United Nations Development Programme

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Approver	Terence D. Jones (BDP/CDG)
Creator (individual)	Dien Le dien.le@undp.org - Patrick Gremillet patrick.gremillet@undp.org
Contributors	BDP/CDG, BOM/CBS, OLPS, BRSP
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Is part of	UNDP User Guide - Project Management section
Conforms to	Harmonized programming procedures and ATLAS
Related documents	UNDG AWP guidelines Project Document - Deliverable Description UNDP User Guide - Defining a Project
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Project Document Format for CPAP Countries

Project Document Format for non-CPAP Countries or Projects outside a CPAP (also applicable to Global and Regional Projects)

United Nations Development Programme
Country: Ghana
Project Document
(DISTRICT ICT CONNECTIVITY FOR EFFECTIVE DECENTRALIZATION AND
DIGITAL INCLUSIVENESS)

UNDAF Outcome(s):

UNDAF Outcome 6: By 2011, Capacity for Equitable and Participatory Governance Systems made effective at all levels and guided by human rights and principles

UNDAF Outcome 5: By 2011, Policy, Planning, Budgeting, Monitoring and Evaluation processes at all levels are informed by an effective data Management Information System.

Expected CP Outcome(s):

CP Outcomes 5.2: National data management systems strengthened at all levels

CP Outcome 5.3: National M&E capacity improved by 2010

CP Outcome 6.1: By 2011, more effective participation of central and local institutions and the civil society for good decentralized governance

Expected CPAP Output(s):

CP Output 2.2: MDAs/RCCs/DAs decentralised databases established and functioning by 2011

CP Output 3.1: MDAs/RCCs/DAs data collection and management knowledge / skills and capacity improved by 2011

CP Output 1.3 Enhanced transparency and accountability in governance

CP Output 1.4 Development of e-governance process promoted and supported

Implementing partner:

Ministry of Communications

Responsible Parties:

Ministry of Local Government and Rural Development (MoLGRD)
Local Government Service Secretariat

Narrative

Ghana's national ICT policy for accelerated development (ICT4AD) specifically outlines promoting e-governance and e-government as key to facilitating government administration and service delivery within Ghana's democratic decentralization process. In line with this, the Government has already taken initiatives to achieve its set goal of ICT for promoting decentralization and E-Government from two main perspectives: (i) Government's E-Ghana project to lay fibre-optic cables across the nation to augment the country's ICT infrastructure; (ii) Government's Community Information Center programme, which exclusively focuses on promoting the use of ICTs in rural, urban and underserved communities to support e-governance for decentralization.

However, these and other on-going ICT4AD interventions have not adequately addressed the capacity gap that exists within key Ministries, Departments and Agencies (MDAs) to provide government-to-business and government-to-citizen services that will complement e-governance and decentralization in the districts and communities. The Government of Ghana has indicated its quest for UNDP Ghana to assist in building the institutional capacities through the deployment of sustainable ICT infrastructure and information systems to departments and agencies in selected district assemblies. The initiative will also establish interdepartmental platforms to enhance the implementation of Government's businesses at the district level towards deepening decentralisation and promoting E-Governance. The platform will additionally provide structures for the digitization of district and department records, improve Messaging and Collaboration and inclusive participatory dialogue on development issues to facilitate rapid responses from institutions to the developmental needs of their respective communities.

Programme Period: March 2010 – March 2011	Estimated annualized budget: 418 000.00
CPAP Programme Component: _____	Total resources required: 168 000.00
Project Title: DISTRICT ICT CONNECTIVITY FOR EFFECTIVE DECENTRALIZATION AND DIGITAL INCLUSIVENESS	Total allocated resources (DGTTF): 168 000.00 • Regular (TRAC – ICT4AD): 150 000.00
Atlas Award ID: _____ Start date: March 2010 End Date March 2011	• Other: ○ Government (ICT4AD): 100 000.00 ○ Unfunded budget: 0.0
LPAC Meeting Date 23rd February 2010	

Agreed by (Ministry of Communications) _____

Minister (Ministry of Communications - Ghana)

Agreed by UNDP _____

Country Director (UNDP- Ghana)

Situational Analysis

Technological enhancements are continuously being adopted and adapted for political and governance purposes. These advancements in internet, mobile communications and other technologies applied to governance often result in representative democracy, greater and more active participation of citizens in identifying and finding solutions to public challenges that face them. In quest to deepen their decentralisation and good governance efforts, most developed countries invest in ICT infrastructure, applications and accompanying human capacity that support e-governance rather than e-government. Investment in e-governance does not only provide citizen convenience through the use of ICTs to accelerate the delivery of government services within a decentralised government, but also result in

1. Improved involvement of stakeholders, including NGOs, business, and interested citizen in new ways of meeting public challenges
2. Improved government decisions
3. Increased citizen trust in government
4. Increased government accountability and transparency
5. Ability to accommodate the public will in the information-age

However, in developing countries like Ghana, access to ICT tools has been limited due to the high cost of infrastructure deployment; which in most instances cannot be borne by the national government. In line with UN Millennium Development Goal8, "Developing Global Partnerships for Development", it has become necessary for national governments to forge partnerships with international organizations and the private sector to put in place the requisite infrastructure and mechanisms to build human capacity to utilize these tools for good, democratic and participatory governance.

In view of the above, the UNDP has been a partner in this area from the early stages, partnering and sharing its many natural advantages with the Government of Ghana: a global network, a broad development mandate that connects it with all development stakeholders, and its expertise on the ground. The UNDP's ICT for Development support to the Government of Ghana draws on the Ghana ICT for Accelerated Development (ICT4D) Policy statement, which takes into full account the aspirations and the provisions of key documents including the e-governance framework to support the Government of Ghana's E-Ghana programme and the decentralisation process. Also, under the mandate of the ICT for Accelerated Development Policy, the Ministry of Communication in partnerships with the UNDP has over the past 5 years, deployed requisite telecommunications infrastructure within the country through the Community Information Centre project, to establish district hubs to promote good participatory and democratic governance. The CIC project also provides a platform for the empowerment of women groups and the youth with employable skills, creation of income-oriented jobs especially in the ICT sector and ensuring the equitable distribution of wealth.

Strategy

The UNDP-Ghana's approach goes beyond the often more singular focus on infrastructure and access on the one hand or on stand-alone projects on the other. It recognizes the importance of a holistic multi-sectoral framework and partnership approach that can more effectively harness the

role of ICT4AD both as an enabler of development, and enhancer of good participatory democratic governance, decentralization, accountability and transparency, human resource development, and strengthen national unity. Furthermore, it has the potential to facilitate e-transactions: increase public sector efficiency and grant citizen access to public services by making them available online (e-government).

Towards this end and in line with the UNDAF outcomes indicated above, the project will;

- Promote strategic capacity development and use of ICTs in strengthening public administration reforms in national government and at district levels, towards enhancing the effectiveness and efficiency of district assemblies and departments in carrying out government business at the district and community levels.

- Provide platform for participatory dialogue, innovation, research, data management, capacity building and public awareness creation on key development issues that cut across all thematic areas of development including the MDGs, at the national, district and community levels to enhance development focused programming towards poverty reduction, democratic governance, crisis prevention and recovery, and environment and sustainable development.

- Deploy inter-departmental ICT platforms (MMDA decentralised Management Information System) to enhance data management and implementation of Government's businesses at the district level towards deepening decentralisation and promoting E-Governance. In addition, the platform will provide structures for digitizing district and department records, improving Messaging and Collaboration, hosting inclusive participatory dialogue threads on development issues to facilitate rapid response from institutions to the needs of their respective communities. Linked to the Local Economic Development initiative, it is envisaged that, this intervention will produce a robust model and framework to catalyse the involvement of the national government, other stakeholders and development agencies in replicating the model to other districts in Ghana.

Achievements

A study of shortlisted beneficiary Metropolitan, Municipal and District Assemblies (MMDAs) revealed that there were gaps within the National ICT4AD Policy document. The policy document does not substantively lend support to ICT interventions at the MMDAs levels. This did not only create room for proliferation of isolated and disjointed ICT interventions but also contributed to the failure of beneficiary Ministries, Departments and Agencies (MDAs) to maintain and sustain such interventions at the MMDAs level. In 2010, the District ICT Connectivity for Enhanced Decentralization and Digital Inclusiveness (DICEDDI) project, under the e-Governance portfolio of the UNDP Ghana CO;

1. Established common platform for national stakeholders to dialogue through a consultative process on identified gaps within the ICT4AD policy document, and has subsequently led to the review of the national ICT4AD policy document to address identified gaps and also include other thematic areas including ICT for Climate Change and Adaptation.

2. Sensitized stakeholders on the role of ICTs in promoting decentralization, democratic and participatory governance processes at the MMDAs level. The stakeholder consultations led to the involvement of the MMDAs, MDAs, and other community based organisations in the

management of community based ICT interventions like the Community Information Centre, and the UNDP/MTN ICT Centres of Learning projects; and the appearance of ICT components in MMDAs and MDAs budgets and planning processes

3. Developed a Decentralized Governance MIS framework for the Local Government Service in consultation with the Local Government Service Secretariat to; (1) digitize the registry records, and improve information archiving, management and retrieval, (2) improve messaging and collaboration at the MMDAs level, (3) improve transparency and accountability by providing a platform to access information on MMDAs level programmes and activities, and (4) provide interactive platform for citizenry participation in decision making and development programming processes, and to promote Government – to – Citizen interactions at the decentralized levels.

4. Developed a framework for Human Resource Management System for the Local Government Service Secretariat to enable it deliver on its new national mandate of managing human resources for all decentralised MDAs.

The project has affected relevant policies, and established necessary frameworks, platforms, partnerships and networks to support the implementation and sustainability of the programmatic activities outlined in the project document.

Key deliverables for 2011

1. Further strengthen consultative processes and involvement of national and MMDAs level government officials and other development agencies in harnessing the benefits of ICT tools in promoting good participatory and decentralised democratic governance in Ghana.

2. Improve the efficiency of government, and enhance the delivery of public services and citizen participation in development programming at the district level by providing the following;
   - Develop institutional capacity of selected MDAs to use ICT tools to re-engineer their business processes towards the provision of more responsive governance systems
   - Deploy ICT infrastructure to at least 3 MDAs within 10 districts to enhance government service delivery
   - Develop and Deploy a Decentralized Governance Management Information System with interface for inclusive citizen participation in each selected MMDA to improve information gathering and informed decision making
   - Develop and deploy Human Resource Management System at Local Government Service Secretariat to enable them deliver of their national mandate.

3. Digitize district and departmental records to improve data collection and management, information access, and improve government decision and rapid response especially in times of disaster

I. ANNUAL WORK PLAN BUDGET SHEET

Year: 2010

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amoun
Output 1: *CP Output 2.2: MDAs/RCCs/DAs decentralised databases established and functioning by 2010* *Baseline:* *1. Availability and extent of use of decentralized MIS in the 10 selected districts as at start of project* *2. Available ICT infrastructure at the selected districts as at start of project*	1. MDAs Decentralised Management Information Systems Developed and Deployed to 10 Districts 1. Organize stakeholder consultative mission to beneficiary MMDAs		X			UNDP/MoGRD/MOC	DGTTF	Stakeholder Engagement Travel	10 000.00
Indicators: *1. Number of facilities with internet connectivity at the 10 selected districts* *2. Availability and extent of use of decentralized MIS at beneficiary districts*	2. Develop Management Information Systems for 10 MMDAs		X	X		UNDP/MoGRD/MOC	DGTTF	Contractual Service Deployment Monitoring	45 000.00
Targets: *1. Equip at least 3 MDAs of each selected MMDA with ICT equipment and internet connectivity* *2. Develop and install*	3. Launch the Decentralized MIS			X		UNDP/MoGRD/MOC	DGTTF	Contractual Service Catering Travel	13 000.00

	Planned Activities			Responsible party	Funding source	Budget Description	Amount
decentralized MIS at 10 MMDAs 3. *Launch the decentralized MIS initiative* **Related CP outcome:** CP Outcomes 5.2: National data management systems strengthened at all levels	2. Requisite ICT Equipment and Infrastructure deployed to 10 MMDAs in support of the Management Information System 1. Procure and deploy ICT Equipment to 10 beneficiary MMDAs	X		UNDP	UNDP/GoG	Procurement of goods Deployment Travel	80 000.00
	2. Procure and deploy internet connectivity to beneficiary MMDAs		X	UNDP/MOC	UNDP/GoG (MOC)	Procurement of Services	110 000.00
Output 2 CP Output 3.1: MDAs/RCCs/DAs data collection and management knowledge / skills and capacity improved by 2010 Baseline: 1. Methods for data collection, storage and management at the beneficiary MMDAs as at start of project 2. Number of trained data entry clerks capacity at the beneficiary MMDAs as at start of project 3. Capacity of MMDAs in the collection and management of data via a decentralized MIS as at start of project Indicators: 1. Method of data collection, storage and management at the beneficiary MMDAs 2. Increased number of trained data entry clerks at the beneficiary MMDAs 3. Increase capacity of MMDAs in the collection and	1. Institutional capacity of MDAs developed in data collection and management 1. Organise Data entry / transcription workshop for beneficiary MMDAs		X	UNDP/MoGRD/MOC	DGTTF	Capacity building workshop Procurement Catering Travel	25 000.00

management of data via a decentralized MIS Targets: 1. Train at least 1 data entry clerk per a beneficiary MDA in each MMDA 2. Train at least 2 government officials per beneficiary MDAs on the use of the MIS platform in data collection and management Related CP outcome: CP Outcome 5.3: National M&E capacity improved by 2010	2. Institutional capacity of MDAs strengthened in the use of MDAs decentralized MIS for effective community project management and M&E 1. Organise capacity building workshop for beneficiary MMDAs on the use of the decentralised MIS	X	UNDP/MoGRD/MOC	DGTTF	Capacity building workshop Procurement Catering Travel	25 000.00
Output 3 CP Output 1.3 Enhanced transparency and accountability in governance Baseline: 1. Volume of information on community projects and government business accessible to citizenries as at start of project. 2. Number of government officials at the MMDAs with formal project management skills(PMI or PRINCE2) as at start of project Indicators: 1. Volume of information	Utilization of effective project management methodology and increased availability of timely activity and financial based reports on community project and government business at the MMDAs level 1. Organize capacity building workshop in Project Management for selected government officials at beneficiary MMDAs	X X	UNDP/MoGRD/MOC	UNDP/GoG	Capacity building workshop Procurement Catering Travel	25 000.00

		X	UNDP/MoGRD/MoC	DGTTF	Contractual Service	15 000.00
on community project and government business available and accessible to the citizenry 2. Increased number of certified government officials in project management Targets: 1. Organize at least 1 policy level stakeholder meeting on reporting mechanisms for community projects and government businesses 2. Train at least 2 government officials per beneficiary districts in project management 3. Support the certification of at least 2 government officials in project management Related CP outcome: CP Outcome 6.1: By 2010, more effective participation of central and local institutions and the civil society for good decentralized governance	2. Support trained government officials in Project management certification					

Output	Activities				Responsible	Funding source	Budget line	Amount
Output 4 CP Output 1.4 Development of e-governance process promoted and supported *Baseline:* *1. Number of citizens especially women participating in democratic governance and decision making processes at the MMDA level as at the start of project* *Indicators:* *1. Number of citizens, especially women, participating in democratic governance and decision making processes at the MMDA level* *2. Number of government officials and citizens especially women that use the decentralized MIS* *3. Number of government officials and citizens trained in the use of the decentralized MIS* *Targets:* *1. Train at least 2 trainers(including women) per MMDA in the use of the decentralized MIS* *2. Support at least one organization per*	1. Increased participation of citizenry and local institutions in development programming and decision making processes	X			UNDP/MoGRD/MOC	UNDP/GoG	Sensitisation workshop Procurement Catering Travel	15 000.00
	1. Organize sensitization workshops in beneficiary communities on the role of citizenry participation in decentralization and democratic governance							
	2. Procure and mount notice boards and suggestion boxes at vantage points in beneficiary communities		X		UNDP/MoGRD/MOC	UNDP	Contractual	20 000.00
	3. Organize Train-the-Trainer capacity building workshop on the use of the decentralized MIS for effective participatory governance		X		UNDP/MoGRD/MOC	DGTTF	Capacity building workshop Procurement Catering Travel	20 000.00

					UNDP/MoGRD/MOC	DGTTF	Institutional Strengthening	
MMD4, working with women to foster inclusive participation of women in democratic governance *Related CP outcome:* **CP Outcome 6.1:** *By 2010, more effective participation of central and local institutions and the civil society for good decentralized governance*	4. Support organizations working with women groups to foster the inclusive participation of women in democratic governance	X	X	X				15 000.00
TOTAL								418 000.00

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II. Management Arrangements

To ensure optimization of coordination and impact, this AWP will have the following management structure:

Steering Committee: responsible for making management decisions on a consensus basis for the AWP, including approval of the Annual Work Plan. Final decision making on AWP activities and accountability rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. The Steering Committee is expected to meet at least once every quarter to monitor progress on the implementation of the AWP, learn and share ideas on progress of implementation. The steering committee shall comprise of the representatives from the following;

1. Ministry of Finance and Economic Planning (MoFEP)
2. Ministry of Communications (MoC)
3. Ministry of Information (MoI)
4. Ministry of Local Government and Rural Development (MoLGRD)
5. Local Government Services (LGS)

Implementing Partner (IP): responsible and accountable for managing the entire AWP, including the monitoring and evaluation of activities, achieving targets and outputs, and for the effective use of UNDP resources. The IP may enter into agreements with other organizations or entities to assist in delivering project outputs successfully. Possible Implementing Partners include government institutions, other eligible UN agencies and Inter-governmental organizations (IGOs), bilateral organizations and eligible NGOs that are legally registered in the country. The IP for this AWP will be the Ministry of Communications and the Responsible Partner will be the Ministry of Informations.

Part V. Monitoring and Evaluation

The AWP will be reviewed quarterly according to UNDP standard procedures and policies. UNDP Country Office experience will be shared with implementing partners to ensure that project activities are properly documented. The output indicators will serve as the reference point for the development of a frame work for M& E activities. Monitoring will be participatory, and serve both as a data collection and reporting tool as well as a project management tool. The programme officer in conjunction with the project partners will be responsible for the preparation and submission of the following reports that form part of the monitoring process.

Inception Report:

An inception meeting including all the project partners will be held and an inception report prepared. It will include a detailed quarterly work plan describing the activities and progress indicators that will guide the implementation of the AWP. The report will also include a detailed quarterly project budgets for the period of implementation, monitoring and evaluation framework and a detailed procurement plan. A section will be included on progress to date on project

establishment and start-up activities, and an update of any changed external conditions that may affect project implementation.

Quarterly Progress Reports

These Reports will be developed from Activity Reports, outlining main updates in project progress, comprising narrative and financial sections, will be provided quarterly to UNDP and the External Resources Mobilization (ERM) Division of the Ministry of Finance and Economic Planning by the implementing partners.

To ensure optimization of coordination and impact, this AWP will have the following management structure:

Steering Committee: responsible for making management decisions on a consensus basis for the AWP, including approval of the Annual Work Plan. Final decision making on AWP activities and accountability rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. The Steering Committee is expected to meet at least once every quarter to monitor progress on the implementation of the AWP, learn and share ideas on progress of implementation. It will comprise representative of the Ministry of Finance, Ministry of Communication and its relevant agencies, key partners and implementing/responsible agencies under the AWP.

III.   Legal Context

If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.
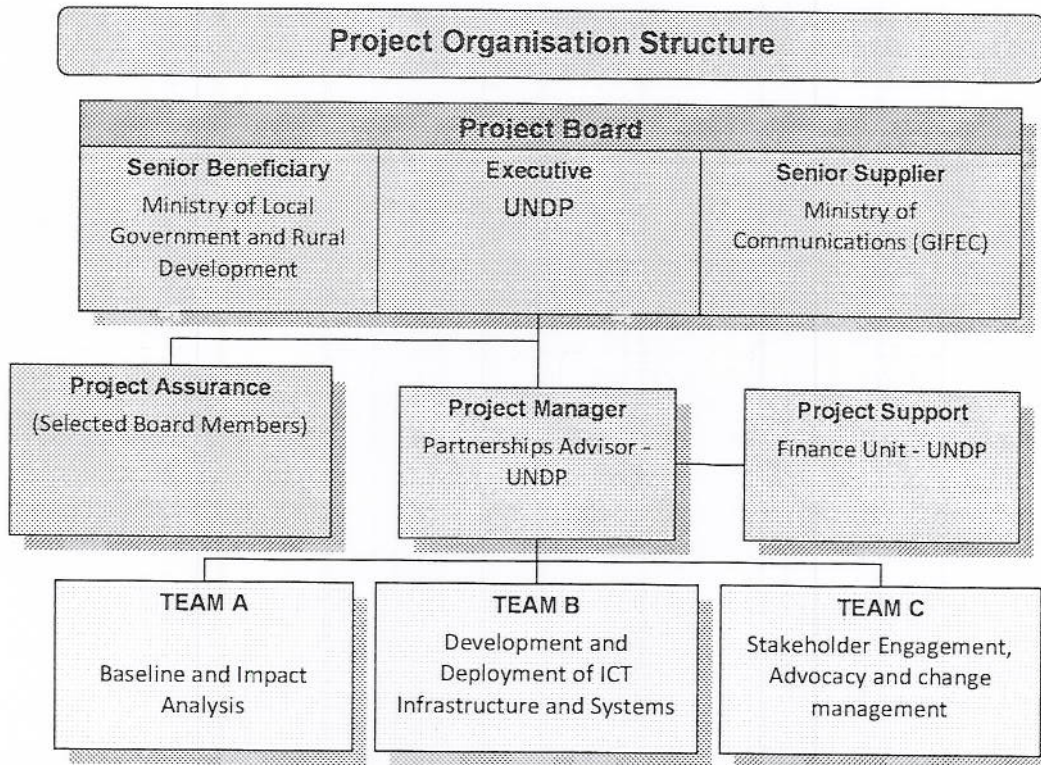
The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established

pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document"

Project Organisation Structure

Project Board		
Senior Beneficiary Ministry of Local Government and Rural Development	**Executive** UNDP	**Senior Supplier** Ministry of Communications (GIFEC)

Project Assurance (Selected Board Members)	**Project Manager** Partnerships Advisor – UNDP	**Project Support** Finance Unit - UNDP

TEAM A Baseline and Impact Analysis	**TEAM B** Development and Deployment of ICT Infrastructure and Systems	**TEAM C** Stakeholder Engagement, Advocacy and change management

Quality Management for Project Activity Results

OUTPUT 1: CP Output 2.2 MDAs/RCCs/DAs decentralized databases established and functioning by 2010		
Activity Result 1 (Atlas Activity ID)	MDAs Decentralized MIS Develop and functioning at 10 MMDAs	Start Date: End Date:
Purpose	1. Promote local ownership and stakeholder responsibility at the MMDA level through enhanced participation of stakeholders in the planning and development of the MDAs MIS 2. National data management systems strengthened at all levels	
Description	1. Organize project inception and stakeholder consultative mission to beneficiary MMDAs 2. Develop and deploy MDAs MIS to 10 selected MMDAs 3. Launch the MDAs MIS nationally and at the MMDAs level	
Quality Criteria	**Quality Method**	**Date of Assessment**
Effective ownership and sense of responsibility for MDAs MIS	Improved stakeholder satisfaction and participation in the use of the MIS	
Functioning MDAs MIS at 10 selected MMDAs	Amount of National data collected and managed via the MDAs MIS	

OUTPUT 1: CP Output 2.2 MDAs/RCCs/DAs decentralized databases established and functioning by 2010		
Activity Result 1 (Atlas Activity ID)	Requisite ICT Equipment and infrastructure deployed to 10 MMDAs in support of the MDAs MIS	Start Date: End Date:
Purpose	1. Provide ICT infrastructure for the successful implementation and functioning of the MDAs MIS at the 10 beneficiary MMDAs	
Description	1. Procure and deploy ICT equipment to the 10 beneficiary MMDAs 2. Procure and deploy internet connectivity to beneficiary MMDAs	
Quality Criteria	**Quality Method**	**Date of Assessment**
Frequency and length of down time of ICT equipment	Monitoring of system performance and down time log	
Bandwidth and reliability of internet connectivity	Bandwidth and system down time log monitoring	
Level of compatibility of the MDAs MIS and the ICT equipment and infrastructure deployed	Number and frequency of system error due to incompatibility	

OUTPUT 2: CP Output 3.1 MDAs/RCCs/DAs data collection and management knowledge / skills and capacity improved by 2010		
Activity Result 1 (Atlas Activity ID)	Institutional capacity of MDAs developed in data collection and management	Start Date: End Date:
Purpose	Develop adequate capacity in the collection of new data, digitizing of existing MMDAs records and management of such data through the MDAs decentralised MIS platform at all beneficiary MMDAs	
Description	1. Organize Data Entry / transcription workshop for government officials in beneficiary MMDAs	
Quality Criteria	**Quality Method**	**Date of Assessment**
Volume and accuracy of data entered into the MDAs MIS after the capacity building workshop	System audit for accuracy and volume of data captured / transcribed.	

OUTPUT 2: CP Output 3.1 MDAs/RCCs/DAs data collection and management knowledge / skills and capacity improved by 2010		
Activity Result 1 (Atlas Activity ID)	Institutional capacity of MDAs strengthened in the use of MDAs decentralised MIS for effective community project management and M&E	Start Date: End Date:
Purpose	Develop adequate institutional capacity in the use of the MDAs decentralised MIS for effective management of projects and improve national M&E capacity	
Description	1. Organize capacity building workshop for beneficiary MMDAs on the use of the decentralized MIS	
Quality Criteria	**Quality Method**	**Date of Assessment**
At least 80% of trained government officials are able to effectively use the MDAs decentralized MIS	Interviews and administration of questionnaires to establish the number of trained government officials who are able to effectively use the MDAs decentralised MIS	

OUTPUT 3: CP Output 1.3 Enhanced transparency and accountability in governance		
Activity Result 1 (Atlas Activity ID)	Utilisation of effective project management methodology and increased availability of timely activity and financial based reports on community project and government businesses at the MMDAs level	Start Date: End Date:
Purpose	Improved project management efficiency and enhance transparency and accountability in governance	
Description	1. Organize 2 consultative meetings with key stakeholders on transparency and accountability in governance at the MMDAs level 2. Organize capacity building workshop in project management for selected government officials at the beneficiary MMDAs 3. Support trained government officials in project management certification	
Quality Criteria	**Quality Method**	**Date of Assessment**
Volume of information on community project and government business available and accessible to the citizenry	Interview and administration of questionnaire to access the availability and accessibility of information to the citizenry Dashboard monitoring for project reporting via the MDAs decentralized MIS	

OUTPUT 4: CP Output 1.4 Development of e-governance process promoted and supported		
Activity Result 1 **(Atlas Activity ID)**	Increased participation of citizenry and local institutions in development programming and decision making processes	Start Date: End Date:
Purpose	Promote inclusive participation and deepen decentralisation and democratic governance	
Description	1. Organize sensitization workshop in beneficiary communities on the role of citizenry participation in decentralization and democratic governance 2. Organize train-the-trainer capacity building workshop on the use of the decentralized MIS for effective participatory governance 3. Support organizations working with women groups to foster the inclusive participation of women in democratic governance	
Quality Criteria	**Quality Method**	**Date of Assessment**
Number of citizens especially women participating in decision making processes	Review of participants in decision making processes Interview and administration of questionnaire to establish the satisfaction of the citizenry with their level of participation in decision making processes.	

ANNEX 1: RISK ANALYSIS

OFFLINE RISK LOG

Project Title: DISTRICT ICT CONNECTIVITY FOR EFFECTIVE DECENTRALIZATION AND DIGITAL INCLUSIVENESS   **Award ID:**   **Date:**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Resistance to change	2008	Organizational • Culture, Code of Conduct and ethics • Human Resources Processes and Procedures	Reduction in the number (percentage) of trained users who effectively use the district level MIS in the efficient delivery of Government Business at the MMDAs level $P = 2$ $I = 3$	Involvement of key stakeholders including MMDAs administration in the development of project concept. Organise Local level stakeholder consultation to promote the involvement of MMDAs administration in the implementation of the intervention Institute a Change Management team to manage the product deployment and transitions.	Team Leader (Team c: Stakeholder Engagement, Advocacy and Change Management)	Project Manager	2010	Reducing
2	System Development and Deployment Failure	2010	Operational • Infrastructure failure	Decreased confidence of stakeholders in the new system	Effectively manage the development and deployment of ICT infrastructure and systems.	Team Leader (Team B: Development and deployment of	Project Manager	2009	Reducing

No.	Risk	Category	Impact (P / I)	Countermeasures	Owner	Action Owner	Date	Status
		• Human error / incompetence	Delay in implementation and increase in project cost P = 2 I = 4		ICT infrastructure and systems)	Project manager	2009	Reducing
3	Change in Government and MMDAs administration	Political • Government Commitment • Change in Government	Delay in implementation and increase in project cost P = 2 I = 4	Review the Ghana ICT4AD Policy Document to support MMDA level ICT interventions. Promote the institutionalisation of decentralised MMDAs MIS and related recurrent cost on MMDAs budget and balance score cards. P = 1 I = 3. Effectively communicate the catalytic effect of the project on good democratic governance and inclusive participation	Project Board	Project manager	2009	Reducing
4	Reluctance of citizenries to participate in inclusive community planning and dialogue	Environmental • Social and Cultural	Decrease the participation of citizenries in inclusive development planning. Decrease the efficacy of the system in development programming and empowerment of citizens P = 1	Sensitize citizenries on the importance of participatory development programming and their role in the process. Develop the capacity of citizenries in engaging in development planning and constructive	Team Leader (Team C: Stakeholder Engagement, Advocacy and change management)	Project manager	2009	Reducing

No	Risk	Year	Description	Mitigation	Responsible	Rating
			dialogue, through the decentralized MMDAs MIS Provide universal access to affordable internet connectivity through the Community Information Centre (CIC)n project.			
				I = 3		Re ducing
5	Difficulty in establishing quantitative baselines	2009	Organizational • Institutional/ Execution Capacity • Implementation arrangement	Adversely affect communication / demonstration of the extent of impact of the project P = 1 I = 1		
		2009		Strengthened MMDA level stakeholder involvement in the baseline analysis process Establish and confirm baseline for project prior the implementation of project	Team Leader (Team A: Baseline and Impact Analysis) Project Manager	