# GENERAL OVERVIEW OF LOCAL SERVICE DELIVERY & GOVERNANCE PROGRAMME (LSDGP)

Presented By:
National Programme Steering Committee
NPSC-LSDGP

# OUTLINE

- Background
- Summary of LSDGP
- LSDGP & Components
- Component 1 – Institutional Support & Capacity Building
- Component 2 – Support to Service Delivery & Local Governance (3 sub-components)
- Component 3 – Support to Ghana Audit Service
- LSDGP- Programme Management
- Current Status & Achievements

# BACKGROUND OF THE PROGRAMME

- Previous Danida Support – Sector Wise Approach Programme (SWAP)
  - Decentralisation,
  - Transport (TSPS II),
  - Water & Sanitation (WSSPS II),

  Approx DKK 600m (Ended at the end of 2008)
- GoG and Danida designed merger of 3 programmes into LSDGP to support GoG Development Policies and Poverty Reduction Efforts

# SUMMARY OF LSDGP – LOCAL SERVICE DELIVERY AND GOVERNANCE PROGRAMME

**LSDGP – (2009-2013)**

- An innovative programme for decentralization and alignment.
- Move from area based earmarked sector funding for service delivery to nationwide discretionary funding mechanism
- Provides an integrated and focused approach to investments at district level based on lessons learnt from previous support
- The first programme which seeks to integrate sector programmes into general local service delivery through using District Development Facility (DDF) through the Performance Based Grant System (PBGS) as a pivotal funding mechanism.

# DEVELOPMENT OBJECTIVE

- Contribute to poverty alleviation through enhanced service delivery and governance at district level

# LSDGP COMPONENTS

**Comprise 3 components in LSDGP:**

- Component 1 – Institutional Support and Capacity Building
- Component 2 – Support to Service Delivery and Local Governance
  - Subcomponents -2.1  support to District Development Facility (DDF)
  - Subcomponent 2.2 support to Rural Feeder Roads &
  - Subcomponent 2.3. support to Rural water & Sanitation
- Component 3 – Support to Ghana Audit Service

# PROGRAMME COMPONENT BUDGET

- **Total component budget in LSDGP - DKK 600m (GHC 170m)**
- **Component budget breakdowns:**
  - **Component 1: Institutional Support and capacity building - DKK 90m** (GHC 25m)
  - **Component 2: Support to Service Delivery and Local Governance - DKK 475m** (GHC 135m)
  - **Component 3: Ghana Audit Service - DDK 20m** (GHC 6m)
  - **Missions, reviews, studies - DDK 10m** (GHC 3m)
  - **Unallocated - DDK 5m** (GHC 1.5m)

# STRATEGIC APPROACH

- **LSDGP will:**
  - ultimately link to Government's Poverty Reduction Strategy and poverty alleviation
  - focus on the governance development issues and decentraisation
  - support increased harmonisation, alignment and ownership (national policies and systems)
- **Geographical focus - Selection based on:**
  - sector specific needs within water, sanitation and feeder roads
  - continuity to safe-guard achievements of previous programmes and
  - area-based programme by other DP- support.

# STRATEGIC APPROACH CONT'D

- **LSDGP will include:**
  - Technical assistance (international & local) provided in a coordinated manner to recipient institutions
  - Cross-cutting issues like gender, HIV/AIDS, human rights, environment, etc are integral parts of the national planning framework
- Review of the LSDGP in 2010: to determine the readiness of District Development facility - DDF as only funding stream in 2012-2013

# 44 PROGRAMME MMDAS IN LSDGP

- **NR:** East Mamprusi, West Mamprusi, Bunkpurugu/Yunyoo, Karaga and Gushigu, Zabzugu-Tatale, Tolon-Kumbungu, Saboba, Chereponi, Nanumba North, Central Gonja and West Gonja (**12 MMDAs**)
- **GAR:** Dangme East, Dangme West, Ga West, Ga South (**4 MMDAs**)
- **VR:** Akatsi, South Tongu, Keta, Ketu,Ketu North, North Tongu, Jasikan, Krachi East, Krachi West, Kadjebi, Nkwanta, Nkwanta North, Kpandu (**13 MMDAs**)
- **CR:** Gomoa East, Gomoa West, Assin North, Assin South, Asikuma Odoben Brakwa, Ajumako Enyan-Essin & Abura-Asebu-Kwamankesse (**7 MMDAs**)
- **ER:** Yilo Krobo, Akwapim North, Akwapim South, Atiwa, Afram Plains (Kwahu North), Kwahu South, Kwahu East and Fanteakwa (**8 MMDAs**)

# COMPONENT 1:

- Institutional Support & Capacity Building

# COMPONENT 1: INSTITUTIONAL SUPPORT & CAPACITY BUILDING

- **Component Budget, Scope & Management**
  - The overall budget estimate - Approx. GHC 25 m
  - Approved Budget for 2009 - approx. GHC 5.2m
  - The component covers the institutional development and capacity building at national, regional and district levels, critical for a successful programme implementation.
  - The component is managed by LGSS coordinating with other institutions.

# COMPONENT 1: THE IMMEDIATE OBJECTIVE

- to support the capacity of local governments to deliver local services developed in accordance with national policy on decentralization through implementation of the strategy for the Local Government Service and the District Development Facility

# COMPONENT 1: AIM

- building institutional capacity to support MMDAs
- support LGSS to implement its medium term strategic plan
- capacity building for decentralised service delivery with particular emphasis on capacities for devolution of tasks pertaining to water & sanitation, works & housing and feeder roads

# COMPONENT 1: LGSS - STRATEGIC MEDIUM TERM DEVELOPMENT PLAN (2008 - 2010)

## Strategic Objective:

A. Establish LGS Secretariat (LGSS) as a fully functioning cost centre
B. Undertake an Organizational Review to ensure that LGSS is structured to deliver on its Mission and Mandate
C. Incorporate the Integrated Personnel Payroll Database (IPPD) into the LGSS management structure
D. Realign the decentralized MDAs at the regional and MMDA level
E. Capacity Building and Technical Support to MMDAs, RCCs and MDAs
F. Assist the District Development Facility (DDF) Secretariat to operationalise the District Development Facility
G. Monitoring & Evaluation System setting at LGS and Inter-Ministerial Co-ordination of the Intergovernmental Fiscal Framework (IGFF) by the LGS

# COMPONENT 1: AREA CONCERNED

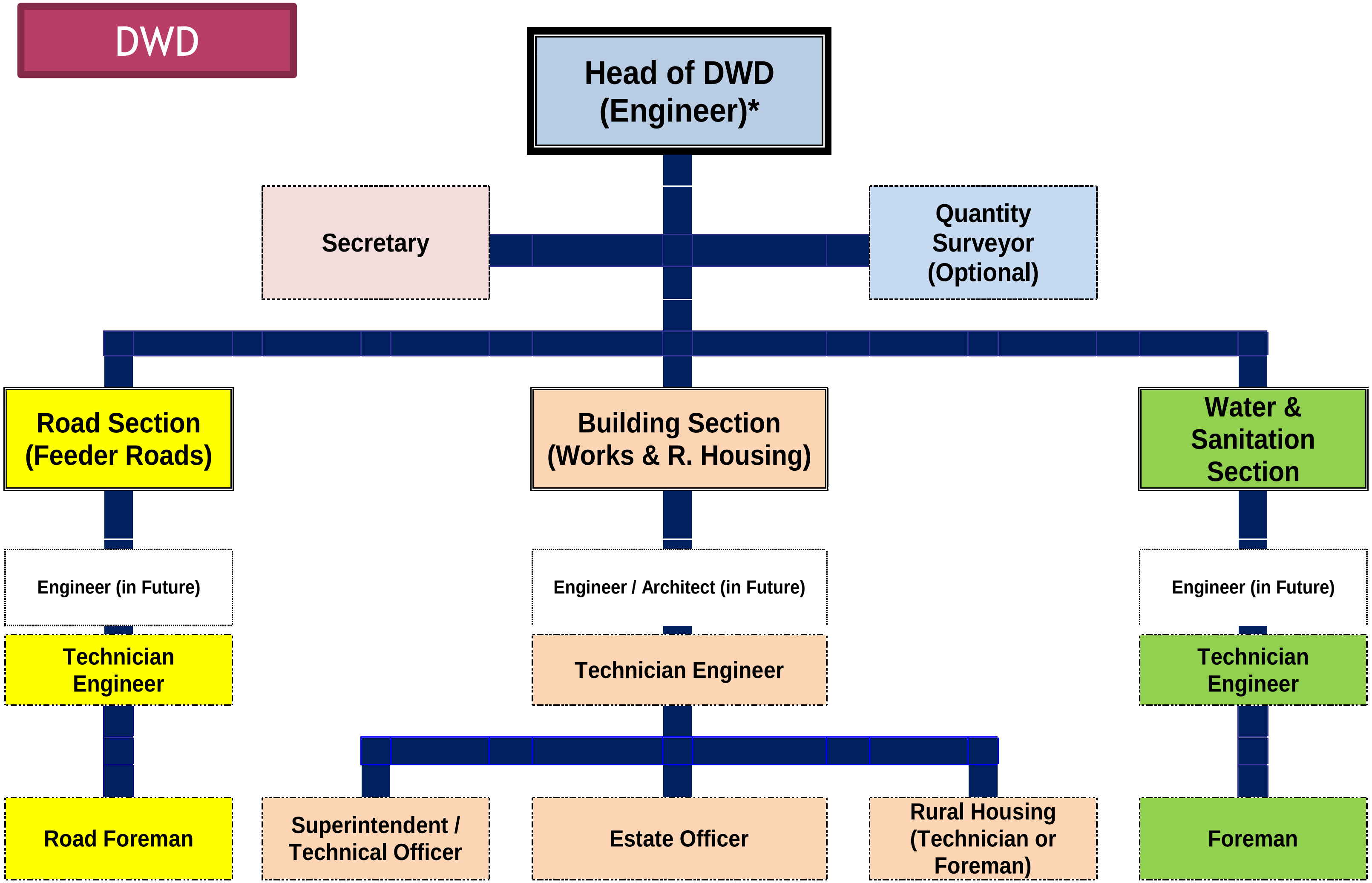
- The following areas are highlighted to be the key elements of the component :
  - Establishment of key Directorates of LGSS as a fully functioning centre (including Quality Assurance and Technical Services Directorate - QATSD)
  - Establishment of District Works Departments (DWDs) at MMDAs
  - Support on operationalisation of District Development Facility (DDF)
  - Human Resource and Capacity Building (LGSS, RCCs, MMDAs & MDAs / related GoG institutions)
  - Coordination & technical backstopping support from National and Regional Level to MMDAs
  - Harmonization of Best Practices
  - Integration of cross-cutting issues
  - Monitoring and Evaluation (M&E)

# COMPONENT 1:
# ACTIVITIES TO BE IMPLEMENTED IN MMDAS

- Main activities to be carried out in 44 beneficiary MMDAs of LSDGP:
  - DWD office establishment (office building)
  - DWD setting up & office facilities (office equipment & supervision vehicle & motorbikes)
  - Managerial skill training to DA/DWD (Computer, report writing, procurement)
  - Setting up other departments (Human resource Deprt. - HRD & Natural Resources and Environment Dept - NRED) in MMDA
  - Awareness of Cross cutting Issues
  - Technical skill training through institutions & service providers (roads, water & sanitation, building, rural housing and cross cutting activities)

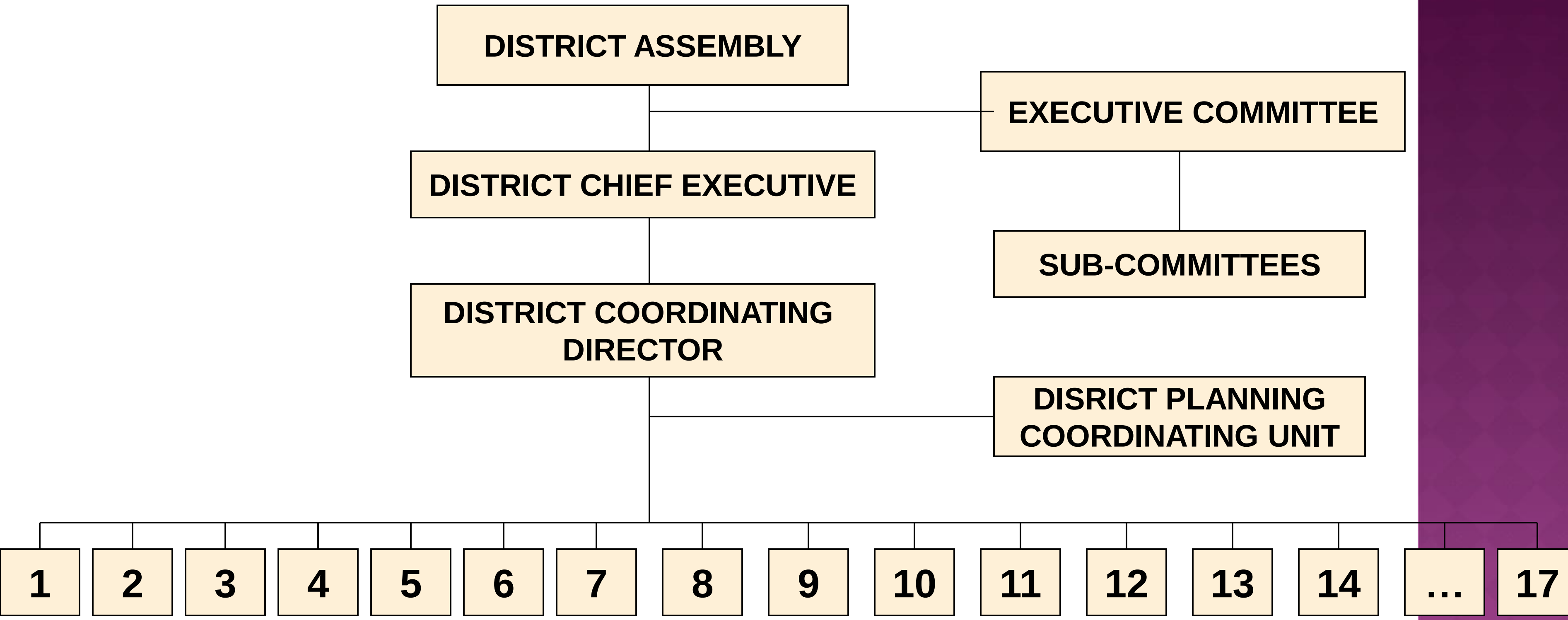
# COMPONENT 1: DWD STRUCTURE

## Annex 1.5: Proposed District Works Department (DWD) – Structure




**Note: If the engineer is not available for DWD-H, the most senior technician engineer from one of the three sections will be the acting head of DWD.*

# COMPONENT 1: ORG. STRUCTURE OF DA




**Legend:**

Departments, Divisions and Units of MMDAs

1. Central Administration
2. Education, Youth and Sports
3. Health
4. Waste Management (Municipal, Metro)
5. Agriculture
6. Physical planning
7. Social welfare & CD
8. Natural Resources & Environment
9. Works Department
10. Industry and Trade
11. Human Resources Dir.
12. Budget and Rating (Metro)
13. Legal (Metro)
14. Transport (Municipal, Metro)
15. Disaster Prevention
16. Urban Roads (Municipal, Metro)
17. Controller and Accountant General Dep’t

# COMPONENT 2:

- Support to Service Delivery and Local Governance

# COMPONENT 2: SUPPORT TO SERVICE DELIVERY AND LOCAL GOVERNANCE

- Subcomponents 2.1: support to District Development Facility (DDF)
- Subcomponent 2.2: support to Rural Feeder Roads &
- Subcomponent 2.3: support to Rural Water & Sanitation

# SUB-COMPONENTS 2.1:

- District Development Facility (DDF)

# THE FUNCTIONAL ORGANISATIONAL ASSESSMENT TOOL (FOAT) AND THE DISTRICT DEVELOPMENT FACILITY (DDF)

Orientation Programme for Local Government Service Council Members

Wednesday 14th October 2009

# OUTLINE OF THE PRESENTATION

- Rationale for the FOAT and DDF initiative
- Objective
- Components of the System
- FOAT - Principle and Key Features
- Funding Components
- Development Menu
- Management Arrangements
- Status of Implementation

# RATIONALE: DDF-FOAT SYSTEM

- Mobilise **additional financial resources** for MMDAs
- Provides incentive for performance for complying with GoG legal and regulatory framework
- Establish a **link** between performance assessments and capacity building support
- Ensure **harmonised systems** for investment funding and capacity building support to MMDAs

# OBJECTIVES OF THE SYSTEM

- Promote compliance with national policies, and the legal and regulatory framework
- Strengthen institutional performance of the MMDAs
- Harmonisation of disjointed approaches to MMDA Support
- Systematically improve district level service delivery and the quality of local governance.

# COMPONENTS OF THE SYSTEM

- Performance Assessment using the FOAT
- Funding
  - Basic Grant
  - Performance Grant
  - Capacity Building Grant
- Capacity Building of MMDAs

# THE FOAT…

Tool and process for annual assessment of DAs to ensure compliance with existing legal, regulatory and policy frameworks in four broad areas:

- Planning and Budgeting
- Financial Management and Administration
- Management & Organisation
- HRD

# PRINCIPLES OF THE FOAT

- Assessment is **strictly on:**
  - established legal, regulatory and policy frameworks
  - issues within the direct control of MMDAs
- FOAT covers both the **administrative** and **institutional structures** of MMDAs
- Indicators are subject to **periodic review**
- Indicators are objectively verifiable and simple to assess to minimise discretion
- Facilitates translation of identified capacity building needs into institutional requirements

# KEY FEATURES OF FOAT

Has two arms:

**Minimum Conditions**

- Are indicators that have to be met to qualify for any investment funds under the DDF
- Assemblies that meet the MCs qualify for the Basic and Performance Grants of the DDF

**Performance Measures**:

- Are indicators in 9 thematic areas that determine the top-up to the Basic Grant
- Allocation for performance is the Performance Grant is based on the relative scores of MMDAs that met the MCs

# MINIMUM CONDITIONS

- Functional DPCU
- AAP formulated
- Annual Statement of Accounts prepared
- Procurement Plan Prepared
- Minimum number of Assembly meetings held
- No adverse audit comments bordering on dishonesty
- Progress Report on Implementation of Annual Action Plan

# PERFORMANCE MEASURES & SCORES

| **Performance Measures** | **Maximum Score** |
|---|---|
| Management and organisation | 15 |
| Transparency, openness and accountability | 11 |
| Planning system | 16 |
| Human resource management | 10 |
| Relationship with sub-district structures | 4 |
| Financial Mgt, Administration & Auditing | 20 |
| Fiscal capacity | 10 |
| Procurement | 9 |
| Environmental Sanitation Management | 15 |
| **Total** | **110** |

# ROLE OF MMDAS – ASSESSMENT

- Receive notification from MLGRD and prepare for assessment one month before assessment
- Provide the relevant information to the NAT to carry out their work
- Sign the assessment report prepared by NAT and discussed with the Assembly
- Forward Complaints, if any to the DDF Sec within a 2 weeks after the NAT's work in a district

# FUNDING COMPONENTS

**Basic Grant (40%) for only MMDAs that meet all Minimum Conditions:**

- (i) equal share – 40%, (ii) population – 50%, (iii) MMDA territory – 10%

**Performance Grant (40%) as a top-up to the Basic Grant:**

- Based on the relative Scores of MMDAs that meet all the MCs

**Capacity Building Grant (20%):**

- To address capacity needs of the MMDAs

***No deduction of the investment funds at source***

# PBGS / DDF

## FUNDING COMPONENT

| | | | |
|---|---|---|---|
| Basic Grant (for only MMDAs that meet all Minimum Conditions ) | 40% | 10% | MMDA Territory |
| | | 50% | Population |
| | | 40% | Equal Share |
| Performance Grant - As top-up to the Basic Grant | 40% | * | * based on the relative scores of MMDAs (by FOAT assessment) that meet all minimum conditions (MCs) |
| Capacity Building Grant (to address capacity needs for MMDAs) | 20% | 60% | share equally among all MMDAs allocated to Assemblies to be managed |
| | | 40% | Generic training needs & yearly FOAT assessment |

# CAPACITY BUILDING

- 40% of the Capacity Building Grant is used for generic needs and Yearly FOAT Assessment
- Remaining 60% is shared equally among all MMDAs and allocated to the Assemblies to managed.

# COVERAGE OF THE 40% CB FUNDS

- annual FOAT assessment;
- Annual two day orientation sessions of the National Assessment Teams;
- Orientation of the Service Providers on the training manuals developed for the thematic areas of the FOAT; and
- Delivery of **mandatory capacity building needs** identified by the LGS and generic trainings emanating from the FOAT exercise.

# CAPACITY BUILDING

- Coverage of discretionary needs – Logistics, skills development and system development confirmed by FOAT
- MMDAs to manage demand driven training needs from a list of accredited training providers

# CAPACITY BUILDING (CB) MANAGEMENT

- CB Management by the LGSS
  - Determine capacity building needs (supply and demand driven inputs) based of the FOAT exercise.
  - Present proposal on capacity building grant allocations  to SC
  - Accreditation of service providers
    - accredit and categorise service providers (FOAT thematic areas)
    - ensure efficient use of service providers across the country
    - estimate unit cost for the delivery of training modules
  - Plan and deliver mandatory CB
  - Coordinate demand driven CB
  - Prepare reports (activity and financial) for the mandatory CB for the SC

# ROLE OF MMDAS – CAPACITY BUILDING

- Will need to be committed to the LGS programming for the mandatory CB
- Prepare capacity building plan as part of the AAP based on allocation

# DDF
# DEVELOPMENT MENU

The allowable expenditure is limited to:

- New Construction Works that benefit the community at large:
  - water systems,
  - educational facilities,
  - health facilities
  - Sanitation facilities, etc.
- Repairs and Maintenance of property not for residential or office use.
- Training/workshops/seminars/conferences/and meetings - justified by FOAT;
- Advertisement to procure service providers etc.

# DDF
# DEVELOPMENT MENU CONT.

Allowable Expenditure cont.

- Purchase of plant and equipment, furniture, motor bikes; computers and accessories. **But should have been justified by the FOAT exercise.**

- Rehabilitation of buildings and plants and machinery but not those of central administration offices and residential accommodation.

# DDF
# DEVELOPMENT MENU CONT.

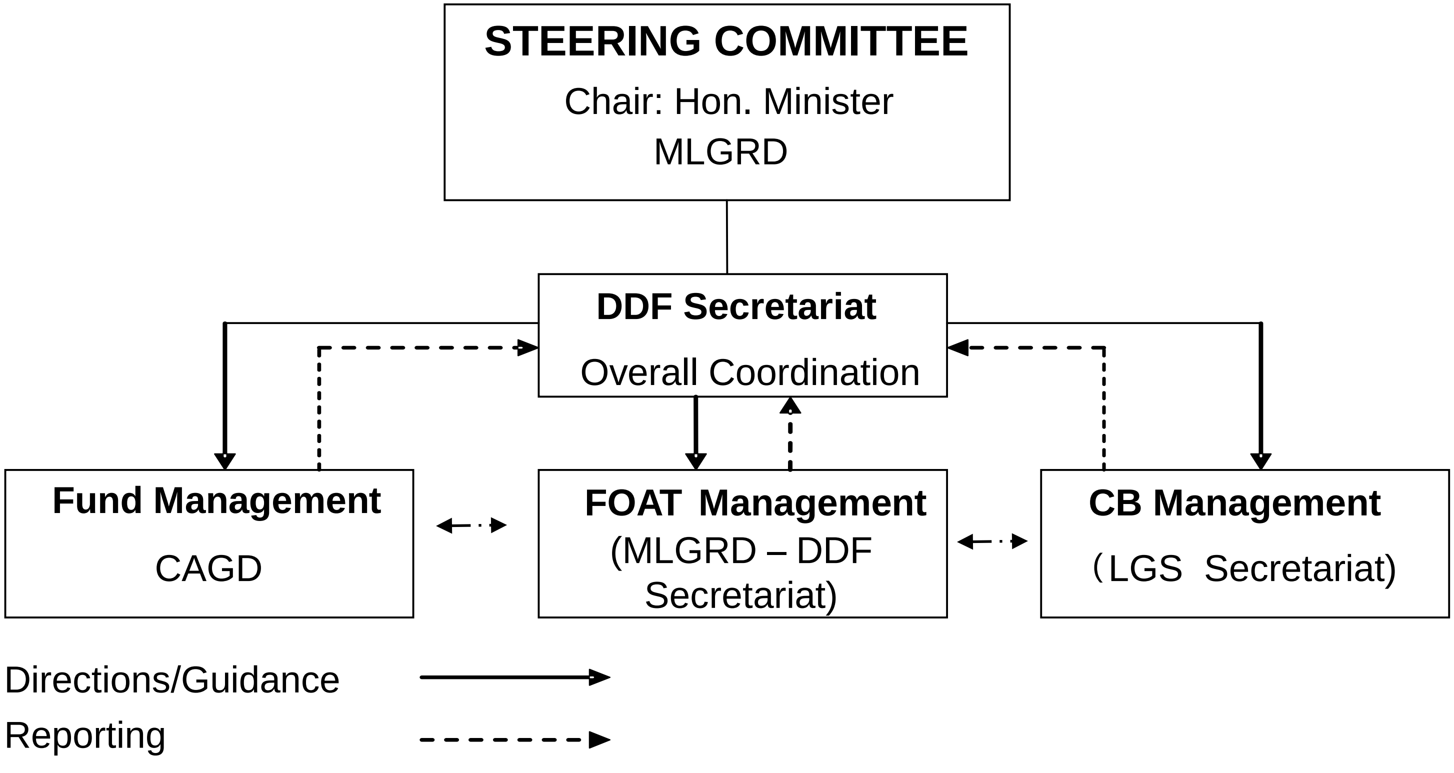
**Disallowed Expenditure**

- investments outside of the MTDPs and Annual Plans;
- investments of a private nature;
- purchase of vehicles.
- purchase of plants and equipment; furniture; motor bikes; computers and accessories, other capital expenditure, NOT JUSTIFIED by the FOAT exercise.
- Construction and furnishing of District Administration offices and residential accommodations.

# MANAGEMENT ARRANGEMENTS

- **Policy Body**: Steering Committee
- **FOAT Management**: MLGRD (DDF Sec)
- **Overall Coordination and SC Support**: DDF Secretariat
- **Fund Management**: Office of the CAGD
- **Generic Training**: LGS

# MANAGEMENT ARRANGEMENTS CONT.



# MEMBERS OF THE DDF SC

- Minister of MLGRD as chair
- Representative of MLGRD
- Representative of Ministry of Finance and Economic Planning
- Representative of the CAGD
- Representative of NDPC
- Head of the Local Government Service
- The Administrator of the DACF
- Representative of NALAG
- Representative of Civil Society
- The Coordinator, DDF Secretariat
- Representatives of DPs (only in observer capacity)

# RESPONSIBILITIES OF STEERING COMMITTEE

- Provide overall policy guidance and directives regarding the implementation of the FOAT and DDF;
- Approve FOAT results, DDF allocations and ensure its publication;
- Based DDF allocations, approve DDF transfer request to MoFEP;
- Consider remedial actions in case of weaknesses of the system (this includes endorsement of adjustments to the FOAT indicators & DDF allocation formula);
- Review and approve reports financial information of relevant institutions – CAGD, the DDF Secretariat and LGS; and
- Endorse Work Plan and budgets for the management and implementation of the FOAT and DDF.

# DDF SECRETARIAT RESPONSIBILITIES

- Provide administrative and technical support to the operations of the SC, including organisation of meetings and document proceeding of meetings among others;
- Communicate decisions of the SC to the relevant institutions for action;
- Coordinate activities of the involved institutions and ensure that they discharge  their responsibilities in accordance with the time-table and decisions agreed by the SC
- Receive assessment reports, consolidate them and present at the Steering Committee
- Collate and manage information of all relevant reports from the CAGD, the LGS and other relevant institutions and prepare quarterly report for the SC;
- Any other function that will be delegated to it by the SC.

# STATUS OF IMPLEMENTATION

- First Assessment done last year
- Assessment Results compiled
- 50 MMDA met the MCs
- Amount Mobilised for 2009 disbursement - $31.9m
- First tranche DDF disbursed
- Second Tranche – last quarter of the year
- Next Assessment – October/November 09
  - Year of Assessment 08

# THE FUNCTIONAL ORGANISATIONAL ASSESSMENT TOOL (FOAT) AND THE DISTRICT DEVELOPMENT FACILITY (DDF)

Progress made by LGSS on Management of Generic CB

Wednesday 14th October 2009

# ACCREDITATION OF SERVICE PROVIDERS

- Adverts placed with the minimum requirement details:
  - Legal status
  - Income tax clearance certificate
  - SSNIT clearance certificate
  - Track record in specific thematic areas
  - availability of qualified personnel to undertake assignment

# ACCREDITATION OF SERVICE PROVIDERS

- Accreditation firms done for 2008.
  - 23 proposals received
  - 21 met accreditation requirements

# THEMATIC AREAS

- Organization and Management
- Human Resource Development
- Financial Management, Administration and Auditing
- Planning and Budgeting

# MODALITIES FOR THE PREPARATION OF THE CAPACITY BUILDING BUDGET

- Collated the Capacity Building needs from individual District FOAT Reports
- Select training areas with high frequency for the MMDAs
- Determine specific training details, target group, training duration and cost
- Prepare a narration for the budget as well as a time budget for the trainees
- Budget for 2008/9 = $1,878,376.50

# GENERIC TRAINING AREAS SELECTED FOR DELIVERY

- Training of the Administrative and Record Class
- Management and Leadership training
- Training on reports and minutes writing
- Procurement training for key Assembly staff
- Contract management training for Assembly staff

# GENERIC TRAINING AREAS SELECTED FOR DELIVERY

- Financial management and accounting for financial office staff training
- Financial Management training for Financial and Administration Sub-committee
- Training for the establishment of computerised database
- Revenue collection improvement techniques training
- Training in Monitoring and Evaluation

# MANAGEMENT OF THE DELIVERY OF THE TRAINING AREAS

- RFPs prepared for all the training areas (some of been merged to reduce the number of RFPs)
- Country Zoned for RFPs
  - 1: Northern, Upper East and Upper West
  - 2: Ashanti and Western Regions
  - 3: Eastern and Brong Ahafo
  - 4: Central, Greater Accra and Volta

# MANAGEMENT OF THE DELIVERY OF THE TRAINING AREAS

Role of the RCC

- RCCs to Managed training programmes at the regional level (dates to be made avaialble to RCCs to invite MMDAs)
- Funds to be transferred to them based on a costing methodology
- Monitoring and report of training programmes

# MANAGEMENT OF THE DELIVERY OF THE TRAINING AREAS

**LGS**

- Consultants to be oriented
- Training will be based on modules and facilitators guide
- Set dates for training in consultation with RCCs
- Review training modules
- Print training materials
- Orient Trainees
- Costing methodology developed

# STATUS OF IMPLEMENTATION

- Proposals negotiated for:
  - Leadership and Management
  - Procurement
  - Records Management (yet to be finalised)
- Training
  - Leadership and management: Mid Nov. ’09
  - RPCUs oriented on their roles in training delivery

# THE SUB-COMPONENTS 2.2:

- Support to Rural Feeder Roads

# THE SUB-COMPONENTS 2.2: SUPPORT TO RURAL FEEDER ROADS

- This subcomponent dovetails into the PRS key objective of increasing physical access to markets through feeder roads and other vital networks.
- The District Works Department will be the organ for implementing this sub component.
- The budget for this subcomponent is 70mil DKK (approx. GHC20 million)

# THE SUB-COMPONENTS 2.2: ACTIVITIES

- Routine Maintenance (RM): will be undertaken on engineered roads (Budget support by GoG)
- Spot Improvement (SI): will be undertaken on partially engineered roads
- Rural Access Interventions (RAI): will involve footbridges, footpaths, culverts and other minor obstacles removals
- Intermediate Means of Transport (IMT): promote the use of bicycles, donkey carts, pushcarts, canoes etc.
- Environmental enhancement measures: (Dust control, grassing on edges etc)

# THE SUB-COMPONENTS 2.2: IMPLEMENTATION

- All the activities will be undertaken through the District Works Departments (DWDs) of the Districts.
- Prioritization and selection of roads & interventions will be **done** by communities, working in collaboration with the District.
- Consultants will carry out the packaging of appropriate Spot Improvement Road Works in the districts in collaboration with DFR Regional Office and DAs/DWDs.

# THE SUB-COMPONENTS 2.2: FUND FLOW

- Funds from Danida, for Spot Improvement works, will be transferred to Ghana Road Fund (GRF),
- GRF will transfer the funds to the Districts (as per approved work plan and budget) to manage and pay for contracts for the SI works executed in the Districts.
- Funding for routine maintenance will be paid by GoG through funds released by GRF.
- Danida will provide earmarked funds for the first three (3) years and DDF afterwards

# THE SUB-COMPONENTS 2.3:

- Support to Rural Water & Sanitation

# THE SUB-COMPONENTS 2.3: SUPPORT TO RURAL WATER & SANITATION

- Budget - 100 million DKK (28.5 m GHC) for 3 years
- Service delivery would be in four regions (GAR, VR, ER & CR)
- Capacity building would cover 5 regions (GAR, VR, ER, CR & NR)
- Implementation - By DWDs of the DAs with facilitation from CWSA & EHSD

# THE SUB-COMPONENTS 2.3: AIM & OBJECTIVES

- **Aim**
  - Providing  water and sanitation facilities
  - Hygiene promotion and education
  - Capacity building of DAs to mainstream W&S in DMTDPs
  - Share experience from WSSPS I & II
  - Provide support to NGOs in the W & S Sector
- **Objectives**
  - Improve access to potable W&S facilities in the rural communities and small towns
  - Improve behavioral patterns in the use and maintenance of safe W&S facilities in targeted small towns.

# THE SUB-COMPONENTS 2.3: OUTPUTS

- Strengthened  planning, tendering and supervision at district level
- Improved hygiene practices in the communities
- Water supply installations provided in selected districts
- Environmental sanitation installations provided in selected districts
- NGOs strengthened through CONIWAS in the W&S Sector

# THE SUB-COMPONENTS 2.3: TARGETS

- 264,000 People to have access to improved water supply (BH, HDWS, STWSS (mechanised BH & surface, connection to GWCL, gravity, rehabilitation, rain harvesting)
- Construct Institutional Latrines with hand washing facilities in 200 Schools,
  - 40 health clinics and
  - 30 public market places
- Continue with the community led total sanitation approaches that motivate people to change their behaviour

# THE SUB-COMPONENTS 2.3: TARGETS CONTD.

- Introduce Examples of Improved Environmental Sanitation in selected Small Towns by EHSD-MLGRD
  - feasibility studies for environmental sanitation
  - Solid waste collection & disposal system
  - Drains and sewages to be constructed in selected small towns
  - Disposal facilities for liquid and semi-liquid sanitary waste

# THE SUB-COMPONENTS 2.3: IMPLEMENTATION ARRANGEMENTS

- DAs must have W&S plans derived from DMTDPS
- DAs must prepare AAPs and submit to RPSC for review & approval
- DAs to receive funds CWSA & EHSD for implementation
- CWSA & EHSD to provide technical support to DAs/DWDs
- Capacity needs assessment will be carried out and the results will be fed into a general capacity building programme to be organised in modules by LGSS.

# THE SUB-COMPONENTS 2.3: ROLES IN CENTRAL & REGIONAL LEVEL

- RWST & EHSU AT REGIONAL OFFICES – **Will provide Tech Assistance to DWDs**
  - Support community mobilisation activities
  - preparation of DWS plan, tenders etc
  - Developing Annual Action Plans from the DWSP
  - Preparing annual investment plans
  - Capacity building in post-construction monitoring
  - Planning and monitoring progress of implementation
- CWSA / EHSD
  - Ensure adherence to standards
  - Quality assure procedures, processes, outputs
  - Operation of sub component account will be the responsibility of CWSA depending on requests from DAs based on annual work plans and budgets

# COMPONENT 3:

- Support to Ghana Audit Service

# COMPONENT 3:FUNCTIONS OF GHANA AUDIT SERVICE

- Establish acceptable levels of compliance with Legal and Regulatory framework
- DDF resources made available to MMDAs will be part of annual audits
- Carry out operational audits as part of our routine audit activities
- Complete audits within 6 months after the close of the financial year

# COMPONENT 3: IMPORTANCE OF AUDIT FUNCTION & TYPES OF AUDITS

- **Importance of Audit Function**
  - Adverse audit comments bordering on dishonesty
    - One of 6 Primary Minimum Conditions to fulfil to qualify for investment funding or the conditional entitlement
- **Types of Audits**
  - **Financial Audit**
    - Traditional task of GAS
      - Legality audit
      - Regularity audit

    Focus : financial management and information
  - **Performance Audit**

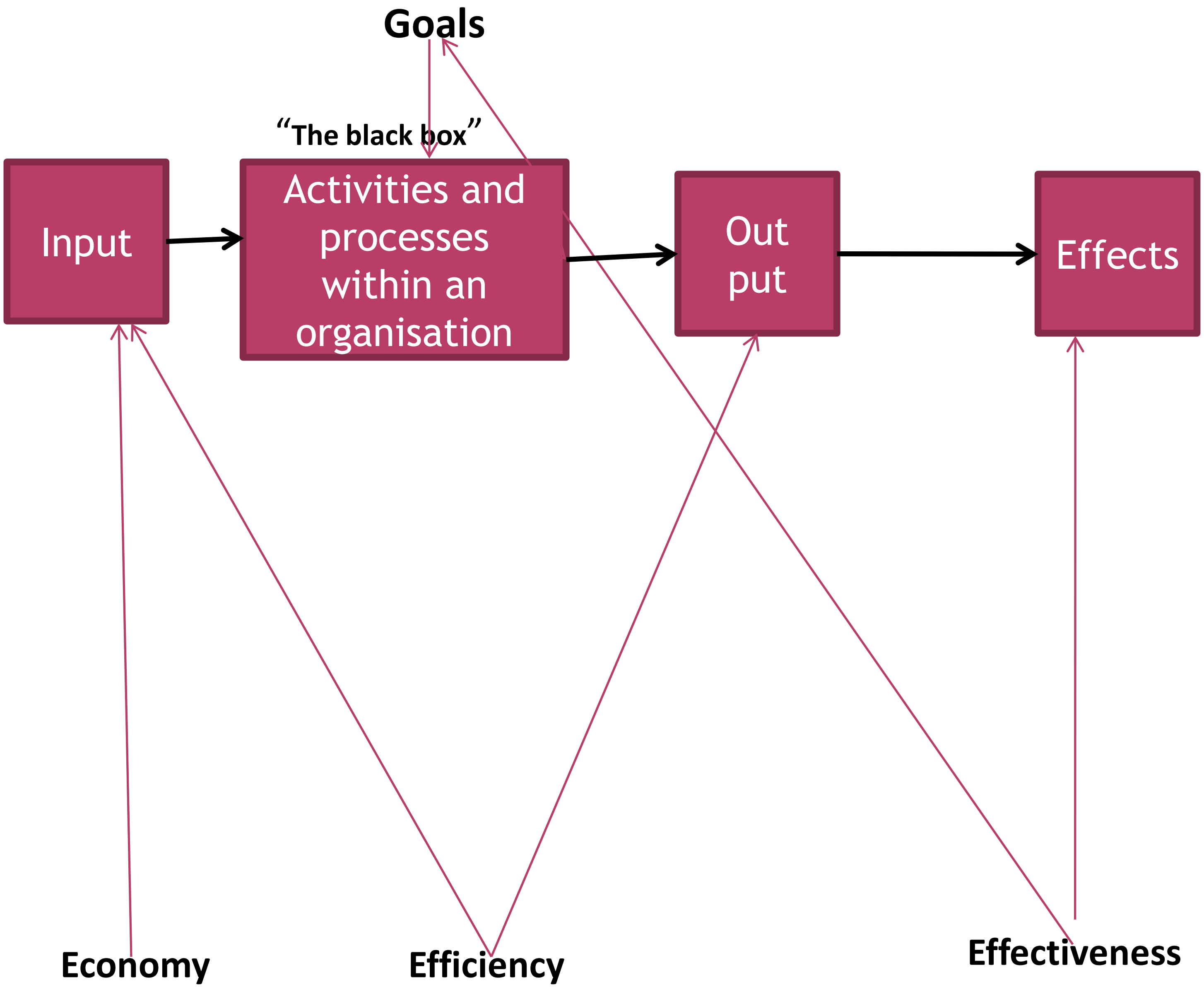
# PERFORMANCE AUDIT

- Covers not only specific financial operations, but organisational and operating systems
- Several synonyms
- All seek to evaluate the economy, efficiency and effectiveness with which public sector managers use their resources in carrying out their responsibilities

# DEFINITIONS

- Economy is minimising the cost of resources used for an activity, having regard to appropriate quality
- Efficiency is the relationship between output in terms of goods, services and other results, and the resources used to produce them
- Effectiveness is the extent to which objectives are achieved and the relationship between the intended impact and the actual impact of an activity
- Other Es- Equity and Environment

# Input / Output Model and the 3Es



# FINANCIAL AUDIT OBJECTIVES

- Adequate and effective system of internal controls are maintained to ensure the security, transparency and accountability in the management funds
- Management and utilisation of funds are in compliance with applicable laws of Ghana and with due regard to economy and efficiency
- Procurement of goods, works or service is carried out in accordance with PPA in a transparent and competitive manner
- Financial statements have been prepared accurately and on timely basis and circulated to stakeholders

# PERFORMANCE AUDIT OBJECTIVES

- Projects identified by District Assemblies for funding emanate from MTDPs and included in the Annual Action Plan and approved Budget
- Implementation performance requirements are complied with and implementation difficulties identified and addressed
- Performance monitoring has been carried out by regional and district monitoring and evaluation teams and reports issued appropriately dealt with
- The impact of the projects in terms of their objectives are evaluated, monitored and reported on in terms of their relevance and effectiveness

# COMPONENT 3:
# BUDGET AND INDICATORS

- 20m DKK (6m GHC) over next 5 years to achieve following objectives:

| Development objective | Verifiable indicators | Means of verification |
|---|---|---|
| Audit coverage of all districts under DDF/FOAF in financial and performance audit | Training of 200 financial auditors in financial management, annual audits and performance audit techniques | •Coverage of all districts by auditors<br>•Reports reflecting improvement of financial management |
| Immediate objectives | | |
| #1.Timely and comprehensive audits of all DAs | Production of 400 Guidelines and manuals | •Availability and use of manuals<br>•Manuals distributed<br>•Audits improved |
| #2. Capacity building of GAS in relation to performance audits | Ability to conduct performance audits in districts | Performance audit reports |

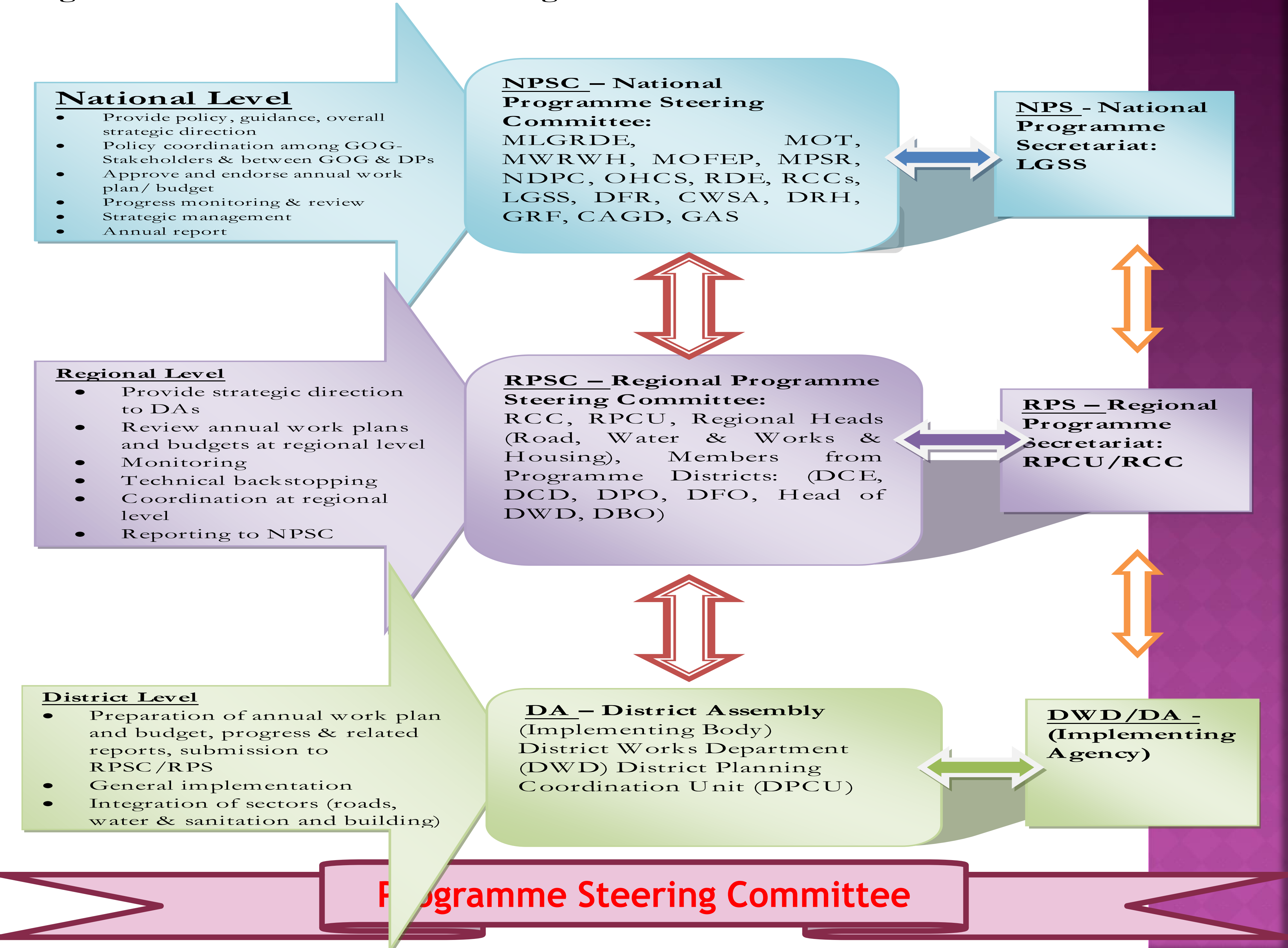
# COMPONENT 3:
# GAS EXPECTATIONS

- Have in place simple evaluation mechanism
- Select indicators to monitor the efficiency of the implementation process
- Plan to show how and where to collect data to measure these indicators so as to reliably measure change

# LSDGP – PROGRAMME MANAGEMENT

- Programme Steering Committees & Functions

Figure 2: PSC and Institutional linkages



# PROGRAMME MANAGEMENT : MEMBERSHIP OF THE NATIONAL PROGRAMME STEERING COMMITTEE (NPSC)

- NPSC Composition
  - MLGRD
  - MRH
  - MWRWH
  - MOFEP
  - NDPC
  - OHCS
  - The RCCs
  - RDE
  - LGSS
  - DFR
  - CWSA
  - EHSD
  - DRH
  - PWD
  - GRF
  - CAGD
  - GAS
  - PWD
  - DPs (Observers)

# PROGRAMME MANAGEMENT : FUNCTIONS OF THE NPSC

- **National Programme Steering Committee (NPSC) Functions**
  - **Provide policy, guidance, overall strategic direction**
  - **Policy coordination among GOG & stakeholders and between GOG & DPs**
  - **Approve and endorse annual work plan and budget**
  - **Progress monitoring and review**
  - **Strategic management**
  - **Annual report**

# PROGRAMME MANAGEMENT : MEMBERSHIP REGIONAL PROGRAMME STEERING COMMITTTEE (RPSC)

- RPSC Composition
  - RCD
  - RPCU Members (REPO, RBO, etc.)
  - Reg. Manager DFR
  - Reg. Dir. CWSA
  - Reg. Dir. EHSU
  - Reg. Dir. DRH
  - Reg. Eng. PWD
  - DCEs
  - DCDs
  - DPOs
  - DFOs
  - DWD-Heads
  - DBOs
  - Assistant Technical Adviser
  - RDE (On invitation)
  - DPs at Regions (Observers)

# PROGRAMME MANAGEMENT : FUNCTIONS OF THE RPSC

- **RPSC Functions**
  - Provide strategic direction to MMDAs
  - Review annual work plans & budgets at Regional level
  - Monitoring
  - Technical backstopping
  - Coordination at regional level
  - Reporting to NPSC

# PROGRAMME MANAGEMENT : MEMBERSHIP & FUNCTIONS OF THE MMDAS

- **MMDAs (Implementers)**
  - **MPCU/DPCU Members**
  - **MMWD/DWD**
- **MMDAs Functions**
  - **Prepare annual work plan & budget, progress & related reports (submission to RPSC/RPS)**
  - **General implementation (Mgt. & Supervision)**
  - **Integration of sectors (rural feeder roads, rural water & sanitation, building, works & housing)into DWD**
  - **Report to RCC (RPSC/RPS)**

# CURRENT STATUS & ACHIEVEMENT

- Programme - started Jan 2009
- NPSC/NPS & 5 (RPSCs/RPSs)- Set up
- 2 International TAs & 3 Local Consultants - procured
- 2009 work plan & budget - approved (approx 25 m GHC); I & II quarters budget had been transferred
- 29 DWD offices – established (TSPS II & LSDGP); 15 DWD offices –average 75% construction completed
- Office equipment & motorbikes – being procured
- M&E vehicles: 5 (double cabin pick-up) for Regions and 6 (Toyota Prado S/W) for NPS, LGSS, DDF & DFR – procured
- Routine and Recurrent Road Maintenance Management training for all district engineers – carried out
- LGSS additional office accommodation – constructed (TSPS II), equipped with office facilities (LSDGP)

# CURRENT STATUS & ACHIEVEMENT

- Spot Improvement Road works and Water boreholes construction for 2009 – procurement process
- Local consultants for SI road works packing – procured, assignments in 3 regions completed, 2 region are on going
- Training needs assessment – process
- Number of management training at DA – being carried out
- 4 NPSC meetings, 5 sensitisation meetings at 5 regions – held
- QATSD, LGSS is taking the role of NPS/LSDGP
- Reporting format – developed (GoG system)
- Mgt. training for Water & Sanitation in Denmark – 5 trainees from CWSA & EHSD (on going)
- LGSS: Preparation of Org. Structure, HR policy & Scheme of Service, Setting up departments (Natural Resource Conservation, HRD) for MMDA, CB for FOAT – on going

# ACTIVITIES IN PHOTOGRAPHS

- LGSS & LSDGP
  - Functions
  - Meetings & Workshops
  - M&E Activities
  - LSDGP-Activities