

**IMPLEMENTATION OF THE
DISTRICT MEDIUM TERM DEVELOPMENT PLAN (2006-2009)**

**2009
ANNUAL PROGRESS REPORT**

OFFINSO SOUTH MUNICIPAL ASSEMBLY

MARCH, 2009

ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ANC	Ante-Natal Clinics
APR	Annual Progress Report
BECE	Basic Education Certificate Examination
CBRDP	Community-Based Rural Development Project
CSO	Civil Society Organisation
DACF	District Assembly Common Fund
DMTDP	District Medium Term Development Plan
DPCU	District Planning and Co-ordinating Unit
GER	Gross Enrolment Rate
GES	Ghana Education Service
GETFUND	Ghana Education Trust Fund
GPI	Gender Parity Index
GPRS	Ghana Poverty Reduction Strategy
HIPC	Highly Indebted Poor Countries
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
IGF	Internally Generated Fund
JHS	Junior High School
M&E	Monitoring and Evaluation
MOFA	Ministry of Food and Agriculture
MPCU	Municipal Planning and Co-ordinating Unit
NAR	Net Admission Rate
NDPC	National Development Planning Commission
NGO	Non Governmental Organisation
NHIS	National Health Insurance Scheme
OSMA	Offinso South Municipal Assembly
PTA	Parent Teacher Association
PTR	Pupil Teacher Ratio
RPCU	Regional Planning and Co-ordinating Unit

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EXECUTIVE SUMMARY

This is the third Annual Progress Report of the DMTDP 2006 – 2009. The report assesses the progress made in the implementation of the DMTDP 2006 – 2009 in 2009.

The report uses a set of indicators and targets for monitoring and evaluating the impacts of interventions/programmes undertaken during the implementation of DMTDP 2006 – 2009.

Critical development and poverty issues have been discussed. Recommendations have also been made to address the challenges and weaknesses that have been identified during the implementation of the interventions.

The 2009 Annual Progress Report provides the platform for reviewing the implementation of programme, projects and activities and their impact on the District economy. Some challenges were identified in the 2009 Annual Progress Report. These include lack of co-operation from some decentralised departments in delaying for providing inputs/data in the report; inadequate resources for monitoring and evaluation.

CHAPTER ONE

1.0 BACKGROUND

This is the last Annual Progress Report (APR) on the implementation of DMTDP 2006 – 2009. The report provides a review of the implementation of programmes and projects and their impact on the citizenry.

The Annual Progress Report uses a set of indicators and target for monitoring and evaluating the achievements and impacts of the programme intervention undertaken by the Assembly in 2009. The 2009 APR has been compiled based on the achievements of the programmes and projects implemented during the year. It provides the level of achievements among the following:

- The percentage increase in the yield of selected food crops
- Number of farmers in all year round vegetable production
- Percentage change in number of household with access to electricity
- Net Admission Rate
- BECE pass rate
- Under 5 malaria cases fatality rate
- Police citizen ratio
- Increase in IGF

1.1 PURPOSE OF THE MONITORING AND EVALUATION

The purpose of the monitoring is the day-to-day follow up of activities to measure progress and ensure that activities are occurring according to plan and are on schedule. Evaluation on the other hand is an assessment of overall achievements and impacts the implementation of policies, programmes/projects have had on the beneficiaries.

Monitoring and Evaluation is needed to monitor policy, assess implementation plans, programmes, rules, regulations and processes as contained in the DMTDP 2006 – 2009 and to determine if the implementation has succeeded and has had the desired impact and if not why? Monitoring and evaluation helps to track resources/inputs and outputs to ensure that policies and programmes are proceeding according to plan and design.

1.2 PROCESSES INVOLVED AND DIFFICULTIES ENCOUNTERED

Both quantitative and qualitative methods were used to gather the data for the preparation of the 2009 Annual Progress Report. Information was obtained from decentralised departments, on the spot checks, focal group discussions, traditional rulers, opinion leaders, community members and official documents.

Challenges encountered in making this report include:

- Inadequate logistics and other resources
- Delay in receiving reports from the decentralised departments
- Inconsistencies in data collected
- Problems of setting targets with indicators which do not have current data on them.

1.3 PROGRAMME / PROJECT STATUS OF THE DMTDP 2006 – 2009

DMTDP was implemented before the then Offinso District was split into Offinso South Municipal Assembly and Offinso North District Assembly in 2007. The implementation of the 2006 – 2009 was skewed to the North as far as the projects are concerned.

The status of the implementation of DMTDP 2006 – 2009 in Offinso South Municipality as captured in this report are as follows:

PROGRAMME/PROJECT STATUS

NO.	PROJECT NAME	LOCATION	CONTRACTOR	FUNDING SOURCE	DATE STARTED	COMPLETION DATE	CONTRACT SUM	TOTAL COST	AMOUNT PAID	AMOUNT OUTSTANDING	REMARK / STATUS
1	Const. of 1 storey 12 unit C/R Blk	Dentin	KASSITA	DACF	Apr-03	Oct-03	86,008.61	157,373.33	93,881.66	63,491.67	Roofing
2	Const. of DCE's Residence (main)	Offinso	JOESANCO	DACF	May-02	Oct-03	48,395.64	79,157.35	4,737.50	74,419.85	Main building completed
3	Rehabilitation of Assembly Hall	Offinso	DAPO	DACF	Apr-07	Oct-07	109,633.88		60,600.00	49,033.88	Main building completed
4	Const. of DCE's Residence (External Works)	Offinso	J.C ADU	DACF	May-02	Oct-03	46,816.00		25,542.00	21,274.00	Summer Hut completed
5	Const. Community Library	Offinso	S. HAIPPA	STOOL LAND/DAG	Mar-02	Aug-02	83,944.84	157,149.53	147,900.22	9,249.31	Painting/ Roofing
6	Const. of INO. 20 WC Toilet	Dentin	BERCHIEM	DACF	Mar-03	Jul-03	24,846.00		16,423.44	8,422.56	Roofing but abandoned
7	Const. of INO. 20 WC Toilet	Saaboa	WIREMPEH	HIPC	May-04	Sep-04	31,297.46		26,425.44	4,872.02	Roofing and Painting
8	Renovation of Guest House	Adukro	GAT DAM	DACF	Dec-01	Apr-02	18,376.87	37,307.00	26,859.00	10,448.00	Completed
9	Const. INO. 20 WC Toilet	Twumasen	SAK-M	DACF	May-04	Sep-04	28,184.68		22,226.90	5,957.78	Completed
10	Const. of Town Council Offices (electrical)	124650147	THEOPHILUS KUSI	DACF	Dec-01	Apr-02	10,000.00		10,000.00	-	Completed

11	Rehabilitation of Police Station	Offinso	MODISCO	DACF	Jul-03	Nov-03	19,832.82	19,832.82	19,832.82	Completed
12	Electrical Installation of DCE's Residence	Offinso	JATTAS	DACF	May-02	Oct-03	16,000.00	11,289.64	4,710.36	Completed
13	Const. of Abofour Culvert	Abofour	IDDUN AND SONS	HIPC/DACF	May-04	Oct-04	34,254.48	22,739.39	11,515.09	Completed
14	Rehab. Of DFO's Residence	Offinso	PAADJEI	DACF	Jul-07	Sep-07	8,852.50	3,000.00	5,852.50	Completed
15	Renovation of Dist. Administration	Offinso	PAADJEI	DACF	Jan-07	Mar-07	13,699.75	7,500.00	6,199.75	Completed
16	Rehabilitation of Magistrate Quarters	Offinso	PAADJEI	DACF	.	Jul-08	1,768.50	-	1,768.50	Completed
17	Const. of BS 1-6 C/R Blk	Sakam	LIVING GRACE	DACF	Sep-07	Mar-07	54,165.83	-	54,165.83	Painting
18	Furnishing of Assembly Hall	Offinso	ACHEAMPONG FURNITURE	STOOL LAND/DAG			49,810.00	41,000.00	8,810.00	Completed
19	Supply of Electricity Poles	Kyebi	ODAME	DACF	Nov-04	Jan-05	11,672.00	-	11,672.00	
20	Rehabilitation of 1No. 6 C/R Blk	Kokote	ICKAS	DACF			49,336.00	14,000.00	35,336.00	
21	Completion of 1No. 20 WC Toilet	Dentin	OSRAF	DACF			22,200.00		22,200.00	
22	Const. of Boreholes	New Offinso	EQUATORIAL SPRING WATER	DACF			44,655.60	18,000.00	26,655.60	
	TOTAL						813,751.46	430,987.21	571,958.01	436,054.70

CHAPTER TWO

MONITORING AND EVALUATION (M&E) ACTIVITIES REPORT

2.0 INTRODUCTION

The M&E activities report provides an effective and efficient system for tracking the progress of programmes and projects in the Municipality and to generate timely reports to the NDPC and other stakeholders through the Regional Planning Coordinating Units (RPCU).

The M&E activities report further assist to:

- Assess whether DMTDP 2006 – 2009 targets are being met
- Identify achievements, constraints and failures so that improvements can be made to the DMTDP 2006 – 2009 and project designs to achieve better impact
- Provide information for effective co-ordination of the Municipality at the regional level
- Provide Municipal Authorities, the government, development partners and the general public with better means for learning from past experiences
- Improve service delivery and influence allocation of resources in the Municipality and demonstrate results as part of accountability and transparency.
- Reinforce ownership of the DMTDP and build M&E capacity within the Municipality.

2.1 UPDATE ON REVENUE

The major sources of revenue for the Municipality are rates, lands and forestry, fees / fines and licenses, the District Assembly Common Fund (DACF), Donor grants and the HIPC. Fees / Fines and licenses account for more than 70 percent of the revenue generated by the Assembly.

Performance in revenue generation as measured by the ratio of actual revenue generated to budgeted revenues has not been improved.

The poor revenue generation effort has been attributed to unwillingness to pay basic rates, the failure of revenue collectors to pay in all monies collected to the Assembly and the absence of a database on economic activities in the Municipality. The DACF which is the major source of

funding of development projects faces a lot of challenges. Among these challenges are irregular release and deduction at source by the DACF administration.

The poor revenue performance compromises the ability of the Municipality to implement its development plan successfully. Below is the trend of revenue generated since 2006.

SOURCE	2005	2006	2007	2008	2009
DACF	537,691	677,134	668,150	674,790.62	942,101.90
IGF	180,471	218,064	230,989	1,281,308.63	856,099.03
HIPC	36,000	60,000	77,183	40,000	25,170.00

Source: OSMA

2.2 UPDATE ON DISBURSEMENT

The table below shows the trend of the disbursement of funds accruing to the Assembly.

	2005	2006	2007	2008	2009
ADMINISTRATION	525,672	623,146	470,938	196,875.18	277,855.81
SERVICE	114,364	201,146	247,192	355,909.58	103,521.23
SPECIAL PROJECTS	320,000	53,142	323,300	1,345,349.00	1,332,793.46
MISCELLANEOUS	90,500	75,600	179,056	83,114.18	45,930.78
TOTAL EXPENDITURE	1,050,536	953,034	1,220,486	1,981,247.94	1,760,101.28

SOURCE: FINANCE OFFICE, OSMA.

2.3 HUMAN RESOURCE DEVELOPMENT

The main goal of Human Resource Development in the GPRS II is the production of a knowledgeable, well trained and healthy population with the capacity to drive and sustain private sector-led growth.

The following are the objectives of the Human Resource Development identified under the DMTDP 2006 – 2009.

- Increasing access and participation in basic education training
- Improving quality education
- Provision of adequate potable water

- Reduce the incidence of HIV/AIDS in the Municipality
- Improving access to affordable quality basic health care
- Support the vulnerable to have access to micro-financing and to acquire employable skills.

2.3.1 Education

The 2009 APR reveals the following under the Education Sector:

Enrolment: There has been a steady increase in the enrolment in both public and private schools. Enrolment figure for Pre-school, Primary school and JHS are 5,115, 14,466 and 5,778 respectively. Enrolments for private schools are 1,241, 2,444 and 837 for Pre-school, Primary and JHS. The enrolment figures for 2009 represent the enrolment for Offinso South Municipality.

The Net Admission Rate (NAR) of 67.6% and 25.6% for Primary and JHS respectively. The Gross Enrolment Rate (GER) of 99.4%, 101.4% and 85.9% for Pre-school, Primary and JHS respectively. Gender Parity Index of 0.99, 0.97 and 86 for Pre-school, Primary and JHS.

Performance in B.E.C.E.

The performance of pupils in BECE did not improve. From a pass rate of 60.4% in 2006 the proportion of pupils that passed the BECE in 2009 decreased to 40.2%.

Recommendations

The Municipality has been sponsoring teacher trainee to ensure supply of trained teachers to the schools in the Municipality since the implementation of the DMTDP 2006 – 2009. The Municipality has benefited from the GETFUND and CBRDP for provision of classroom blocks. These contributions and others do not reflect in the performance of the pupils. It is therefore imperative that the Municipal Directorate of Education intensify its monitoring and supervision activities. The Municipal Assembly should provide incentives in the form of accommodation and other logistics to teachers who are in the remote areas. Parents, Traditional rulers, CSOs, teachers should be involved in the decision making in schools. The PTA and SMCs should be intensified.

2.3.2 Health

The goal of the health sector is to improve access to affordable and quality health care. The 2009 APR of the DMTDP shows that there has not been a change in the number of health institutions.

Supervised Deliveries: This is an indicator of measuring progress made or otherwise in maternal health. It is the proportion of births attended by skilled health personnel namely, doctors, nurses or midwives. The 2009 APR recorded 82.9% of supervised deliveries.

Maternal Mortality Rate: The incidence of maternal mortality is low in the Municipality. There has been a continuous decrease of maternal mortality rate since 2006. The rates were 2.9 in 2007, 1.9 in 2008 and 1.7 in 2009.

Under Five (5) Deaths: 14 cases of Under 5 deaths were recorded in 2007, 11 in 2008 and 12 in 2009.

Outpatient Visit Per Capita: 0.53 visits were recorded in 2007, 0.70 in 2008 and 0.80 in 2009.

Number of Family Planning Acceptor: The number has increased considerably from 5,936 in 2008 to 6,924 in 2009.

Under Five (5) Malaria Case Fatality Rate: This reduced from 3.5 in 2008 to 1.3 in 2009. HIV/AIDS, Malaria and other diseases were captured in the DMTDP 2006 – 2009.

Doctor Patient Ratio: The ratio improved from 1:21,185 in 2008 to 1:14,890 in 2009.

Nurse Patient Ratio: There is also an improvement from 1:1,695 in 2008 to 1:993 in 2009.

Ante-Natal Clinics

The health of the mother and access to medical care during pregnancy and childbirth are important determinants of the incidence of infant and maternal mortality in the Offinso South Municipality. The ANC coverage in 2008 was 126.9%. This is slightly lower than that of the 2009 (136.7%). The incidence of ante-natal clinic attendance is higher among urban women.

National Health Insurance

To remove the financial barrier to health service, the government initiated the National Health Insurance Scheme to replace the Cash and Carry System where patients are required to pay for health care at the point of service. The introduction of the NHIS has improved access to health care. The number of registrants has increased considerably in the Municipality since its inception. Below are the numbers of registrants since 2006.

Year	Number of registrants
2006	13,233
2007	23,624
2008	11,680
2009	10,373

Source: NHIS, Offinso South Municipal Assembly.

Safe Water and Sanitation

Access to safe drinking water is a perennial problem in many of the communities. Although progress has been made in enhancing access to safe water since the implementation of the DMTDP 2006 – 2009 the target set for 2009 to ensure that 70 percent of the rural communities have access to safe drinking water was not achieved. The 2009 APR revealed that 49 percent of the rural communities do not have access to safe drinking water.

On sanitation, it was targeted that the Assembly would acquire four final disposal sites by the end of year 2009 but this target was not met. The Assembly could not acquire any site since the land owners were not prepared to release their lands for the project. The absence of the site has led to the indiscriminate dumping of refuse in the Municipality.

On toilets, the communities are being encouraged to construct household latrines by the Assembly through public education.

2.4 GOVERNANCE

The priorities of good governance identified in the DMTDP 2006 – 2009 are as follows:

- To ensure that all the Sub-structures are strengthened and functional, that is, all the Zonal councils have permanent staff and receiving salaries
- To involve all sections of the people in the Municipality especially the vulnerable including women
- To equip the Police Service
- To strengthen the financial capacity of the Municipality

The 2009 APR shows that the sub-structures are not functional due to the inability of the Assembly to employ permanent staff for all the zonal councils. The 30 percent target Assembly membership set for women could not be achieved as the 2009 APR stated that out of 38 Assembly members at the end of 2009 only 5 were females.

The weakness of the sub-structures adversely affects participation and the flow of information between the Municipal Assembly and the citizens.

2.5 PRIVATE SECTOR LED COMPETITIVENESS

The Municipal Development goals for 2006-2009 under Private Sector led Competitiveness are:

- To ensure the effective and efficient utilisation of the District's resources (human and natural) for the improvement of the living conditions of the people
- Increase production and productivity levels in all sectors of the District's economy through enhanced service delivery, improved marketing, roads and use of appropriate technology
- Reduce post harvest losses and increase employment opportunities for the unemployed youth.

The APR 2006-2009 reveals that production of some selected foodstuffs per metric ton per hectare are as follows:

Maize	1.40
Rice	1.10
Cassava	10.50
Yam	13.85
Cocoyam	5.97
Plantain	10.71

Source: MOFA, Offinso South Municipal Assembly.

The Municipality is criss-crossed with feeder roads of which majority of them are inaccessible especially during the rainy season. The Municipality however acquired a grader in 2009 to help in road rehabilitation.

2.6 UPDATE ON CRITICAL DEVELOPMENT AND POVERTY ISSUES

2.6.1 The School Feeding Programme

To increase the livelihood of achieving universal primary education by 2015, strategies must be developed to encourage parents and guardians to send their children to school at the recommended age. The 2009 APR indicated that 21 schools in the Municipality are enjoying the programme.

The Capitation Grant

Below is the indicator for the capitation grant released to the schools in the Municipality.

Year	Amount (¢)
2005/2006	996,750,000
2006/2007	840,981,300
2007/2008	875,280,000
2008/2009	1,212,018,400

Source: GES, Offinso.

2.6.2 National Youth Employment Programme

To provide job opportunities for the numerous unemployed youth, the government launched the National Youth Employment Programme in 2006.

Below is the indicator for the number of youth employed under the various modules since its implementation in 2006.

<u>Modules</u>	<u>2006</u>	<u>2009</u>
Teaching Assistant	300	300
Youth in Agric	335	335
Health Extension Workers	100	100
Waste and Sanitation Corps	41	61
Sanitation Aides	10	-
Internship	18	-

2.6.3 Update on Indicators of DMTPD 2006 - 2009 in 2009

DISTRICT INDICATORS	TYPE	NATIONAL		DISTRICT	
		BASELINE 2005	TARGET 2009	BASELINE 2005	TARGET 2009
A. PRIVATE SECTOR LED COMPETITIVENESS					
(a) Percentage increase in the yield of food crops					
Maize		0.35	0.52	2.0m/t	1.40m/t
Cassava		0.52	0.76	10.2m/t	10.54m/t
Yam		0.45	0.65	12.5m/t	13.85m/t
Cocoyam				9.5m/t	5.97m/t
Plantain				10.5m/t	10.71m/t
Rice Cruddy				1.25m/t (2007)	1.10m/t
(b) Proportion /length of roads maintained /rehabilitated					
Major Tarrd Roads				12km	12km
Feeder Roads		17117km	26913km		
Spot improvement	OUTPUT			35km	40km
Rehabilitation	OUTPUT			48km	60.5km
Surfacing	OUTPUT			6km	
Reshaping	OUTPUT			55km	59km
(c) Percentage change in number of household with access to electricity					
	OUTPUT	1.313,825	Increased by 12%	48	68
(d) Telecommunication services					
Teledensity /Penetration Rate	OUTPUT	15%	30%		
	OUTPUT	Fixed line 1.7%		1.90%	1.90%
		Mobile 13.3%		15%	35%
B. HUMAN RESOURCE DEVELOPMENT					
(a) Number of Schools without School buildings					
Pre-School	OUTPUT			49	29
Primary	OUTPUT			20	15
JHS	OUTPUT			10	8

(b) Number of Schools without Toilet facilities								
Pre-School	OUTPUT					64		29
Primary	OUTPUT					64		21
JHS	OUTPUT					43		19
(c) Enrolment (Public)								
Pre-School						5,189		5,115
Primary						23,191 (2006)		14,466
JHS						25,587 (2008)		
(d) Enrolment (Private)								
Pre-School						2,055		1,241
Primary						4,644		3,488
(e) Net Admission Rate (NAR)								
Pre-School	OUTPUT					-		-
Primary	OUTPUT	26.20%				43.50%		67.60%
JHS	OUTPUT					34.80%		25.60%
(f) Enrolment Rate								
Pre-School	OUTPUT					87.80%		99.40%
Primary	OUTPUT	87.50%			99.00%	99.60%		101.40%
JHS	OUTPUT	72.80%			86.60%	76.10%		85.90%
(g) BECE Pass Rate								
	IMPACT					60.40%		40.20%
(h) Gender Parity Index (GPI)								
Pre-School	OUTCOME	0.98			1.00	0.99		0.99
Primary	OUTCOME	0.93			1.00	0.94		0.97
JHS	OUTCOME	0.88			1.00	0.83		0.86

(i) Pupil Teacher Ratio (PTR) Public						
Pre-School	OUTCOME			30:1 (2007)	37:1	
Primary	OUTCOME			39:1 (2007)	39:1	
JHS	OUTCOME			17:1 (2007)	21:1	
(j) Pupil Teacher Ratio (PTR) Private						
Pre-School	OUTCOME			40:1 (2007)	50:1	
Primary	OUTCOME			30:1 (2007)	36:1	
JHS	OUTCOME			14:1 (2007)	14:1	

Source: GES, Offinso South.

Cont. Update On Indicators of DMTDP 2006 - 2009 in 2009

DISTRICT INDICATORS	TYPE	NATIONAL		DISTRICT	
		BASELINE 2005	TARGET 2009	BASELINE 2005	TARGET 2009
Percentage of Ante-Natal coverage (ANC)	OUTCOME			72.8 (2007)	126.9
Outpatient visit per capita	OUTPUT			0.54 (2006)	0.80
Maternal Mortality Rate	OUTPUT			2.9 (2007)	1.7
Percentage of children fully immunised before one year	OUTCOME	214		68.4 (2006)	N.A
DPT3 coverage	OUTCOME			81.6% (2006)	82.8
Number of Family Planning Acceptors	OUTCOME			5,826 (2007)	6,924
Under 5 Malaria case fatality rate	OUTPUT	2.80%		3.5 (2007)	1.3
Number of Maternal Deaths audited	OUTCOME			10 (2007)	6.0
Percentage of supervised deliveries	OUTCOME			84.5 (2006)	82.9
Under 5 deaths	OUTPUT			14 (2007)	12
Doctor Patient Ratio	OUTCOME			1:16,948	1:14,890
Nurse Patient Ratio	OUTCOME			1:1,695	1:993
Number of HIV Positive case diagnose	OUTCOME			232 (2007)	274
Number of VCT counselled	OUTCOME			620	3,176
Number of PMTCT counselled	OUTCOME			1,517	3,850
Number of PMTCT tested positive	OUTCOME			68	69
District Mutual Health Insurance coverage	OUTCOME			53	78
Percentage of rural population with sustainable access to safe water resource	OUTPUT	57%	60%	51%	54%
Proportion of unemployed youth benefitting from the NYEP	OUTPUT				
- Community Education Module				300	300
- Health Extension Workers				100	100
- Waste and Sanitation				61	61
- Sanitation Aides				10	10
- Internship				11	11
- Youth in Agric				335	335

	OUTCOME	57%	60%	41%	62%
Number of youth given employable skills					
Number of new household toilets constructed					50
C. GOVERNANCE					
Total amount of Internally Generated Revenue				66,949.89	856,099.03
Percentage of DA Expenditure within DMTPD budget				60%	75%
Amount of Development Partners and NGOs fund contributed to the implementation of DMTPD				10%	12%
Number of women participating at various levels of the Assembly					
- Municipal Assembly				12 out of 69	9 out of 38
- Area Councils				6	12
- Unit Committee				15	18
Number of reported cases of abuse (child, spouse, house help)					
Number of community forum held				3	4
Presence of Internal Audit Unit and Implementation Committee					
Prepared Revenue Improvement Plan					
Number of Functional Area Councils					2
Existence of water and sanitation plan					Yes
Number of Municipal Departments with requisite heads					15
Police Citizen Ratio				1:2,193	1:1,727

2.7 IMPLEMENTATION OF M&E PLAN

The DPCU is mandated by section 46, sub-section 3 of the Local Government Act, 1993, Act 462 to execute planning functions. The NDPC (Systems) Act, 1994, Act 480 defines the DPCU's planning, programming, M&E and co-ordinating functions.

In implementing the M&E plan as mandated by the aforementioned Acts, the Municipal Planning and Co-ordinating Unit (MPCU) collaborated with other organisations, agencies, the private sector, Donors, civil society organisations and other stakeholders whose inputs and contributions were needed and who took part in the development of the M&E Plan.

The implementation of the M&E Plan was done with some difficulties. Inadequate resources and logistics were some of the challenges the MPCU and its implementing partners faced. The level of implementation of programmes and projects as revealed by the 2009 APR is as follows:

Level of Implementation of the M&E Plan as at 2009

THEMATIC AREA	LEVEL OF IMPLEMENTATION (2009)
Private Sector Led Competitiveness	65
Human Resource Development	83
Good Governance	60

2.7.1 Participatory M&E

The participatory M&E exercise provided an opportunity for the citizens and other stakeholders in the Municipality to participate in the monitoring and evaluation of the DMTDP 2006 – 2009. It allowed the stakeholders to participate fully in M&E process. It provided a common platform for various stakeholders to monitor and evaluate the achievements and impacts of the interventions undertaken by the Municipal Assembly, the Central Government, the Donors and other players in the Municipality.

Issues considered included:

- The average yield for major crops in metric ton per hectare
- Maternal Mortality Rate
- Gross Enrolment Rate

- Access to Primary Education
- Access to Safe Drinking Water

The participatory M&E provided a feedback from the citizens about the extent to which the implementation of the DMTDP 2006 – 2009 has achieved its goals under each of the Thematic Areas.

Surveying, interviews and focal group discussions were among the tools used to assess the impact of the interventions of the citizenry.

CHAPTER THREE

3.0 POLICY RECOMMENDATIONS

The difficulties the district faces in generating the expected revenues must be resolved. Since the Assembly does not have control over the release of the DACF. The irregular release and the deductions at source by the Common Fund administration is a challenge to the Assembly since it affects its budget and plans.

The poor revenue performance compromises the ability of the Municipality to implement its development plan successfully. A review must be taken of the incentives, supervising and monitoring structures that regulate revenue generation. Tax education should be organised for the citizenry to know the importance of tax. The Municipal should also use the moneys collected to finance projects in the development plan.

Although, the presence of tax base is not being efficiently and effectively exploited, the Municipal must be innovative in creating incentives for an increase in investment that contribute to improving employment opportunities and expand the revenue base.

Agriculture is the main sector of employment for about 70 percent of the population in the Municipality. However, agriculture is rain-fed. This is a major source of vulnerability to the people because of the vagaries of the weather. The Assembly should investigate the possibility and feasibility of partnerships with private sector and communities to develop water conservation and irrigation to ensure all year round farming activities, increase agricultural productivity and provide stable income for the farmers.

The MOFA should encourage the farmers to cultivate improved seeds and planting materials. The Assembly and the MOFA should promote the establishment of storage facilities including community level facilities. The MOFA should see to it that extension services are made readily available to the farmers by provision of alternative extension service.

Most of the farm roads to market centres are in a deplorable state, the Assembly should rehabilitate them to facilitate the farmers to sell their farm produce to the markets.

To increase enrolment and the livelihood of achieving universal primary education, strategies must be developed to encourage parents and guardians to send their children to school at the recommended age. The school feeding programme that is being implemented in some schools in the Municipality is one of such incentives that may encourage enrolment. More effort should be made to improve learning and teaching. The monitoring and supervision system in education must be strengthened to ensure that teachers are performing as they should. Incentives should be provided to teachers in the rural areas. The Assembly should collaborate with private sector, CBOs, NGOs, GES and other organisations to develop and promote the use of ICT in schools. The Assembly should continue to provide conducive atmosphere for learning and teaching by rehabilitating the existing school buildings and constructing new structures.

The high unemployment rate and limited job opportunities for school leavers in the Municipality have been identified as disincentives to invest in further education after the completion of the Junior High School. Thus, the creation of job opportunities outside the agriculture sector will be important for ensuring an increase in average number of years that children spend in school.

The Municipality must undertake a careful review of its water and sanitation projects and plans. Access to safe water is a problem in the Municipality especially in the remote rural areas. The Assembly should increase the levels of capital investment in the provision of safe drinking water with emphasis in the rural areas. Access to safe sanitation is lower in the urban compared to rural communities. Drainage and waste disposal facilities must be provided to reduce the incidence of health hazards.

The Municipal Health Directorate must review its strategy to increase the usage of insecticide-treated bed nets in the Municipality. The Environmental Health Department of the Assembly must be strengthened to work with the Health Directorate, incentives and sanctions must be developed to encourage communities to maintain healthy environs to reduce the risk of disease.

Publicity campaigns should be intensified to reduce the incidence of HIV/AIDS. Organisations involved in the HIV/AIDS programmes in the Municipality should organise campaigns to educate residents on the virus.

The Municipality should also place more emphasis on vocational and technical education by providing more scholarships to deserving students to acquire employable skills.