

# ABRIDGED REPORT

FOR

## **THE EVALUATION OF NADeF OPERATIONS IN ITS TEN HOST COMMUNITIES**

**Submitted To:**

**NEWMONT AHAFO DEVELOPMENT FOUNDATION**



**By:**

**COMMUNITY EMPOWERMENT ASSOCIATES  
(CEA)**



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## **AFFIRMATION**

Except as acknowledged by the references in this report to other authors and publications, the evaluation described herein consists of our own work undertaken to assess effectiveness, efficiency, impacts and sustainability of NADeF investments within the ten (10) Ahafo Mine communities.

This work was done with the guidance of documents provided by NADeF as well as data gathered from the field.

The primary quantitative and qualitative data collected in the course of the study remain the copyright of NADeF, the communities, households and institutions who offered information. Information and data has been used with their consent.

**Bright Wireko-Brobby, Team Leader**

**Bernard Adjei-Poku**

**Daniel Raca**

**Abigail Oteng**

**Michael Osei-Assibey**

**Community Empowerment Associates (CEA)**

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## **LIST OF ABBREVIATIONS**

AMLC	Ahafo Mine Local Communities
ASRF	Ahafo Social Responsibility Forum
AWDF	Africa Women Development Forum
BAC	Business Advisory Centre
BECE	Basic Education Certificate Examination
BoT	Board of Trustees
BSC	Business Start-up Capital
CBOs	Community Based Organisations
CEA	Community Empowerment Associates
CSOs	Civil Society Organisations
DAs	District Assemblies
DEHU	District Environmental Health Unit
DEO	District Education Office
DHMT	District Health Management Team
DPO	Development Planning Office
DSW	District Social Welfare
DWST	District Water and Sanitation Team
FC	Financial Controller
FGDs	Focus Group Discussions
GES	Ghana Education Service
GFCF	Global Fund for Community Foundations
GLB	Ghana Library Board
GSS	Ghana Statistical Service
HIV	Human Immunodeficiency Virus
HRD	Human Resource Development
ICT	Information Communication and Technology
IFC	International Finance Corporation
JHS	Junior High School
KG	Kindergarten
LMGL	Liebherr Mining Ghana Limited
M&E	Monitoring and Evaluation
NADeF	Newmont Ahafo Development Foundation
NGGL	Newmont Ghana Gold Limited
NGOs	Non Governmental Organisations
NTC	Nursing Training College
PTA	Parent Teachers Associations
SDCs	Sustainable Development Committees
SHS	Senior High School
SMC	School Managements Committee
SPSS	Statistical Package for Social Scientists
WC	Water Closet

## I. EXECUTIVE SUMMARY

The Newmont Ahafo Development Foundation (NADeF) is Newmont Ghana Gold Limited's (NGGL's) lead vehicle for supporting development of the Ahafo mine's ten host communities. It was established in 2008 through a collaborative initiative of NGGL and its key multi-stakeholder group called the Ahafo Social Responsibility Forum (ASRF).

After operating NADeF for five years, NGGL commissioned Community Empowerment Associates (CEA) to evaluate its investments/projects as well as processes of fund disbursement, project design, among others. Community Empowerment Associates (CEA) adopted participatory techniques to collect data from representatives of all stakeholders of the Foundation. The key findings and recommendations have been summarised as follows:

- NADeF has a participatory governance and management structure that includes all stakeholders. The only challenge is that some members of certain key stakeholders such as SDCs and Nananom do not clearly understand some specific aspects of roles of the BoTs, and the Tender Board. *There is the need for sensitisation and re-orientation of stakeholders (Chiefs/traditional leaders, SDCs and ASRFs, community members) about the roles of the governance structures of NADeF.*
- The main source of funds (US\$1 per ounce of gold produced and the 1% pre-tax profit) is reliable in terms of timely release and Newmont's commitment to it. The principal amount of the endowment fund has more than doubled over the period. This is encouraging and NADeF needs to continue with the prudent management of the fund. *However NADeF also needs to explore opportunities for other sources of funding from donors, development agencies, and philanthropic organisations/individuals to support Newmont's contribution to the Foundation, so as to consolidate the sustainability of NADeF operations even after the life of the Newmont Ahafo Mine.*
- The fund disbursement process to the communities is fair, clear and easily verifiable leading to a high degree of stakeholder contentment. However, communities tend to focus more on community-based projects with allocated funds with little or no attention to partnership projects. *With NADeF's effort in providing partnership training and workshops for the SDC members, some of the communities have now begun considering pooling resources for such initiatives. This effort needs to be continued to ensure some strategic development projects such as medical facilities, educational institutions, income/employment generating facilities (e.g. factories, processing centers) to be jointly implemented by the communities.*
- The Sustainable Development Committees lead communities to identify and select projects each year. Due to the technical nature of project proposal preparation, submission sometimes get delayed. This leads to delays in project approvals and implementation. *A long-term planning approach has the potential of reducing this occurrence*

each year. NADeF therefore needs to consider working with the communities and the District Assemblies to develop medium to long term development plans (3-5 years) for the communities.

- One key challenge the team faced during the evaluation was the lack of a baseline data with measurable indicators within the NADeF Secretariat. This made it difficult for the team to actually measure the extent of gains in the six focus areas of the project. Moving forward, CEA recommends the creation of a strong and well resourced Monitoring and Evaluation portfolio to track baseline data on all the development projects before they are embarked upon. This will ensure that in future, there will be little or no difficulty in measuring how much the scholarships have impacted on enrollment and results or how much the infrastructure projects on water have led to improvements in sanitation etc.

#### *Relevance, Effectiveness, Impacts and Sustainability of projects*

- The assessment shows that NADeF's investments were relevant since they are in consonance with development aspirations of the communities and districts. For instance, project distribution per the findings was as follows: hospitals/clinics (24.6%), job creation/opportunities (17.8%), tertiary institutions (14.6%) and credit facilities (13.4%).
- Most of the investments have been effective in contributing to the achievement of stated goals that were set for the focus areas. For instance in the area of "Improving Human Resource base of the Ahafo mine communities", the scholarship scheme has contributed significantly to education of students in the area of coverage. Figures for the SHS level and tertiary are 3,017 and 1,470 respectively. The areas of study included business, visual arts, Mechanical Engineering, among others. The pre-job training (sewing, hairdressing, driving, etc) also contributed significantly to employment by 81.8% with 499 beneficiaries.
- With the exception of natural resource protection, projects have achieved appreciable impacts in diverse ways including employment creation, availability of decent social amenities like water (88.5%), toilet (83.6%), community centers, among others.
- NADeF, after completion of projects, hands the operation and maintenance to communities and District Assemblies (DAs), which is appropriate because they are the ultimate beneficiaries. Best practices on project maintenance require setting up a fund for maintenance which is currently not being considered by both NADeF and the DA as part of the contractual arrangements. *There is therefore the call on NADeF to consider setting up a sinking fund for project maintenance is necessary if long-term sustainability of the projects is expected.*
- Another observation made was the poor nature of government's support to NGGL initiatives. CEA found that government's support to the NADeF partnership towards development projects in the communities is not as appreciable as expected and in contrast to international best practices. *CEA therefore recommends the activation of the "matching fund" arrangement between the DAs and NADeF in fulfilment of maintainance, project long life and ultimate sustainability of accomplished projects.*

- Lastly, one area where NADeF could perform creditably towards its objectives will be for the use of high quality human resources at all levels of engagement. CEA therefore recommends at least, a bi-annual training program based on capacity needs assessment for all stakeholders from the community level (SDC members, chiefs etc) to personnel of the District Assemblies. The essence will be to have an informed calibre of stakeholders within the NADeF value chain to provide quality support services to ensure value for money for all projects.

In sum, NADeF has discharged its mandate creditably well; the successes are encouraging and sustainable because there are well laid down structures for good governance and management.

## **2. INTRODUCTION**

The Newmont Ahafo Development Foundation (NADeF) is Newmont Ghana Gold Limited's (NGGL's) lead vehicle for supporting development of the Ahafo mine's ten host communities. It was established in 2008 through a collaborative initiative of NGGL and its key multi-stakeholder group called the Ahafo Social Responsibility Forum (ASRF).

The Foundation is mainly funded by NGGL's contribution of \$1 per ounce of gold sold and 1% of pre-tax profit per year from the Ahafo Mine. Commencing operations in 2009, NADeF has undertaken various investments/projects under six (6) focus areas – human resource development, infrastructure development, social amenities, economic development, natural resource protection, cultural heritage and sports.

After operating NADeF for five years, the Community Empowerment Associates (CEA) was commissioned to evaluate its investments/projects as well as processes of fund disbursement, project design, among others. This report is an abridged version of the main evaluation report.

## **3. SCOPE, METHODOLOGY AND LIMITATIONS**

The project assessment was conducted within the NADeF operational areas. These are the ten (10) communities within the mine's foot print. They are Kenyase No.1 and No. 2, Ntotroso, Gyedu and Wamahinso in the Asutifi North District. Those in Tano North District include Yamfo, Susuanso, Afrisipakrom, Terchire and Adrobaa.

A participatory approach involving all stakeholders and with the use of focus group discussions, guided walk and semi-structured interviews were employed during the assignment. This was to ensure that the evaluation reflects the views of all stakeholders (Newmont, ASRFs, community members, etc) of the Foundation. The data collected (both quantitative and qualitative) were analyzed and evaluated. In the following sections, major findings and recommendations of the assessment have been presented.

One key challenge the team faced during the evaluation was the lack of a baseline data with measurable indicators within the NADeF Secretariat. This made it difficult for the team to actually measure the extent of gains in the six focus areas of the project.

## **4. GOVERNANCE AND FUNDING**

This section discusses the key findings relating to the governance and management structure as well as fund generation and disbursement.

### **Governance structure of NADeF**

The assessment found that NADeF has a participatory governance and management structure with a Board of Trustees (BoTs), a Secretariat with various sub committees (such as tender board and a project committee. There is also a Sustainable Development Committees (SDCs) in all the communities which has linkages with the local government authority - District

Assembly. The BoT is the highest decision making body of NADeF and presents the annual reports of the Foundation at an Annual General Meeting to the Ahafo Social Responsibility Forum – a fifty-four (54) member stakeholder representatives comprising traditional leaders (Nananom), local and regional government representatives. Other groups that are represented include the Youth, Women, Farmers, local NGOs and NGGL. The Forum is the body that developed the agreement for the establishment of NADeF. An assessment of the overall governance structure of NADeF indicates that it exhibits characteristics of best practices in its operations. The Forum for instance, lays the general framework within which the BoT functions through the Secretariat.

The only challenge is that some members of certain key stakeholders such as SDCs and Nananom do not clearly understand some specific aspects of roles of the BoTs, and the Tender Board. There is the need for sensitisation and re-orientation of stakeholders (Chiefs/traditional leaders, SDCs and ASRFs, community members) about the roles of the governance structures of NADeF.

### **Fund generation and disbursement**

The assessment found that NADeF has adequate funding arrangement. The funding source, which is mainly the US\$1 per ounce of gold produced and the 1% pre-tax profit, is reliable. Newmont releases the funds timely to the Foundation, and is highly committed to its funding obligation. The General Manager of Newmont specifically emphasised, “We will keep our commitment to the foundation. Many companies in the industry cut down support for social responsibility when faced with challenges. We won’t do that...”

Some partners of Newmont also assist the Foundation in various ways including funding. For instance, Liebherr Mining Ghana Limited (LMGL), a contractor of Newmont, established a partnership with NADeF to provide funding to support outstanding students at the tertiary level through the NADeF-Liebherr Excellence Scholarship Award. Under the scheme, a sum of Gh¢15,000 (US\$4,840)<sup>1</sup> is awarded to one brilliant and highly-motivated student every year.



NGGL GM making his submission to the Evaluation team



Beneficiary of NADeF-Liebherr Scholarship

In addition, NADeF has created an endowment fund meant for future use of the Foundation. This is an excellent strategy of generating fund for the sustainability of the Foundation; this matches up with best international practices on foundations. As at December 2013, the

<sup>1</sup> The exchange rate is US\$1 is to GH¢3.1 as at November 2014

endowment fund was GH¢6.77 million (US\$2.18 million) of which the principal was GH¢3.31 million (US\$1.07 million). This means, through the investment approach adopted by the BoT in investing the endowment and unutilized funds, principal amount of the endowment has more than doubled within the period. This is encouraging! NADeF therefore needs to continue with the prudent management of the fund and work with relevant consultants/technical advisors to explore more investment opportunities to grow the endowment for the returns.

The study found that the disbursement process is fair, clear and easily verifiable due to the systematic method of distributing the funds. The process encourages communities to develop viable development projects that enable NADeF to do the annual disbursement of funds. Again, disbursing the funds among the focus areas ensured variety of investments in the communities.

However, communities tend to focus more on projects their funds can support with less emphasis on partnership projects among communities. With NADeF's workshops on the need for partnership among communities, some of the communities have now begun considering partnership programs (e.g. Bamboo Bicycle Project communities in Tano North and Asutifi North). This is however yet to materialize. There is therefore the need for NADeF to intensify its sensitization on partnerships to the extent that communities will be willing to devote a proportion of their respective funds to support major project such as establishment of specialized hospital, university, factories, etc. The District Assembly must be encouraged to advise the communities on such initiatives such as the community partnership efforts and help them identify strategic projects for joint implementation.

## **5. PROJECT DESIGN**

This section assesses the processes and strategies of NADeF in ensuring that strategic projects are identified, developed, implemented and maintained/sustained.

### **Proposal development and approval**

Identifying and selecting projects was participatory; involving community members and the DA. The SDCs prepared project proposals with community members but only 17.7% of community members participate in project identification and prioritization. It was also found that after projects are selected, the DA engineers prepare the accompanying budgets to complete the project proposal development. The completed proposals are then submitted to the Secretariat for review by the Project Committee before they are submitted to the BoT for approval. However, due to the technical nature of project proposal preparation, submission sometimes get delayed. This leads to delays in project approvals and implementation. A long-term planning approach has the potential of reducing this occurrence each year. NADeF therefore needs to consider working with the communities and the District Assemblies to develop medium to long term development plans (3-5 years) for the communities.

## **Contracting, implementation and monitoring**

For quality project output and value for money, NADeF awards almost every infrastructure project on contract basis. NADeF has a transparent and systematic tendering process which is in line with the Public Procurement Act 2003 (Act 663). As part of promoting local content in NADeF activities, the Foundation has established a database of local contractors, who are invited to bid for projects when required through a competitive tendering process. Currently, the total number of contractors stands at 181.

Contractors interviewed showed satisfaction with NADeF's contract procurement processes. These include the invitation to bid, award criteria and release of funds. The award criteria include three components – basic requirement such as registration certificate; technical evaluation of work schedule, and financial evaluation based on realistic pricing. The contractors indicated that there is clarity in the award process because NADeF periodically organize workshops to explain the contracting procedures. In addition, they indicated that NADeF releases funds almost promptly once work is done and certificate issued by the District Engineer. The tendering procedures compare very well with national laws and best practices.

During construction, a monitoring team, comprising the Secretariat, SDC in the community, and the District Engineer, visit each project site once a week to ensure that work progresses as planned. A review of NADeF's project execution related documents showed that site monitoring was often done according to schedule. This ensures early detection of problems for which appropriate measures are subsequently taken to address such defects.

## **6. ASSESSMENT OF THE PROJECTS**

This section provides a summary of the assessment of the Foundation in the ten beneficiary communities in relation to relevance, effectiveness and sustainability and impacts of projects.

### **Relevance**

The assessment shows that NADeF's investments are relevant since they are in consonance with development aspirations of the communities within the respective districts. The priority needs according to the responses are hospitals/clinics (24.6%), job creation/opportunities (17.8%), tertiary institutions (14.6%), credit facilities (13.4%), and in that order. This means that NADeF's investments in scholarships, pre-job training, health facilities, College of Nursing (CoN) at Ntotroso, were all found to be all relevant. The CoN for instance falls in the category of 'legacy projects' (such as university, specialized hospital, factory, etc) which some of the stakeholders are calling for.

However, there was more emphasis on infrastructure projects (or physical side of development) than educational programmes (or 'soft' aspect of development). As a result, Newmont has provided additional funds to pilot grant-based programs such as improving

Quality Girl Child Education implemented by the Modesty Foundation in Tano North District and Youth Entrepreneurial Training Program implemented by Kenyasi Graduate Students Union (KEGSU) in Asutifi North District. The essence of this is to build stakeholders' understanding and appreciation of the need to also implement programs that support human and local institutional capacity building. This initiative must be upscaled to include more local NGOs and Community Based Organisations (CBOs) to partner with NADeF to implement programs based on their expertise for wider and general community impact. It has the potential of positioning NADeF as a credible grant-disbursement Foundation thereby attracting bigger grants from international donors to support smaller community-based grantees.

### **Effectiveness**

With the exception of natural resource protection, the investments in all the focus areas have largely been effective as the linkage between goals and outcomes analysis evidenced. For instance, on the goal of "Improve Human Resource base of the Ahafo mine communities", the study found that the scholarship schemes and pre-job training (in sewing, hairdressing, driving, etc) have contributed to developing the youth not only academically but also offering 81.8% of the respondents employable skills. Similarly, in the area of "Improving social amenities and Infrastructure base of the Ahafo mine communities", there had been 88.5% improvement in the access to potable water due to the construction of boreholes and a less than 1% reduction in open defecation due to the use of the toilet facilities that had been provided by NADeF. Also there had been increase in the number of school structures for most basic schools with at least each of five schools visited having adequate classrooms.

### **Sustainability**

There is maintenance and operational plan for all community level infrastructure projects such as boreholes, toilet facilities, and classroom blocks. This plan places maintenance responsibility on the community and the DA which is appropriate because the DA is the constitutionally mandated body responsible for the development of communities in the district. Interviews with DA departments such as GES, DHMT, DWST and DPO revealed that efforts are made to use internally generated funds to maintain facilities. For instance, the GES uses part of rent from teachers' bungalows to finance maintenance works on school infrastructure. For effective maintenance and sustainability of projects however, best practices have shown that there is the need for a separate fund, such as a 'sinking fund'. Currently, the DAs do not have any such funding arrangement for maintenance of projects in the districts. NADeF may have to consider assisting with funding maintenance to prevent the situation where projects will deteriorate such that maintenance may require rather huge funds.

In terms of sustainability of NADeF, there is no doubt that it will exist up to, and beyond 2029 – that is the estimated lifetime of Newmont although this may change. Nonetheless, funding from Newmont before mine closure is fully assured. Also, the current governance, management

and fund disbursement arrangements, to a larger extent, are understood by almost every stakeholder. Again, the stakeholders, especially the traditional authorities are committed to NADeF.

However, how long NADeF can operate after NGGL closure is difficult to determine now since a lot of factors such as governance and management effectiveness, funding, effective financial management, among others, may have to be taken into consideration. Key among them is reliable and sustainable funding sources. In this regard, NADeF's endowment fund and the grant-based programs are pragmatic strategies towards future funding of the Foundation. These efforts need to be rigorously pursued to ensure that not only NADeF does have funds to operate at least for the foreseeable future after mine closure, but also it is well positioned to source funds from governmental and NGOs to operate.

Also, the current governance and management structures are appropriate and therefore needs to be maintained, but as noted earlier, stakeholders need to be regularly sensitized about the roles and rationale for the existence of specific components of the Secretariat such as Tender Board, DA, Project Committee, etc.

### **Impacts of projects**

These investments/projects were expected to have positive impacts on the lives of the beneficiary communities. In this section, key impacts or otherwise of each focus area was analyzed.

#### ***Human Resource Development***

Key investments NADeF made in this area include providing scholarship to 3,017 Senior High School and 1,470 tertiary students. Programs of study for the students included Business, Visual Arts, Mechanical Engineering, among others. NADeF also supported 499 beneficiaries through pre-job training in the areas of sewing, driving, and hairdressing. In addition, NADeF supported Mock Examination of basic schools.



Trainees at work in Kenyasi



Focus group with trainee nurses

The study found that the scholarship facility encouraged the beneficiary students to take their studies more seriously and to improve on their academic performance. This is because the continuous payment of fees of beneficiaries was based on receipt of academic reports showing a certain minimum standard of progression – students who fail in 3 or more subjects are cautioned and made to sign undertaking to improve their performance or face withdrawal of their scholarship award if poor performances were repeated.

Aside improving academic performance, the scholarship enabled the students to successfully complete their education. One tertiary student who benefitted from the scholarship scheme during his studies explained that “life on campus would have been very difficult without the financial assistance. I depended on the scholarship for my fees and lived on other resources”.

It was also found that without the scholarship scheme, it will be difficult for some of the students to complete school because the study found that 58% of respondents cited inability to afford children’s educational expenses as a major reason for school dropout.

About 13.5 percent of households had members who had received scholarships. Impacts of the scholarship scheme on beneficiary households are that it reduces burden of educational expenses (57%) of households, thereby freeing resources to take care of remaining children as espoused by 29% of respondents, and 14% said it enabled them to channel resources to other economic activities.

Besides the specific benefit to beneficiary households, the scholarship had had positive impacts on parents in general. The study found that 80.3% of parents have become more interested in their wards education (90% ensure their children attend school every day and 44% ensure children learn after school).

#### *Pre-job training*

The pre-job skill training had resulted in employability of trainees. 27.3% of them are self-employed with skills obtained from training whereas 54.5% had been employed by other people/organizations. Thus, this had significantly contributed to improved incomes of the people of Ahafo mine area. However, NADeF may have to widen such training programs to include soap and batik making, mushroom, pig, and grasscutter rearing, technical skills like plumbing, carpentry, welding, auto mechanics, electricians, phone repairers, among others.

#### **Economic empowerment**

Economic empowerment includes provision of employment (skilled and unskilled), establishment of factories, credit facilities and market stalls according to stalls. Within the first five years, NADeF concentrated mainly on micro-credit scheme and the Business Start-up capital. NADeF has granted micro-credit facilities to 781 beneficiaries starting with as low as

GH¢100 (US\$32.25) to about GH¢1,200 (US\$387.10). The beneficiaries indicated that the credit has contributed to reducing credit buying (49%), improving their economic activity (37%) and helping them to settle other debts (14%).



Beneficiaries of NADeF microcredit



A microcredit beneficiary in her shop

Just like the pre-job training, expanding the coverage and scale of the microcredit also has the potential of expanding the local economies in terms of job creation and NADeF may have to consider such initiatives.

### ***Infrastructure development and Social Amenities***

A total of 64 various projects (37 completed and 27 on-going) have been implemented within the five year period. The following are key findings/impacts of these investments.

#### *Water and sanitation*

NADeF's mechanized boreholes have significantly contributed to access to potable water (88.5%); and 68 percent of households access water within shorter time (1-5 minutes or 150 meters). This has contributed to reducing water related diseases as the DHMT at Tano North indicated. The availability of decent toilet facilities (WCs, Aqua privy) has contributed to about 83.6 percent of households using public toilet facilities, including pit latrine. This has also contributed to the near elimination of open defecation (less than 1%).



Toilet facility (Aqua privy) at Susuanso



Newly constructed water tank by NADeF



Improved water for communities

#### *Education*

In terms of education NADeF supported the construction of classroom blocks, Information and Communication Technology (ICT) centers, and teacher's bungalows. The assessment found that NADeF also contributed to improvement in classroom quality and availability. Majority of the

basic schools do not classrooms challenges again. Interviews with the head teachers revealed that with NADeF's investments, there are now available classrooms with tables and chairs to aid teaching and learning. For instance, at Ntotroso Methodist Primary and JHS, there was an extra classroom with desks for pupils.



ICT center for students



Classroom block of CoN, Ntotroso



Teacher's bungalow at Afrisipakrom

The ICT centers have also contributed to effective teaching of ICT in the beneficiary schools as students can see and feel some of the things they are taught. The ICT teachers indicated that the pupils do not miss out during ICT lessons. In Obeng Manu Presby Basic School at Kenyasi No. 1 specifically, the ICT teacher is developing a database for the school; this is an important impact of the ICT centers since it was difficult obtaining basic information such as enrolment from the schools. However, the ICT teachers indicated that availability of internet facility would have contributed to optimal utilization of the facility since most (about 80%) of the topics on ICT demands logging on to the internet.

The teachers' bungalows also offer decent accommodation for the teachers in close proximity to the schools in most cases. For instance, the teachers' bungalow at the Afrisipakrom is located close to the school. As a result, the teachers who live there indicated they are able to attend school on time. In addition, two of them who are in-charge of the library are also able to open the library most times, even during weekends and vacations.

#### *Health infrastructure*

NADeF's investment towards health development was also found to be significant. These included construction of community clinic and records department at Gyedu, a general ward at Yamfo community clinic, extension of water and electricity supply to the health facilities, construction of health facility at Terchire as well as health screening programs. The study found that these have contributed to access to health care in the communities. About 95 percent of respondents in Yamfo, Gyedu and Terchire access health care from the health facilities where NADeF has made investments. In addition, respondents in Ntotroso (63%) and Wamahinso (59%) indicated that they now conveniently access health care from a nearby community, which is Gyedu. Similarly, the health facilities at Terchire and Yamfo also serve the people in Afrisipakrom. Thus, NADeF's investments in health have contributed to improved access to health facilities within close proximity.



Newly constructed health infrastructure at Terchire

### *Community libraries*

The study found that community libraries encouraged reading habit among children in the communities in which they are found. At the Yamfo library for instance, an average daily attendance recorded by the library attendant was 52, who are mainly school children. However at Afrisipakrom and Susuanso, the library facilities are not fully utilised. The Afrisipakrom facility serves as classroom for school pupils. Also, during vacations, some SHS students use the facilities as convenient study places.



Teachers' bungalow at Afrisipakrom



Usage of Library as classroom



Community Library at Yamfo

In spite of the positive impacts that these library facilities have yielded, they face operational challenges as the teachers trained as librarians plan abandoning the librarian function because they are neither motivated nor their functions fully recognized by the GES. The secretariat is in discussions with GES to address this challenge.

### ***Cultural heritage and sports***

All 10 communities with the exception of Adrobaa and Terchire have received support either for the construction/renovation of chief's palace and/or the celebration of festivals. Other investments and activities include supporting the swearing in of chiefs, and the purchase of vehicles for traditional authorities at Yamfo, among others. These have contributed to ensuring decent residential facilities /palaces for chiefs (58.9%). Also, the investments have contributed to respect for chiefs (33.1%) and adherence to cultural practices (7.9%) such as the massive participation in the Apomasu festivals in Ntotroso and Yamfo.



Fencing of Ntotroso Royal Cemetery



Chief's palace at Susuanso



NADeF supported local festivals

In the area of Sports, NADeF provided sporting equipment such as football and jerseys to schools and communities. NADeF also organised some sporting activities for all communities during NADeF's fifth Anniversary Celebration. In addition, the Foundation organised sports competition for schools. The assessment revealed that the sporting activities brought about friendship/togetherness among the youth in the communities. Aside this, there is yet to be discovery of specific sporting talent or skill of youth in the communities which can result in youth development. This is because the sporting activities are mostly 'one-off'; there could have been a plan to identify the youth with special talents for further enhancement. In future, establishing sporting academy could contribute to the effort of youth development through sports.

### ***Natural resource protection***

This focus area has received relatively little investment. Unlike the other focus areas, there are no defined specific projects funds for natural resource protection. As a result, most communities did not undertake projects under natural resource protection. The assessment found that projects undertaken in this focus area included landscaping and tree planting around community clinic, grassing of Football Park and the organisation of a clean-up exercise at Terchire. The impacts of these on the natural resource were difficult to assess. Nonetheless, it is important to note that NADeF took the right decision to allocate funds specifically for natural resource protection. This way, Community Disaster Response Teams can be established and resourced to serve as 'watch-dogs' on the natural resources.



Grassing of Football Park

## 7. KEY FINDINGS, RECOMMENDATIONS AND CONCLUSION

On the whole, NADeF is a novelty and “flagship” approach, which has to be carefully monitored and improved. It has the potential of becoming the framework of corporate social responsibility in Ghana and beyond. As the General Manager of Newmont noted, “NADeF is the kind of thing I had wished to see at all the mines I ever worked”.

The following are four most significant findings and recommendations which need consideration in the short to medium term.

<b>Four (4) Most Pressing Findings</b>	<b>Recommendations</b>
<b>Some key stakeholders (chiefs, SDCs, community members) still lack understanding about management of the funds. Specifically functions of BoTs, Tender Board, and DA Engineers preparing budgets are not well understood by the stakeholders.</b>	<b>NADeF needs to extensively sensitise and re-orient of some stakeholders.</b> Chiefs/traditional leaders, SDCs, communities need to be re-oriented on composition of, and reasons for Project and Tender committees and why it is important projects are awarded on contract. The fact that NADeF represent, but is different from Newmont needs to be clearly explained.
<b>The one-year planning approach together with the disbursement process limit communities in pursuing ‘huge’ or ‘legacy’ projects. Communities tend to consider project based on available funds that can support them within the year.</b>	<b>Adopt long-term planning approach for project formulation.</b> This will offer communities the opportunity to accumulate resource to pursue huge projects such as hospitals, universities, factories, among others.
<b>The project operation and sustainability plans in most cases do not work according to plan because of lack of fund for maintenance.</b>	<b>NADeF needs to set up a sinking fund for maintenance.</b> Best practices on maintenance show that sinking fund is established for planned and unplanned maintenance. Such a fund can be sourced from the following: a small proportion (say 0.5%) each project contract awarded, a small proportion (say 2%) of all investment incomes, etc.
<b>One key challenge the team faced during the evaluation was the lack of a baseline data with measurable indicators within the NADeF Secretariat. This made it difficult for the team to actually measure the extent of gains in the six focus areas of the project.</b>	<b>Create a monitoring and evaluation portfolio at the Secretariat to constantly monitor progress in achieving objectives.</b> CEA recommends the creation of a strong and well resourced Monitoring and Evaluation portfolio to track baseline data on all the development projects before they are embarked upon. This will ensure that in future, there will be little or no difficulty in measuring how much the scholarships have impacted on enrollment and results or how much the infrastructure projects on water have led to

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improvements in sanitation etc.

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Aside these, specific recommendations have been made in the main report for the focus areas. Close collaboration among all the stakeholders (ASRFs, Newmont, BoT, Secretariat, SDCs, DA, chiefs, contractors, communities, etc) must be continuously encouraged to ensure the achievement of expected results.