

**MINISTRY OF JUSTICE AND ATTORNEY
GENERAL'S DEPARTMENT**

**IMPLEMENTATION OF SECTOR
MEDIUM-TERM DEVELOPMENT PLAN
(2014-2017)**

**ANNUAL PROGRESS REPORT FOR
2014**

MINISTRY OF JUSTICE AND ATTORNEY-GENERAL'S DEPARTMENT

2014 ANNUAL PROGRESS REPORT (APR)

1.0 INTRODUCTION

The Ministry of Justice and Attorney-General's Department (MoJAGD) is one of Government's Ministries. The Minister, who also doubles as the Attorney-General is the political head of the Ministry. The position of the Attorney-General is a creation of the 1992 Constitution. Article 88(1) provides that: "There shall be an Attorney-General of Ghana who shall be a Minister of State and the Principal Legal Advisor to the Government."

The Ministry has Ministerial responsibility for the following bodies:

- The Registrar-General's Department
- The Copyright Office
- The Law Reform Commission
- The Council for Law Reporting
- The General Legal Council (Ghana School of Law)
- The Economic and Organized Crime Office
- The Legal Aid Scheme

The 2014 Annual Progress Report (APR) provides an assessment of the implementation of policies and strategies outlined in the Sector Medium Term Development Plan (SMTDP), 2014-2017, during the year 2014. The overall goal of the SMTDP is to provide quality advice and legal service to the Government and the People of Ghana. Policy measures identified to achieve this overall goal are prioritized in seven policy objectives as follows:

- Enhance public confidence in Justice Delivery and Administrative Systems.
- Improve access to affordable and timely justice
- Promote transparency and accountability
- Promote effective and efficient anti-corruption systems
- Develop a competitive creative arts industry
- Improve fiscal revenue mobilization and management
- Improve private sector productivity and competitiveness domestically & globally.

1.1 SUMMARY OF ACHIEVEMENTS AND CHALLENGES WITH THE IMPLEMENTATION OF THE SECTOR MEDIUM TERM DEVELOPMENT PLAN (SMTDP)

The SMTDP is in its first year of implementation, There has been a few major successes within this first year of implementation some of which are:

- The procurement of CCTV cameras for the offices and compound of the Registrar-General's Department to reduce the issue of leakages in revenue collection.
- The Participation of Lawyers in the Ghana Bar Conference, 2014.
- Payment of dues for all Lawyers in the Ministry.

Some of the challenges with the implementation has been:

- Non-release of some of the approved budget by the Ministry of Finance, this accounts for most of the shortfalls in implementation.
- Low commitment on the part of Heads of Departments, Divisions and Agencies to the Plan. They sometimes undertake activities outside the Plan.

1.2 PURPOSE OF THE M&E FOR THE STATED PERIOD

The Annual Progress Report (APR) is a medium by which the progress of the implementation of the Sector Medium Term Development Plan (SMTDP, 2014 – 2017). The purpose therefore is to report on the progress on the implementation of the 2014 Action Plan. The report will also enhance transparency and accountability, improve service delivery and unearth the achievements, constraints and failures of the SMTDP.

The APR therefore gives a general overview of the performance of the indicators being monitored in the year under review (2014). This is to assist the Ministry and its various stakeholders to understand how the policy and programme interventions being undertaken by the Ministry are faring and to inform them as to whether they should be continued, modified or discontinued.

The APR also looks at Programmes and Projects that were not undertaken during the stated period (1st January, 2014 – 31st December, 2014) and examines why it was not undertaken.

1.3 PROCESSES INVOLVED AND DIFFICULTIES ENCOUNTERED

The Monitoring team of the Ministry prepared this APR with information from the following reports:

- 2014 annual reports of the Departments and Agencies as submitted to the Ministry.
- 2014 annual monitoring reports prepared by the monitoring team following the 2014 annual monitoring exercise conducted in the departments and agencies.

The difficulties encountered by the team in the APR preparation process were enormous. They range from logistical constraints to difficulty in getting information on baselines due to poor record keeping.

PROCESS INVOLVED:

- Request to Departments and Agencies for data and reports
- Collation of reports into composite draft annual progress report by the Monitoring Team of the ministry.
- Draft APR was prepared
- Draft APR finalized and disseminated.

DIFFICULTIES ENCOUNTERED:

- Inadequate data
- Inadequate office space and logistics for monitoring and evaluation
- Inadequate training on planning, monitoring and evaluation

1.1 STATUS OF IMPLEMENTATION OF SMTDP

This section gives a picture of what has been achieved by the implementation of the 2014 annual action plan as outlined in the Sector Medium Term Development Plan (SMTDP). The Justice sector mainly operates under three thematic areas, thus:

- Transparent, Responsible and Accountable Governance
- Ensuring and Sustaining Macroeconomic Stability
- Enhancing Competitiveness Of Ghana's Private Sector

From the 2014 action plan, The Sector had Thirty-Nine (39) indicators from the Sector Medium Term Development Plan (SMTDP) and Two (2) indicators from the Ghana Shared Growth and Development Agenda (GSGDA) to monitor its implementation.

Out of the 39 indicators from the SMTDP, only four indicators measured up to the target constituting 10.25% and also none of the indicators from GSGDA measured up to the target, constituting 0%. The Ministry's low performances in achieving the targets were largely due to non release of funds by the Ministry of Finance. See table below for the resource allocation linked to approve budget.

Expenditure Item	Approved Budget Estimates	Actual Release	Variance
Goods and Services	2,060,581	828,716.38	1,231,864.62
Assets	1,085,940	734,778.90	351,161.10
Total	3,146,521	1,563,495.28	1,583,025.72

From the table above, more than half of the approved budget estimates for Goods and Services and Assets in 2014 was not released. There was a variance of **GH¢ 1,583,025.72** thus **50.30%** of the Approved Budgeted Estimate.

2.0 **M&E ACTIVITIES REPORT**

2.1 **PROGRAMME/PROJECT STATUS FOR THE YEAR**

MDA	PROJECT	CONTRACTOR	BUDGET (GH¢)	EXPENDITURE TO DATE (GH¢)	START DATE	EXPECTED END DATE	SOURCE OF FUNDING	STATUS/ LEVEL OF COMPLETION
Ministry of Justice and Attorney-General's Department	Rehabilitation of official Bungalow No. 3 Klottey Crescent, Accra.	PWD (Prestige)	229,222.77	50,000.00	January, 2014	December, 2014	IGF	Works in progress. 50% of works completed.
Ministry of Justice and Attorney-General's Department	Rehabilitation of Bungalow No. B5 Labone, Accra.	PWD (Prestige)	227,573.81	50,000.00	January, 2014	December, 2014	IGF	Works in progress. 65% of works completed.
Ministry of Justice and Attorney-General's Department	Fabrication and Installation of Metal Burglar Proof, Bungalow No. A4, Church Road, Airport Residential, Accra.	PWD (Prestige)	60,126.00	60,126.00	January, 2014	December, 2014	IGF	Work completed.
Ministry of Justice and Attorney-General's Department	Rehabilitation of Bungalow No. 5, 2 nd Close Roman Ridge, Accra.	PWD (Prestige)	12,877.91	58,490.10	January, 2014	December, 2014	IGF	Work completed.
Ministry of Justice and Attorney-General's Department	Extension works and paving of Bungalow No. 16, Ringway.	PWD (Prestige)		81,183.39	January, 2014	December, 2014	IGF	Work completed.
Ministry of Justice and Attorney-General's Department	Renovation of Bungalow No. 20, 10 th Ringway Crescent,	PWD (Prestige)	313,166.70	50,000.00	January, 2014	December, 2014	IGF	Almost completed

MDA	PROJECT	CONTRACTOR	BUDGET (GH¢)	EXPENDITURE TO DATE (GH¢)	START DATE	EXPECTED END DATE	SOURCE OF FUNDING	STATUS/ LEVEL OF COMPLETION
Ministry of Justice and Attorney-General's Department	Refurbishment of E-Library	PWD (Prestige)		12,234.01	January, 2014	December, 2014	IGF	Work completed.
Ministry of Justice and Attorney-General's Department	Construction of Law House	E P Ghana		734,778.90	January, 2014	December, 2014	GOG	

2.2.1 UPDATE ON FUNDING SOURCES

The table below has a breakdown of the approved budget estimate that the Ministry was allocated in 2014. The amount was to be used by the Ministry to implement all the activities in the Annual Action Plan below.

SOURCE	AMOUNT (GH¢)
GOG	42,951,832.95
IGF	3,042,308.19
DONOR	NIL
TOTAL	45,994,141.14

2.2.2 UPDATE ON DISBURSEMENTS

The table below has details of the disbursement of monies released to the Ministry in the year 2014.

EXPENDITURE	AMOUNT (GH¢)
COMPENSATION OF EMPLOYEES	41,388,337.67
GOODS AND SERVICES	828,716.38
ASSETS	734,778.90
TOTAL EXPENDITURE	42,951,832.95

2.2 UPDATE ON INDICATORS AND TARGETS

The tables in this section shows the indicators that were used to monitor the various programmes of activities and projects within the year and how they fared as against their respective targets for the year 2014.

2.2.1 INDICATORS FROM SMTDP

The tables below depicts the performance of the SMTDP within the year 2014. It is being presented according to the respective MDAs.

MINISTRY OF JUSTICE

OBJECTIVE: Enhance public confidence in Justice delivery and Administrative Systems.					
INDICATORS	INDICATOR TYPE	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
Level of awareness created on the functions of the A-G's Department to all Key Stakeholders	Input	Low	Attend Bar Conference	Attended Bar Conference	Target Achieved
Number of periodic Cross-Sectoral Meetings and Workshops Organised.	Output	None	4		
Monitor and evaluate the activities of the Departments and Agencies under the Ministry.	Output	None	4	1	
Number of periodic meetings held on feedback of the monitoring exercise Organised.	Output	None	2	0	
Furnish Law House.	Input	None		No action taken	Construction is still ongoing.

ATTORNEY-GENERAL'S DEPARTMENT

OBJECTIVE: Enhance public confidence in Justice delivery and Administrative Systems.					
INDICATORS	INDICATOR TYPE	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
Level of awareness created on the functions of the A-G's Department to all Key Stakeholders	Input	Low	Attend Bar Conference	Attended Bar Conference	
Number of periodic Cross-Sectoral Meetings and Workshops Organised.	Output	None	4		
Number of Justice for all Programmes attended	Output				

REGISTRAR-GENERAL'S DEPARTMENT

OBJECTIVE: Improve fiscal revenue mobilization and management					
INDICATORS	INDICATOR TYPE	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
CCTV cameras for RGD procured and installed.	Output	Two (2) non functioning CCTV	10 CCTV procured.	Ten (10) CCTV procured.	Target achieved
OBJECTIVE: Improve private sector productivity and competitiveness domestically & globally					
Company inspectors resourced to encourage business registrations.	Output	Resources were available in the regions but not in the head office.	To provide training and logistics to enable Company Inspectors embark on visits to registered offices and shops to encourage business registration by the end of 2014.	Training of Company Inspectors ongoing. Media awareness of Company Inspectors visits yet to be rolled out. Provision of vehicles and other logistics for Company inspectors yet to be procured. However, those in the regional offices: Tamale, Sekondi Takoradi and Kumasi have been resourced and company inspection is ongoing.	There has been significant progress towards the target.

Number of meetings with relevant State Institutions on increasing Service Fees organised	output	None	To initiate the Process for increasing the Service fees.	A letter has been sent to the Sector Minister in that respect. Number of meetings has been held with all relevant Stakeholders.	Significant progress has been made towards the target. The draft LI has been sent to the Drafting Division for necessary action to be taken.
Automation of the Registrar-General's Department completed.	Input	The automation software had been updated to phase III.	To get all software, training and logistics in place to roll out implementation	The Software for the automation is ready. Training was ended in December. And logistics are being procured as at December.	Target achieved.
Installation of electronic Records Management System started.	Input	Manual	To transform the records management and information retrieval system into an electronic system.	The manual records has been rearranged and scanning of old records has been completed pending the procurement of the software to make way for smooth implementation of the electronic system.	Progress towards the target as at December was at 70%.

COPYRIGHT OFFICE

OBJECTIVE: Develop a competitive creative arts industry					
INDICATORS	INDICAT OR TYPE	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
The establishment of Copyright Tribunal facilitated	Output	None	To write to the Hon. Attorney-General to set up the Tribunal and offer technical assistance to the tribunal when formed.	A memorandum has been written to the Hon. Attorney-General. The copyright office is ready to offer its technical assistance when the Hon. A-G sets up the Tribunal.	There has been significant progress on this activity.
The establishment of National Folklore Board facilitated	Output	None	To write through the Hon. Attorney-General to H. E. The President to set up the Folklore Board.	The Copyright Office is yet to write for the establishment of the Folklore Board. The office also has no Folklore officer to service the board when it is formed.	There has been a slow pace of progress towards target in this area.
Regional workshops for the Police and Custom officers	Input	To organize three workshops by the end of the year.	Workshop have not yet been organized.	Organization of the workshops was delayed due to circumstances beyond our control.	We anticipate that a workshop before the end of the year.

Organized				Within the period a workshop would be organized for visually impaired.	
Anti-piracy exercises conducted	Output	Four (4) Anti-piracy exercises conducted.	To conduct surveillances and anti- piracy raids throughout the year.	A number of anti-piracy exercises have been done in Mokola, Kwame Nkrumah Circle, Adabraka and Kasoa this year.	There has been a progress in this area due to the hard work of the enforcement division.
Study into the contribution of copyright based industries to the national economy.	Output	None	To conduct a survey on the contribution of copyright based industries on the national economy by end of the year.	A consultant has been engaged and the study is expected to start by the end of the year.	There has been a steady progress towards the target due to the technical nature of the subject.
Staff development programs organized	Input	None	To train 26 officers in various fields by the end of the year.	All staff members were trained in programme based budgeting in January, 2014. In November, 2014 staff members were trained on the new performance appraisal system. Also another training on administrative instructions in the public service was done in December, 2014.	The office was able to achieve its target for the year.
Public education programs on copyright law conducted	Input	Number conducted in 2013 including 1 TV interview radio interview and graphic showbiz.	To participate in as many radio and television programmes as possible to educate the public on copyright and related rights.	The copyright office undertook public education programmes on the following media platforms: Choice Fm, Unique Fm, Metro TV, TV Africa and ETV all in Greater Accra. In the Regions, 2 radio stations in Kumasi, 2 radio stations in Sunyani and also 2 radio stations in Tamale.	There has been some progress in this respect but it has all been on the benevolence of the media.
Online registration platform for the registration of copyright works created	Output	Automation was done.	To have an automated copyright registry to make access to information easier.	Information on all registered works have been entered into the database. The works themselves remain in hard copies.	There has been progress in this respect. Plans are far advance to accept works online at the end of the year.
Collective management organization for the Visual artists.	Output	None	To establish an entity that will be responsible for the administration of the visual artists.	A motion was tabled in Senegal for an international treaty to be concluded for visual artists (right of resale).	There has been steady progress towards the target.
Amendments to the Copyright Act	Output	None	To initiate amendments	Three stakeholders workshop was held on 12th. August, 13th.	There has been a steady

recommended.			to the Copyright Act	August and 18th. December to map out the way forward. A draft cabinet memo to the Attorney General has also been prepared.	progress towards the target.
Copyright education for second cycle institutions provided.	Output	None	To sensitize students in second cycle institutions on copyright and related rights.	Talks with Labone Senior High School have been concluded. Copyright education to be done in due course.	The exercise is on-going. More schools will be visited in 2015.

LAW REFORM COMMISSION

OBJECTIVE: Improve access to affordable and timely Justice					
INDICATORS	INDICATOR TYPE	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
Law of Tort: Background Consultative Document/Initiation of Research Project conducted.	Output	Preparation of terms of reference completed.	To prepare background consultative Research paper.	Not done, due to insufficient funds.	Steady progress though amount budgeted for not released.
Law of Tort: Consultative meeting of Stakeholders organised	Output	Preparation of terms of reference completed.	To hold a meeting with Stakeholders.	Consultative meetings initiated.	On-going
Law of Tort: Senior Officers on Law, Finance and Administration Trained.	Input	None	Four (4)	No training conducted.	No progress
Junior officers trained in ICT, Defensive Driving and Records Management	Input	None	Four (4)	No training conducted	Non-release of funds.
Number of Computers and accessories Procured.	Output	Procurement plan.	Ten (10) computers.	No computers procured.	Non-release of funds.
Number of Furniture sets and fittings procured.	Output	Procurement plan.	Twenty (20) sets of furniture.	No furniture and fittings procured.	No Financial Clearance for this activity.

LEGAL AID SCHEME

OBJECTIVE: Improve access to affordable and timely Justice					
INDICATORS	INDICATOR TYPE	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
Number of Lawyers, mediators and Administrative Staff recruited and retained.	Output	None	To finish with planned recruitment within the first quarter of 2014.	20 Mediators and 7 Lawyers have been recruited.	The financial clearance for the recruitment of 10 administrative staff has been given.
Number of vehicles Procured	Output	Five vehicles were broken down.	To procure 10 vehicles to ensure the smooth running of the district offices, the regional offices and the head office.	The Vehicles have not been procured.	There has been no progress towards this target; this is due to delay in budgetary release.
Establish district Legal Aid Offices in some districts.	Output	None	To open up a minimum of ten district legal aid offices.	19 new district offices have been opened in the following Regions: ER, VR, BA, NR, UE, UW, and GAR.	Target has been exceeded by the support of UNDP.

In addition to the above the legal aid scheme were able to undertake the following activities with the support from it development partners.

United Nation Development Programme (UNDP)

1. Training on ADR for lawyers and ADR officers. Total number of staffs trained was 98.
2. Launching of Legal Aid Scheme website.
3. Legal Aid Scheme 5 year's strategic plan (2015-2019).
4. Legal Aid Scheme guide.
5. Capacity building for staff on data capturing and report writing.
6. Establishment of public defenders directorate.

Commonwealth Human Rights Initiative (CHRI)

1. Legal Aid Week 2014, under the theme "The deviant child is a victim"

GENERAL LEGAL COUNCIL

OBJECTIVE: Enhance public confidence in the Justice delivery and administrative systems					
INDICATORS	INDICATOR TYPE	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
Number of Law Students trained.	Output	163	300	226 Law Students have been trained and called to the bar.	Target not achieved.
Modern Law Village at Legon constructed.	Output	Sod cutting	To award contract for construction.	Contract not awarded.	Target not achieved.
Land and Construct Building in Kumasi procured.	Output	None	To secure the land.	0	No progress.
Furnishing of the Deputy registrar office.	Output	None	To furnish the deputy registrar office.	Furnishing of deputy registrar office completed.	Target achieved.
Photocopier to be procured.	Output	None	To procure photocopier.	Photocopier procured	Target achieved.
4x4 Vehicle to be procured.	Output	None	To procure 4x4 vehicle.	4x4 vehicle procured.	Target achieved.
One (1) set each of PA system to be provided to Kumasi and Legon Campuses.	Output	None	To provide one (1) set each of PA system to Kumasi and Legon campuses.	PA system provided to Kumasi and Legon campuses.	Target achieved.

COUNCIL FOR LAW REPORTING

OBJECTIVE: Enhance public confidence in the Justice delivery and administrative systems					
INDICATORS	INDICATOR TYPE	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
Number of lawyers recruited.	Output	Five (5) CLR staff, Three (3) Seconded from A-G's Dept.	To recruit seven (7) Lawyers.	Five (5) lawyers have been recruited.	Two (2) fall short due to financial clearance.
Number of proof readers recruited.	Output	One (1) proof reader.	To recruit two (2) proof readers	One (1) recruited.	One (1) fall short due to financial clearance.

Number of ICT Personnel recruited	Output	None	To recruit two (2) ICT personnel	None	No financial clearance from Ministry of Finance.
Number of court reporters recruited	Output	None	To recruit two (2) court reporters	None	No financial clearance from Ministry of Finance.
Number of lawyers trained.	Output	None	To Train ten (10) Lawyers	No formal training but one job training was organized.	Inability to get a local trainer for the lawyers.
Number of administrative staff trained.	Output	Two (2) administrative staffs trained.	To train seven (7) administrative staff.	There has not been training for administrative staffs.	Non-release of funds for the training.
Number of 2010-2012 GLR vol. 1 Published.	Output	None	To publish 1000 copies.	30% work has been done.	Steady progress towards the target.
Number of 2005-2010 review of Ghana Law Published.	Output	50% work was done.	To Publish 500 copies	None	The target has been exceeded.
Website and online platform for sale of electronic version of Law Reports.	Output	Receiving proposals from companies.	To acquire soft copies of previous law reports and to engage the services of an IT personnel.	The Council is still in talks with license holders for the soft version of the previous law reports and also seeking to engage IT personnel.	This activity promises to bring about significant increase in revenue of the Council.

ECONOMIC AND ORGANISED CRIME OFFICE (EOCO)

OBJECTIVE: Enhance public confidence in the Justice delivery and administrative systems					
INDICATORS	INDICATOR TYPE	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
Research and public education units established and operationalised.	Output	None	To create a research and Public Education Unit before end of 2014	EOCO runs an open door policy, with personnel available to respond to public inquiries.	Target achieved.
Measures to strengthen mutual legal assistance between local/ foreign law	Output	None	To increase mutual legal assistance within	There has been a number of	

enforcement institutions and the EOCO undertaken.			the Year, 2014.	international collaborations with the Office this year.	
Appropriate forensic lab to aid investigations established.	Output	None	To equip the forensic lab by the end of the Year.	There has been some equipment procured this effect but not as planned.	The progress target is slow due resource constrains.
Specialized equipment, tools and vehicles procured.	Output	None	To adequately resource the Office.	The world bank supplied a few specialise equipments.	The progress target is slow due resource constrains.

2.2.2 INDICATORS FROM GSGDA

The table below has the indicators from the Ghana Shared Growth and Development Agenda (GSGDA) being monitored for reporting as a National core indicator for the National Annual Progress Report.

INDICATORS	BASELINE 2013	TARGET 2014	2014 ACTUAL	PROGRESS TOWARDS TARGET
FOCUS AREA: FIGHTING CORRUPTION AND ECONOMIC CRIMES				
Number of corruption cases recorded by State anti-corruption institutions including CHRAJ and EOCO	0	0	0	There has been 370 offences that the agency has investigated and further prosecuted some offenders.
FOCUS AREA: ENHANCING RULE OF LAW AND JUSTICE				
Number of Lawyers called to the bar	163	300	226	Target not achieved

2.3 UPDATE ON CRITICAL DEVELOPMENT AND POVERTY ISSUES

The Legal Aid Scheme with the assistance of the United Nations Development Programme (UNDP) has expanded their activities to communities in deprived areas in the country within the year under review 2014. The scheme opened 18 new offices in district capitals across the Country.

2.4 EVALUATIONS CONDUCTED; THEIR FINDINGS AND RECOMMENDATIONS

There was no technical evaluation of reports and projects undertaken, however the monitoring team made the following observation and recommendation during their monitoring exercise:

There is also an issue with regards to information flow from the Departments and Agencies to the Ministry. This observation was as a result of the quality of reports that were submitted from the Departments and Agencies and even delays in submitting such reports.

The effect of this issue is that the Ministry is unable to collate its composite reports for onward submission on time.

It is being recommended that, the Ministry holds series of trainings for the Officers in the Departments and Agencies on Planning, Monitoring and Evaluation.

2.5 PARTICIPATORY M&E UNDERTAKEN AND THEIR RESULTS

The Ministry did not undertake any Participatory Monitoring and Evaluation within the year under review, 2014.

3.0 THE WAY FORWARD

In the year 2015, the Ministry will undertake training programmes to build the capacity of the Monitoring Team to undertake Participatory Monitoring and Evaluation. This has become necessary to sharpen the skills of M&E Staff in Ministry, Departments and Agencies.

3.1 KEY ISSUES ADDRESSED AND THOSE YET TO BE ADDRESSED

In August 2014, there was a two (2) day basic monitoring and evaluation training programme organised by the National Development Planning Commission (NDPC) at Villa Cisneros Hotel, Sogakope. This training programme was attended by the Director, PPME and an Assistant Research Officer of the Ministry. The training has sharpened the skills, knowledge and understanding of the two (2) participants in Monitoring and Evaluation.

Irrespective of the training, there is a lot more capacity building required in Monitoring and Evaluation for M&E Staff in the Ministry, its Departments and Agencies.

3.2 RECOMMENDATIONS

It is strongly recommended that, The Policy Planning Monitoring and Evaluation Division (PPMED) of the Ministry requires more training for its M&E staff to effectively perform as required. Additionally, we recommend that attention is given to the completion of the Law House project to enable the Ministry have adequate office accommodation.

We also recommend that logistics and dedicated funds are set aside for Monitoring and Evaluation of Programmes of activities and projects, especially the country wide monitoring which must be undertaken at least twice a year to ascertain the state of activities that pertain in the Regions in order to advise the Honourable Minister and key policy decision makers.

The process of Monitoring and Evaluation seeks to deepen efficiency, reduce waste, increase productivity and value addition in the civil service. It is a culture that must be encouraged and promoted by both civil servants and politicians alike.