Local Government Studies and MLGRDE to further strengthen district capacity. Similarly, the District Level Gender

<sup>8</sup> Canadian International Development Agency, “Canada’s International Policy Statement – Development,” Gatineau, 2005.

<sup>9</sup> See, for example, *International Herald Tribune*, “Ghana sets an example,” April 26, 2005.

<sup>10</sup> Among other sources, the new CDPF can draw on multi-donor experience and analysis, such as Development Assistance Committee, “Lessons Learned on Donor Support to Decentralization and Local Governance,” Organization for Economic Cooperation and Development, Paris, 2004; and Peter Morgan, Tony Land and Heather Baser, “Study on Capacity, Change and Performance,” Discussion Paper No. 59A, European Centre for Development Policy Management, Maastricht, 2005.

Mainstreaming Toolkit provides MOWAC and ILGS with a baseline set of tools from which to further enhance gender mainstreaming at the District level.

#### **1.4. Canada 's Role**

Through the ongoing management contributions of DISCAP's Canadian Executing Agency, E.T. Jackson and Associates, as well as the support and input of CIDA officials, Canada has provided an instrumental role in building the capacity of decentralized governance institutions in Ghana's three northern regions. As much as possible, the firm worked through local professionals and regional and district leaders inside and outside government. During the course of this project, CIDA's input and role changed markedly, from a hands-on and supportive role in the project's early and middle years, to a detached and bureaucratic role in its final year.

#### **1.5. Special Considerations**

During the life of the project, two major chieftaincy disputes occurred in the regions DISCAP covered. While these two conflicts did not affect the overall project implementation, these conflicts led to an increase in personnel and management costs, as well as some time loss. Stakeholder engagement in disputed areas required greater labour-intensity and longer timelines, and considerable political care, by project actors.

### **2. Project Assessment**

#### **2.1. Background**

The project design built upon three key principles. First, although DISCAP was a water sector project, it approached water through a governance lens. This reflected the conviction that poor management was the key problem and that therefore capacity-building was the key to sustainable provision of water and sanitation services. Second, DISCAP adopted a multi-level and multi-pronged approach to capacity-building. Although the water systems in northern Ghana are community managed, DISCAP understood that successful capacity-building required interventions at all levels (community, district, regional, national) that were involved in water provision. Similarly, DISCAP took the approach that a variety of complementary interventions were necessary at each level for any one intervention to have the desired impact. Third, and perhaps most important, DISCAP adopted a cooperative and iterative approach to planning project activities. Project objectives and activities were defined in concert with our Ghanaian partners, and were then regularly re-examined and refined in light of project experience.

One consequence of DISCAP's approach to planning was that the nature and emphasis of some project activities shifted over the seven-year life of the project, even though the project goal and purpose remained the same. Key shifts were as follows:

- **Increase in the geographic scope of the project from 16 to 24 districts and then, in the extension phase, to 34 districts.** Time and financial constraints meant that only some of the activities undertaken in the 24 “old” districts were replicated in the 10 “new” districts during the extension phase.
- **Intervention at the community level through the water optimization model.** The original project design had included interventions only down to the district level, but it became apparent early on that a pilot intervention at the community level was necessary in order to develop best practices for Water Board management of small-town water systems.
- **Engagement in the national policy process.** As the project drew to a close, increasing attention was devoted to national policy dialogue, both to spread the lessons learned in DISCAP and to provide a supportive national policy environment for sustaining the DISCAP interventions in the north.
- **Ensuring sustainability of the DISCAP interventions.** Whereas in the initial years of the project the emphasis was on designing and delivering successful capacity-building interventions, in the latter years the emphasis shifted to ensuring the sustainability of these interventions. This meant identifying and working with Ghanaian institutions that could carry on the work started by DISCAP. The key institutions that assumed responsibility for the activities formerly delivered by DISCAP were the regional planning, water and women’s departments, and the regional training institutions in the north.

## 2.2. Output-Level

Over the course of its seven years, DISCAP produced a wide range of outputs across its Work Breakdown Structure (WBS). A detailed record of these output-level results is presented in Annex IV. Highlights are as follows:

### *Improved Management of Water and Sanitation Investments (WBS Series 1000):*

- Institutional capacity of District Water and Sanitation Teams (DWSTs) in 24 districts was strengthened, through provision of equipment, and training in water-system O&M, hygiene and administration;
- A radio campaign on water use and management was broadcast in nine languages across the north;
- An asset register was developed and installed in 24 districts, with 10 high-performing DWSTs receiving more intensive training on its use;
- Training courses were developed and delivered by local institutes on small-town water system operation and financial management for Water Boards;
- Training was provided on water-quality monitoring for 30 districts, and monitoring plans developed for 24 districts;
- The capacity of 24 District Environmental Health Units was strengthened through equipment and training;
- The Association for Northern Water and Sanitation Development Boards was strengthened and became fully operational in the three northern regions;

- A holistic approach to town water management-linking the community, the district and the region, and using mentoring and training-was demonstrated in nine towns in the project's "water optimization model."

***Improved District Planning and Coordination (WBS Series 2000):***

- Seven annual tri-regional workshops of 100 + project stakeholders each were convened to review project progress and plan next steps;
- Gender desk offices were established by District Assemblies in 34 districts, and district gender strategies were prepared, with the project providing equipment, advice, networking and extensive training;
- The project supported a wide range of courses and workshops for district personnel in leadership, management, finance, and gender mainstreaming;
- M&E capacity was built in 12 districts, and M&E tools made available to all districts;
- All 34 districts prepared Medium-Term Development Plans, with DISCAP supporting all districts but focusing on the ten newest districts.

***Improved Regional Planning and Coordination (WBS Series 3000):***

- Ten summits (known as the Mole Series) of the three northern Regional Ministers and their senior staff were organized, including annual dialogues with development partners, to plan and coordinate development efforts in the north;
- Equipment, vehicles, Young Professionals and continuous cooperation and advice provided to the three Regional Planning and Coordination Units in the programming area, which also served as DISCAP's regional offices;
- More than 400 training days in management skills were supported for regional officials;
- A more comprehensive role was developed for the regional level in the local governance system;
- RPCUs were supported in regularizing annual coordination meetings with District Planning and Coordination Units;
- RPCUs were trained and supported to carry out M&E functions.

***Improved National Policies (WBS 4000):***

- A series of national roundtables, workshops and conferences were held on town water management and system operations, and decentralized coordination and monitoring, in the north and in Accra;
- A model Bye-Law for District Assemblies to establish local Water Boards was developed from DISCAP's experience on the ground;
- Partnerships were built with training institutes in the north and in Accra to establish and deliver new courses on decentralized governance, water management and gender equality;
- National level capacity in gender mainstreaming was built in MOWAC and other agencies through training and advice;
- DISCAP provided technical assistance in support of MOWAC's Strategic Implementation Plan.

**Effective Project Management (WBS 5000):**

- Six annual workplans were prepared and submitted;
- Monthly progress reports, quarterly financial reports and semi-annual progress reports were prepared and submitted;
- A seven-year budget of nearly \$11 million was prudently managed; 24 LMFAs were approved and executed;
- Eight Ghanaian young professionals and one Canadian were employed by the project, all of whom will be key development actors in the future

**Cumulative Participant Training Days:**

DISCAP invested heavily in the training of local government officials across northern Ghana – an investment that should pay important development dividends in local governance, water and gender in the next ten to 20 years. As Table 1 shows, two thirds of this investment was directed to water-sector technical training delivered primarily through local institutes. Significantly, nearly 3,000 participant training days were devoted to gender equality and mainstreaming, perhaps the largest such investment in northern Ghana ever. District stakeholders also received almost 2,700 days of training in information technology, monitoring and evaluation and management. Finally, substantial investments in the training of regional officers in management, and national officers in gender mainstreaming, were made by DISCAP.

**Table 1 – Cumulative Participant Training Days Supported by DISCAP, 2001-2007**

Type of Training Activity	Participant Training Days
Water Sector Technical Training	15,028
Information Technology	710
Gender Equality	2,863
Monitoring and Evaluation	1,158
Management Training for District Officers	817
Management Training for Regional Officers	445
Training for National Officers	411
Other Training (YPOs, Drivers)	28
<b>Total</b>	<b>21,460</b>

### 2.3. Outcome-Level

DISCAP's *outcome-level results* are also detailed in Annex IV. The following are key outcomes of the project:

#### *Improved Management of Water and Sanitation Investments*

- Community score-card results in 2007 indicate that water users perceive that “the optimization towns are providing better and more adequate water;”
- In 2007, stakeholders agreed that “the capacity of local institutions to plan and manage water and sanitation is being improved...;”
- A 2007 study by the Community Water and Sanitation Agency found that “the optimization towns do show improved performance as compared to non-optimization towns,” on water quality and quantity, water losses, breakdown rates and financial sustainability;
- DISCAP's own monitoring of the optimization towns in 2006 found that eight of the nine towns had already exceeded the minimum standards set for the end of the project;
- Community score card analysis showed a clear difference in tariff setting between optimization and non-optimization towns with the former viewed by communities as being more transparent and better managed;
- The national Bye-Law, based largely on DISCAP efforts, specifies a transparent, multi-stakeholder process for setting tariffs;
- In 2007, CWSA regional offices in the north recommended that DISCAP's system of mentoring Water Boards be adopted nationally by the Agency.

#### *Improved District Planning and Coordination*

- At project completion, stakeholders agreed that district and regional institutions are improving in their evaluation and monitoring functions;
- They also reported that water and sanitation issues are being systematically integrated into the regional and district planning process;

#### *Improved Regional Planning and Coordination*

- In all three regions, annual regional reviews undertaken by the RPCUs assess development results and their findings are disseminated widely;

- Stakeholders agreed at project end that “stakeholder coordination and collaboration in development planning is increasing through DISCAP efforts;”
- Semi-annual RPCU-DPCU meetings are fully institutionalized as the main mechanism for regional oversight of district planning;
- The Mole series of political leadership summits is fully institutionalized and supported through local resources;
- In the Northern Region, where there are numerous development partners operating, a donor coordination forum has been established.

***Improved National Policies***

- DISCAP experience informed the NDPC’s 2004 Guidelines for Operationalisation of District and Regional Planning Units;
- DISCAP influenced the decision by the Institute of Local Government Studies to strengthen its Tamale campus, and then supported the implementation of this decision;
- The project piloted a campaign for government institutions to pay their debts to local Water Boards in the north, resulting in a national policy by MLGRDE and other agencies for regular payment of institutional bills;
- DISCAP played a lead role in supporting MLGRDE’s promulgation of a new national Bye-Law for the Establishment and Operation of Water and Sanitation Development Boards, based largely on the model Bye-Law created in the north by the project;
- In 2007, the Community Water and Sanitation Agency’s three northern regional offices recommended that DISCAP’s water optimization model be replicated nationally by the Agency;
- DISCAP’s knowledge and experience contributed to the development of the country’s new National Water Policy and to designing new donor-funded interventions in the sector;
- DISCAP’s field experience and its manual on decentralized poverty monitoring were key sources informing NDPC’s 2006 Guidelines for the Preparation of the District Monitoring and Evaluation Plan.

***Gender Equality Promoted***

- An independent evaluation in 2007 of DISCAP’s district gender desk officer model recommended that the model be replicated “in all district assemblies of the country;”
- Also in 2007, the Minister of the Ministry of Women and Children’s Affairs pledged to regularize into law the position of the Gender Desk Officers, and to work with MLGRDE to make this happen;
- The Minister of MOWAC also adopted the gender mainstreaming tool kit prepared by DISCAP, which will be used by an inter-ministerial expert group;
- In the 2006 local elections, the number of women elected to District Assemblies, as well as the number of women holding executive positions in Assemblies, both doubled compared to the previous local elections in 2002;
- The national Bye-Law on Water Boards specifies that at least one-third of Water Board members must be female;

- In 2007, project stakeholders agreed that the “political and administrative leadership are according increased importance to gender and development issues, and that “planners and development coordination staff are using gender analysis skills in their work;”
- All 34 districts have adopted district gender strategies, created district gender networks, and established Gender Desk Offices, and all 34 districts included elements of their gender strategies in their medium-term development plans;
- Finally, an independent evaluation in 2007 concluded that: “DISCAP’s achievement in creating awareness for gender mainstreaming as a strategy for institutionalizing gender concerns into local government has been impressive.”

## **2.4. Impact-Level**

DISCAP’s Logical Framework Analysis (LFA) of 2001 lists two major impact-level results that were expected from the project:

- Improved government programming in Ghana’s three northern regions (Performance indicator: Planning and management tools transferred by the project are applied to other sectors by District Assemblies);
- Most water and sanitation systems are maintained using local and national resources (Performance indicator: Approximately 75% of the community water systems are being maintained using local and national resources).

There is considerable evidence to indicate that the project achieved significant success in both areas.

A more detailed discussion on DISCAP’s impact-level results is presented in Annex IV. The following summarizes this analysis:

### ***Improved Government Programming in Ghana’s Three Northern Regions***

Overall, the project’s partners in northern Ghana report that DISCAP’s work has resulted in significant and sustainable improvements in their planning, coordination, monitoring and evaluation capabilities. Moreover, these improvements have already been applied to non-water sectors of development—because most of these gains are in the core governance functions of regions and districts.

Furthermore, prospects of sustaining these improvements are very good, for five reasons:

- 1) First, through DISCAP’s investment in *training*, regional and district-level staff have acquired a wide range of new skills and knowledge, especially in results-based management and monitoring and evaluation, that strengthen effectiveness and accountability. DISCAP training engaged hundreds of local-government actors, who will continue to contribute, in the north and elsewhere, to good governance and poverty reduction over the next two decades.
- 2) Second, embedding course development and delivery on decentralized governance, water management, gender equality and more in northern and national *training institutes*, DISCAP has set the stage for skills and knowledge, and leadership, to be renewed going forward.



- 3) Third, DISCAP catalyzed *new institutions and mechanisms*, such as the Mole political summits, which will lobby for resources for the north, and semi-annual meetings by the RPCUs and DPCUs that promote accountability and efficiency. The Gender Desk Office is a new institution that has not yet been integrated into the government system, but this may yet happen.
- 4) Fourth, DISCAP helped local partners to elaborate the *evolving roles of existing bodies* (for example, the Regional Administration and the Regional Women’s Departments). In fact, DISCAP helped Ghana as a whole to understand the precise relationships among the various actors in town water management: local Water Boards, the District Assembly, regional CWSA and national policies. This elaboration process can now be applied to other sectors, such as environmental waste management, health services and education.
- 5) Fifth, and finally, DISCAP made important contributions to *national policies* that will sustain a resource flow and accountability process for these gains in government programming in the north. Such policies include NDPC’s guidelines on RPCUs and DPCUs and on district poverty monitoring, as well as guidelines by MOWAC for gender mainstreaming in local government and the MDAs.

***Most Water and Sanitation Systems Are Maintained Using Local and National Resources***

DISCAP made significant progress toward this impact result, as well. The most substantial gains were made in the communities that were part of the water optimization initiative. Three separate sources of evidence underscore this finding:

- In 2006, internal project monitoring found that eight of the nine optimization towns had already achieved or exceeded expected end-of-project performance standards;
- In 2007, citizen report card analysis found the optimization towns clearly out-performing non-optimization towns in terms of water quality and quantity and other measures; and
- Again in 2007, the three regional offices of CWSA, in an independent study, concluded that: “the optimization towns do show improved performance as compared to non-optimization towns.”

The optimization towns, therefore, represent best-practice cases in the maintenance of water systems using local and national resources.

Beyond the optimization towns, stakeholders reported in mid-2007 that DISCAP’s work had further enhanced the sustainability of water systems in the north more generally through a number of other measures, including:

- Increasing the understanding among all actors of the respective *roles and responsibilities* in the local governance system for the management of water and sanitation system, including local Water Boards, the District Assemblies and Administrations, CWSA’s regional offices, and national Ministries, Departments and Agencies;

- Increasing the number of *women* involved in the management of water systems, as operators and as members of Water Boards;
- Increasing the capacities of the four training institutes in northern Ghana to deliver water-related training courses;
- Through an investment in more than 15,000 *participant training* days, supporting new skill and knowledge acquisition on the part of all actors in the community water management system, from system operators to mentors to DWST members;
- Introducing a new policy on the part of MLGRDE and other agencies on regularizing *institutional payment* to Water Boards by government organizations;
- Leading the development of a national *Bye-Law* for the Establishment of Water and Sanitation Development Boards, which MLGRDE has directed must be adopted, in some form, in all districts by the end of calendar 2007 and which clarifies the relationships among communities, Water Boards and District Assemblies, in particular.

Taken together, these various measures at multiple levels will work to ensure that northern water systems in Ghana will be managed effectively using local and national resources in the years ahead.

## 2.5. Overall Project Rating

Overall, DISCAP was a very successful project.

The following table sets out the CEA’s self-assessment of DISCAP’s achievement of progress:

**Table 2 – DISCAP Achievement of Progress**

Project Component	% of Results Achievement		
	Output Level	Outcome Level	Impact Level
Improved management of water supply and sanitation investments (Series 1000)	90%	80%	80%
Improved district planning and coordination (Series 2000)	90%	90%	80%
Improved regional planning and coordination (Series 3000)	100%	100%	95%
Improved national policies (Series 4000)	80%	70%	70%
Project managed effectively (Series 5000)	90%	90%	90%
<b>Total</b>	<b>90%</b>	<b>88%</b>	<b>85%</b>

## 2.6. Unanticipated Results

One general unanticipated result of the project was the deep level of ownership and participation of regional and district government leaders in DISCAP. The project became, in essence, a living part of the bureaucratic life of local governance in Ghana. This will optimize the prospects for sustainability of DISCAP's methods, tools and innovation.

A specific unanticipated result was the Mole series of workshops, or summits, of the political leadership of northern Ghana (the three Regional Ministers), which are now convened twice a year using local resources. A second was the Bye-Law for town water management. These are just two of the results of the project that evolved as the intervention proceeded. They were not, in their specific form, anticipated in the design, planning or start-up of the project.

## 3. Development Success Factors

### 3.1. Relevance

The goal, purpose and objectives were *highly relevant* to the citizens of northern Ghana, the Government of Ghana, CIDA and the broader international community. Both local governance and the management of potable water were, and remain, priorities for all these parties. DISCAP utilized a number of participatory processes (e.g., stakeholder workshops, partnerships with district and regional institutions) to assess and then continuously monitor and adjust the focus and methods of the project as it proceeded, to ensure that DISCAP remained relevant to the changing context, locally and nationally.

### 3.2. Appropriateness

DISCAP was also *highly appropriate* in the way it operated. Again, extensive stakeholder engagement and institutional partnership enabled the project to ensure its appropriateness to the local society and culture. So did DISCAP's emphasis on utilizing local professionals, whose knowledge and networks also promoted appropriateness in the content and methods of DISCAP. In particular, these advantages enabled the project to navigate forward during the complex and unpredictable ethnic tensions and conflicts that emerged in the north regularly during the life of DISCAP. In the area of gender equality, a gender approach (rather than a focus on women's human rights) proved to be appropriate for northern Ghana in that it enabled men to participate.

### 3.3. Cost-Effectiveness

DISCAP made extensive use of local professional and staff resources and generally limited the use of Canadian expertise to very periodic and specialized functions. In addition, fee rates for both Canadians and Ghanaians were at the low to medium end of the

market. The majority of procurement was carried out locally, as well. Furthermore, in the two audits completed on DISCAP during the project's lifetime, expenditures were judged to be reasonable and prudent, and the project's financial reporting to be professional and thorough. Overall, then, over its seven years of operation, DISCAP operated in a cost-effective manner.

### **3.4. Sustainability**

Almost every method and tool of the project—from stakeholder engagement and institutional partnership, to extensive training and coaching, to ground-up policy-making—was aimed at *optimizing sustainability*. The multi-level and multi-pronged approach of the project resulted in mutually reinforcing activities and results in, for example, planning, water and gender. Furthermore, the significant investment in training made by the project—supporting more than 21,000 participant training days—means that a critical mass of district and regional leaders, managers and technical specialists will integrate methods and tools from the project into their daily professional activities, and, in one form or another, will make use of project innovations and practices over the next ten to 20 years.

## **4. Management Success Factors**

### **4.1. Partnership**

DISCAP was characterized by a *wide range of partnerships*. However, the most important one was that between the Canadian and Ghanaian firms which combined to implement this project. E. T. Jackson and Associates Ltd. and Gariba Development Associates brought to DISCAP nearly 20 years of cooperation and trust-building on the part of their chief executives. This translated into a continuous flow of communication and joint decision-making between the firms—based on a prime assumption that local knowledge should lead and foreign expertise should follow, rather than the reverse. CIDA and other donors should encourage similar long-term partnerships of mutual respect between Canadian and developing country organizations, whether such organizations are firms, non-governmental organizations, think tanks or government agencies. In addition to the foundational relationship between the two firms, the permanent, core participation of the Regional Economic Planning Officers (REPOs), on the Project Steering Committee and in every component of the project, greatly enhanced the effectiveness of DISCAP's interventions and engendered a deep sense of ownership of the projects by its beneficiaries. In the middle and later years of the project, key partnerships emerged with the training institutes, as well, particularly with ILGS during the extension phase. CIDA's own partnership with DISCAP was very strong and aligned in the first six (and especially first four) years of the project, when much creative joint action took place. In the final year of the project, however, this relationship shifted to one driven mainly by the accountability and reporting regimes of the client.

## 4.2. Innovation and Creativity

From the outset, and throughout the project's duration, DISCAP *encouraged innovation and creativity* among its staff, consultants and partners. Among the project's innovations were, for example, its gender equality strategy, the gender desk officer model, the gender mainstreaming kit, the water asset management software, the holistic water optimization model for small towns, the town water Bye-Law, tools for decentralized poverty monitoring, courses for training local-government officials in strategic leadership and financial management, and others. The overall design and iterative approach of the project made room for such innovation. So too did its location on the ground, where stakeholders could immediately test and give feedback on innovation prototypes. In the final 18 months of the project, DISCAP encouraged its senior personnel to undertake creative and innovative policy analysis and formulation in its priority sectors. It is worth noting that DISCAP received considerable professional recognition for its innovations, including the 2004 Export Development Canada Award for Gender Equality Achievement for its district gender model, as well as regular media coverage in Ghana.

## 4.3. Appropriate Human Resource Utilization

DISCAP was characterized, in addition, by *appropriate human resource utilization*. The point has been made elsewhere that the local partner in the CEA team, GDA, succeeded in mobilizing skilled and experienced senior professional staff for the core team in the field office, as well as for a permanent pool of on-call consultants. Expertise in these groups included gender mainstreaming, water engineering, community development, training and financial management. The three senior Ghanaian professionals served on the project for the full seven years, making very valuable contributions to its success. On the Canadian side, specialized, senior-level expertise was mobilized in these areas as well as in software development, local-governance leadership and public finance.

The project was well-served by the three Team Leaders who led it, successively, each with a different set of skills and management style; all three made unique and important contributions, as did the two Associate Team Leaders, on training and gender, in particular. Moreover, the project engaged eight young Ghanaian professionals and one young Canadian as a contribution to training the next generation of development practitioners, while benefiting from the fresh energy and eyes of youth. Finally, DISCAP arranged for its drivers to be professionally trained in driving and maintenance skills, another asset for future development interventions.

## 4.4. Prudence and Probity

DISCAP was audited by CIDA twice over its lifetime, both times receiving very positive assessments for its clear and *prudent financial management and reporting*. Experienced senior staff in the CEA's head office worked closely with the field office, setting up a clear and comprehensive chart of accounts, monitoring account activity, controlling cash flow, coaching administrators in the

field, and conducting annual internal audits. Overall, the project managed its assets efficiently and professionally; the key was in deploying skilled financial managers in both headquarters and the field.

#### **4.5. Informed and Timely Action**

Overall, the DISCAP project was characterized by *informed and timely action*. The project's field office was launched and in operation very soon after contract signing. While internet access was unreliable from the field office in Bolgatanga for the entire seven years, it was sufficient to enable a fairly continuous flow of communication between the CEA's headquarters and the field office on strategic, administrative and programmatic matters. Annual Workplans and Semi-Annual Reports, together with twice-yearly Project Steering Committee meetings, set the framework for planning and implementation against a schedule of outputs. In addition, the DISCAP field office often provided CIDA in Accra and Ottawa with on-the-ground information on ethnic and chieftancy disputes in the north.

### **5. Lessons Learned**

#### **5.1. Development Lessons**

##### **5.1.1 Projects Can Do Things That Budget Support Can't**

DISCAP demonstrated that projects can do things that budget support can't do. The MDBS process in Ghana increases donors' leverage on policy change and the coherence of their efforts, and reduces their transaction costs. In contrast, projects interact with local stakeholders, nurture and reward innovation rapidly, and fight the daily ground wars of accountability. Budget support and projects are mirror images of their respective strengths and weaknesses, and should be seen as complementary, rather than competing, programming tools.

##### **5.1.2 Decentralization Constantly Faces Centralizing Policy Tendencies, Even in Donor Programming**

Early in 2007, DISCAP and ILGS sponsored a best practices conference on decentralization in Ghana. One of the main reflections DISCAP shared at this time was the manner in which new financial controls emanating from Accra, provoked by the shift to reporting for *multi-donor budget support*, such as FOAT were in fact *re-centralizing* financial control over the districts. This re-centralization has been further underscored by the Ministry of Local Government, Rural Development and Environment's recently released decentralization guidelines, that base every major committee examining decentralization issues in Accra, with membership being restricted to central Ministry officials. The move to program versus project funding by donors has also exacerbated this return to the

centre, as donors now have very little presence outside of the capital. In this type of environment, *the implementation of decentralization policy* faces an uphill battle.

### **5.1.3 Software Interventions Matter, and They Make a Difference**

In DISCAP's experience in the water sector, investing in post-installation management capacity building is essential. In the independent evaluation of the optimization towns conducted by CWSA in mid-2007, this point emerged as a major conclusion. Subsequently, CWSA has committed to including post-installation management capacity-building in all of its future work. Also, in the two other major areas of activity—gender mainstreaming and planning coordination, monitoring and evaluation—investing in training and capacity building has proven to be productive. Importantly, the culture of decentralized governance in northern Ghana changed, where gender issues play a much more prominent role now than seven years ago and where the coordination between DAs and RPCUs is the model the country is emulating. Moreover, the experiences DISCAP accumulated over the course of its project-life are now informing the strategy of the Institute of Local Government Studies, which is responsible for maintaining and spreading this level of capacity throughout the country.

### **5.1.4 Enhancing Gender Mainstreaming from the District Upwards Leads to Local Buy-In, Even in the Face of Policy-Level Ambivalence and Even Resistance**

The DISCAP district gender strategy provides a successful model for mainstreaming gender at the district level. The independent evaluation (carried out in mid-2007) recommends that this model be replicated nation-wide. The model helped generate enough support in many districts to ensure its survival despite ongoing disputes at in Accra regarding the future of decentralized gender mainstreaming. However, this does not mean that gender issues have been completely mainstreamed in every district in the north, nor does it mean that the need for continued efforts no longer exist. It does, however, suggest that working from the bottom, or district, up can help to create a lasting set of actors who understand, have bought in to, and are sharing gender mainstreaming values. If DISCAP had waited for Accra to decide on how to approach decentralized mainstreaming, it is likely this working example would never have surfaced.

### **5.1.5 Capacity Building Grounded in Learner Centered and Participatory Approaches Helps Generate Knowledge Production and Innovation from Those Already Engaged in the Work**

Grounding capacity building interventions in stakeholders' own experience leads to much greater impacts and innovation. Also, using resource persons who are embedded in the institutions whose capacity is being enhanced goes a long way to ensuring the applicability of the interventions, and their subsequent usefulness. For instance, involving the Regional Directors of MOWAC's Women's Department in capacity building training for new GDOs went a long way to help foster relationships between the two sets of gender

actors, and also gave the Directors an opportunity to place gender mainstreaming into the Ghanaian context, better enabling GDOs to understand the situations they face at the district level.

#### **5.1.6 Software Interventions Are As Much About Bringing People Together in a Neutral Setting As They Are About the Content of the Intervention**

The Mole series for the northern political leadership, as well as the Tri-Regional workshops and countless other training events, have demonstrated how effective it is to bring together key local decision-makers, along with their leading advisors, in order to facilitate free discussions. These discussions are often the starting point for innovations, as well as for consensus building on collective action to be taken.

#### **5.1.7 Using a Multi-Pronged and Multi-Leveled Approach to Overall Capacity Building Planning is Best**

A multi-pronged and multi-leveled approach works best. Multi-pronged is important because any one intervention will necessarily only address part of the overall capacity requirements. For instance, training must be linked to institutional support, so that each becomes effective. Multi-leveled is critical because the various institutions should all work in cooperation with each other. Therefore, there is a need to combine the levels of institutions in order to build momentum around an intervention. Training in M&E for DPCUs, for example, is likely to be effective only if the RPCUs are in a position to follow up and support the DAs as they implement their M&E plans so the RPCUs should be involved in such training, too.

#### **5.1.8 Including the Political Level in Project Consultation, Planning and Interventions is Key to Making Lasting Change**

Engagement of the political level is a key to success. In DISCAP's experience, where training and support were also directed to the political level (e.g. district gender mainstreaming), there was greater commitment and support. Where no specific training and support were given at the political level (e.g. district M&E), the cadres receiving training found it much harder to obtain commitment and support.

#### **5.1.9 Post-Project Capacity Building Must Continue**

While DISCAP's capacity building efforts spawned a wide range of improvements in the way that development in the north is planned, coordinated, implemented, monitored and evaluated, there is also a keen understanding among stakeholders that they themselves must continue the capacity building process in local governance. Political will and leadership will be key to success. So will stakeholders deciding to take their own pro-active action, to face challenges in their own way. Knowledge and experience is available and can be tapped through networking; waiting on outsiders is not necessary. The private sector's capacity should be developed, helping local actors to develop their talent and make a living wage in the north. Finally, national policy debates must be



engaged. The major lesson, and legacy, of DISCAP is that policy debates can, in fact, be deeply affected if they are addressed on the basis of practical field experience.

## **5.2. Management Lessons**

### **5.2.1 Flexible Project Design, and Iterative Project Implementation Create the Conditions for Adaptable Interventions and Local Ownership that Meet Changing/Evolving Local Needs**

DISCAP began with a highly flexible Project Implementation Plan (PIP) process, which lasted nearly a full year. This flexibility, ensured by CIDA, allowed the project to fully sound-out its potential beneficiaries/participants. This consultative process built the local ownership of the project, leading many decentralized officials to feel that DISCAP was an extension of their work. This kind of participation came not only to inform the project design, but its evolution as well. The annual Tri-Regional participatory M&E process ensured the project remained adaptable, changing its focus as those involved saw their needs changing. This type of flexible design and iterative follow through is essential if a project or program is truly going to gain local participation and local ownership.

### **5.2.2 Local Participation and Partnership is Essential for Project Interventions to Last**

Without the ongoing support of the CBRG consultants, as well as the central involvement of local partner-firm Gariba Development Associates, this project would have been very hard-pressed to meet any of its objectives. Partnership must be based on a mutually respectful and supportive relationship – one where both sides adjust to meet the needs of the project. This essential ingredient is crucial for a project to succeed.

### **5.2.3 Project Activities Cannot Succeed Unless They are Supported by Their Own Funding Agency**

Project activities cannot succeed unless they are supported by their own funding agency. The greatest surprise in 2007 was around the disavowal by CIDA-Accra of a commitment to the establishment of a decentralized women's machinery. CIDA is a key player on the national stage in Ghana, and its full support on this file would have made a very significant difference. The insistence by CIDA-Accra that the DISCAP gender objectives formed no part of the CIDA gender strategy in Ghana, and the refusal by CIDA-Accra to support the district gender initiative in any meaningful way, made major national-policy impact virtually impossible in this area.

### **5.3. Operational Lessons**

#### **5.3.1 Using Local Professionals Exploits Local Knowledge and Promotes Sustainability**

DISCAP made a point of using local professionals as much as possible, in three main ways: 1) in its senior program staff, on-site in its field office; 2) through part-time consultants drawn from a pool known as the Capacity Building Resource Group; and 3) through sub-contracts with other local consultants to carry out specialized studies and training activities. In the first two methods, DISCAP's local partner firm provided highly qualified personnel with a range of specializations, drawn mainly, in fact, from northern Ghana. At the same time, DISCAP built strong partnerships with senior professionals in regional and district government units. All of these local professionals will continue, in some way, to utilize the lessons and tools of DISCAP in the north and nationally, over the next ten to 20 years. In general, the DISCAP CEA sought to maximize expenses on local professionals' salaries and fees, and to contain those for Canadian experts.

#### **5.3.2 Embedding Project Functions in a Government Office Promotes Local Ownership and Sustainability**

Rather than setting up separate project sub-offices in each of the three regions in which it was working, DISCAP decided to embed the project in the Regional Planning and Coordination Units of the three Regional Administrations, providing each unit with some programming funds, equipment (including IT), a vehicle and an on-site Young Professional. This strengthened the relationship between the project and the Regional Economic Planning Officers in particular, who proved to be pivotal stakeholders throughout the project's duration. Midway through the project, other donors increased their demands on the RPCUs to coordinate and monitor externally funded interventions. DISCAP's support to these units was crucial to their ability to take on this expanded role (although as external demands continue to grow, they actually need more personnel and budget support now, rather than less).

#### **5.3.3 Engaging with Stakeholders in a Variety of Ways**

The use of multiple stakeholder engagement methods, from participatory M&E processes to roundtables and stakeholder led sponsored studies, helped DISCAP to remain grounded in and responsive to the needs of those the project was designed to serve.

#### **5.3.4 Bringing the South to the North, and Vice Versa, Helps Break Down Regional Divides**

DISCAP took every available opportunity to contribute to the breaking down of the north-south divide in Ghana. By bringing Ministers, government officials and donor representatives north for conferences, those in Accra began to better understand the issues facing northern Ghanaians. In the other direction, the numerous times that DISCAP brought together round tables and discussions in Accra with the deep participation of the three northern regions allowed the north to have a voice in these critical decentralization policy discussions.

### **5.3.5 Deepening the Technological Capacity of Local Governance is Important**

Early in the project design process, there emerged a realization that one of the primary goals of DISCAP must be to bring a basic level IT capacity to the district and regions in the north. This led to the establishment of wireless hubs in the offices of the Regional Coordinating Councils in each of the three regions, and to the provision of IT equipment and training to each of the districts in the regions. In this sense, a baseline of ICT functionality has been established in the regions.

### **5.3.6 Reliable Driving Staff and Vehicles are Essential to Operate in Large Programming Areas**

The importance of well-trained and well deployed driving staff, with good vehicles in working order was also quickly identified as an important criterion to project success. In a project where vast areas of land, and numerous activities need to be covered simultaneously, the need for a reliable driving staff and vehicles is critical. The fact that at the close of the project the great majority of project vehicles were still in good working order, and could be handed over to the government is indicative of the high degree of maintenance and reliability of the staff.

### **5.3.7 Blending Practice with Theory Pays Dividends**

The way that DISCAP consistently blended practice with theoretical reflections also emerged as an important lesson. There was consistent attention both to the implications of a particular practice, and also a broader view of how this practice was situated in the ongoing debate about decentralization. The final best practices conference was one of the best examples of this. At that event, DISCAP's years of field experience enabled it to assess the emerging contradictions in supporting both decentralization and multi-donor budget processes.

## **Annex I: Canadian Content**

In DISCAP, Canadian content was utilized through the services of the Canadian Executing Agency, which deployed two full-time senior Canadian professionals on-site in Bolgatanga for most of the project, mobilized other Canadian professionals on short-term missions, and employed a part-time Project Director and Project Administrator during the life of the project. These services amounted to approximately \$2.7 million, or 25% of the seven-year, \$10.9 million budget. In terms of procurement, a limited quantum of goods and services were purchased from Canadian suppliers. This component of the project's procurement of goods and services amounted to approximately \$400,000 or 4% of the overall project budget.

## Annex II: Project Logical Framework Analysis

**Table 1: Logical Framework Analysis**

<b>COUNTRY REGION</b>	GHANA	<b>VERSION 19 – 2000-01-10</b>	
<b>PROJECT TITLE</b>	DISTRICT CAPACITY BUILDING PROJECT (DISCAP)		
<b>CEA/PARTNER ORGANIZATION</b>	MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT (MLGRD)		
<b>RELATED C/RPF DATED</b>	GHANA PROGRAMMING FRAMEWORK – FEBRUARY 1999 REGIONAL POLICY FRAMEWORK FOR WEST AFRICA – DECEMBER 1995		
<b>NARRATIVE SUMMARY</b>	<b>EXPECTED RESULTS</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>ASSUMPTIONS/RISK INDICATORS</b>
<b>Project Goal (Program Objective)</b>	<b>Impact:</b>	<b>Performance Indicators</b>	
To strengthen local government capacities in the Upper West, Upper East and Northern Regions of Ghana.	<ul style="list-style-type: none"> <li>▪ Improved government programming in Ghana’s three northern regions.</li> <li>▪ Most water and sanitation systems are maintained using local and national resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and management tools transferred by the project are applied to other sectors by DAs.</li> <li>• Approximately 75% of the community water systems are being maintained using local and national resources.</li> </ul>	<ul style="list-style-type: none"> <li>• GOG remains committed to the decentralization process.</li> <li>• Access to potable water remains a priority for the GOG and DAs.</li> </ul>
<b>NARRATIVE SUMMARY</b>	<b>EXPECTED RESULTS</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>ASSUMPTIONS/RISK INDICATORS</b>
<b>Project Purpose</b>	<b>Outcomes:</b>	<b>Performance Indicators</b>	
To strengthen the capacities of local government bodies to manage, in collaboration with NGO and private sector stakeholders, potable water and sanitation resources.	<ol style="list-style-type: none"> <li>1. Increased capacity of district institutions to manage water supply and sanitation.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Increased level of satisfaction of water users (men/women) with the provision of water and sanitation services</li> <li>1.2 Within the context of available resources, improved technical skills are effectively applied by the various stakeholder groups in the management and delivery of water and sanitation programming</li> <li>1.3 Greater uniformity of technical skill levels and approaches for water supply programming among stakeholder groups, including RWSTs, DWSTs, Area Mechanics and Water Boards</li> <li>1.4 The management of water system assets is effective and efficient</li> <li>1.5 Pricing for water services is transparent and consistent with users’ capacity and willingness to pay</li> <li>1.6 Techniques &amp; networks developed for the planning &amp; delivery of water supply services are adopted and refined by regional, district and sub-district stakeholder groups as an integral part of the way they function by 2005 (also used to measure outcomes 2 &amp; 3)</li> </ol>	<ul style="list-style-type: none"> <li>• Institutional strengthening at the DA level will influence the sustainability of community managed water systems.</li> <li>• DAs are committed to optimizing the impact of capacity building (CB) programming provided by the project.</li> <li>• The policy and political environment in Ghana remains conducive to public sector capacity building.</li> <li>• Adequate resources are allocated to the water and sanitation sector.</li> <li>• The integration of gender issues into policies, programs and projects leads partner institutions to address women’s strategic interests rather than solely focusing on their basic</li> </ul>

NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
Project Purpose	Outcomes:	Performance Indicators	
	<p>2. Improved District Planning and Coordination and Accountability</p> <p>3. Improved Regional Planning and Coordination</p> <p>4. Improved Policies on Decentralized Governance and Management of Water and Sanitation</p> <p>5. Increased participation of women and integration of gender equality concerns in relation to potable water and sanitation decision-making.</p>	<p>In 75% of targeted districts:</p> <p>2.1 Comprehensive, efficient and gender-sensitive systems and procedures are used for the planning, coordination, monitoring and evaluation of development interventions</p> <p>2.2 Workplans are prepared and implemented by district-level governance structures responsible for the delivery of water and sanitation programs</p> <p>2.3 District-level resources for water and sanitation programming are systematically secured, committed and disbursed according to plan</p> <p>3.1 Comprehensive, efficient and gender-sensitive systems and procedures are used for the monitoring and evaluation of development interventions including the dissemination of results</p> <p>3.2 RPCUs in all three regions conduct strategic planning based on a sound analysis of monitoring and evaluation data</p> <p>4.1 Policy reform and implementation on decentralized management are influenced by DISCAP’s best practices, cases, courses and tools</p> <p>4.2 Policy reform and implementation on water supply and sanitation are influenced by DISCAP’s best practices, cases, courses and tools</p> <p>5.1 Increase in the number of women participating in water and sanitation-related decision-making with stakeholder groups</p> <p>5.2 Women in stakeholder groups and female water users are satisfied about the extent to which gender issues are reflected in water and sanitation service delivery</p> <p>5.3 A majority of districts have adopted and implemented gender strategies</p>	<p>needs.</p> <p>• The promotion of increased women’s participation does not accentuate resistance from male participants.</p>

NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>▪ GOG contribution of approximately \$0.47M;</li> <li>▪ District Assembly and Regional Coordinating Council contribution of office accommodation and personnel to participate in project planning and delivery</li> </ul>	<p><b>Outputs:</b></p> <p>1.1 Institutional capacity in the water, sanitation and works sector developed.</p> <p>1.2 District water supply asset management system developed.</p> <p>1.3 District O&amp;M and spare parts system supported.</p> <p>1.4 Water quality monitoring in districts supported.</p> <p>1.5 District sanitation sector strengthened.</p> <p>1.6 CSOs and private sectors are strengthened.</p>	<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>• DWSTs/DWDs team members make effective use of knowledge, skills and logistic support for the delivery of water and sanitation programming</li> <li>• 75% of DWSTs are using an integrated approach to water resource management</li> <li>• 75% of DWST/DWSs are effectively using a common and agreed upon asset management system</li> <li>• &amp;M and spare parts systems are established and functional in 75% of the targeted districts</li> <li>• All DWSTs/DWDs are using the common O&amp;M and spare parts system</li> <li>• EPA monitors water quality on a regular basis</li> <li>• Information on water quality is utilized by stakeholder groups</li> <li>• 75% of DEHUs have adopted a district-level sanitation strategy</li> <li>• Increase in the frequency and geographic coverage of monitoring activities carried out by the DEHU in the targeted districts</li> <li>• ANWBs adopt a long-term strategic plan to implement its mandate</li> <li>• ANWBs develops internal capacity to assess its performance in the following areas: service delivery, financial management, communications with members &amp;stakeholders, interaction with District Assemblies</li> <li>• Improvement in the availability and quality of services offered by area mechanics to small towns and villages</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeted beneficiary groups share commitment to project objectives.</li> <li>• Beneficiaries of capacity building activities possess a skill level which will permit the attainment of planned objectives within the project period.</li> <li>• Levels of staff retainment at the local government level remain high.</li> <li>• Inter-ethnic relations remain stable.</li> <li>• Significant areas of the north do not become food insecure</li> </ul>

NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
<b>Resources</b>	<b>Outputs:</b>	<b>Performance Indicators</b>	
	2.1 District organizational effectiveness improved.	<ul style="list-style-type: none"> <li>• Outcomes of region-wide retreats are implemented in 75% of participating districts</li> <li>• All DPCUs are using IT equipment appropriately</li> <li>• Each district adopts Gender Strategy informed by baseline assessments</li> <li>• Gender focal points established in all DPCUs and have adequate logistic support</li> </ul>	
	2.2 District Training and HRD undertaken  2.3 District M&E systems strengthened.	<ul style="list-style-type: none"> <li>▪ DA staff in all districts successfully complete training in key areas identified: gender equality, strategic planning, water resources management, monitoring and evaluation, MIS</li> <li>• DA Executive Committee and Sub-Committee members successfully complete training in key areas identified: gender equality, strategic planning, water resources management, monitoring and evaluation and MIS</li> <li>• All district Gender Focal Persons have successfully completed training</li> <li>• District monitoring and evaluation systems are implemented in all districts</li> <li>• District-level institutions undertake annual monitoring and share results with their stakeholders</li> </ul>	
	3.1 Regional institutional capacity strengthened.  3.2 Regional M&E systems strengthened.	<ul style="list-style-type: none"> <li>• Organizational vision and structure of the RPCU are agreed upon and implemented by all three regions.</li> <li>• Training, ICT equipment and other logistic support provided to all RCCs are being used appropriately</li> <li>• Professional links between the RPCUs and DPCUs strengthened</li> <li>• Mole Retreats lead to improved inter-regional coordination on matters related to poverty reduction, gender equality and water &amp; sanitation programming</li> <li>• RPCU members successfully complete training in key areas</li> <li>• Regional monitoring and evaluation systems are implemented in all districts</li> <li>• Regional-level institutions undertake annual monitoring and share results with their stakeholders</li> </ul>	



NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
<b>Resources</b>	<b>Outputs:</b>	<b>Performance Indicators</b>	
	<p>4.1 National policy on decentralization management strengthened.</p> <p>4.2 Partnership built with training institutions on decentralization and water governance.</p>	<ul style="list-style-type: none"> <li>• National Policy Coordination office strengthened through equipment and logistical support</li> <li>• The project exchanges, with other projects, regions and the centre, relevant experiences in decentralized management of water supplies.</li> <li>• National stakeholder conferences on best practices are supported.</li> <li>• Training materials on decentralized management are developed at ILGS-Tamale</li> <li>• Increased gender sensitivity of training materials developed by ILGS-Tamale</li> <li>• Senior-level courses developed on decentralized management at ILGS-Tamale and GIMPA</li> </ul>	
	<p>5.1 Strategies developed and implemented for promoting the integration of women’s issues into water and sanitation sector decision-making within local government at the regional, district and sub-district levels</p> <p>5.2 Strategies developed and implemented for enhancing the participation of women in decision-making within the local government system in relation to water and sanitation programming</p>	<p>5.1 Analysis of opportunities and constraints to increased participation of women and the integration of gender issues into local government water and sanitation sector decision-making</p> <p>5.2 Number of stakeholder groups which have participated in WID/GE training activities</p> <p>5.3 Number of stakeholder groups collecting and using sex-disaggregated data</p> <p>5.4 Number of stakeholder groups applying concepts and tools transferred in the implementation of GE training activities</p>	

**Table 2: Logical Framework Analysis**

<b>COUNTRY REGION</b>	GHANA	<b>VERSION 20 – 2005-10-11</b>	
<b>PROJECT TITLE</b>	DISTRICT CAPACITY BUILDING PROJECT (DISCAP)		
<b>CEA/PARTNER ORGANIZATION</b>	MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT (MLGRD)		
<b>RELATED C/RPF DATED</b>	GHANA PROGRAMMING FRAMEWORK – FEBRUARY 1999 REGIONAL POLICY FRAMEWORK FOR WEST AFRICA – DECEMBER 1995		
<b>NARRATIVE SUMMARY</b>	<b>EXPECTED RESULTS</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>ASSUMPTIONS/RISK INDICATORS</b>
<b>Project Goal (Program Objective)</b>	<b>Impact:</b>	<b>Performance Indicators</b>	
To strengthen local government capacities in the Upper West, Upper East and Northern Regions of Ghana.	<ul style="list-style-type: none"> <li>▪ Improved government programming in Ghana’s three northern regions.</li> <li>▪ Most water and sanitation systems are maintained using local and national resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and management tools transferred by the project are applied to other sectors by DAs.</li> <li>• Approximately 75% of the community water systems are being maintained using local and national resources.</li> </ul>	<ul style="list-style-type: none"> <li>• GOG remains committed to the decentralization process.</li> <li>• Access to potable water remains a priority for the GOG and DAs.</li> </ul>
<b>NARRATIVE SUMMARY</b>	<b>EXPECTED RESULTS</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>ASSUMPTIONS/RISK INDICATORS</b>
<b>Project Purpose</b>	<b>Outcomes:</b>	<b>Performance Indicators</b>	
To strengthen the capacities of local government bodies to manage, in collaboration with NGO and private sector stakeholders, potable water and sanitation resources.	1. Increased capacity of district institutions to manage water supply and sanitation.	1.1 Increased level of satisfaction of water users (men/women) with the provision of water and sanitation services 1.2 Within the context of available resources, improved technical skills are effectively applied by the various stakeholder groups in the management and delivery of water and sanitation programming 1.3 Greater uniformity of technical skill levels and approaches for water supply programming among stakeholder groups, including RWSTs, DWSTs, Area Mechanics and Water Boards 1.4 The management of water system assets is effective and efficient 1.5 Pricing for water services is transparent and consistent with users’ capacity and willingness to pay 1.6 Techniques & networks developed for the planning & delivery of water supply services are adopted and refined by regional, district and sub-district stakeholder groups as an integral part of the way they function by 2005 (also used to measure outcomes 2 & 3)	<ul style="list-style-type: none"> <li>• Institutional strengthening at the DA level will influence the sustainability of community managed water systems.</li> <li>• DAs are committed to optimizing the impact of capacity building (CB) programming provided by the project.</li> <li>• The policy and political environment in Ghana remains conducive to public sector capacity building.</li> <li>• Adequate resources are allocated to the water and sanitation sector.</li> <li>• The integration of gender issues into policies, programs and projects leads partner institutions to address women’s strategic interests rather than solely focusing on their basic needs.</li> </ul>

NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
Project Purpose	Outcomes:	Performance Indicators	
	<p>2. Improved District Planning and Coordination and Accountability.</p> <p>3. Improved Regional Planning and Coordination.</p> <p>4. Improved Policies on Decentralized Governance, Management of Water and Sanitation, and Gender Equality.</p>	<p>In 75% of targeted districts:</p> <p>2.1 Comprehensive, efficient and gender-sensitive systems and procedures are used for the planning, coordination, monitoring and evaluation of development interventions</p> <p>2.2 Workplans are prepared and implemented by district-level governance structures responsible for the delivery of water and sanitation programs</p> <p>2.3 District-level resources for water and sanitation programming are systematically secured, committed and disbursed according to plan</p> <p>3.1 Comprehensive, efficient and gender-sensitive systems and procedures are used for the monitoring and evaluation of development interventions including the dissemination of results</p> <p>3.2 RPCUs in all three regions conduct strategic planning based on a sound analysis of monitoring and evaluation data</p> <p>3.3 RPCUs develop new procedures and tools for more effectively coordinating development actors in the region</p> <p>4.1 Policy reform and implementation on decentralized management are influenced by DISCAP’s best practices, cases, courses and tools</p> <p>4.2 Policy reform and implementation on water supply and sanitation are influenced by DISCAP’s best practices, cases, courses and tools</p> <p>4.3 Policy reform on decentralized poverty monitoring are influenced by DISCAP’s best practices, cases, courses and tools</p> <p>4.4 Policy reform and implementation on decentralized women’s machinery are influenced by DISCAP’s best practices, cases, courses and tools</p>	

NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
<b>Project Purpose</b>	<b>Outcomes:</b>	<b>Performance Indicators</b>	
	5. Increased participation of women and integration of gender equality concerns in relation to potable water and sanitation decision-making, and other development issues.	5.1 Increase in the number of women participating in water and sanitation-related decision-making with stakeholder groups 5.2 Women in stakeholder groups and female water users are satisfied about the extent to which gender issues are reflected in water and sanitation service delivery 5.3 A majority of districts have adopted and implemented gender strategies	<ul style="list-style-type: none"> <li>The promotion of increased women’s participation does not accentuate resistance from male participants.</li> </ul>

NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
<b>Resources</b>	<b>Outputs:</b>	<b>Performance Indicators</b>	
<ul style="list-style-type: none"> <li>GOG contribution of approximately \$0.47M;</li> <li>District Assembly and Regional Coordinating Council contribution of office accommodation and personnel to participate in project planning and delivery</li> </ul>	1.1 Institutional capacity in the water, sanitation and works sector developed.  1.2 District water supply asset management system developed.  1.3 District O&M and spare parts system supported.  1.4 Water quality monitoring in districts supported.  1.5 District sanitation sector strengthened.	<ul style="list-style-type: none"> <li>DWSTs/DWDs team members make effective use of knowledge, skills and logistic support for the delivery of water and sanitation programming</li> <li>75% of DWSTs are using an integrated approach to water resource management</li> <li>75% of DWST/DWSs are effectively using a common and agreed upon asset management system</li> <li>O&amp;M and spare parts systems are established and functional in 75% of the targeted districts</li> <li>All DWSTs/DWDs are using the common O&amp;M and spare parts system</li> <li>EPA monitors water quality on a regular basis</li> <li>Information on water quality is utilized by stakeholder groups</li> <li>75% of DEHUs have adopted a district-level sanitation strategy</li> <li>Increase in the frequency and geographic coverage of monitoring activities carried out by the DEHU in the targeted districts</li> </ul>	<ul style="list-style-type: none"> <li>Targeted beneficiary groups share commitment to project objectives.</li> <li>Beneficiaries of capacity building activities possess a skill level which will permit the attainment of planned objectives within the project period.</li> <li>Levels of staff retainment at the local government level remain high.</li> <li>Inter-ethnic relations remain stable.</li> <li>Significant areas of the north do not become food insecure</li> </ul>

NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
Resources	Outputs:	Performance Indicators	
	1.6 CSOs and private sectors are strengthened.	<ul style="list-style-type: none"> <li>• ANWBs adopt a long-term strategic plan to implement its mandate</li> <li>• ANWBs develops internal capacity to assess its performance in the following areas: service delivery, financial management, communications with members &amp; stakeholders, interaction with District Assemblies</li> <li>• Improvement in the availability and quality of services offered by area mechanics to small towns and villages</li> </ul>	
	2.1 District organizational effectiveness improved.  2.2 District Training and HRD undertaken.  2.3 District M&E systems strengthened.  2.4 District development coordination function strengthened.	<ul style="list-style-type: none"> <li>• Outcomes of region-wide retreats are implemented in 75% of participating districts</li> <li>• All DPCUs are using IT equipment appropriately</li> <li>• Each district adopts Gender Strategy informed by baseline assessments</li> <li>• Gender focal points established in all DPCUs and have adequate logistic support</li> <li>▪ DA staff in all districts successfully complete training in key areas identified: gender equality, strategic planning, water resources management, monitoring and evaluation, MIS</li> <li>• DA Executive Committee and Sub-Committee members successfully complete training in key areas identified: gender equality, strategic planning, water resources management, monitoring and evaluation and MIS, financial management, policy management</li> <li>• All district Gender Focal Persons have successfully completed training</li> <li>• District monitoring and evaluation systems are implemented in all districts</li> <li>• District-level institutions undertake annual monitoring and share results with their stakeholders</li> <li>• Districts use annual workplans and fora, and ongoing monitoring, and reporting, to coordinate input from all donors and NGOs working in their districts.</li> </ul>	

NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
Resources	Outputs:	Performance Indicators	
	<p>3.1 Regional institutional capacity strengthened.</p> <p>3.2 Regional M&amp;E systems strengthened.</p> <p>3.3 Regional development coordination capacity strengthened</p>	<ul style="list-style-type: none"> <li>• Organizational vision and structure of the RPCU are agreed upon and implemented by all three regions.</li> <li>• Training, ICT equipment and other logistic support provided to all RCCs are being used appropriately</li> <li>• Professional links between the RPCUs and DPCUs strengthened</li> <li>• Mole Retreats lead to improved inter-regional coordination on matters related to poverty reduction, gender equality and water &amp; sanitation programming</li> <li>• RPCU members successfully complete training in key areas</li> <li>• RPCU capacity to coordinate donors strengthened</li> <li>• Regional monitoring and evaluation systems are implemented in all districts</li> <li>• Regional-level institutions undertake annual monitoring and share results with their stakeholders</li> <li>• DAs hold donors, NGOs and ministries accountable for coordination, through multi-stakeholder fora and bilateral consultations</li> <li>• DPCUs develop RBM-based program and financial management tools to effectively monitor and report on all development actors in the region</li> </ul>	
	<p>4.1 National policy on decentralization management strengthened.</p> <p>4.2 Partnership built with training institutions on decentralization and water governance.</p>	<ul style="list-style-type: none"> <li>• National Policy Coordination office strengthened through equipment and logistical support</li> <li>• The project exchanges, with other projects, regions and the centre, relevant experiences in decentralized management of water supplies.</li> <li>• National stakeholder conferences on best practices are supported.</li> <li>• Training materials on decentralized management are developed at ILGS-Tamale</li> <li>• Increased gender sensitivity of training materials developed by ILGS-Tamale</li> <li>• Senior-level courses developed on decentralized management at ILGS-Tamale and GIMPA</li> </ul>	<ul style="list-style-type: none"> <li>• National Decentralization Action Plan receives continued support of MLGRD and the donor community</li> <li>• Training institutions continue to view DISCAP-related training opportunities positively</li> </ul>

NARRATIVE SUMMARY	EXPECTED RESULTS	PERFORMANCE MEASUREMENT	ASSUMPTIONS/RISK INDICATORS
<p><b>Resources</b></p>	<p><b>Outputs:</b></p> <p>4.3 National policy on decentralized governance for poverty reduction strengthened.</p> <p>4.4 National policy on decentralized women’s machinery strengthened</p>	<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>• National guidelines adopted on harmonized capacity building through RPCUs, based on the project’s model</li> <li>• Innovations produced for internally generated revenue of districts, deconcentrated ministries, and the Local Government Service</li> <li>• Project tools and system for M&amp;E are integrated into NDPC guidelines</li> <li>• Models for decentralized donor coordination tested and introduced to MLGRD</li> <li>• Institutionalization of and guidelines for decentralized women’s machinery at the district level nationwide.</li> </ul>	<ul style="list-style-type: none"> <li>• MLGRD supports strong role for RPCUs</li> <li>• MLGRD remains responsive to innovative solutions to challenges of decentralization</li> <li>• NDPC is open to collaboration</li> <li>• The Ministry of Women’s and Children’s Affairs (or MLGRD) succeeds in obtaining the resources to fund District Gender Officer salaries permanently</li> </ul>
	<p>5.1 Strategies developed and implemented for promoting the integration of women’s issues into water and sanitation sector decision-making, and other development issues within local government at the regional, district and sub-district levels</p> <p>5.2 Strategies developed and implemented for enhancing the participation of women in decision-making within the local government system in relation to water and sanitation programming, and other development sectors</p>	<p>5.1 Analysis of opportunities and constraints to increased participation of women and the integration of gender issues into local government water and sanitation sector decision-making</p> <p>5.2 Number of stakeholder groups which have participated in WID/GE training activities</p> <p>5.3 Number of stakeholder groups collecting and using sex-disaggregated data</p> <p>5.4 Number of stakeholder groups applying concepts and tools transferred in the implementation of GE training activities</p>	

### **Annex III: Project Document Inventory**

#### **DISCAP Document Inventory October 2001 – October 2007**

Project Implementation Plan, January 2002

Annual Workplan (18 Months: October 2001 - March 2003), January 2002

Annual Workplan (12 Months: April 2003 - March 2004), April 2003

Revised Annual Workplan (Five Months: November 2003 – March 2004), December 2003

Annual Workplan (12 Months: April 2004 - March 2005), February 2004

Annual Workplan (12 Months: April 2004 - March 2005), April 2004, Final

Annual Workplan (9 Months: April 2005 – December 2005), April 2005

Workplan (17 Months: April 2006 – August 2007), April 2006 / Revised June 2007

Expanding Capacity, Expanding Reach: Report of the DISCAP Expansion Working Group January 2003 / Revised April 2003

From Local Innovation to National Policy: Proposal to Extend the District Capacity Building Project, July 6, 2005

Regional Planning & Coordination Unit (RPCU), In Northern, Upper East and Upper West Regions, Report of Assessment of Client Needs, Final Report, December 2002

#### **SAR for reporting period October 01 – March 02**

No Background documents

#### **SAR for reporting period April 02 – Sept 02**

##### **Background Documents**

- 1 - Developing an Organizational Vision for the RCPU
- 2 - Capacity Assessment Report : Institutions of the Upper East Region
- 3 - Capacity Assessment Report :Institutions of the Upper West Region
- 4 - Capacity Assessment Report :Institutions of the Northern Region
- 5 - Gender Strategy Regional Workshop Report
- 6 - Revised Gender Analysis and Strategy for DISCAP
- 7 - DISCAP Training Guide on Gender Aware Policy in Planning.



**Reporting period: October 2002-March 2003**

**SAR VOLUME II – LIST OF DOCUMENTS**

1. CIDA Website “Stories from the Field”- women play major role in strengthening local governments in northern Ghana.
2. Assessment of Environmental Health, Sanitation and Hygiene Strategies and Practices – Strategy Paper.
3. Assessment of Environmental Health, Sanitation and Hygiene Strategies and Practices – Final Report.
4. Decentralization of Policy Development and Management: Conceptual Perspectives and Global Realities.
5. Course on Policy Formation and Strategic Management of Change for Managers of Decentralization – Concept Paper
6. Course on : District-Level Poverty Monitoring and Evaluation.
7. Training Strategy and Implementation Plan
8. Progress Report on DISCAP’s Gender Strategy.
9. Orientation Paper on Operations & Maintenance of Handpumps and Small Towns Water Systems in Northern Ghana Volume I: Strategy for Operations and Maintenance.
10. Orientation Paper on Operations & Maintenance of Handpumps and Small Towns Water Systems in Northern Ghana Volume II: Current Operations and Maintenance Practices.
11. Orientation Paper on Operations & Maintenance of Handpumps and Small Towns Water Systems in Northern Ghana Volume III: Supporting Documents.

**Reporting period: April 2003-September 2003**

**SAR VOLUME II – LIST OF DOCUMENTS**

1. Terms of Reference for preparing an Assessment and Action Plan for the Integrated Water Resources Management of the White Volta River System – September 2003
2. DISCAP Asset Registry – Brief User Manual – July 2003
3. DISCAP Asset Registry Installation and Documentation - July 2003
4. Orientation Paper on Operations and Maintenance of Handpumps and Small Towns Water Systems in Northern Ghana – Volume I: Strategy for Operations and Maintenance
5. Orientation Paper on Operations and Maintenance of Handpumps and Small Towns Water Systems in Northern Ghana – Volume II: Supporting Documents
6. Orientation Paper on Operations and Maintenance of Handpumps and Small Towns Water Systems in Northern Ghana – Volume III: Current Operations and Maintenance Practices
7. Training & Capacity Building Strategy and Implementation Plan

**Reporting period: October 2003-March 2004**

**SAR VOLUME II – LIST OF DOCUMENTS**

**Section I – Improved Management of Water and Sanitation Investments (WBS Series 1000)**

1. Integrated Water Resources Management Terms of Reference
  - The Assessment of Water Related Health Problems in the White Volta Basin

- Water Quality Assessment and Action Planning for Management Intervention to Address Threats to Water Quality
  - The Assessment of Hydrological Data of the White Volta Basin and Action Planning
2. Concept Note on Optimization Strategy for Small Towns Water Supply Systems in Northern Ghana
  3. DISCAP Training Strategy for District Water and Sanitation Teams
  4. Small Towns Water Optimization Model
  5. Water Quality Report – Executive Summary

**Section II – Improved District Planning, Coordination and Accountability (WBS Series 2000)**

1. Capacity Assessment Report: Covering Eight Districts in the Eastern Corridor of the Northern Region – Executive Summary and Summary of Findings
2. Report on GDO Programme Rapid Appraisal 2003-2004
3. District Gender Desk Officer National Policy Implications and Directions – Concept Note
4. Minutes GDO Policy Discussions MOWAC
5. Mainstreaming Gender in Decentralized Development – Syllabus
6. Gender Mainstreaming Course Information Package
7. DISCAP Strategic Change Management Course Concept Note
8. DISCAP and RPCU Management Training Framework - Revised March 2004
9. DA Governance Sub-Committee Training Concept Note
10. Curriculum Development Workshop Handouts

**Reporting period: April 2004-September 2004**

**SAR VOLUMES II and III – LIST OF DOCUMENTS**

**Section I – Improved Management of Water and Sanitation Investments – WBS 1000**

1. Assessing Institutional Arrangements in Community-Based Management of Water and Sanitation in Northern Ghana – A concept note – May 11, 2004
2. Final Generic Bye-Law for the Establishment and Operations of Water and Sanitation Development Board (WSDBs) – September 2004
3. Optimization of Small Towns Water System: Report on Introductory Training Session held in Wa and Bimbilla – May 2004
4. Small Town Water Supply Optimization Model, Presentation to CIDA – October 2004
5. Assessment of Operation and Maintenance Personnel of Community Managed Water Systems Trained in O&M – August 2004
6. MoU Mentors – Small Towns Water Supply Systems
7. TORs for Assessment of Leakages and Waste Water in the Distribution Network of Small Town Water Supply Systems
8. TORs for Investigating Frequent Pump/Motor Breakdowns in STWSS
9. Association of Water and Sanitation Development Board

**Section II – Improved District Planning, Coordination and Accountability – WBS 2000**

1. Strategic Change Management – A DISCAP Leadership Seminar – June 2004
  - Change Management: In the Context of Decentralization in Ghana – Training on Policy, Leadership and Change Management – S. Gariba
  - Strategic Change Management: A DISCAP Leadership Seminar – K. Graham

- Gender Issues in Strategic Change – K. Durand
- Training Program on Change Management – S. Gariba
- 2. Mainstreaming Gender in Local Government – D. Beaulieu – July 2004
- 3. Mainstreaming Gender in Decentralized Development – Draft Participants Manual – August 2004
- 4. Northern Ghana Political Leadership Forum - A Brief Chronology and Results: Mole I-Mole V – June 2004
- 5. UNESCO – Ghana - Cultural & Historical Assets of Northern Ghana: Concept Note for the Development of These Assets – August 2004
- 6. Final Statement from the Mole VI Summit: Northern Political Leadership and Development Partners – August 2004

**Section III – Improved Regional Planning and Coordination – WBS 3000**

- 1. Decentralized M&E: A Review of the DISCAP Experience in Northern Ghana – October 2004
- 2. Decentralized M&E: Review of Status of Poverty Exercise in Three Districts in northern Ghana August 2004
- 3. M&E Gender Handouts – District Poverty Monitoring Group Training, May 2004
- 4. Best Practices in Decentralized Monitoring & Evaluation of Poverty Reduction – A Roundtable of Emerging Experiences and Practices – Synopsis – October 2004
- 5. Decentralised M&E Process – Training for District Poverty Monitoring Group – May 2004
  - Decentralised M&E Process – Training for District Poverty Monitoring Group
  - Gender Issues in M&E
  - Decentralised M&E Training: Basis of District M&E Process
  - Decentralised M&E Training: Identifying Results, Establishing Indicators and Targets
  - Decentralised M&E Training: Data Analysis
  - Decentralised M&E Training: Reporting and Dissemination Strategies
  - Decentralised M&E Training: Role of the RPMG And DPMG and Action Plans
- 6. Decentralised M&E Process – Training for Regional Poverty Monitoring Group – May 2004
  - Decentralised M&E Process – Training for Regional Poverty Monitoring Group
  - Gender Issues in M&E
  - Assessing the Performance of District Assemblies – Using the District Development Management Capacity Index
  - Group Reports
  - Dissemination Strategies
  - Decentralised Monitoring and Evaluation – Next Steps

**Section IV – Improved Policies on Decentralized Governance and Management of Water and Sanitation – WBS 4000**

- 1. Regional Conference on Decentralized Planning and Management of Poverty Reduction, with a focus on Water Supply, Sanitation and Local Governance – Synopsis
- 2. Decentralized Planning and Management of Poverty Reduction, with a Focus on Water Supply, Sanitation and Local Governance: Best Practices in Northern Ghana, Conference Report – July 2004
- 3a Best Practices Conference – WA – Part One – 5 presentations June 2004
  - Global Dimension and Local Realities of Decentralization – Dean Katherine Graham
  - Government of Ghana – National Decentralization Action Plan – Strategy and Key Features

- Pro-Poor Planning Experiences and Challenges – J.B. Atogiba
  - Indicators of Change in Poverty Status – The Decentralized Poverty Monitoring
  - Civil Society Engagement in M&E – Community Scorecards in Northern Ghana
- 3b Best Practices Conference – WA – Part two – 6 presentations June 2004
- From Water Supply Improvements to Water Governance: Experience from Northern Ghana – W. Dogoli, N. Opuku-Tuffuor, S. Gariba
  - Expanding Water Supply to the Urban Poor – New Energy’s Experience – T. Sayibu Imoro
  - Sharing the Burden & the Benefits of Water Supply: Mainstreaming Gender Equality in Water Delivery - B.B. Batir
  - Promoting Gender Strategy in the Context of Decentralised Development – G. Yennah
  - Conference Synthesis and Way Forward
  - Emerging Best Practices and Decentralised Planning and Management of Poverty Reduction

**Reporting period: October 2004-March 2005**

**SAR VOLUMES II to IV – LIST OF DOCUMENTS**

**Section I – Improved Management of Water and Sanitation Investments – WBS 1000**

1. DISCAP – Ghana Optimization Model’s Progress and Lessons Learnt – PPT, March 2005
  - Ghana- Optimization Model -Achievements per town – February 2005.
2. DISCAP-DWST Management and Administration Training - Training Report (March 2005)
3. Water and Sanitation Asset Register – Manual for Data Collection (December 2004)
4. User’s Guide for Water and Sanitation Asset Manager (October 2004)
5. Tariff Setting Guide
6. Certificate Course in Operation and Maintenance of Small Town Water and Sanitation Systems (January 2005)
7. Advanced Course for Area Mechanics – Trainers Guide (December 2004)
8. Certificate Course in Pipefitting – A Trainer’s Guide (April 2005)
9. Management of Environmental Health in Decentralized Government – Volume I – Facilitator’s Guide, Tamale School of Hygiene (2005)
10. Management of Environmental Health in Decentralized Government – Volume II – Participant’s Handouts, Tamale School of Hygiene (2005)

**Section II – Improved District Planning, Coordination and Accountability – WBS 2000**

1. Course in Gender Mainstreaming in Local Government - Facilitator’s Guide (March 2005)
2. Course in Gender Mainstreaming in Local Government – Participant’s Handouts (March 2005)
3. District Assembly Sub-Committee Training – Concept Note (November 2004)

**Section III – Improved Regional Planning and Coordination – WBS 3000**

No background documents for this reporting period.

**Section IV – Improved Policies on Decentralized Governance and Management of Water and Sanitation – WBS 4000**

1. Best Practices in Decentralized Monitoring and Evaluation of Poverty Reduction – Report on A Roundtable on Emerging Experiences and Practices (November 2004)
2. Learning to Walk the Talk: An International Perspective on Decentralized Poverty Monitoring (November 2004)

**Reporting period: April 2005-September 2005**

**SAR VOLUMES II and III – LIST OF DOCUMENTS**

**Section I – Improved Management of Water and Sanitation Investments – WBS 1000**

1. Delivery of Water and Sanitation Services: A Community Assessment in 6 Districts of Northern Ghana - Final Report, September 2005
2. Losses in Small Town Water Supply Systems
3. Small Town Survey on Water and Sanitation Issues
4. Assessment Report on the Electrical Panel and Pump Breakdowns, May 2005

**Section II – Improved District Planning, Coordination and Accountability – WBS 2000**

1. Reports on Community Assessments of Water and Sanitation Services
  - Bongo and Bolga Districts – July 2005
  - East Gonja District – July 2005
  - Sabota/Chereponi District – July 2005
  - Sissala District - July 2005
2. Financial Management and Strategic Leadership – A DISCAP Leadership Seminar, April 2005
3. Results of the Implementation of the DISCAP Gender Strategy
4. Results-Based Programme Planning and Monitoring and Evaluation, July 2005
5. Expansion District Gender Strategies

**Section III – Improved Regional Planning and Coordination – WBS 3000**

1. The Decentralized Poverty Monitoring and Evaluation Exercise - Bongo District

**Section IV – Improved Policies on Decentralized Governance and Management of Water and Sanitation – WBS 4000**

1. Summary of Discussions of a Roundtable Discussion on a Programme-Based Approach to the Development of the Strategic Action Plan for Gender in Ghana, April 2005
2. A Summary of Discussions at a Roundtable on the Program Based Approach to Decentralization in Ghana, April 2005
3. Building on National Capacity for the Promotion of Gender Equality – MOWAC, July 2005

**Reporting period: October 2005-March 2006**

**SAR VOLUMES II to IV – LIST OF DOCUMENTS**

**Section I – Improved Management of Water and Sanitation Investments – WBS 1000**

1. Water Optimization Model October 2005
2. Water Optimization Participatory Assessment Workshop Report

**Section II – Improved District Planning, Coordination and Accountability – WBS 2000**

1. Gender Mainstreaming in Local Government Course Report

**Section III – Improved Regional Planning and Coordination – WBS 3000**

1. GPRS Analysis; Final Statement From the Mole VIII Summit
2. Final Statement from the Mole VIII Summit

**Section IV – Improved Policies on Decentralized Governance and Management of Water and Sanitation – WBS 4000**

1. Summary of Discussions of a Roundtable Discussion on Water Optimization in Ghana

**Reporting period: April 2006-September 2006**

**SAR VOLUMES II and III – LIST OF DOCUMENTS**

**Section I – Improved Management of Water and Sanitation Investments – WBS 1000**

1. Proposed Communication Strategy and Implementation Plan on Water Optimization in STWS
2. Report on Assessment of the Status of the Asset Register
3. Establishment and Operational WSDB Bye-laws, Ratified: ZABZUBU/TATALE
4. Optimization Model Achieving Maximum Effect and Efficiency of STWSS
5. Optimization Model Exit Strategy
6. Report on Participatory Assessment of Optimization Model Towns
7. Orientation Workshop for Female Operators and Mentors, August 2006
8. Memorandum of Understanding: Between DISCAP and Radio Savannah, Tamale

**Section II – Improved District Planning, Coordination and Accountability – WBS 2000**

1. Capacity Assessment Report: Institutions of the New Districts, September 2006
2. Report on 6th Tri-Regional Meeting and Stakeholders' Evaluation, 2006
3. Report on Workshop for Regional Working Groups in the Three Northern Regions
4. WA West District Gender Action Plan
5. Central Gonja District Gender Action Plan
6. Key Outputs Tolon-Kumbungu Review and Planning Workshop, August 2006
7. Proposal to Access Funds for Gender Activities Bongo District
8. Report on Training Program - Intro to RBM

**Section III – Improved Regional Planning and Coordination – WBS 3000**

1. Enhancing Communications through Broadband Connectivity - Internet in 3 Regions
2. Financial Management Strategy Leadership Seminar – Introduction - May 2006 – ppt
  - a. Financial Management Seminar – Module I – Dimensions of Governance – May 2006 – ppt
  - b. Financial Management Seminar – Module II – Financial Management – May 2006 – ppt
  - c. Financial Management Seminar – Module III – Decentralization and Budget – May 2006 – ppt
  - d. Financial Management Seminar – Module IV – Practical Budget - May 2006 – ppt
  - e. Financial Management Seminar – Module V – Strategic Change Management – May 2006 – ppt

**Section IV – Improved Policies on Decentralized Governance and Management of Water and Sanitation – WBS 4000**

1. ILGS Council Retreat, July 2006
2. From Local Innovation to National Policy - the Missing Middle, May 2006 – ppt
3. Report on Meeting with Minister of MOWAC and other Ministry Officials
4. Fiscal Decentralization Course Materials Workshop, May 2006 – ppt

5. Strategic Decision-Making in a Changing GDE, Seminar for Regional and Deputy Ministers, May 2006 – ppt
6. Memorandum of Understanding (MOU): Between ILGS and DISCAP

**Reporting period: October 2006-March 2007**

**SAR VOLUMES II to IV – LIST OF DOCUMENTS**

**Section I – Improved Management of Water and Sanitation Investments – WBS 1000**

1. Report on Implementation of Water Sector Radio Communication Strategy, UER
2. Workplan for the M&E of Radio Communications Strategy in the Water Sector in 6 Districts in 3 Northern Regions
3. Report on Field Visit to Rectify Defective Programs
4. Report on Assert Management Training for High Performing Districts from UE UW and NR
5. Report on Training Workshops for Using Asset Register as a Management Tool, NR UWR and UER
6. Report on First Intake of Bolgatanga DISCAP Financial Management Training Course Oct.-Nov. 2006
7. Specialized Training for Water Mentors
8. Water Governance and Data Management and Monitoring Report on Workshops
9. Community Interaction for Operation and Management of WULENSI Water System
10. Directory of Service Providers for Small Towns and Point Sources UWR, UER, NR
11. Roles and Responsibilities of Various Actors in Point Sources and Small Town Water Supply
12. Policy Options for Hand Pumps Sustainability – The Ghanaian Experience
13. Report on DISCAP School of Hygiene Training Programme

**Section II – Improved District Planning, Coordination and Accountability – WBS 2000**

1. Gender Representation DAs
2. District Gender Action Plan - Sawla-Tuna-Kalba
3. District Gender Action Plan - Talensi-Nabdom
4. District Gender Action Plan - Sissala West
5. District Gender Action Plan - Wa East
6. DISCAP Gender Strategy Monitoring Grid Tolon Kumbungu District, NR
7. Report on RBM Management Workshop for New DAs, NR, Sept. 2006 Damango

**Section III – Improved Regional Planning and Coordination – WBS 3000**

1. Final Statement from the Mole X Summit

**Section IV – Improved Policies on Decentralized Governance and Management of Water and Sanitation – WBS 4000**

1. Report on Course Team Orientation and Workplan Preparation
2. National Roundtable on a Model DA Bye-Law for Establishment and Operation of WSDBs
3. DISCAP Document Proposal for 2 15-Minute Documentaries on Gender Mainstreaming, and Water and Sanitation Innovations Video
4. Keynote Address Advanced Gender Analysis and Advocacy Training Course, Dec. 2006
5. Review of Progress on MOWAC's Strategic Implementation Plan

6. Report on Advanced Gender Analysis and Advocacy Course
7. Toward Sustaining a Decentralized Women's Machinery in Ghana, DISCAP Gender Exit Strategy
8. DISCAP: Progress Toward Expected Outcomes a Project Update
9. Quarterly Workplan, 3rd Quarter, Oct.-Dec. 2006
10. Quarterly Work Plan, 4th Quarter, Jan.-March 2007

**Project Completion Report - Reporting period: 2000 – 2007**

**Background Documents**

**PCR VOLUME II – LIST OF DOCUMENTS**

1. Consolidated M&E Report on Communication Strategy in 6 districts in Northern Ghana
2. Assessment Report on Asset Management System
3. DISCAP Monitoring Data Our story STWS Optimization Model
4. Experience-Sharing Workshop on Post-Construction Management of Small Town Water Supply Systems Best Practices and Recommendations
5. Stakeholder Perceptions on Key DISCAP Strategies for CB, Tri-Regional Outcomes of Discussions Moving Forward
6. District Gender Strategies of 4 districts
7. Evaluation Report on DISCAP's District Gender Strategy
8. Report Three Day Seminar RDs and GDOs June 07
9. Report on Basic Gender Course for District Chief Executives and Coordinating Directors
10. Community Assessment, Small Town Water Systems, Communities in Northern Ghana Assess WSDBs
11. Review of Medium Term Development Plans for Seven Districts in Northern Ghana
12. Strategic Change for DCEs and DCDs in Brong-Ahofo
13. CWSA Water Study, 3 northern regions July 07
14. Guidelines for the Gender Audit of Training Programs
15. Roundtable, Gender Mainstreaming at the District Level, Institute of Local Government Studies (ILGS)
16. Bye-Laws for the Establishment and Operation of Water and Sanitation Development Boards Within District Assemblies
17. Gender Mainstreaming, National Core Expert Group/ Inter-Ministerial Network
18. Gender Representation on DAs
19. DISCAP Strategic Lessons, Briefing for CIDA, August 2007
20. PROCAP Development for Ghanaian Local Government Service
21. Impacts, Best Practices, Lessons Learned, and Sustainability Challenges, July 25 2007



## **Annex IV: Detailed Project Results**

### **Output-Level Results**

The following output-level results are presented in the order that activities appear in the DISCAP Annual Workplan Framework.

#### **SERIES 1000: Improved Management of Water Supply and Sanitation Investments**

##### **1100: Institutional capacity in the water, sanitation and works sector strengthened**

- Based on the institutional assessment, furniture, equipment and motorbikes supplied to the DWSTs in the 24 original districts.
- DWST members in the original 24 districts trained in small town water system operation and maintenance, hygiene education, and management and administration (845 participant training days).
- IT equipment and computer training supplied to DWSTs in the 24 original districts (120 participant training days).
- Bye-laws legally establishing WSDBs and regulating the DA-WSDB relationship are approved in 5 out of 6 districts with optimization towns (126 participant training days).
- Radio communication strategy on water use and management broadcast over 18 weeks in 9 languages in 3 regions (15 participant training days).

##### **1200: District Water Supply Asset Register and Management System Developed**

- Asset register developed, tested, validated and installed in the 24 original districts with subsequent appropriate training (673 participant training days).
- 10 high-performing DWSTs fully trained and able to use asset register as a management tool (369 participant training days).

##### **1300: District Operation and Maintenance and Spare Parts System Supported**

- O&M and spare parts systems are established and operational in the three northern regions.
- Training courses developed and delivered at Tamale Polytechnic Institute (Small Town Water System Operation) and Bolgatanga Polytechnic (Financial Management for Water Boards). Participants from DAs and Water Boards attend these 6 to 8 week courses (5,356 participant training days, plus 12 participant training days for training of trainers at Bolgatanga Polytechnic).
- Prototype small town water system for training purposes constructed at Tamale Polytechnic Institute.
- Intensive training in short workshops (1,918 participant training days) and other software support, plus some hardware, supplied to nine optimization towns.
- 4 technical and financial water mentors identified and trained (16 participant training days).
- 20 female operators identified and trained for nine optimization towns (136 participant training days).

**1400: Water Quality Monitoring in District Supported**

- Training on water quality monitoring provided in 30 out of 34 districts (468 participant training days).
- Water Quality Monitoring plans developed in the 24 original districts.

**1500: District Sanitation Sector Strengthened**

- Based on the institutional assessment, furniture, equipment and motorbikes supplied to the DEHUs in the 24 original districts.
- DEHU members from all 34 districts attended 8-week environmental health training course at Tamale School of Hygiene (4,060 participant training days).
- Female Environmental Health Officers trained on gender and sanitation (126 participant training days).

**1600: CSOs and Private Sector Strengthened**

- AWSDB fully operational in three northern regions.
- Backlog of institutional debts owed to Water Boards cleared, though problems remain in smooth ongoing operation of system; Water Boards trained on institutional payments process (38 participant training days).
- Training course for area mechanics developed and delivered at Nandom Vocational School (870 participant training days).

**SERIES 2000: Improved District Planning and Coordination**

**2100: District Organizational Effectiveness Improved**

- Seven annual tri-regional workshops held with all districts to provide feedback about, evaluation of, and planning for the work of DISCAP. July 2007 tri-regional workshop focused on the seven-year impact of DISCAP and the means by which the regions, districts and water boards will work to sustain the innovations and systems established.
- Based on institutional assessment, IT equipment and computer training supplied to all 34 DPCUs (320 participant training days).
- Baseline assessment of district gender equality prepared in all 34 districts; subsequently, district gender strategies prepared and district gender networks created in all 34 districts (1,788 participant training days).
- Gender desk offices established by District Assemblies and functioning in all 34 districts.
- Based on institutional assessment, basic office furniture, curtains, and motorbikes provided to all 34 gender desk offices.
- Funds disbursed in 32 out of 34 districts for small gender projects based on the district gender strategy and/or to support meetings of the gender networks.

- Periodic assessment of implementation of district gender strategies undertaken; coaching and mentoring of GDOs performed; regional officers of the Women’s Departments coached on district gender mentoring and monitoring, with two guided district field visits conducted per region.

**2200: District Training and HRD Undertaken**

- Management training courses and sponsorships to national training institutes given to 138 district level officials (647 participant training days).
- DCEs and DCDs in all 34 districts provided with the opportunity to participate in strategic change course (170 participant training days).
- All gender focal persons (GDOs) received training in basic gender mainstreaming, in proposal writing and on working within the district assembly system (249 participant training days).
- District level staff, including DCEs and DCDs, trained in gender mainstreaming (826 participant training days).

**2300: District M&E Systems Strengthened**

- M&E system designed and field tested in 3 pilot districts.
- Based on this pilot, prepared a decentralized M&E Manual, “Indicators for Change;” trained officials in a further 9 districts using this manual (168 participant training days) and supported their M&E exercises.
- Supported 33 district officials to attend M&E training course at ILGS (165 participant training days).
- Supported NDPC as it oriented DPCUs in the 10 new districts on the national District M&E Guidelines; held workshops with these 10 districts for the preparation of their district M&E Plan (228 participant training days).
- Supported three civil society organizations to carry out community scorecards on small town water systems in the north.

**2400: District Development Coordination Function Strengthened**

- Members of the three regional RPCUs and DPCUs from the ten new districts trained in results-based management planning (149 participant training days).
- All 34 Districts prepared their Medium Term Development Plans, with DISCAP supporting the entire process, but focusing on the ten new districts.

**SERIES 3000: Improved Regional Planning and Coordinating**

**3100: Regional Institutional Capacity Strengthened**

- Mole series (meetings of regional political leadership) created; 10 Mole meetings held; series is financially self-sustaining.

- Organizational vision of RPCUs developed and implemented.
- Based upon the institutional assessment, IT equipment and training provided to all 3 RPCUs and selected regional partners (270 participant training days); high-speed internet provided to all 3 RPCUs.
- Equipment and vehicles supplied to all 3 RPCUs.
- Management training courses and sponsorships to national training institutes given to 62 regional level officials (445 participant training days).
- Semi-annual RPCU-DPCU plan coordination meetings created and financially self-sustaining.

### **3200: Regional M&E Systems Strengthened**

- Regional M&E priorities developed, reviewed and validated
- Decentralized M&E manual created (see 2300); RPCUs, regional stakeholders and civil society organizations trained on M&E systems and methods (448 participant training days).
- RPCUs supported to carry out M&E exercises in 9 districts, focusing on poverty monitoring.
- NDPC supported to provide orientation on national District M&E Guidelines at regional level.

### **3300: Regional Development Coordination Function Strengthened**

- Donor coordination forum created and ongoing in Northern Region.

## **SERIES 4000: Improved National Policies**

### **4100: National Policy on Decentralized Management of Water Supplies Strengthened**

- National policy coordinator supplied with computer and a vehicle.
- National roundtable held on Lessons Learned from Optimization Model; workshop on Best Practices for Small Town Water Supply Management held for all Water Boards and District Assemblies in the three northern regions.
- Initiated and animated a process to develop a national model District Assembly bye-law for the establishment and operation of Water Boards; this bye-law agreed in principle at a national workshop of water sector stakeholders; final agreed bye-law issued by MLGRDE to all District Assemblies.
- Supported a study of the optimization model carried out by the three regional offices of CWSA in the north; this study then presented by the three regions to CWSA nation-wide.
- National roundtable held on Best Practices in Decentralized M&E.
- National best practices conference held on Decentralized Management in the Context of GPRS and MDBS.

**4200: Partnerships Built With Training Institutions on Decentralization and Water Governance**

- Water sector courses institutionalized at Bolgatanga Polytechnic, Tamale School of Hygiene, Tamale Polytechnic Institute and Nandom Vocational School (see 1330 and 1560); assistance provided to these institutions to market these courses nation-wide.
- Training of ILGS trainers delivered (27 participant training days); four courses (two gender mainstreaming, strategic change, and monitoring and evaluation) adapted, offered and institutionalized at ILGS Tamale and Accra.
- IT and other equipment supplied to ILGS; core budget support provided to ILGS, thereby allowing it to hire a qualified director for the Tamale campus, and to send two of its senior staff to University of Cape Coast for advanced training (260 participant training days).
- Gender course audit tool developed and tested on two water sector courses.

**4300: National Policy on Decentralized Governance for Poverty Reduction Strengthened**

- Four national policy roundtables held, on strategic change management, the role of the regional level in local governance, the creation of a model national bye-law for Water Boards, and district gender mainstreaming.

**4400: National Policy on Decentralized Women’s Machinery Strengthened**

- National level gender capacity building included advanced gender analysis for MOWAC staff and MDA focal persons (54 participant training days), creation and training of a national gender core expert group (45 participant training days) and gender mainstreaming for chief directors of MDAs (25 participant training days).
- Provided technical assistance in the drafting of the MOWAC Strategic Implementation Plan. Two years later, conducted a review of implementation performance to date, with a focus on the issue of a decentralized women’s machinery.
- Prepared a Tool Kit for District Gender Mainstreaming and presented this Tool Kit to MOWAC and MLGRDE. Included in the Tool Kit was a 15-minute training video for district level gender mainstreaming.
- Supported an independent evaluation of DISCAP’s work on district gender mainstreaming; the results of this evaluation were then presented at one of the national roundtables (see 4300).

**SERIES 5000: Project Managed Effectively**

- Personnel mobilized and managed.
- 6 annual work plans prepared and submitted.
- Regular monthly progress reports, quarterly financial reports and semi-annual reports prepared and submitted
- 24 LMFAs approved; equipment purchased according to approved procedures.
- Ongoing liaison with CIDA in both Canada and Ghana, with the Government of Ghana, and with other development partners.

- Support provided to CIDA M&E missions.
- 8 Ghanaians and 1 Canadian participated in Young Professional Program.

## Outcome-Level Results

### 1. Improved Management of Water and Sanitation Benefits.

#### 1.1 Increased level of satisfaction of water users (men/women) with the provision of water and sanitation services.

- Community score-card exercises carried out in 3 optimization and 4 non-optimization towns by 3 CSOs in the north revealed that, in the perception of water users, “the optimization towns are providing better and more adequate water.”

#### 1.2 Within the context of available resources, improved technical skills are effectively applied by the various stakeholder groups in the management and delivery of water and sanitation programming.

- DISCAP stakeholders at the 7<sup>th</sup> Tri-Regional Workshop in July 2007 agreed with the statement that “the capacity of institutions to plan and manage water supply and sanitation is being improved among stakeholders” (average score 2.95, where 0 = strongly disagree, 4 = strongly agree, and 3 = agree).

#### 1.3 Greater uniformity of technical skill levels and approaches for water supply programming among stakeholder groups, including RWSTs, DWSTs, Area Mechanics and Water Boards.

- All DWST members, Area Mechanics and Water Board members have had access to DISCAP technical courses in their area. These courses are now institutionalized at four training institutes in the north.

#### 1.4 The management of water systems is effective and efficient.

- A July 2007 independent evaluation of DISCAP’s optimization model by the three regional offices of CWSA in the north concluded that “the optimization towns do show improved performance as compared to non-optimization towns.” Performance was measured, *inter alia*, in terms of quantity and quality of water produced, physical and commercial water losses, breakdown rates, and financial sustainability.
- DISCAP’s own monitoring of the optimization towns in May 2006 found that 8 of the 9 Water Boards had already exceeded the minimum performance standards set for the end of the project. These standards were defined in terms of 18 process and outcome measures of performance.

**1.5 Pricing for water services is transparent and consistent with users’ capacity and willingness to pay.**

- The community score-card report stated that “a clear difference is revealed in community opinions regarding tariff setting. The optimization towns scored an average of 3.2 out of 5, whereas the non-optimization towns gave tariff setting 2.6 out of 5. A major component of the optimization post-construction capacity building effort by DISCAP has been the consistent emphasis on transparency with communities over tariff setting. Likewise, the development of asset registers at the District Assembly has enabled the Water and Sanitation Development Boards in the optimization towns to base discussions about tariff increases on solid data regarding the age and capacity of hardware. These issues all surfaced in discussions with community members, as well as staff of the given Water Boards.”
- The national bye-law for the establishment and operation of Water Boards, created as a result of DISCAP efforts, specifies a transparent process for setting water tariffs involving communities, Area Councils, Water Boards and District Assemblies.

**1.6 Techniques and networks developed for the planning and delivery of water supply services are adopted and refined by regional, district and sub-district stakeholder groups as an integral part of the way they function by 2005.**

- The mentor system for supporting Water Boards pioneered by DISCAP has been embraced by water sector stakeholders in the north. The July 2007 independent evaluation of DISCAP’s optimization model by the three regional offices of CWSA in the north recommended that “CWSA should support the institutionalization of the mentor system at the District Assembly level.”
- Four northern training institutions have institutionalized former DISCAP courses as part of their curriculum for water and sanitation training.

**2. Improved District Planning, Coordination and Accountability**

**In 75% of targeted districts:**

**2.1 Comprehensive, efficient and gender-sensitive systems and procedures are used for the planning, coordination, monitoring and evaluation of development interventions.**

- DISCAP stakeholders at the 7<sup>th</sup> Tri-Regional Workshop in July 2007 agreed with the statement that “skills for the monitoring and evaluation activities are improving among regional and district institutions whose mandate it is to undertake M&E” (average score 3.35, where 0 = strongly disagree, 4 = strongly agree, and 3 = agree).
- All 34 districts in the north successfully prepared Medium Term Development Plans, following guidelines issued by the National Development Planning, and drawing upon support provided by DISCAP.

**2.2 Work plans are prepared and implemented by district-level governance structures responsible for the delivery of water and sanitation programs.**

- DISCAP stakeholders at the 7<sup>th</sup> Tri-Regional Workshop in July 2007 agreed with the statement that “water and sanitation issues are being systematically integrated in regional and district development planning efforts” (average score 3.00, where 0 = strongly disagree, 4 = strongly agree, and 3 = agree).
- District Assemblies prepare annual workplans that specify which projects included in their Medium Term Development Plan will be implemented that year.

**2.3 District-level resources for water and sanitation programming are systematically secured, committed and disbursed according to plan.**

**3. Improved Regional Planning and Coordination**

**3.1 Comprehensive, efficient and gender-sensitive systems and procedures are used for the monitoring and evaluation of development interventions including the dissemination of results.**

- DISCAP stakeholders at the 7<sup>th</sup> Tri-Regional Workshop in July 2007 agreed with the statement that “skills for the monitoring and evaluation activities are improving among regional and district institutions whose mandate it is to undertake M&E” (average score 3.35, where 0 = strongly disagree, 4 = strongly agree, and 3 = agree).
- In all three regions, annual District and Regional Reviews now serve as the primary mechanism for monitoring and evaluating district development results; the results of these Reviews are widely disseminated.

**3.2 RPCUs in all three regions conduct strategic planning based on a sound analysis of monitoring and evaluation data.**

**3.3 RPCUs develop new procedures and tools for more effectively coordinating development actors in the region.**

- DISCAP stakeholders at the 7<sup>th</sup> Tri-Regional Workshop in July 2007 agreed with the statement that “stakeholder coordination and collaboration in development planning is increasing through DISCAP efforts” (average score 3.28, where 0 = strongly disagree, 4 = strongly agree, and 3 = agree).
- The Mole series is fully institutionalized and has become the major mechanism through which the northern political leadership coordinates its strategic planning and its relationship with development partners.
- In Northern Region, a donor coordination forum is fully institutionalized and operational; the other two regions have decided not to create such a forum yet, as there are relatively few development partners operating in their regions.



- In all three regions, semi-annual DPCU-RPCU meetings, originally sponsored by DISCAP, have now been fully institutionalized and serve as the main formal mechanism for RPCU oversight of district planning activities.

#### **4. Improved National Policies**

##### **4.1 Policy reform and implementation on decentralized management are influenced by DISCAP’s best practices, cases, courses and tools.**

- DISCAP experience working with DPCUs and RPCUs in the north was a key source for the National Development Planning Commission when it issued its “Guidelines for Operationalisation of District and Regional Planning and Coordination Units”, May 2004.
- DISCAP support contributed to a decision by ILGS to focus on strengthening its northern campus at Tamale. Key advances were the hiring of a Director for the northern campus and the institutionalization of four former DISCAP courses at ILGS.

##### **4.2 Policy reform and implementation on water supply and sanitation are influenced by DISCAP’s best practices, cases, courses and tools.**

- DISCAP took the lead, in partnership with the Association of Water and Sanitation Development Boards, in bringing to national prominence the issue of non-payment of institutional debts owing to Water Boards. Thanks to DISCAP’s efforts, the backlog of debts was paid and a national policy for regular payment of institutional bills was put in place.
- Drawing upon its experiences with the model bye-law in the north, DISCAP was a lead player in the process leading to the promulgation by MLGRDE of a model national Bye-Law for the Establishment and Operation of Water and Sanitation Development Boards.
- A July 2007 independent evaluation of DISCAP’s optimization model by the three regional offices of CWSA in the north recommended that “CWSA should adopt a modified and revised version of the optimization model for replication nationwide.”
- DISCAP knowledge and experience of small town water system operations contributed to the development process of the National Water Policy and was sought by other development partners designing new water and sanitation projects (e.g. AFD, EU).

**4.3 Policy reform and implementation on decentralized poverty monitoring are influenced by DISCAP’s best practices, cases, courses and tools.**

- DISCAP’s M&E experiences and its “Indicators for Change” M&E manual were key sources for the National Development Planning Commission when it issued its “Guidelines for the Preparation of the District Monitoring and Evaluation Plan,” October 2006.

**4.4 Policy reform and implementation on decentralized women’s machinery are influenced by DISCAP’s best practices, cases, courses and tools.**

- A July 2007 independent evaluation of DISCAP’s district gender work concluded that “DISCAP’s work is replicable in all district assemblies of the country.”
- At a national roundtable July 17-18, 2007 to discuss the evaluation report, the Minister MOWAC pledges in her opening speech that “the Ministry would make sure the position of the Gender Desk Officers is regularized by law in the Local Government Act.” At this same roundtable, the Director of the Women’s Department in MOWAC committed to collaborating with MLGRDE in this endeavour.
- A district gender mainstreaming tool kit and video prepared by DISCAP was adopted by the Minister, MOWAC. The lead role promoting district gender mainstreaming was assigned to the inter-ministerial gender core expert group, which was itself established with DISCAP support.

**5. Increased Participation of Women and Integration of Gender Equality Concerns in the Local Government System in Relation to Potable Water and Sanitation Decision Making, and Other Development Issues**

**5.1 Increase in the number of women participating in water and sanitation-related decision-making with stakeholder groups.**

- The September 2006 local elections saw the number of women elected in the three northern regions more than double (2002 – 33 women elected, 2006 – 70 women elected). The number of women holding District Assembly executive positions also more than doubled (2002 – 11 women in executive positions, 2006 – 24 women in executive positions).
- The national bye-law for the establishment and operation of Water Boards, created as a result of DISCAP efforts, specifies that at least 1/3 of Water Board members shall be female.
- All 20 female operators identified and trained by DISCAP were subsequently hired on a permanent basis by their Water Board (though some later left for other employment).

**5.2 Women in stakeholder groups and female water users are satisfied about the extent to which gender issues are reflected in water and sanitation service delivery.**

- DISCAP stakeholders at the 7<sup>th</sup> Tri-Regional Workshop in July 2007 agreed with the statement that the “political and administrative leadership are according increased importance to gender and development issues” (average score 2.88, where 0 = strongly disagree, 4 = strongly agree, and 3 = agree).
- DISCAP stakeholders at the 7<sup>th</sup> Tri-Regional Workshop in July 2007 agreed with the statement that “planners and development coordination staff are using gender analysis skills in their work” (average score 2.82, where 0 = strongly disagree, 4 = strongly agree, and 3 = agree).

**5.3 A majority of districts have adopted and implemented gender strategies.**

- All 34 districts in the north have adopted district gender strategies, created district gender networks and established Gender Desk Offices. All 34 districts included elements of their district gender strategies in their Medium Term Development Plans.
- A total of 32 out of 34 districts in the north drew on the DISCAP small grants fund to support gender sensitive activities drawn from the district gender strategy and/or to support the work of the district gender network.
- A July 2007 independent evaluation of DISCAP’s district gender work concluded that “DISCAP’s achievement in creating awareness for gender mainstreaming as a strategy for institutionalizing gender concerns into local government has been impressive.” The report found that district officials understood the concept of gender mainstreaming and were making good-faith efforts to incorporate gender into district development planning, though they were handicapped by widespread unavailability of sex-disaggregated data and by the overall scarcity of resources.

**Impact-Level Results**

The goal of DISCAP was to strengthen local government capacities in the Upper West, Upper East and Northern Regions of Ghana. The project’s purpose was to strengthen the capacities of local government bodies to manage, in collaboration with NGO and private sector stakeholders, potable water and sanitation resources.

In mid 2007, DISCAP commissioned two independent evaluations in key project sectors – a study of the water optimization model by the three regional offices of the Community and Water Sanitation Agency (CWSA) in the north and a study of DISCAP’s district gender work by an Accra-based consultant. As well, at the final Tri-Regional Workshop in July 2007, attended by approximately 100 stakeholders representing all the partner organizations with which DISCAP had worked, participants were asked to provide an

assessment of the seven-year impact of the project. The impact assessments reported below are based on these three evaluations of DISCAP's performance.

### **1. Improved government programming in Ghana's three northern regions**

According to DISCAP's regional and district partners, the project resulted in a significant and sustainable improvement in their planning, coordination, monitoring and evaluation capabilities. A simple but necessary initial intervention was provision of the equipment (especially computers and vehicles) and targeted skills training necessary for them to do their jobs. Two particular skill sets that regional and district planners reported had been improved as a result of their collaboration with DISCAP were planning using results-based management methods and monitoring and evaluation.

The project also created a number of new institutions that have now become a permanent part of the planning system in the north. The most important is the Mole series of workshops, which brings together the regional political leadership for semi-annual strategic summits; development partners attend one of the two summits each year. The Mole series is now the main mechanism through which the northern political leadership agrees on its strategic priorities, and lobbies development partners. Other key institutions and mechanisms created by DISCAP, and continuing post-project, include regular planning and coordination meetings between district and regional planning units in each region, and a donor coordination forum in Northern Region, where most development partners with operations in the north are based.

Taken together, according to DISCAP's regional and district partners, all these changes have resulted in more efficient and effective service delivery and in increased community involvement in the planning process.

In the specific area of gender, the independent evaluator concluded that "DISCAP's achievement in the creation of awareness in gender mainstreaming as a strategy for institutionalizing gender concerns into local government was impressive." She argued that DISCAP's most important impact was the creation of gender awareness among officials and politicians at all levels in the north. This augurs well for the sustainability of specific gender interventions post-DISCAP. Key interventions, which were replicated in all 34 districts in the north, included the creation of a district gender strategy, a district gender network, and a district gender desk. Key observable results included the inclusion of gender in district planning activities, enhanced service delivery for gender mainstreaming, and increased representation and participation of women in decision-making at community and district level.

These improvements in government programming in the north were the basis for, and were in turn supported by, policy interventions on the national stage. There are three key national governance impacts that can be attributed in part to DISCAP. First, based in large part on DISCAP's experience in the north, the National Development Planning Commission released in May 2004 its "Guidelines for Operationalisation of District and Regional Planning and Coordination Units." Similarly, again drawing on DISCAP experience, in October 2006 it released its "Guidelines for the Preparation of the District Monitoring and Evaluation Plan." These are two key

documents for institutionalizing the district planning system in Ghana. While it cannot be claimed that DISCAP was the sole source for these documents, it is clear that they would not have appeared when they did and in the form they did without DISCAP. Third, DISCAP promoted a national policy dialogue about district gender mainstreaming. As of project end, no national policy had been agreed in this area. Nonetheless, the DISCAP experience was the primary model available to Ghanaian policy makers in the ongoing debates. With respect to one key component of the DISCAP approach to gender mainstreaming, the Minister MOWAC pledged in July 2007 that “the Ministry would make sure the position of the Gender Desk Officers is regularized by law in the Local Government Act.”

Finally, DISCAP helped strengthen the national local government training institute, the Institute of Local Government Studies, in particular its northern campus in Tamale. The key change here was the hiring of a qualified Director for the northern campus.

## **2. Most water and sanitation systems are maintained using local and national resources**

According to the CWSA evaluation, “the optimization towns do show improved performance as compared to non-optimization towns.” Both the CWSA evaluation and DISCAP’s own monitoring measured this improvement in terms of objective technical criteria such as litres of water supplied per capita. The CWSA regional offices in the north were sufficiently impressed with the optimization model, and the associated mentor system, that they recommended that CWSA replicate a modified version of the model and mentor system nation-wide.

Beyond technical improvements in the efficiency and effectiveness of water delivery in the optimization towns, DISCAP partners pointed to a number of significant impacts in the water sector. According to them, the most important change was that the entire concept of community managed water systems was now much better understood, with the respective roles of communities, Water Boards, District Assemblies and CWSA all clarified. In addition, they pointed to the greater involvement of women in water management and the increased capacity of the four training institutes in the north to deliver water-related training courses.

DISCAP can also claim two major impacts at the national level in the water sector. First, DISCAP, together with the Association of Water and Sanitation Development Boards, brought to national attention the issue of institutional debts owing to Water Boards. Thanks to DISCAP action, a national policy to address this issue was put in place and back payments were made to the Boards. Second, based on its experience in the north, DISCAP animated a process to develop a national model bye-law for the Establishment and Operation of Water and Sanitation Development Boards. As of project end, the Ministry of Local Government, Rural Development and Environment had issued a national directive specifying that all districts should debate and ratify a version of the bye-law by the end of 2007. This bye-law represents a major step forward in clarifying the heretofore murky legal foundation for Water Boards and in clarifying the relationships among communities, Water Boards and District Assemblies.

**Annex V: Participant Training Days**

Cumulative to date (January 2001 - March 2007)

Training Course	Training days	Male	Female	Total Participants	Total Participant Training Days	Output Series
<b>Water Sector Technical and Management Training</b>						
Operations and Maintenance of Small Town Water Systems	40	71	14	85	3,400	1330
Advanced Course for Area Mechanics	30	28	1	29	870	1620
Pipe Fitting for Water Board Staff	30	27	1	28	840	1330
Managing Environmental Health Practices in Local Government	35	95	21	116	4,060	1560
Intro to Water Optimization and Operator Efficiency - Module 1	6	69	13	82	492	1340
Water Optimization - Modules 2-5	3	140	59	199	597	1340
Water Optimization - Module 6-8	3	45	16	61	183	1340
Water Optimization - Module 9	3	44	8	52	156	1340
Financial Management for Water Boards, Bolgatanga Polytechnic	36	25	6	31	1,116	1330
Water Governance for Water Boards	3	40	8	48	144	1340
Data Collection and Management for Water Boards	3	48	8	56	168	1340
Roles and Responsibilities in the Water Sector -- Wulensi WSDB & DA	2	23	6	29	58	1340
Pipe Fitting and Pump Repairs for Female Operators	10	-	10	10	100	1340
Introduction to Water Management for Female Operators and Mentors	3	4	8	12	36	1340
Advanced Training for Water Mentors	4	4	-	4	16	1340
Radio Communications Strategy	1	13	2	15	15	1180
Surface Water Treatment	3	25	1	26	78	1340
Asset Management System - Data Collection	4	100	-	100	400	1240
Asset Management System - Data Entry	3	54	37	91	273	1240
Asset Management Applications Training	3	33	6	39	117	1240
Asset Management Applications -- Financial Planning	5	29	1	30	150	1240
Asset Management Applications -- Management Planning	3	32	2	34	102	1240
Water Quality Monitoring - District level	4	105	12	117	468	1410
Gender and Sanitation for Female Environmental Health Officers	3	-	42	42	126	1560
DWST Course on Small Town System Operations and Maintenance	20	20	-	20	400	1130
DWST Hygiene Educators Course	5	22	7	29	145	1130
Management and Administration for DWSTs	5	48	12	60	300	1130
Water Meter Servicing and Repair	3	14	-	14	42	1340
Water Bye-Law Development and Ratification	3	29	13	42	126	1170
Institutional Debt Payment Process, AWSDB AGM	1	33	5	38	38	1610
Training of Trainers -- Bolgatanga Polytechnic	2	6	-	6	12	1330
	<b>279</b>	<b>1,226</b>	<b>319</b>	<b>1,545</b>	<b>15,028</b>	

Training Course	Training days	Male	Female	Total Participants	Total Participant Training Days	Output Series
<b>Information Technology</b>						
DWSTs	5	24	-	24	120	1140
DPCUs	5	43	21	64	320	2130
Regional Officer UWR Computer Hardware	5	1	-	1	5	3140
Regional Officers UWR Computer Software	10	5	4	9	90	3140
Regional Partners (RPCUs, CWSA, Community Development, etc)	<u>5</u>	<u>21</u>	<u>14</u>	<u>35</u>	<u>175</u>	3140
	<b>30</b>	<b>94</b>	<b>39</b>	<b>133</b>	<b>710</b>	
<b>Gender</b>						
Introduction to Gender through Adoption of Gender Strategy Workshop	3	456	140	596	1,788	2160
Training of Trainers on Gender Tool	3	2	4	6	18	2230
Gender Analysis	1	149	66	215	215	2230
Action Planning and Report Writing for GDOs	1	2	14	16	16	2230
Gender Mainstreaming in Local Government	8	33	30	63	504	2230
Gender Mainstreaming for DPCUs, ILGS	7	32	4	36	252	2230
Gender Mainstreaming for DCEs/DCDs, ILGS	<u>2</u>	<u>33</u>	<u>2</u>	<u>35</u>	<u>70</u>	2230
	<b>25</b>	<b>707</b>	<b>260</b>	<b>967</b>	<b>2,863</b>	
<b>Monitoring and Evaluation</b>						
Role of M&E in Poverty Reduction	2	9	3	12	24	3230
Poverty Targeted M&E for Regional Stakeholders	2	10	3	13	26	3230
Decentralized M&E for District Poverty Monitoring Groups	4	30	12	42	168	2320
Community Scorecard Methodology for Community Based Organizations	5	43	29	72	360	3230
Results Based Management	3	17	6	23	69	2410
Results Based Management and M&E	2	29	11	40	80	2410
Decentralized M&E for Regional Poverty Monitoring Groups	2	17	2	19	38	3230
Preparation of a District M&E Plan	2	101	13	114	228	2330
M&E for DPCUs, ILGS	<u>5</u>	<u>31</u>	<u>2</u>	<u>33</u>	<u>165</u>	2330
	<b>27</b>	<b>287</b>	<b>81</b>	<b>368</b>	<b>1,158</b>	
<b>Management Training for District Officers</b>						
Strategic Management	10	3	4	7	70	2210
Women in Management	10	-	1	1	10	2210
Strategic Change (DISCAP Senior Local Governance Advisor)	4	6	2	8	32	2210
Financial Management and Strategic Change (DISCAP Advisors)	3	19	7	26	78	2210
Strategic Change, ILGS	2	27	3	30	60	2210
District Financial Management for DCDs, DBOs and DFOs	2	22	2	24	48	2210
Institute for Adult Education	40	-	1	1	40	2210
Understanding of Company Reports	10	1	-	1	10	2210
Accounting for Non Accountants	5	1	-	1	5	2210

Training Course	Training days	Male	Female	Total Participants	Total Participant Training Days	Output Series
Project Planning and Management	30	1	1	2	60	2210
Diploma in Public Administration	40	3	-	3	120	2210
Monitoring and Evaluation	5	3	1	4	20	2210
Northern Easter School	3	10	11	21	63	2210
Northern New Year School	7	2	1	3	21	2210
Budgeting and Financial Management	30	4	-	4	120	2210
Certificate in Administration and Management	<u>30</u>	<u>2</u>	<u>-</u>	<u>2</u>	<u>60</u>	2210
	<b>231</b>	<b>104</b>	<b>34</b>	<b>138</b>	<b>817</b>	
<b>Management Training for Regional Officers</b>						
Strategic Management (GIMPA)	10	2	3	5	50	3160
Monitoring and Evaluation	5	-	1	1	5	3160
Diploma in Public Administration	40	1	2	3	120	3160
Project Planning and Management	30	2	-	2	60	3160
Human Resources Management	10	1	-	1	10	3160
Project Implementation, Monitoring and Evaluation	10	1	-	1	10	3160
Stores Management	10	-	1	1	10	3160
Northern New Year School	7	2	-	2	14	3160
Strategic Decision-Making in a Changing National and Global Environ.	2	8	1	9	18	3160
Strategic Change (DISCAP Senior Local Governance Advisor)	<u>4</u>	<u>17</u>	<u>20</u>	<u>37</u>	<u>148</u>	3160
	<b>128</b>	<b>34</b>	<b>28</b>	<b>62</b>	<b>445</b>	
<b>Training for National Officers</b>						
B.Comm, Univ. of Cape Coast, for ILGS Officers	130	2	-	2	260	4230
Training of Trainers, ILGS	3	6	3	9	27	4230
MOWAC and MDA Focal Person Advanced Gender Mainstreaming	3	3	15	18	54	4410
Training of Trainers, Gender Core Expert Group	3	-	15	15	45	4410
Gender Mainstreaming, Directors and Department Heads	<u>1</u>	<u>8</u>	<u>17</u>	<u>25</u>	<u>25</u>	4410
	<b>140</b>	<b>19</b>	<b>50</b>	<b>69</b>	<b>411</b>	
<b>Young Professional Officers Training</b>						
YPO Training	<u>1</u>	<u>2</u>	<u>2</u>	<u>4</u>	<u>4</u>	5800
	<b>1</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	
<b>DISCAP Driver Training</b>						
Defensive Driving, STC Course	3	8	-	8	24	--
	<u>3</u>	<u>8</u>	<u>-</u>	<u>8</u>	<u>24</u>	
<b>GRAND TOTALS</b>	<b><u>864</u></b>	<b><u>2,481</u></b>	<b><u>813</u></b>	<b><u>3,294</u></b>	<b><u>21,460</u></b>	