

# **NATIONAL DEVELOPMENT PLANNING COMMISSION**



REPUBLIC OF GHANA

## **GUIDELINES**

FOR THE PREPARATION OF

**THE SECTOR MONITORING AND EVALUATION PLAN**

UNDER

**THE GROWTH AND POVERTY REDUCTION STRATEGY  
(GPRS II) 2006 - 2009**

**NDPC, 2007**

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**List of Acronyms & Abbreviations**

APR	Annual Progress Report
BECE	Basic Education Certificate Examination
CBO	Community Based Organisation
CSO	Civil Society Organisation
CSPG	Cross Sectoral Planning Group
CWIQ	Core Welfare Indicators Questionnaire
DA	District Assembly
DACF	District Assembly Common Fund
DBO	District Budget Officer
DCD	District Coordinating Director
DCE	District Chief Executive
DFO	District Finance Officer
DHS	Demographic Health Survey
DPCU	District Planning Coordinating Unit
DMTDP	District Medium Term Development Plan
DP	Development Partner
DPO	District Planning Officer
GDHS	Ghana Demographic and Health Survey
GLSS	Ghana Living Standards Survey
GPRS I	Ghana Poverty Reduction Strategy
GPRS II	Growth and Poverty Reduction Strategy
GSS	Ghana Statistical Service
HIPC	Highly Indebted Poor Country (initiative)
ICT	Information and Communication Technology
IGF	Internally Generated Funds
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MMDA	Metropolitan, Municipal and District Assembly
MLGRDE	Ministry of Local Government, Rural Development and the Environment
MoFEP	Ministry of Finance and Economic Planning
MOWAC	Ministry for Women and Children's Affairs
MTEF	Medium Term Expenditure Framework
NDPC	National Development Planning Commission
NGO	Non-Governmental Organisation
PM&E	Participatory Monitoring and Evaluation
PPMED	Policy, Planning, Monitoring and Evaluation Division
RCC	Regional Coordinating Council
RPCU	Regional Planning Coordinating Unit
SMTDP	Sector Medium Term Development Plan
TA	Traditional Authority

## CHAPTER ONE

### 1 INTRODUCTION

#### 1.1 Background

The Government of Ghana is committed to prudent management and accountability practices within the public service that result in effective and efficient delivery of services for the benefit of all people living in Ghana. Government is further committed to the Medium Term Expenditure Framework (MTEF) that links resource allocation to the national development policy objectives and the delivery of specified outputs and outcomes.

Annually, government commits significant resources to support a wide range of development interventions that are designed to improve the general standards of living in the country. The Ghana Poverty Reduction Strategy (GPRS I), implemented from 2002 to 2005, was a broad based development strategy for accelerated growth and poverty reduction. It focused heavily on poverty reduction programmes and projects. The emphasis in the Growth and Poverty Reduction Strategy (GPRS II), being implemented from 2006 to 2009, is on growth-inducing policies and programmes which have the potential of supporting wealth creation for sustainable poverty reduction. GPRS II is therefore anchored on maintaining the macroeconomic stability and on pursuing accelerated private sector-led growth, vigorous human resource development, good governance and civic responsibility.

All government agencies responsible for the implementation of these programmes and projects should demonstrate, through evidence-based information, that these interventions are having the desired impacts in terms of positively transforming the lives of all targeted beneficiaries. In the context of good public sector governance, the application of Monitoring and Evaluation (M&E) tools to generate reliable and accurate information to help government make sound policies and decisions is becoming increasingly relevant. Indeed, the establishment of a comprehensive national M&E system is key to facilitating the realisation of Ghana's vision of becoming a middle income economy by 2015.

The Sector M&E Guidelines seek to place the practice of monitoring and evaluation within this broader public sector management and accountability framework. Ghana made good progress in monitoring the implementation of GPRS I. Systematic reviews of GPRS I&II implementation produced five Annual Progress Reports (APRs) for the years 2002 to 2006. Increased efforts were also made to embed the culture of M&E in all agencies of government.

The Guidelines underpin the development of an integrated national monitoring and evaluation system. Monitoring the implementation of the Sector Medium Term Development Plans (SMTDP) from 2006 to 2009 is a continuation of the successful and collaborative effort to develop an efficient results-based M&E system for GPRS II. It will not only facilitate the collection, analysis and dissemination of information on performance and outcomes, but will also enable the National Development Planning Commission (NDPC) and other Ministries, Departments and Agencies (MDAs) to feed the analysis directly into policy and decision making processes.

### 1.2 Rationale

There are many reasons for the increasing efforts to strengthen and fully institutionalize an M&E system in Ghana. The core argument for M&E is that services can be continually improved through informed decision making, leading to improved standard of living. The recognition that resources are limited and the ever-rising expectations from citizens for better services are enough reasons to find more cost effective ways of operating so that government can do more with less. Civil society, parliament and other stakeholders are also putting accountability pressures on the government to publicly report on performances. This is particularly true in Ghana, where government itself has promised to deliver on public sector transparency and accountability. As a result, Government has taken purposive steps to establish and progressively refine the M&E systems in support of its core functions. M&E in the country has therefore shifted from being implementation-based (concerned with the implementation of activities) to being results-based (assessing if real changes have occurred).

The Guidelines provide a uniform approach for results-based M&E in all Sectors. It is primarily meant to institute an effective and efficient system for tracking the progress of implementation of programmes and projects in each sector and to generate timely reports to the MDA, NDPC and other stakeholders. The key outputs from the Guidelines will be the Sector Monitoring and Evaluation Plans.

Systematic monitoring and evaluation of the SMTDP and reporting will show the extent of progress made towards the implementation of GPRS II and will further help to:

1. Assess whether SMTDP developmental targets were being met
2. Identify achievements, constraints and failures so that improvements can be made to the SMTDP and project designs to achieve better impact
3. Identify the appropriate packages that will increase the responsive capacities of targeted beneficiaries
4. Provide information for effective coordination of sectoral activities at the regional and district levels
5. Document lessons learned from the implementation of programmes and projects
6. Improve service delivery and influence allocation of resources in the sectors
7. Demonstrate results to stakeholders as part of accountability and transparency
8. Reinforce ownership of the SMTDP and build M&E capacity within the public sector

### 1.3 Structure of the Guidelines

The Guidelines present a step by step process for developing the Sector M&E Plan. It:

- assigns M&E responsibilities
- recommends ways of assessing needs and creating the necessary supporting conditions and capacities
- recommends ways of developing the M&E work plan and budget
- provides tools for M&E data collection and analysis
- stipulates what reports to generate, the reporting times and formats
- suggests how dissemination could be carried out to achieve the desired impact

The M&E Glossary (Annex A) explains some of the key concepts and terms used in the Guidelines.

### 1.4 Process of Developing the Guidelines

The NDPC prepared the Guidelines with inputs from several partners and stakeholders. A first draft was produced after reviewing the previous draft Guidelines and diverse M&E literature. The second draft was reviewed internally and distributed to others outside NDPC for their inputs. Peers/experts thoroughly reviewed the third draft at a workshop. This was followed by orientation exercises for all MDAs, representatives from CSOs, development partners and the private sector.

## CHAPTER TWO

### **2 INSTITUTIONAL ARRANGEMENTS FOR SECTOR M&E**

Chapter two outlines the institutional arrangements that will support and sustain effective M&E at all levels. It defines roles and responsibilities of NDPC, other government agencies and officials in accordance with the relevant legal provisions. It lays emphasis on the involvement of traditional authorities, civil society organisations, the general public and development partners to create a holistic and participatory approach, effective feedback mechanisms and demand for M&E information.

#### **2.1 Monitoring and Evaluation Mandate and Functions of the NDPC**

The National Development Planning Commission of Ghana is the institution established and mandated by Articles 86 and 87 of the 1992 Constitution to guide the formulation of development plans and to undertake the Monitoring and Evaluation (M&E) of the country's development efforts. The NDPC advises the President and Parliament (on request) on the performance of public policy and programmes, their impacts, and on the need for policy reforms. Whereas the National Development Planning Commission Act, 479 of 1994 established the Commission; the National Development Planning (System) Act 480 specifies its planning, monitoring and evaluation functions.

In fulfilment of its constitutional mandate, NDPC is in continuous dialogue with the Ministry of Finance and Economic Planning (MoFEP), the Ghana Statistical Service (GSS), Office of the President, Ministry of Local Government, Rural Development and Environment (MLGRDE), other MDAs, Development Partners as well as civil society on all planning and M&E matters. For policy formulation, planning, monitoring and evaluation purposes, NDPC also works through Cross-Sectoral Planning Groups (CSPGs). The CSPGs are composed of state and non-state actors drawn from MDAs, academic and research institutions, Civil Society and Non-Governmental Organisations (CSO/NGO), the private sector and selected individuals. The NDPC will continue to organise the CSPGs around the three thematic areas of GPRS II (macroeconomic stability and accelerated private sector-led growth, vigorous human resource development, good governance and civic responsibility) to define core indicators, review M&E reports and perform other M&E functions.

#### **2.2 Monitoring and Evaluation Mandate and Functions of MDAs**

The Government Ministries, Departments and Agencies (MDAs), especially their Policy, Planning, Monitoring and Evaluation Divisions (PPMEDs), and the decentralised departments at the regional and district levels all have important roles and responsibilities in monitoring and evaluation of SMTDPs. Their M&E functions are also prescribed by legal instruments and regulations. Section 10 of the National Development Planning (Systems) Act, 1994, Act 480 requires the Ministry to monitor the implementation of the SMTDP and submit reports at intervals in prescribed formats to the NDPC. In addition, Section 12, sub-section 1(b) of the Civil Service Law, 1993, established the PPMED to coordinate and monitor programmes of the Ministry.

Some of the specific roles and responsibilities of the MDAs and their decentralised departments are the following:

### **The Sector Ministers and Chief Directors**

Have the ultimate responsibility for:

- a. The development and implementation of the Sector M&E Plans
- b. M&E capacity building within the MDA
- c. Creating the necessary supporting conditions for M&E in the sector

### **PPMED**

- a. Define and select sector specific indicators in collaboration with NDPC as core national indicators
- b. Demand and collate M&E data from the regions and districts for production of the Sector APRs
- c. Periodically visit key project sites and report on development progress at all levels
- d. Forward the Sector APRs to NDPC and facilitate its dissemination to all stakeholders
- e. Ensure that gender equality/equity indicators and other cross cutting issues, such as HIV& AIDS, environment, vulnerability and exclusion are considered in the M&E Plans
- f. Facilitate evaluation of the SMTDPs and make recommendations for the review of policies and strategies

### **Decentralised Departments at the Regional Level**

- a. Provide guidance to the decentralised departments at the district level on how to implement the sector M&E Plan
- b. Collate and validate sector data from the decentralised district departments through site inspections and regional workshops
- c. Forward the collated district M&E reports to the RPCUs and PPMEDs

### **Decentralised Departments at the District Level**

- a. Collect data on sector specific indicators and report on these to the DPCUs and heads of department at the regional level
- b. Support the DPCUs to conduct evaluations and Participatory M&E (PM&E) relating to the sectors
- c. Support GSS formal survey interventions relating to the sectors

## **2.3 The Regional Ministers and District Chief Executives**

The Regional Ministers, District Chief Executives and their Coordinating Directors are requested to facilitate the work of the RPCUs and DPCUs by ensuring that:

- M&E capacities of the RPCUs and DPCUs are developed to the required standard
- RPCUs and DPCUs are adequately resourced with vehicles, the necessary logistics and operational costs to enable them collect, analyse data and generate reports in an accurate and timely manner
- All programmes and projects in the regions and districts are systematically monitored and evaluated in accordance with the district M&E Plans

## 2.4 Monitoring and Evaluation Mandate and Functions of the RPCU

Section 143, Sub-section 2 of the Local Government Act, 1993, Act 462 established the Regional Planning Coordinating Unit to provide a secretariat for the Regional Coordinating Council (RCC) to perform its coordination, monitoring, evaluation and harmonization functions specified under Section 8 of the National Development Planning (Systems) Act, 1994, Act 480.

The composition of the RPCU derives its source from Section 143, Sub-section 3 of the Local Government Act, 1993, Act 462. RPCU shall consist of 11 members (Box 1). To perform its M&E functions effectively, the RPCU should co-opt other sector agency heads, persons from the private sector and civil society organizations whose inputs will be needed. The Regional Coordinating Director shall convene all meetings, issue circulars to the regional sector agencies, etc. The Regional Economic Planning Officer shall manage the RPCU secretariat; maintain the documentation centre, lead monitoring visits, etc. These two officials will also serve as a link between the RPCU and the RCC. There should be gender balance in the membership of the group.

### **Box 1: Members of the Regional Planning Coordinating Unit**

<b>1</b>	Regional Coordinating Director (as Head)
<b>2</b>	Regional Economic Planning Officer (as Secretary)
<b>3</b>	Regional Budget Officer
<b>4</b>	Regional Local Government Inspector
<b>5</b>	Regional Director of Health
<b>6</b>	Regional Director of Education, Science and Sports
<b>7</b>	Regional Director of Agriculture
<b>8</b>	Chief Works Superintendent
<b>9</b>	Regional Town and Country Planning Officer
<b>10</b>	Regional Statistics Officer
<b>11</b>	Regional Coordinating Council Nominee

To fulfil its M&E functions, the roles and responsibilities of the RPCU include the following:

- a. Provide guidance to the districts in the development and implementation of their M&E Plans
- b. Demand, collate and evaluate data from district level M&E for onward transmission to the NDPC and other stakeholders
- c. Evaluate, recommend and support capacity building and other M&E needs for the MMDAs
- d. Review data and verify inconsistencies
- e. Support GSS formal survey interventions relating to GPRS II
- f. Verify the indicators submitted from the districts through workshops
- g. Periodically visit key project sites and report on development progress in the Districts
- h. Facilitate dissemination of GPRS II and other M&E reports to all the districts and stakeholders
- i. Ensure that gender equality/equity indicators are clearly outlined in the M&E Plans and the information analysed from a gender perspective
- j. Hold annual workshops to involve all DAs within the region for cross District GPRS II review with policy recommendations
- k. Review and collate the district Annual Progress Reports to produce the regional APR
- l. Facilitate evaluation of the SMTDPs and make recommendations for policy review

## 2.5 Monitoring and Evaluation Mandate and Functions of the DPCU

Section 46, Sub-section 3 of the Local Government Act, 1993, Act 462 established the District Planning Coordinating Unit (DPCU) to assist the District Assembly (DA) to execute designated

planning functions. The National Development Planning (Systems) Act, 1994, Act 480 defines the DPCU’s planning, programming, monitoring, evaluation and co-ordinating functions.

In line with Section 46, Sub-section 4 of the Local Government Act, 1993, Act462, the DPCU shall be made up of a minimum of eleven officers (Box 2). To perform its M&E functions effectively, the DPCU should co-opt representatives from other sector agencies, persons from the private sector and civil society organizations whose inputs will be needed. The District Coordinating Director should lead the group and be responsible for convening meetings, issuing of circulars to the decentralised sector agencies, etc. The District Planning Officer shall act as the secretary and be responsible for documenting all M&E working sessions, ensuring participation of all stakeholders, etc. There should be gender balance in the membership of the group.

To fulfil its M&E functions, the DPCU shall perform the following roles and responsibilities:

- a. Directly responsible for the development and implementation of the District M&E Plan
- b. Convene quarterly DMTDP performance review meetings with all stakeholders.
- c. Undertake periodic project site inspections
- d. Liaise with RPCU to agree on goals and targets
- e. Define indicators for measuring change, especially on gender equality/equity and other cross-cutting themes in GPRS II, such as environment, vulnerability, exclusion and social protection
- f. Collect and collate feedback from the sub-district levels for preparation of the District APR
- g. Facilitate dissemination and public awareness on GPRS II, the Annual Progress Reports and other documents from NDPC at district and sub-district levels.
- h. Provide support to GSS to undertake district level CWIQ and other national surveys and census
- i. Produce Sector Annual Progress Reports and make recommendations for policy review
- j. Conduct Mid-term and Terminal Evaluations of the DMTDP

**Box 2: Members of the District (Metropolitan/Municipal) Planning Coordinating Unit**

<b>1</b>	District coordinating Director
<b>2</b>	District Planning Officer
<b>3</b>	District Budget Officer
<b>4</b>	District Finance Officer
<b>5</b>	District Director of Health Services
<b>6</b>	District Director of Education
<b>7</b>	District Director of Agriculture
<b>8</b>	District Director of Social Welfare or Community Development
<b>9</b>	District Physical Planning Director
<b>10</b>	District Director of Works or Engineer
<b>11</b>	Nominee of the District Assembly

## 2.6 Traditional Authorities (TAs) and CSOs

Traditional Authorities (Chiefs and Queen Mothers), the Youth and Civil Society Organizations (*non- government organizations - NGOs, Community Based Organisations - CBOs, voluntary, professional and faith-based organisations, universities, research institutions, think-tanks, the media, etc.*) can play several roles as producers and users of M&E information. The participation of TAs and CSOs in the S/DMTDP monitoring can add real value to the process itself and its policy outcomes. TAs and CSOs have contacts with the grassroots and are therefore well positioned to express the views and experiences of people whose needs the S/DMTDPs aim to address. Despite the limitations of information gathering and analytical base, TAs and CSOs can be the source of independent and useful information and perspectives on how the DAs and other key government officials are performing. On the whole, TAs and CSOs can contribute to hold MDAs and DAs more accountable and responsible for the delivery of

goods and services as well as exposing malpractices, corruption and choices which do not benefit those whose needs the S/DMTDP are supposed to address. TAs and CSOs should therefore be involved in the implementation of the SMTDPs.

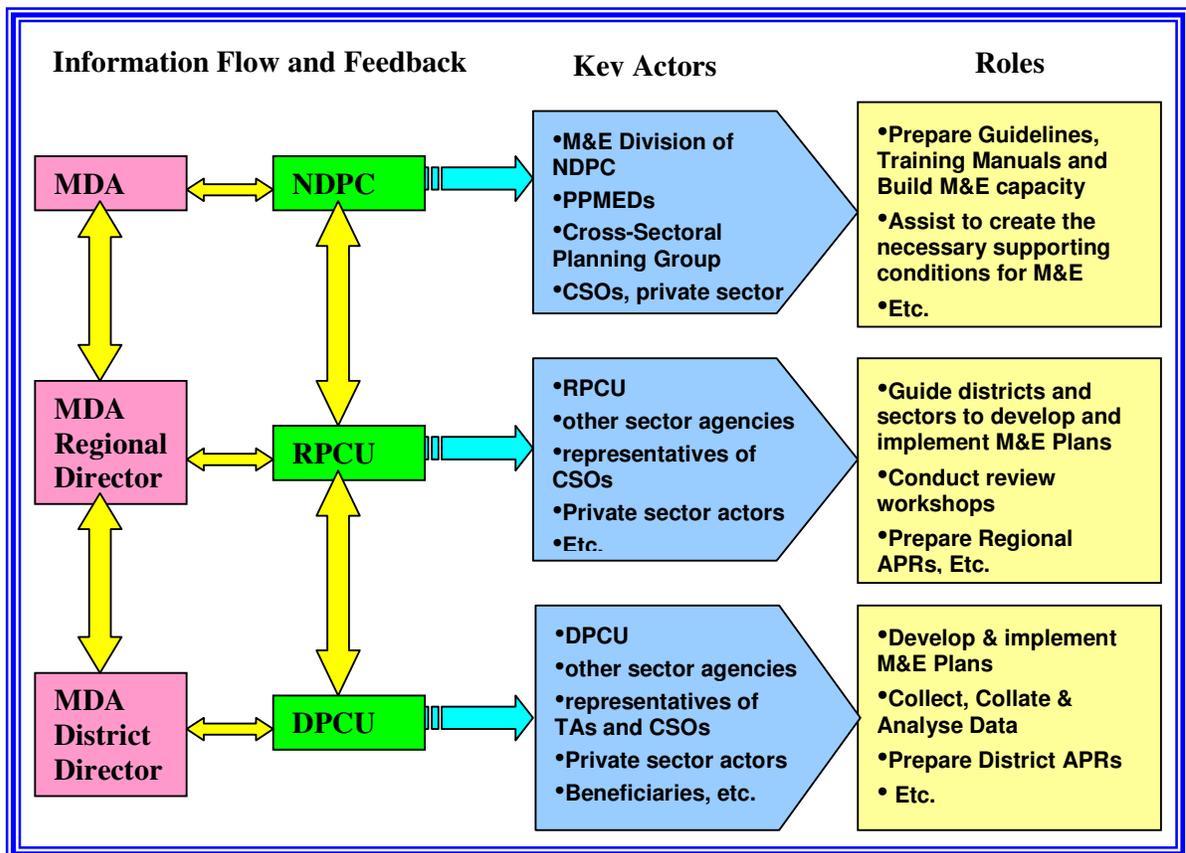
## 2.7 The Role of Development Partners

Development Partners (DPs) can play a significant role in shaping and enhancing M&E at both the sector and district levels. Specifically, DPs could:

1. Strengthen sector/district-level institutional framework for evidence based planning, monitoring and evaluation
2. Provide support to enhance capacity building in M&E for the preparation and implementation of the sector M&E Plans.
3. Assist government agencies to develop efficient information and reporting system and reduce the support for separate, additional monitoring and reporting procedures.

The institutional and reporting framework outlined above is summarised in Figure 1.

**Figure 1: Sector M&E institutional and reporting framework**



## CHAPTER THREE

### 3 SMTDP MONITORING AND EVALUATION PLAN

As stated in Section 1.2, the key output from these guidelines would be the Sector Monitoring and Evaluation Plan. This plan should be used by MDAs to measure progress toward achievement of SMTDP goals and objectives in a structured way. It should also provide a clear direction on how specific activities and expected results of the SMTDP will be monitored and evaluated. The plan should incorporate components that will make it possible to understand the SMTDP, reflect and learn lessons from its implementation. The process of developing the plan should be as participatory and collaborative as possible with a strong feedback from public hearings as recommended in the Sector Planning Guidelines. The plan write-up should be kept as simple as possible. Box 3 presents some key elements of the M&E Plan. This plan will require the approval of the Sector Minister, thereby ensuring that resources are committed for M&E activities.

<b>Box 3: M&amp;E Plan Format</b>	
CHAPTER 1	<b>Introduction</b> <input checked="" type="checkbox"/> Goal and Objectives of SMTDP <input checked="" type="checkbox"/> Purpose of the sector M&E Plan <input checked="" type="checkbox"/> Implementation Status of the SMTDP
CHAPTER 2	<b>M&amp;E Activities</b> <input checked="" type="checkbox"/> Stakeholders Analysis <input checked="" type="checkbox"/> M&E Conditions and Capacities <input checked="" type="checkbox"/> Indicators & Targets <input checked="" type="checkbox"/> M&E Matrix <input checked="" type="checkbox"/> M&E Calendar (Work Plan) <input checked="" type="checkbox"/> M&E Budget <input checked="" type="checkbox"/> How Data will be Collected and Collated <input checked="" type="checkbox"/> How Data will be Analysed and Used <input checked="" type="checkbox"/> How and when to report on findings <input checked="" type="checkbox"/> How Dissemination will be done <input checked="" type="checkbox"/> Which Evaluations will be done and how <input checked="" type="checkbox"/> How Participatory M&E will be done
CHAPTER 3	<b>Other issues of Relevance to M&amp;E</b> <input checked="" type="checkbox"/> E.g. Collaboration with Development Partners <input checked="" type="checkbox"/> Process of developing the M&E Plan

#### 3.1 Sequence of Activities to Prepare the M&E Plan

The following are the steps to developing the M&E Plan.

#### STEP 1: IDENTIFICATION AND ANALYSIS OF STAKEHOLDERS

An initial activity of the MDA is to identify and classify all organisations and groups of people with interests in development and poverty reduction. The identification and participation of all stakeholders will lead to sustained capacity building, dissemination and demand for M&E results. See an example of some stakeholders identified in Table 1.

**Table 1: Example of some M&E stakeholders and their needs**

Stakeholders	Information Needs/Responsibilities
1. Government policy and decision makers	Policy formulation
2. Local community	To demand accountability and support data collection

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3. District Assembly / Assembly Members	Policy formulation and development planning
4. Regional Coordinating Council	Policy, planning and development coordination
5. Ministries Departments and Agencies	Policy formulation and coordination
6. Parliament / Members of Parliament	To brief constituents
7. Political Parties	To evaluate performance of government
8. Development Partners	To monitor utilization of fund inflow
9. Researchers / Institutions	Input for research
10. Media	Information to the general public
11. Civil Society Groups (NGOs, CSOs, TAs, People with Disabilities, etc.)	To demand accountability and transparency, information dissemination and advocacy

### STEP 2: ASSESSING NEEDS AND CREATING THE NECESSARY CONDITIONS AND CAPACITIES

The purpose of this step is to assess the capability of the sector to develop and implement the M&E Plan. Assessing the necessary M&E conditions means identifying not just the funds for monitoring and evaluation but also the requisite human resource. It is the process of evaluating the status, conditions, needs and M&E capacity in the Sector. It also means determining the capacity to manage Information and Communication Technology (ICT). The rationale is to ensure that the appropriate incentives, material and human resources are put in place for effective SMTDP implementation, monitoring and evaluation. This process should involve all stakeholders. The crucial roles of the Sector Ministers and Chief Directors have already been outlined in Section 2.2.

**Table 2: Example of some questions that could guide the situation analysis**

Issues/ Solutions	Questions
<b>SMTDP</b>	Is there an approved SMTDP?
	What are the constraints against monitoring the implementation of the SMTDP?
	What changes would different stakeholder groups like to see the SMTDP bring about?
<b>Human Resource</b>	What are the capacity and human resource requirements for M&E in the Sector?
	How many PPMED staff lack the requisite M&E skills?
	What is the situation with regards to office space, incentives, leadership, etc.
	What training will be required? E.g. Courses on: <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Monitoring and Evaluation</li> <li><input checked="" type="checkbox"/> Development Planning</li> <li><input checked="" type="checkbox"/> Team and consensus building techniques</li> <li><input checked="" type="checkbox"/> Database management and other computer programs</li> <li><input checked="" type="checkbox"/> Report writing</li> <li><input checked="" type="checkbox"/> Facilitation skills</li> <li><input checked="" type="checkbox"/> Etc.</li> </ul>

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	Does the sector have adequate staff in its PPMED?
	What technical support will be required (consultants)?
	Is there a vehicle for M&E?
<b>Logistics</b>	Is there a documentation centre (with periodicals, acts and legislative instruments, development plans, guidelines, manuals, etc.)?
	Are there enough computers and accessories (printers, scanners, LCD Projector, etc.)?
	Are there photocopiers, flip charts, etc.
<b>Recommendations</b>	What are the solutions for the challenges identified?

### STEP 3: MONITORING INDICATORS

One of the critical steps in preparing the M&E Plan is defining the most appropriate indicators and setting targets that are achievable and directly related to the SMTDP goal and objectives. Indicators are needed for measuring progress whilst targets are the sign post that will lead us to the stated goal and objectives. NDPC in collaboration with MDAs selected some core indicators for monitoring in all sectors (Annex B). In addition to these indicators, Sector specific indicators based on the SMTDP should be determined through a participatory and collaborative process. It is important to make each indicator Specific, Measurable, Attainable, Reliable and Time bound (SMART). See lead questions in Box 4 as a guide. The core and sector specific indicators should also:

- i. Be categorised into input, output, outcome or impact indicators
- ii. Be disaggregated (where possible) by age, gender, regions, districts, etc.
- iii. Have information on how it will be measured and by whom
- iv. Indicate the frequency of monitoring
- v. Have targets for the SMTDP implementation period
- vi. Have baselines (they should be established where they do not exist)
- vii. Have targets of what can be achieved by 2009 as well as annual targets.

#### Box 4. Lead Questions for defining a SMART indicator

1. Are there areas of overlap in the content of the indicator with that of other indicators or will it **Develop & implement M&E Plans**
2. **Collect, Collate & Analyse Data**
3. **Prepare District APRs**
4. **Etc.**
1. **Measurable)?**
2. What measurement costs (human and financial resources) does the indicator require **(Affordable and Attainable)?**
5. Will the indicator measure only what it is supposed to measure and produce the same results **Guide districts and sectors to develop and implement M&E Plans**
6. **Conduct review workshops**
7. **Prepare Regional APRs, Etc.**

Details on the indicator definition process will be covered in the training manual.

### STEP 4: M&E MATRIX

One of the main features of the M&E plan is a monitoring and evaluation matrix. The matrix provides a format for presenting the inputs, outputs, outcomes, and impacts (and their

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corresponding activities) for each SMTDP objective. It summarizes the overall monitoring and evaluation plan by including a list of methods to be used in collecting the data. This matrix also shows the linkage of the SMTDP to GPRS II policy objectives. Table 4 shows the main elements of the matrix.

**Table 4: Example of M&E Matrix**

<b>SMTDP Goal:</b> To improve livelihoods through increased food security and incomes								
<b>GPRS II Policy Objective to Link:</b> Ensure sustainable increase in agricultural productivity and output to support industry and provide stable income for farmers								
<b>Objective 1:</b> To increase and diversify agricultural production in a sustainable manner								
Indicators	Indicator Type	Baseline 2005	Targets 2006 - 9			Data Sources	Monitoring Frequency	Responsibility
Percentage (%) increase in yield of selected crops, live stock and fish	Output					MoFA	Semi-annually	MoFA, DPCU
% of households able to meet minimum nutritional requirements throughout the year	Outcome					MoFA	Annually	MoFA, DPCU
<b>Objective 2:</b>								
ETC.								

## STEP 5: M&E CALENDAR (WORK PLAN)

Another vital component of the M&E Plan is an Annual M&E Calendar or Work Plan. It should be developed through a participatory process featuring the actors (who should do what), the time frame and a budget relating to each activity. The calendar should be detailed enough with specific dates for the various activities. Table 5 shows a simplified M&E Calendar.

**Table 5: Example of M&E Calendar (devoid of essential details)**

ACTIVITIES	TIME FRAME				ACTORS	BUDGET
	2006	2007	2008	2009		
<b>SMTDP Evaluation</b>						
Mid-term Evaluation	First week of July 2008				PPMED, +	
Terminal Evaluation	First week of July 2010				PPMED, +	
Other Evaluation and studies	Second week of July bi-annually				PPMED, +	
Participatory M&E	Second week of Jan. bi-annually				PPMED, +	
<b>Data collection and review meetings</b>						
Quarterly field visits	1 <sup>st</sup> Tuesday in Mar, Jun, Sept. and Dec.				PPMED, +	
Quarterly review meetings	1 <sup>st</sup> Thursday in Mar, Jun, Sept. and Dec.				PPMED, +	
Preparation of quarterly reports	15 <sup>th</sup> of April, Jul. and Oct.				PPMED, +	
<b>APR preparation and dissemination</b>						
Data collation from regional offices	From 15 <sup>th</sup> Jan. annually				PPMED, +	
Draft APR prepared	31 <sup>st</sup> Jan. annually				PPMED, +	
Draft APR review workshop	15 <sup>th</sup> February annually				PPMED, +	
Final APR submitted to NDPC	28 <sup>th</sup> Feb. annually				PPMED, +	
Dissemination of Sector APR	15 <sup>th</sup> March annually				PPMED, +	

**STEP 6: M&E BUDGET**

It is strongly recommended that all PPMEDs draw the M&E budget through a participatory process. Based on the fact that M&E has not been given the desired attention by most MDAs in the past, the M&E budget will require special attention and approval by the Sector Minister. The M&E budget is more than just a statement of proposed expenditures, it is as much a statement on whether effective M&E will be conducted or not. Inflated budgets are signals of waste whilst budgets that are too low cast doubts on the credibility of the entire M&E plan. Some operational questions to guide preparation of the M&E budget are presented in Table 6.

**Table 6: Example of some questions that could guide the budget preparation**

The key question is whether there is an M&E budget and if sufficient resources have been allocated for M&E?
1. What are the human and logistical costs to consider in the budget? E.g.:
<input checked="" type="checkbox"/> <b>Staff time</b> – travel and sitting allowances
<input checked="" type="checkbox"/> <b>Training events</b> – venue, travel, accommodation, materials, per diems, course fees, etc.
<input checked="" type="checkbox"/> <b>Office equipment</b> – computer and accessories (hardware and software), etc.
<input checked="" type="checkbox"/> <b>Documentation</b> – Printing and distribution, display boards, services, etc.
<input checked="" type="checkbox"/> <b>Technical assistance</b> – fees, such as for consultants, editorial assistants, etc.
<input checked="" type="checkbox"/> <b>M&amp;E Plan</b> – Plan preparation, review workshops, training, etc.
<input checked="" type="checkbox"/> <b>Materials and Supplies</b> - Office supplies, stationery, etc.
<input checked="" type="checkbox"/> <b>Communications</b> - telephone, fax, e-mail, internet, media, etc.
2. Is there a vehicle for field monitoring exercises?
3. What will it cost to fuel and maintain the vehicle?
4. What will it cost to monitor and evaluate each project?
5. How much will it cost to disseminate the M&E results?
6. What will be the total M&E cost of the SMTDP?

**STEP 7: DATA COLLECTION, VALIDATION AND COLLATION**

**Data on Programmes and Projects**

PPMED should compile a register of all ongoing programmes and projects in the sector. All programmes and projects undertaken under the auspices of the sector, including those supported by Development Partners and NGOs should be covered. This register should be regularly updated with details on each activity such as start-time, costs, location, and source of funding, expected completion date, status of project, etc. Box 5 shows a simple programme/project report format. As much as possible, the data should also indicate the contributions that programmes and projects are making toward the achievement of the goal and objectives of the SMTDP.

**Primary Sources of Data**

The data gathered should be both quantitative and qualitative (Box 6) and should include demographic, socio-economic, revenue, expenditure and others as may be requested by the DPCU, RPCU, MDAs and other stakeholders. The data should be categorised into:

- Process data e.g. operations of the DPCU and the decentralised structures, tendering and contract awards, compliance with audit recommendations, etc.
- Input data e.g. government transfers (DACF, HIPC, etc.) and other transfers from development partners and NGOs, IGF, etc.
- Output data e.g. construction projects, crops and livestock production, etc.
- Outcome/impact data e.g. literacy rate, BECE results, infant mortality, etc.

### Box 5: Programme/Project Register Format

1.	Programme/Project Name	
2.	GPRS II Thematic Area	
3.	Sector	
4.	Project Description	
5.	Project Location	
6.	Contractor	
7.	Source of funding	
8.	Date started	
9.	Expected completion date	
10.	Contract sum	
11.	Expenditure to date	
12.	Project implementation status	
13.	Remarks	

### Secondary Sources of Data

In addition to the primary data collected by the decentralised agencies, some useful sources of secondary data include NGOs, academic and research institutions, Ghana Statistical Service (CWIQ, GLSS, GDHS and the National Census reports), etc.

### Data Validation

It is important to review all the data collected with stakeholders before collation. A data validation forum will also ensure that the data is devoid of errors and inconsistencies.

### M&E Information System

A well functioning IT-based monitoring information system is required for effective data entry, efficient data processing and easy access to information on the SMTDP implementation.

The Ghana Statistical Service (GSS) in collaboration with NDPC launched the GhanaInfo database in July 2005. Capacities of selected MDAs are being built to access and use the database for data collection, analysis and presentation. However, sectors that have not yet received the training should continue to use existing data collection instruments and M&E software at their disposal.

### Box 6: Quantitative & Qualitative Data

There are two types of data or indicators, both of which are essential for providing a clear picture of progress towards the SMTDP objectives.

- Quantitative** data have a numerical value attached to them, e.g. the number of boreholes drilled.
- Qualitative** data reflect people's observations, judgments, opinions, perceptions and attitudes of a given situation or subPrepare Guidelines, Training Manuals and Build M&E capacity
- Assist to create the necessary supporting conditions for M&E**
- Etc.**
- ject e.g. reasons why a borehole is underutilized.

### STEP 8: DATA ANALYSIS AND USE OF THE RESULTS

It is the responsibility of PPMED to collate all M&E data (including those gathered by other agencies and CSOs), to analyse and report to the NDPC and other stakeholders. However, the purpose of the sector M&E is not just to produce reports. M&E data only becomes useful when analysed and interpreted to highlight key areas of concern and to identify interventions for development in the sector. The data should be analysed to show the results being produced by each project. Data analysis will further show how the sector is performing with regards to all the indicators (core and sector specific) and the critical areas of concern for the general public. Each indicator should be examined and the appropriate action taken to address the findings. Once an indicator has been highlighted for concern, further exploration should be taken on that issue. The basis for the analysis is to report on the progress of each indicator towards meeting the goal, objectives and targets of the SMTDP and GPRS II. The data must therefore be analysed in a systematic way so that lessons learned can be fed into the sector action plans and the next SMTDP. However, project data analysis and presentation may depend on the information needs of Development Partners and other stakeholders. In spite of that, sectors should focus on identifying linkages between the various projects and the goals and objectives of the SMTDP/GPRS II.

### STEP 9: REPORTING

After each monitoring exercise, project actors, communities and sector departments involved should be made aware of the key observations and findings. The decentralised agencies collecting data at the district level should also brief the DCE, Presiding Member and other DA actors on progress of work, observations and gaps identified. This will allow all stakeholders to take the necessary actions that require redress before the next monitoring exercise. The PPMED should include all the findings and reactions in its Quarterly and Annual Progress Reports. The APR should sum up all the M&E activities in the year. It is recommended that the M&E reports follow the outline presented in Box 7.

#### Box 7: Sector M&E Reports Format

##### Title Page

- Sector
- M&E report for (time Period)

##### Introduction

- Purpose of the M&E for the stated period
- Processes involved and difficulties encountered
- Status of implementation of SMTDP

##### M&E Activities Report

- Programme/Project status for the quarter or Year
- Update on disbursements from funding sources
- Update on status of indicators & targets
- Update on critical development and poverty issues
- Evaluations and participatory M&E

##### The Way Forward

- Key issues addressed and those yet to be addressed
- Recommendations

### STEP 10: INFORMATION DISSEMINATION

A crucial but often forgotten step is planning how the M&E information will be disseminated to relevant stakeholders and decision-makers. Copies of the sector APR and other reports (Quarterly and semi-annual) should be disseminated to all stakeholders. Sharing the content of

these reports with stakeholders at all levels will increase the accountability and transparency of the MDA as well as displaying commitment to development and poverty reduction. Furthermore, it will boost the commitment of the stakeholders to support development interventions that emerge from the M&E exercise. PPMED should therefore prepare a dissemination strategy. Some of the dissemination techniques the decentralised departments at the district level could use include:

- ☑ Announcements, discussions and broadcast in the local news media e.g. local FM station, local newspapers, TV, etc.
- ☑ Meeting with traditional authorities, representatives of area councils and other opinion leaders and tasking them to take the messages back to their communities
- ☑ Holding workshops and community meetings on sectoral issues.

A mechanism for providing feedback to DA should be built-in so that lessons learned can be applied to planning and decision making. Dissemination should target all the stakeholder groups identified in Step 1.

### **3.2 M&E Manuals and Training Workshops**

NDPC shall, in collaboration with other stakeholders, develop training manuals on M&E and on the most appropriate Participatory M&E (PM&E) tools. Capacity building workshops will be organised at all levels. The training will cover M&E concepts, tools and strategies, institutional arrangements and responsibilities, the processes for developing the M&E Plan and on the use of computer software for data collection, analysis and display.

### **3.3 The Use of External Facilitators**

Sectors are advised to use members of the PPMEDs to prepare the SMTDP and the M&E Plan. This will reinforce ownership and build capacity within the sector. However, circumstances may necessitate the use of consultants and technical advisors. In such cases, MDAs should prepare Terms of Reference (TOR) before the recruitment. An example of TOR will be in the M&E training manual and how to recruit M&E consultants will be covered in the capacity building workshops.

**Figure 2: Summary of the M&E Plan Preparation Steps and Outputs**



## **CHAPTER FOUR**

### **4 EVALUATION**

One of the key features of the sector development effort should be a strong commitment to conducting rigorous impact evaluations. Mid-term and terminal evaluations of the SMTDP should therefore be conducted. The PPMED should also assess the performance of all projects when completed to ascertain if the intervention has achieved its original objectives and assess the overall changes caused by the intervention. The PPMED should further examine the relevance of the development effectiveness of all projects with reference to the GPRS II. These evaluations will serve to improve management and provide insights for effective programme design and implementation. In addition, MDAs should also undertake or commission other studies outlined in Box 8.

#### **Box 8: Other Studies and Evaluations**

##### **Strategic Evaluation**

An evaluation of a particular issue aiming to advance a deeper understanding of the issue and reduce the range of uncertainties associated with the different options for addressing it. MDAs should commission Strategic Evaluation when the urgency of an issue poses high risks to stakeholders or has generated conflicting views. A study of this nature will help to reach an acceptable working agreement among the parties concerned.

##### **Impact Assessments (Economic, Social and Environmental)**

Impact assessment is a generic term that includes Social, Economic and Environmental Impact Assessment (EIA) as well as Strategic Environmental Assessment (SEA). It is a comprehensive process and assessment tool that should be used by MDAs to ensure that programmes, projects and policies are economically viable, socially equitable and environmentally sustainable. Impact assessment should also take into account sector policy impacts in relation to gender equality and women empowerment.

##### **Thematic Evaluation Studies**

MDAs should commission Thematic Evaluation Studies to assess the effectiveness of the thematic policies, programmes and projects from the experiences gained during implementation of sector strategies.

##### **Beneficiary Assessments**

MDAs should use Beneficiary Assessment tools to focus on understanding the opinions of service users on the quality and relevance of the policies, programmes and projects during and after implementation.

#### **4.1 Participatory M&E**

Participatory M&E is a valuable tool used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in society. For effective PM&E, there is the need to educate and create awareness among beneficiaries and to involve them in the selection of indicators to monitor. A fundamental activity to be undertaken under Participatory M&E is to promote partnerships between the MDAs and NGOs/CBOs and communities.

A number of NGO/CBOs are already engaged in participatory M&E and advocacy activities and could be engaged by MDAs to provide training and capacity building in participatory M&E methods. MDAs should organise workshops for representatives of stakeholders and NGO/CBOs to discuss how Participatory M&E results will be incorporated into the Sector M&E reports.

Some of the well known PM&E tools and methodologies for social analysis and participatory impact assessment include:

- i. Citizen Report Cards
- ii. Community Score Cards
- iii. Focus Group Discussions
- iv. Participatory Expenditure Tracking of social service expenditure, etc.

**ANNEXES**

**ANNEX A: Glossary of M&E Concepts and Terms in the Guidelines**

<b>Term</b>	<b>Definition</b>
<b>A</b>	
Accountability	Obligation of government, public services or funding agencies to demonstrate to citizens that contracted work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-à-vis mandated roles and/or plans. This may require a careful, even legally defensible, demonstration that the work is consistent with the contract terms. Projects commonly focus on upward accountability to the funding agency, while downward accountability involves making accounts and plans transparent to the primary stakeholders. Ensuring accountability is one part of the function of monitoring and evaluation (learning and management are the other two).
Activity	Actions taken or work performed in a project to produce specific outputs by using inputs, such as funds, technical assistance and other types of resources.
<b>B</b>	
Baseline information	Information – usually consisting of facts and figures collected at the initial stages of a project – that provides a basis for measuring progress in achieving project objectives and outputs.
Benchmark	Reference point or standard against which performance or achievements can be compared. A benchmark might refer to what has been achieved in the past, by other comparable organisations, or what could reasonably have been achieved under the circumstances.
<b>E</b>	
Effectiveness	A measure of the extent to which a project attains its objectives at the goal or purpose level; i.e. the extent to which a development intervention has attained, or is expected to attain, its relevant objectives efficiently and in a sustainable way.
Efficiency	A measure of how economically inputs (funds, expertise, time, etc.) are converted into outputs.
Evaluation	A systematic (and as objective as possible) examination of a planned, ongoing or completed project. It aims to answer specific management questions and to judge the overall value of an endeavour and supply lessons learned to improve future actions, planning and decision-making. Evaluations commonly seek to determine the efficiency, effectiveness, impact, sustainability and the relevance of the project or organisation’s objectives. An evaluation should provide information that is credible and useful, offering concrete lessons learned to help partners and funding agencies make decisions.
<b>G</b>	
Goal	The higher-order programme or sector objective to which a development intervention, such as a project, is intended to contribute. Thus it is a statement of intent.
<b>I</b>	
Impact	The changes in the lives of people, as perceived by them and their partners at the time of evaluation, plus sustainability-enhancing change in their environment to which the project has contributed. Changes can be positive or negative, intended or unintended
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable basis for assessing achievement, change or performance. A unit of information

## Sector M&E Guidelines

	measured over time that can help show changes in a specific condition. A given goal or objective can have multiple indicators.
Information management system	A system of inputting, collating and organising data that should provide selective data and reports to assist in monitoring and controlling the project organisation, resources, activities and results.
Input	The financial, human and material resources necessary to produce the intended outputs of a project.
<b>M</b>	
Mid-term evaluation	An external evaluation performed towards the middle of the period of implementation of the project, whose principal goal is to draw conclusions for reorienting the project strategy.
Monitoring	The regular collection and analysis of information to assist timely decision making, ensure accountability and provide the basis for evaluation and learning. It is a continuing function that uses methodical collection of data to provide management and the main stakeholders of an ongoing project or programme with early indications of progress and achievement of objectives.
M&E matrix	A table describing the performance questions, information gathering requirements (including indicators), reflection and review events with stakeholders, and resources and activities required to implement a functional M&E system. This matrix lists how data will be collected, when, by whom and where.
<b>O</b>	
Objective	A specific statement detailing the desired accomplishments or outcomes of a project at different levels (short to long term). A good objective meets the criteria of being impact oriented, measurable, time limited, specific and practical.
Outcome	The results achieved at the level of "purpose" in the objective hierarchy.
Outputs	The tangible (easily measurable, practical), immediate and intended results to be produced through sound management of the agreed inputs. Examples of outputs include goods, services or infrastructure produced by a project and meant to help realise its purpose.
<b>P</b>	
Participation	One or more processes in which an individual (or group) takes part in specific decision-making and action, and over which s/he may exercise specific controls. It is often used to refer specifically to processes in which primary stakeholders take an active part in planning and decision-making, implementation, learning and evaluation. This often has the intention of sharing control over the resources generated and responsibility for their future use.
Participatory Monitoring and evaluation	A broad term for the involvement of primary and other stakeholders in monitoring and evaluation.
<b>T</b>	
Target	A specified objective that indicates the number, timing and location of that which is to be realised.
<b>V</b>	
Validity	The extent to which something is reliable and actually measures up to or makes a correct claim. This includes data collection strategies and instruments.
Validation	The process of cross-checking to ensure that the data obtained from one monitoring method are confirmed by the data obtained from a different method.

## ANNEX B: PRIORITY INDICATORS FOR GPRS II (CORE NATIONAL INDICATORS)

### 1. PRIVATE SECTOR COMPETITIVENESS

AREA OF FOCUS	INDICATOR	Definition	BASELINE	TARGETS			
				2006	2007	2008	2009
<b>OVERARCHING INDICATORS</b>	1. Real GDP Growth Rate (in %)	The growth rate after adjusting for inflation. It is often calculated by subtracting the GDP deflator rate (or inflation rate when the GDP deflator rate is not available) from the nominal growth rate	5.9	6.06	6.11	7.06	8.0*
	2. Real sectoral growth rate (in %): <b>Broad Agriculture</b> <b>Broad Industry</b> <b>Broad Services</b>	The ratio of change in sectoral output to the previous year's output, adjusted for inflation	4.1 7.7 6.9	5.24 6.11 5.75	6.71 5.83 5.90	5.18 6.06 5.99	7.6 9.8 7.7
	3. Percentage contribution of sub-sectors to GDP (in %): <b>Broad Agriculture</b> <b>Broad Industry</b> <b>Broad Services</b>	The ratio of sector output to the total output of the economy expressed in percentage	41.4 23.9 27.7	39.8 25.4 27.7	38.0 27.4 27.6	37.6 27.6 27.8	37.0 27.6 28.4
	4. Incidence of poverty	Households unable to meet minimum nutritional and non-food requirements. - Basic measure of income/consumption poverty (Definition according to GSS)	39% - (2000)				
	5. Incidence of extreme poverty	Households unable to meet minimum nutritional requirements - Basic measure of 'food poverty'. (Definition according to GSS)	27% - (2002)				
	6. Unemployment Rate (%)	The number unemployed as a percent of the labor force, where the labor force includes all persons classified as employed or unemployed in accordance with conventional definitions.	11.5	10.0	9.0	8.5	8.2
	<b>PRIVATE SECTOR DEVELOPMENT</b>	1. Ease of Doing Business rank	The ease of doing business ranks economies from 1 to 155. The index is calculated as the ranking on the simple average of country percentile rankings of each of the 10 topics covered (Starting a business; Dealing with licenses; Hiring and firing workers; Registering property; Getting credit; Protecting investors; Paying taxes; Trading across borders; Enforcing contracts; Closing a business)	102nd	Within the first 55 countries in the world by 2009		
2. Private fixed investment (as % GDP)		The ratio of domestic fixed investment to GDP, expressed in percentage	17.0%	17.6%	18%	18.5%	19.0%
3. Number of days to register a Limited Liability Company		Number of days to fulfill all legal requirements and registration with the RGD	14	10	6	4	3
4. The number of days to resolve commercial disputes		The number of days/weeks/months taken to resolve commercial dispute in court or through administrative action	200 ('04)	195	185	175	160
5. Domestic credit to the private sector as ratio of GDP		The value of domestic credit to the private sector as a share of GDP	13.9% Jan. 2005				19.6% by 2009

\* Growth Projection has been revised upward to reflect the new macroeconomic framework agreed upon between government and the Development Partners under the Scaling up investment arrangement.

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AREA OF FOCUS	INDICATOR	Definition	BASELINE	TARGETS			
				2006	2007	2008	2009
MODERNIZED AGRICULTURE	6. Percentage increase in yield of selected crops and livestock	Incremental yield realized expressed as a percentage	Maize = 0.35 Rice(milled) =0.06 Cassava =0.52 Yam =0.45 Plantain = Cocoa = Pineapple = 0.10 Pawpaw = 0.07 Mango = 0.07 Banana = 0.05 Poultry = 0.11 Sheep =0.03 Goat =0.04 Cattle =0.01	0.39 1.17 0.57 0.49  0.10 0.07 0.07 0.05 0.11 0.04 0.01	0.43 1.29 0.63 0.54  0.11 0.08 0.08 0.12 0.08 0.05 0.11	0.47 1.42 0.69 0.59  0.12 0.08 0.09 0.12 0.09 0.05 0.12	0.52 1.56 0.76 0.65  0.14 0.09 0.10 0.12 0.11 0.06 0.14
	7. Percentage of cultivated lands under irrigation (Area developed for irrigation/ha)	The ratio of arable lands under irrigation to total arable land, expressed in percentage	0.26% (19,000)	0.33 (23,500)	0.34 (24,200)	0.34 (24,200)	0.35 (25,000)
	8. The Share of Credit to Agriculture, forestry and Fishing by Deposit Money Banks (excluding Cocoa)	The ratio of credit to Agriculture, forestry and Fishing to total credit by Deposit Money Banks expressed in percentage	6.7%	≥10%	≥10%	≥10%	≥10%
	9. Per capita supply of key staple foods (crops, livestock and fish); (in kg/Annum, except * which is in live animal/annum)	Ratio of total staple food production (crops, livestock and fish) to the population of the country	Maize = 44.0 Rice(milled)= 15.0 Cassava =156.0 Yam = 43.0 Plantain = Cocoa = Pineapple = 19.0 Pawpaw = 2.0 Mango = 3.0 Banana = 3.0 Poultry* = 1.49 Sheep* =0.16 Goat* =0.20 Cattle* =0.07 Fish =0.021	45.0 25.0 160.0 45.0  21.0 2.0 4.0 3.0 1.7 0.17 0.21 0.07 0.022	54.0 33.0 157.0 44.0  22.0 2.0 4.0 3.0 1.82 0.17 0.22 0.07 0.022	63.0 46.0 154.0 43.0  24.0 2.0 4.0 3.0 1.94 0.18 0.23 0.07 0.022	74.0 55.0 158.0 44.0  25.0 2.0 4.0 4.0 2.07 0.18 0.24 0.07 0.023
	10. Farm and Non-Farm Household incomes						
	11. Ratio between subsistence crop/livestock and commercial crop/livestock farming	Measures changes of practices, adoption of technology and market orientation of agriculture					
	12. Percentage increase in agro-processing and agro-business enterprises and micro-enterprises registration	Measures trends of modernized agriculture beyond production within the value chain					
	13. Total Fish Production (mt) a. Marine b. Inland Captured fisheries c. Harvesting of Ponds d. Imports						
FISHERIES DEVELOPED	14. Quantity of fish produced per hectare of pond per year	Assessing the total tonnage of fish produced from Aquaculture in the community per cycle	1.5 Tons/ ha/yr	2 Tons/ ha/yr	2.5 Tons/ ha/yr	2.5 Tons/ ha/yr	3 Tons/ ha/yr
	15. Total surface water Area under fish farming	Change in output as compared to the previous years	231ha	250ha	300ha	350ha	450ha
RESTORATION OF DEGRADED ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT	16. Cost of environmental degradation as a ratio to GDP (lands, forests, fisheries)	The value of the annual decrement of natural resources, lost wages and productivity, as well as direct medical costs due to environmental degradation expressed as percentage of GDP	5.5%	5%	4.5%	4%	3.5%
	17. Rate of deforestation	The rate of conversion of forest to another land use expressed in percentage. Deforestation implies the long-term or permanent loss of forest cover and its transformation into another land use	Current Forest cover= 5,517,000ha (-1.7%)	(-1.3%)	(-1.0%)	(-0.8%)	(-0.6%)
	18. Number of Timber Utilization Contracts (TUCs) awarded  a. <u>Natural Forest</u> :	TUC is a permit document that gives the rights to harvest timber in each area on the basis of an annual Timber Rights Fee	NIL	167 Consists of:	125 Consists of:	52 Consists of:	10 Consists of:

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AREA OF FOCUS	INDICATOR	Definition	BASELINE	TARGETS			
				2006	2007	2008	2009
	b. Plantation:		18	Conversion to TUC's = 100 Ratified TUC's = 42 Next Comp. Bidding (Nat.Foests) = 25	Conversion to TUC's = 100 Next Comp. Bidding (Nat.Foests) = 25	Conversion to TUC's = 42 Next Comp. Bidding (Nat.Foests) = 10	Next Comp. Bidding (Nat.Foests) = 10
	19. The number of Social Responsibility Contracts (SRC) signed	The SRC is a written agreement which corporate organization operating in the Mining and Forestry sub-sector are expected to commit to during the course of their operation. It specifies their obligation to the community where they operate.	Forestry: 260	103 Consist of: SRA (Nat. Forests) = 67 SRA (Plantation) = 36	55 Consist of: SRA (Nat. Forests) = 25 SRA (Plantation) = 30	35 Consist of: SRA (Nat. Forests) = 10 SRA (Plantation) = 25	20 Consist of: SRA (Nat. Forests) = 10 SRA (Plantation) = 10
	20. Percentage change in resource spent for Corporate Social Responsibility, including alternative livelihood programmes		Mining: Na	Na	Na	Na	Na
	21. Hectares of degraded forest, mining, dry and wet lands rehabilitated/restored a. Forest  b. Mining  c. Dry and wetland		10,000 ha (Made up of Govt. plantation, FC & Private sector programmes)  <u>Small scale:</u> 205ha  <u>Large scale:</u> Na	20,000 ha	20,000 ha	20,000 ha	20,000 ha
	22. Mineral Production, Employment and FDI a. Mineral Production b. Labour c. FDI d. Mineral Rights Granted	Total amount of minerals produced in ounces and the employment generated, as well as FDI attracted to the industry.	Na Na Na Na	Na Na Na Na	Na Na Na Na	Na Na Na Na	Na Na Na Na
	23. Time to register land		≥12months	8mths	6mths	4mths	≤3mths
PROMOTING TRADE AND INDUSTRIAL DEVELOPMENT	24. Percentage change in non-traditional exports (NTE)	The change in value of non-traditional exports (NTE) expressed as percentage of the previous year's value	775 (..%)	10%	10%	12%	11%
	25. Average number of days for clearing goods from the nations ports		4days	3days	2days	24hrs	24hrs
	26. Time Taken to get duty drawback		6months	6wks	≤3wks	≤3wks	≤3wks
TRANSPORT INFRASTRUCTURE: ROAD, RAIL, WATER AND AIR TRANSPORT	27. Total funds disbursed for routine maintenance, periodic maintenance, reconstruction and upgrading works, relative to the maintenance needs of each modal network		Road =38% (\$3072mil) Rail = 3.2% Water = % Air =%	=53% = 4 % =% =%	=60% = 4.0% =% =%	=66% = 3.4% =% =%	= 57% = 5.4% =% =%
	28. Proportion/length of roads maintained/Rehabilitated  <u>Trunk Roads (in km):</u> a. Routine maintenance b. Periodic maintenance c. Minor Rehab & Reconstruction d. Major Rehab & Reconstruction		67%  12,127 281.31 198.62 209.75	89%  12,168 293 699 200	95%  13,000 316 513 200	100%  13,130 378 540 200	100%  13260 454 552 200

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AREA OF FOCUS	INDICATOR	Definition	BASELINE	TARGETS			
				2006	2007	2008	2009
	<u>Urban Roads (in km):</u> e. Routine maintenance f. Periodic maintenance g. Minor Rehab. & Reconstruction h. Major Rehab. & Reconstruction  <u>Feeder Roads (in km):</u> i. Routine maintenance j. Rehabilitation k. Regravelling l. Spot Improvement m. Reconstruction n. Surfacing		2,972	3,950	4,024	4,598	5,173
			240	235	345	360	384
			83	36	200	255	298
			13	13	13	16	12
			17,119	25,000	25,945	26,048	26,913
				1,321	1,436	1,113	868
				552	552	552	0.0
				2,474	2,659	1,771	1,533
				20	20	0.0	0.0
				365	363.5	316	144
	29. Annual accident statistics for each transport mode		10,440	10,330	10,220	10,110	10,000
	30. Passenger traffic and goods traffic by railways						
	a. Passenger traffic (in 1000 passengers-km)		62,000	93,000	130,200	169,260	220,038
	b. Good traffic (1000 tonnes-km)		220	231	242.6	254.7	280.1
	31. Maritime traffic : Goods loaded and unloaded (in 1000 tonnes)						
	a. Goods loaded (in 1000 tonnes)		12161.6	12769.7	13408.1	14749.0	16223.9
	b. Goods Unloaded (in 1000 tonnes)		7423.7	7794.9	8184.7	8430.2	8683.1
	32. Total air freight and number of air traffic passengers:						
	a. Total air freight (Loaded and Unloaded) in thousand tonnes		44.0	45.5	46.7	49.3	51.0
	b. Number of air traffic passengers (arrival and departure) in thousand		676.7	710.5	746.0	783.3	822.4
	33. Road condition mix	The road condition mix shows the proportion of the entire national road network which are good, bad, fair, etc)					
	<u>Trunk Roads:</u>		13,367km	13,367km	13,367km	13,367km	13,367km
			Good =46 % Fair = 29% Poor = 25%	=48% = 30% = 22%	= 50% = 31% = 19%	= 52% = 32% = 16%	= 55% =35% =10 %
	<u>Urban Roads:</u>		.....Km	.....Km	.....Km	.....Km	.....Km
			Good =50% Fair = 22.5% Poor = 27.2%	=56% = 21.9% = 22.1%	=60% = 21.3% = 18.7%	=62% = 20.9% = 17.1%	=65% = 20.6% = 14.4%
	<u>Feeder Roads:</u>		32,600Km	32,600Km	41,000Km	41,000Km	41,000Km
			Good = 43% Fair = 33% Poor = 24%	= 46% = 34% = 20%	= 50% = 32% = 18%	= 56% = 29% = 15%	= 60% = 28% =12 %
ENERGY SUPPLY TO SUPPORT INDUSTRY AND HOUSEHOLDS	34. Per capita consumption of energy per annum (in Tonnes of Oil Equivalent(TOE) a. Electricity b. Petroleum c. LPG	Ratio of energy consumption to the total population	0.2930 Na Na	0.2936 Na Na	0.2942 Na Na	0.2947 Na Na	0.2956 Na Na
	35. Average number of hours of electricity outage per consumer per year	This refers to the length of time the power was off. This is consistent with international measurement	≥100 hours/year	≤100 hours/year	≤100 hours/year	≤100 hours/year	≤100 hours/year
	36. Percentage reduction in transmission and distribution losses:	This refers to the proportion of electricity generated that is lost during the cause of transmission					

## Sector M&E Guidelines

AREA OF FOCUS	INDICATOR	Definition	BASELINE	TARGETS			
				2006	2007	2008	2009
	a. Transmission b. Distribution	or distribution.	2.98% 25.5%	2.98 24.5	2.98 23	2.98 22	2.98 21.4
	37. Percentage change in Households with access to electricity	The total number of households with electricity	1,313,825	Increase by 12%	Increase by 12%	Increase by 12%	Increase by 12%
<b>SCIENCE AND TECHNOLOGY TO SUPPORT PRODUCTIVITY AND DEVELOPMENT</b>	38. Percentage change in Research and Development expenditure	Ratio of the change in the value of public investment to previous year's value, expressed in percentage	0.3 – 0.5%				
DEVELOPING INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)	39. Size of the ICT industry	Measured by the contribution of the ICT industry to GDP					
	40. Teledensity/Penetration rate: a. Fixed Line b. Mobile	Ratio of the change in the people with telephones to previous year's value, expressed in percentage	15% 1.7% 13.3%	20%	24%	27%	30%
	41. Internet Access a. Subscribers  b. Providers c. Number of school with internet access	This refers to access and use of internet by households and corporate entities, including government	23,000('03)  35 296	≥ 14% per annum ----- -----			
<b>DEVELOPING THE TOURISM SECTOR FOR REVENUE AND EMPLOYMENT GENERATION</b>	42. Percentage increase in tourist arrivals	Ratio of the change in the number of tourist who arrive through the nation's port of entry to previous year's value, expressed in percentage	10%	16%	14%	14%	14%
	43. Percentage increase in tourist receipt (Value in Million \$)	The rate of change of revenue from tourism sector per annum	- 836.1	17.8% 984.8	12% 1,103	12% 1,235.3	12% 1,383.6
	44. Share of tourism in GDP	The ratio of the total value addition services in the tourism sector to GDP, expressed in percent					
	45. Percentage change of investment (stock tourism facilities) in the tourism sector a. Accommodation Establishments (Hotels, Guest houses, lodges etc)	Ratio of the change in the value of investment to previous year's value, expressed in percentage	18.9%.	15.26%	15.25%	15.25%	15.25%
	b. Catering Establishment (Restaurants, fast food joints etc)  c. Travel Agents and Tour Operations Establishment  d. Car Rental companies		6.4%.  -1.1%  12.2%	10.09%  9.17%  12.94%	10.73%  8.89%  13.26%	10.73%  8.89%  13.26%	10.73%  8.89%  13.26%
<b>EMPLOYMENT GENERATION AND IMPROVEMENT AND EXPANSION OF SAFETY NETS</b>	46. Labour Productivity and Unit Cost of Labour	Labour productivity is defined as output per unit of labour input, and unit labour cost is the labour cost per unit of output.					
	47. Number of Labour Disputes	The number of labour disputes recorded by the National Labour Commission	548				
	48. The number of new jobs created by sector	The number of new jobs that have been generated within the year by key economic sectors	125,000	200,000	250,000	240,000	245,000
	49. Social Protection Exp as % of GDP	Ratio of change in budgetary allocation for social protection initiatives, to GDP, expressed in percentage	1.6%('04)	≥ 4.42 %	≥ 4.42 %	≥ 4.42 %	≥ 4.42 %

## Sector M&E Guidelines

### 2. HUMAN RESOURCE DEVELOPMENT

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	BASELINE 2004/2005	TARGETS			
				2006	2007	2008	2009
<b>OVERARCHING INDICATORS</b>	<b>Literacy rate</b>	Proportion of adult population able to read and write.	<b>53.4%</b>	60.80%	63.30%	65.80%	<b>68.20%</b>
	<b>Under-five mortality rate</b>	Number of deaths occurring between birth and exact age five per 1000 live births	<b>111</b>	95			
	<b>Maternal mortality ratio</b>	Number of deaths due pregnancy and childbirth per 100,000 live births	<b>214</b>	150			
	<b>HIV prevalence rate</b>	Percent of blood samples taken from pregnant women that test positive for HIV during routine sentinel surveillance at selected antenatal clinics.	<b>3.1%</b>	3.0%	3.0%	3.0%	
	<b>Population growth rate</b>	Annual percent change in population	<b>2.7%</b>				
<b>EDUCATION AND SKILLS DEVELOPMENT</b>							
<b>Increase access to and participation in education and training</b>	<b>1. Gross Enrolment Rate (GER) disaggregated by gender for:</b>	Indicates the number of pupils/students at a given level of schooling- regardless of age- as proportion of the number children in the relevant age group					
	<b>Primary</b>		<b>87.50%</b>	90.90%	93.20%	95.50%	<b>97.80%</b>
	JSS		<b>72.80%</b>	75.63%	77.22%	78.81%	<b>80.40%</b>
	SSS		<b>25.58%</b>	28.30%	29.20%	30.10%	<b>31.00%</b>
	<b>2. Net Enrolment Ratio disaggregated by gender</b>	Indicates the number of appropriately aged children (6-11 yrs.) enrolled school as proportion of children in the relevant age group.		61.70%			
	<b>Primary</b>		<b>59.1%</b>				
	JSS		<b>70.3%</b>				
	<b>3. Survival Rate disaggregated by gender</b>	Proportion of pupils students who actually remains and complete school after enrolment.					
	Primary 6		<b>82.60%</b>	84.43%	86.16%	87.89%	<b>89.62%</b>
	JSS 3		<b>85.90%</b>	87.90%	89.30%	90.70%	<b>92.10%</b>
	TVET						
	<b>Bridge gender gap in access to education</b>	<b>4. Gender Parity Index (GPI) for gross enrolment:</b>	Ratio between girls' boys' enrolment rates. The balance of parity is 1.00				
<b>National at</b>							
KG			<b>0.98</b>	1.00	1.00	1.00	<b>1.00</b>
Primary			<b>0.93</b>	1.00	1.00	1.00	<b>1.00</b>
JSS			<b>0.88</b>	0.94	0.97	1.00	<b>1.00</b>
Sss		% female enrolment	<b>43.50%</b>	44.1%	44.7%	45.4%	<b>46.0%</b>
TVET		% female enrolment	<b>13.9%</b>	18.3%	22.7%	27.0%	<b>31.4%</b>
<b>Deprived Districts at</b>		<i>Definition to be discussed.</i>					
KG			<b>0.98</b>	1.00	1.00	1.00	<b>1.00</b>
Primary							

## Sector M&E Guidelines

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	BASELINE 2004/2005	TARGETS			
				2006	2007	2008	2009
			<b>0.92</b>	1.00	1.00	1.00	<b>1.00</b>
	JSS		<b>0.82</b>	0.88	0.94	1.00	<b>1.00</b>
Improve quality of teaching and learning	<b>5. Proportion of students passing National Assessment Exams (B.E.C.E; S.S.C.E) with good grades</b>	Indicates the proportion of students that actually meet educational standards, by passing the exams and acquiring formal qualifications					
	B.E.C.E		<b>61.30%</b>	60.00%	60.00%	60.00%	<b>60.00%</b>
	S.S.C.E		<b>64.00%</b>				
	<b>6. Percent of trained teachers in basic schools (Primary/JSS)</b>	Minimum qualification of post-secondary Teacher's Certificate					
	KG		-----	37.40%			<b>61.50%</b>
	Primary		<b>72.40%</b>	77.70%	79.70%	81.60%	<b>83.50%</b>
	JSS		<b>83.50%</b>	87.10%	88.50%	89.90%	<b>91.40%</b>
Provide skills and entrepreneurial training	<b>7. Accessibility to skills/apprenticeship and entrepreneurial training</b>	Proportion of unemployed youth benefiting from skills/apprenticeship and entrepreneurial training					
<b>HEALTH</b>							
Impact /Outcome Indicators	<b>8. Infant Mortality Rate by region.</b>	Number of deaths occurring in the first year of life per 1000 live births	<b>64</b>	50			
	<b>9. Under-five malnutrition disaggregated by region.</b>	The proportion of children under-five whose weight for age is less than two standard deviations from the median of a reference group.	<b>33</b>	20			
Bridge equity gaps in access to health care and nutrition services	<b>10. Outpatient per capita</b> (as proxy for access)						
	<b>11. Vaccination coverage.</b> i. EPI coverage (Penta 3) ii. EPI coverage (measles)	Proportion of children 12-23 months old fully vaccinated by 12 months of age	<b>75.0%</b>	85%			
			<b>78.0%</b>	90%			
	<b>12. Supervised deliveries.</b>	Proportion of pregnant women who received skilled assistance at birth by a trained health professional	<b>53.4%</b>	60.0%			
<b>13. MDG indicator on TB</b>							
Ensure sustainable financial arrangement that protect the poor	<b>14. NHIS Scheme coverage of indigents</b>	Percent of the estimated poor issued with an NHIS card annually.					
Improve quality of health services	<b>15. Population-doctor ratio.</b>	Number of people per doctor	<b>176153 .1</b>	16000.1			
	<b>16. Population- nurse ratio.</b>	Number of people per nurse	<b>1513.1</b>	1500.1			
Input Indicator	<b>17. Health expenditure as percentage of GDP</b>	Consists of recurrent and capital expenditure from government budget	<b>8.2%</b>	15.0%			
<b>MALARIA CONTROL</b>							
Prevention and control of malaria	<b>18. Malaria case fatality in children under five years per 10,000 population</b>	Deaths attributed to malaria in children under five	<b>2.8%</b>	1.0%			
	<b>19. ITN coverage of risk groups (children under five and pregnant)</b>	Children under five	<b>35.6% (2005 survey)</b>				
		Pregnant women	<b>38.5% (2005 survey)</b>				
	<b>20. Use of Intermittent Preventive treatment (ITP) by pregnant women.</b>	Proportion of pregnant women who took at least 2 doses of SP/Fansidar for malaria prevention	<b>27.9% (2005 survey)</b>				
<b>HIV/AIDS</b>							

## Sector M&E Guidelines

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	BASELINE 2004/2005	TARGETS			
				2006	2007	2008	2009
Reduce the impact of HIV/AIDS related vulnerability, morbidity and mortality	<b>21. Coverage of Highly Active Anti-Retroviral. Therapy (HAART).</b>	Percent of people with advanced HIV infection receiving antiretroviral combination therapy.	<b>3.2%</b>	13%	26%	42%	50%
Reduce new HIV infections.	<b>22. HIV prevalence among the youth</b> (proxy for new infections).	Percent of blood taken from pregnant women (15-24 years) that test positive for HIV during routine sentinel surveillance at selected antenatal clinics.	<b>2.5%/ 1.9%</b>	2.3%	2.2%	2.1%	2.0%
<b>POPULATION MANAGEMENT</b>							
Reduce population growth rate	<b>23. Total fertility rate</b>	The average number of children a woman would have at the end of her reproductive life if she were to pass through the reproductive ages conforming to fertility levels of a given year.	<b>4.4</b>				
	<b>Contraceptive prevalence rate</b>	Proportion of all women currently using Contraception	<b>25.0%</b>				
	<b>Coverage of birth registration</b>	The number of births Recorded	<b>30.0%</b>				
	<b>Coverage of death registration</b>	The number of deaths Recorded	<b>25.0%</b>				
<b>WATER AND ENVIRONMENTAL SANITATION</b>							
Accelerate the provision of safe water and sanitation/environmental sanitation	<b>24. **Percent of rural population with sustainable access to safe water sources</b>	Share of rural population with reasonable access to adequate amount of safe water all year round	<b>51.6%</b>	57.2%	58.5%	59.4%	60.0%
	<b>25. Percent of urban population with sustainable access to safe water sources</b>	Share of urban population, which GWCL, could serve with 80 litres/ capita/day with the existing production capacity of GWCL supply networks.	<b>54.5%</b>	56.7%	57.8%	58.9%	60.03%
	<b>26. Percentage of population with access to improved sanitation</b>	Share of rural and urban population with access to flush toilets/KVIP/ VIP/ any sanitation facility including a pit, ventilation system and superstructure.					
	<b>27. Proportion of solid waste generated properly disposed of (Major towns/cities)</b>	Percentage of solid waste collected and disposed of in sanitary landfills in the 5 largest cities-Accra, Tema, Kumasi, Takoradi, Tamale.					
	<b>28. Incidence of guinea worm reduced</b>	Number of reported cases of guinea worm infections.	<b>3981</b>	2985			<b>0.00</b>
Urban Development, Housing and Slum Upgrading	<b>29. Proportion of people living in slum areas (5 largest cities)</b>	A slum area is characterized by overcrowded housing and lack of access to infrastructure (water, electricity supply, drains etc.) and poor sanitation	<b>21.0%</b>	20.7%	20.0%	19.6%	<b>19.0%</b>
	<b>30. Percent of population with access to secure housing</b>	Evidence of documentation to prove secure tenure status or perceived protection from eviction	<b>11.0%</b>	11.4%	12%	12.5%	<b>13.0%</b>

**\*\*Note to access to safe water:** CWSA defines access to safe water to include the following elements:

1. Ensuring that each person in a community served has access to no less than 20 litres of water per day
2. Ensure that walking distance to a water facility does not exceed 500 meters from the furthest house in the community
3. That each sprout of borehole or pipe system must serve no more than 300 persons and 150 for a hand dug well
4. The water system is owned and managed by the community
5. Water facility must provide all year round potable water to community members

### 3. GOOD GOVERNANCE AND CIVIC RESPONSIBILITY

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	BASELINE 2005	TARGETS			
				2006	2007	2008	2009
<b>OVERARCHING INDICATORS</b>	▪ Percentage increase in budgetary allocation to parliament	Increased expenditures on providing offices, logistics and research capabilities for MP.					
	▪ Percentage of all courts computerised	Number of courts computerised in relation to all courts					
	▪ Indiscipline Perception Index	Measure of public perception of decline in cases of breach of public rules and regulations	Perception of indiscipline is almost universal				Less than 20% of polled public opinion should agree to existence of indiscipline
<b>STRENGTHENING PRACTICE OF DEMOCRACY AND RULE OF LAW</b>	1. Number of Private members bills introduced or laws drafted by Parliament	Determines a strengthened legislative capacity of parliament	All laws are currently drafted outside parliament				At least 2 laws drafted and passed by Parliament
	2. Reduce the number of Ministers appointed from Parliament	Indicates growing independence of Parliament from Executive control					Ministers are appointed from outside Parliament
	3. Amount voted for establishing an Election Fund as a proportion of total cost of elections	Election Fund from Government Budget	Election fund not established				75 per cent of electoral costs funded by GOG
	4. Amount allocated to NCCE as proportion of Sector Expenditure	Increased proportion of national resources to NCCE	Below 1 per cent				3%
	5. National Identification Card	Number of citizens with NI card	Passage of NI Bill				Registration of citizens and non-citizens initiated
<b>DECENTRALISATION</b>	6. Proportion of District Assemblies that produce Annual Progress report	Measures increased monitoring of plan implementation by MMDAs and Civil Society Groups	No MMDAs are currently producing APRs	30% of MMDAs producing APRs	60% of MMDAs producing APRs	80% of MMDAs producing APRs	All districts producing Annual Progress Reports
	7. Percentage increase in the number of professional staff hired at the local government level	Reports degree of autonomy gained MMDAs to hire staff at local government level	Professional staff are currently transferred from the centre	25% of professional staff hired by MMDAs	40% of professional staff hired by MMDAs	50% of professional staff hired by MMDAs	60% of professional staff hired by MMDAs
	8. Rate of increase in the number of districts employing Composite budgeting approach	Number of District practicing Composite Budgeting	25 Districts (20%) are currently practising Composite Budgeting	40%. All 138 MMDAs using Composite budgeting method	60%. All 138 MMDAs using Composite budgeting method	80%. All 138 MMDAs using Composite budgeting method	100%. All 138 MMDAs should be using Composite budgeting method.
	9. Operationalise Local Government Service Act	Determines the creation and functioning of all institutions and policies contained in the Act					
<b>MANAGING PUBLIC POLICY</b>	10. Change in public sector wage in real terms	Public sector salary increase	Minimum Daily wage of \$1.50				Minimum Daily Wage of \$2.50
	11. Percentage of MDAs and SAs on Integrated Payroll and Personnel Database	Determine progress towards full participation of all MDAs and SAs in IPPD	Less than 5 percent of MDAs are on IPPD	30% of MDAs on IPPD	50% of MDAs on IPPD	80% of MDAs on IPPD	All MDAs on IPPD

## Sector M&E Guidelines

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	BASELINE 2005	TARGETS			
				2006	2007	2008	2009
	12. Corruption Perception Index	Determines public view of decline or increase in corruption in the economy	Public perception of Corruption is currently very high.				Less than 15% of polled public opinion admitting to presence of corruption..
	13. Annual National Dialogue	Convening of a forum on national policy	One national forum per year	One forum	One forum	One forum	One national forum per year
	14. Number of Performance Contracts completed by MDAs	Determines progress made in Public Sector Reforms	Number of MDAs and SAs have signed performance contracts				All MDAs and SAs work with performance contracts
<b>PUBLIC SAFETY AND SECURITY</b>	15. Police citizen ratio	Measures number of police officers serving a given population	1:925				1:500 (UN Police Citizen Ratio)
	16. Reduction in rate of small arms acquisition	Measures rate of decline of small arms acquisition	Unavailable				Unauthorised small arms acquisition reduced to 0
	17. Rate of decline in cases of worst forms of child labour, child trafficking and child abuse	Statistics on incidence of worst forms of child labour, child trafficking and child abuse	GSS indicates that 242,000 children are engaged in child labour				Total elimination of all forms of child labour and child trafficking
	18. Rate of decline in armed robberies, rape and murder	Measures improvements in public safety with relation to major crimes	Data show relative increases in these major crimes				Rates reduced by 80%
	19. Social Protection Policy formulated	An approved national policy document on Social Protection	Not available				Policy formulated and operational
<b>WOMEN EMPOWERMENT</b>	20. Proportion of national budget allocated to women issues	To determine mainstreamed expenditure allocations to women's issues as a proportion of total discretionary budget	0.14% of Discretionary Expenditure allocated for women's issues				5.0% of Discretionary Expenditure allocated for women's issues in conformity to international standards
	21. Proportional increase of women Chief Directors, Judges and women in Parliament and District Assemblies,	Percentage increase of women in administrative and political leadership	Women Chief Directors less than 2%, Women Judges less than 5% and Women in Parliament less than 15%				40 % in all three arms of government.
	22. Additional institutional and legal aid support given to victims of domestic violence	Examines Rate of expansion of DOVVSUs in all districts and increases in number of victims receiving legal aid	DOVVSUs present in all ten regions and only 10 police districts				DOVVSU present in all police districts and legal aid services freely and easily available to victims
<b>ENHANCING DEVELOPMENT COMMUNICATION</b>	23. Freedom of Information Bill	Passage of Freedom of Information Bill into law	Bill in Parliament				Freedom of Information Act in operation
	24. Number and type of citizen reports on policy and programme implementation	Citizen report cards and other reports on use of public resources and on policy implementation	HIPC Watch by Send Foundation, Community Voices by IPA, Budget, Reports by ISODEC Participatory M&E by NDPC				Reports by non-state institutions and organisations
<b>ECONOMIC GOVERNANCE</b>	25. Reduce deviation from original budget of composition of expenditure by MDAs	Calculates degree of variation between allocations and actual expenditures	Budget deviation index at 2004 is 18%				Deviation reduced to less than 1%
	26. BPEMS generated and reconciled fiscal reports issued monthly within 4 weeks	Reports on BPEMS implementation	Currently reports are late for more than 8 weeks				Fiscal Reports by MDAs issued every 4 weeks. In compliance with the FAA

## Sector M&E Guidelines

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	BASELINE 2005	TARGETS			
				2006	2007	2008	2009
	27. Percentage drop in the number of awarded contracts that are above the established threshold for small purchases	Report on number, type, amounts, type of bidders and bid conditions	Secondary Reserve Requirement currently at 15 per cent				Secondary reserve requirement abolished
	28. Removal of Secondary Reserves	Measure of Policy/legislation that directs discontinuation of secondary reserves					
	29. Computerization of the inter-bank foreign exchange market	Proportion of banks hooked to the computerised foreign exchange market	Computerisation initiated				Operational computerised foreign exchange market
	30. Establish Credit Referencing Bureau	Measure of policy and institutional arrangements required for operationalising of CRB					
	31. Availability of diversified financial institutions providing alternative financial services to bank products	Number of non-bank financial institutions offering alternative financing products to micro enterprises					Expansion in Micro-credit programmes for SMEs
CORPORATE GOVERNANCE	32. Corporate Governance Score Cards	Examines citizen opinions on corporate management, quality of service and corporate social responsibility of public service organisations	No citizens reports on corporate governance practices by public service organisations	Corporate Score cards by Civil Society Groups on Perceptions of Corporate performance	Corporate Score cards by Civil Society Groups on Perceptions of Corporate performance	Corporate Score cards by Civil Society Groups on Perceptions of Corporate performance	Corporate Score cards by Civil Society Groups on Perceptions of Corporate performance
	33. End-year inflation		15.1%	10.4%	8.3%	6.3%	5.8%
	34. Nominal Exchange rate of Depreciation (cedi/\$)	The change in annual exchange rate of the cedi over time, expressed in percent	0.4%	Between 0.4% - 4%			
	35. The Bank of Ghana Prime Rate		15.5%				
	36. Foreign remittance as a percentage of GDP	The ratio annual inflow of foreign remittances to GDP, expressed in percent	40%				
	37. Gross international reserve (months of imports of goods and services)		3.6months	≥3months	≥3months	≥3months	≥3months
	38. Debt service as percentage of exports of goods and service	The ratio of external debt service to the value of total export of goods and services, expressed in percent	4.4%	2.3%			
	39. Domestic revenue (excluding grants) as % of GDP	The ratio of annual domestic revenue generated to the GDP, expressed in percent	24.9%	23.5%	23.4%	23.0%	
	40. Budget Deficit excluding Grants/GDP	The ratio of the gap between the projected annual expenditure and domestic revenue (excl. grants), to GDP, express in percent	2.4%	≤4%	≤4%	≤4%	≤4%
	41. BOG financing of Deficit/Domestic revenue (excl. grants)	Ration of Bank of Ghana's financing of the national budget to Domestic revenue (excl. grants), express in percent		<10%	<10%	<10%	<10%

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AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	BASELINE 2005	TARGETS			
				2006	2007	2008	2009
<b>PROMOTING EVIDENCE BASED DECISION-MAKING</b>	42. Percentage of GPRS indicators reported in Ghana Info	Tracks indicators of policy recommendations in Annual Progress Reports	Ghana Info does not capture GRPS indicators				All GPRS indicators are captured in Ghana Info annually
	43. Time taken to produce Annual Progress Report	Measures length of time in producing Annual Progress Reports.	It takes 9 months to produce APRs	APRs are produced in 4 months			

## Sector M&E Guidelines

### ANNEX C: Proposed Programme for Preparing the Sector M&E Plan

	<b>PLAN PREPARATION ACTIVITIES</b>	<b>PARTICIPANTS</b>	<b>KEY OUTPUTS</b>
1.	1 <sup>ST</sup> Meeting after the guidelines orientation workshop to map out the way forward, draw a budget and do stakeholders analysis	PPMED, Chief Director, Sector Minister, Other Heads of Departments	<ul style="list-style-type: none"> <li>Budget for the M&amp;E plan preparation</li> <li>Stakeholders identified and analysed</li> </ul>
2.	2 <sup>nd</sup> meeting to assess the M&E needs and conditions in the sector	PPMED, Other Heads of Departments and representatives from key stakeholder groups	<ul style="list-style-type: none"> <li>M&amp;E challenges and solutions identified and discussed</li> </ul>
3.	Two-day workshop to select sector specific indicators, establish baselines and targets and to produce the M&E matrix	PPMED, Other Heads of Departments and representatives from stakeholder groups (with knowledge on the subject). It is very important to have a facilitator who is up to the task.	<ul style="list-style-type: none"> <li>Complete list of the sector indicators (both core and sector specific indicators)</li> <li>The sector M&amp;E matrix</li> </ul>
4.	Two-day workshop to develop the M&E calendar and the budget.	PPMED, Other Heads of Departments and representatives from stakeholder groups (with knowledge on the subject). It is very important to have a facilitator who is up to the task.	<ul style="list-style-type: none"> <li>M&amp;E calendar (work plan)</li> <li>M&amp;E budget for the SMTDP</li> </ul>
5.	Two-day workshop to work on steps 7 to 10, evaluations and participatory M&E; i.e. how to collect, collate, validate and analyse data. How to use M&E results, report and disseminate the reports, etc.	PPMED, Other Heads of Departments and representatives from stakeholder groups (with knowledge on the subject). It is very important to have a facilitator who is up to the task.	<ul style="list-style-type: none"> <li>Write-up on steps 7,8,9 and 10</li> <li>Write-up on evaluations and the PM&amp;E to be carried out</li> <li>Dissemination strategy</li> </ul>
6.	Collation of all the reports from the meetings and workshops into the draft M&E plan	Secretary (from PPMED)	<ul style="list-style-type: none"> <li>1<sup>st</sup> M&amp;E Draft Plan</li> </ul>
7.	A meeting to review the first draft	PPMED, Chief Director, Sector Minister, Other Heads of Departments	<ul style="list-style-type: none"> <li>2<sup>nd</sup> M&amp;E Draft Plan</li> </ul>
8.	Meeting with a wide range of stakeholders to present the 2 <sup>nd</sup> draft plan	Secretary and representatives from all stakeholder groups	<ul style="list-style-type: none"> <li>3<sup>rd</sup> M&amp;E Draft Plan</li> </ul>
9.	Public hearing on the 3 <sup>rd</sup> M&E Draft Plan	PPMED, Other Heads of Departments and general public	<ul style="list-style-type: none"> <li>4<sup>th</sup> M&amp;E Draft Plan</li> </ul>
10	4 <sup>th</sup> M&E Draft Plan submitted to NDPC	Secretary	<ul style="list-style-type: none"> <li>Feedback from NDPC</li> </ul>
11	Comments discussed and amendments made to the draft	PPMED, Other Heads of Departments and general public	<ul style="list-style-type: none"> <li>FINAL M&amp;E Draft Plan</li> </ul>
12	Draft submitted to sector Minister for approval (together with the SMTDP)	Chief Director and Sector Minister	<ul style="list-style-type: none"> <li>APPROVED STMDP AND M&amp;E PLAN</li> </ul>
13	M&E plan implementation	PPMED, Other Heads of Departments and stakeholders	<ul style="list-style-type: none"> <li>Quarterly and Annual Progress Reports</li> </ul>