

MINISTRY OF TRANSPORT



Republic of Ghana

MONITORING AND EVALUATION PLAN AND BUDGET
FOR

2010 - 2013

MARCH 2010

CHAPTER ONE INTRODUCTION

1.0 BACKGROUND

The Ministry of Transport has oversight responsibility for all the modes of transport except road infrastructure, which is the responsibility of the Ministry of Roads and Highways.

This is to ensure the integration and co-ordination of all the transport modes for better planning and effective utilization of resources.

The Government's Shared Growth Agenda focuses on generating employment and improving the standards of living for our people especially the marginalized and the disadvantaged. The National Development Policy framework is to achieve and sustain macro-economic stability while placing the economy on the path to higher and shared growth reducing socio-economic inequalities, ensuring rapid reduction in poverty and achieving the Millennium Development Goals.

In this regard, emphasis will be placed on aggressive investments in programmes and projects related to the following:

- Improvement and sustenance of macroeconomic stability.
- Enhancing competitiveness in Ghana's private sector.
- Agricultural modernization and natural resource management.
- Infrastructure and human settlement.
- Energy, oil and gas industry.
- Human development, productivity and employment.
- Transparent accountable and efficient government.

Consequently, the National Transport Policy derives its goals and policy objectives from the above Government growth agenda as follows:

Transport Sector Goals

- ❖ Establish Ghana as a Transportation Hub for the West African Sub-Region.
- ❖ Create a sustainable, accessible, affordable, reliable, effective, efficient, safe and secure transport system that meets user needs.
- ❖ Integrate land use, transport planning, development planning and service provision.
- ❖ Create a vibrant investment and performance-based management environment that maximizes benefits for public and private sector investors.
- ❖ Develop and implement a comprehensive and integrated Policy, Governance and Institutional Framework.
- ❖ Ensure Sustainable Development in the Transport sector.
- ❖ Develop adequate Human Resources and apply new Technology.

Policy Objectives

- i. To ensure safe, secure, efficient, reliable, effective and accessible transport system by the provision, expansion and maintenance of transport infrastructure and services to make Ghana a transportation hub in the sub-region.
- ii. To develop a multi-disciplinary human-resource base and the use of new technology that will strengthen the institutional capacity to facilitate the implementation of the transport sector programmes and projects.
- iii. To review, develop and strengthen the appropriate legal, environmental and regulatory framework that will ensure an efficient transport system.
- iv. To develop and provide a sustainable legal and regulatory framework that will encourage and promote Public Private Partnership (PPP) in the provision of transport infrastructure and services.

VISION

To create an integrated, *modally complimentary*, cost effective, safe, secure, sustainable and *seamless* transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa.

MISSION

To provide leadership and guidance for the development of Ghana's transportation system through effective policy formulation, market regulation, asset management and service provision.

1.1 GOALS AND OBJECTIVES OF SMTDP

The Sector Medium Term Development Plan Goals are defined by the National Transport Policy (NTP) and are further described in the Transport Sector Development Programme (TSDP).

As described in the NTP, the vision for the Transport Sector is:

“To create an integrated, modally complimentary cost effective, safe, secure and sustainable and seamless transportation system responsible to the needs of society, supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa”.

The Objective for the Transport Sector is:

“To provide leadership and guidance for the development of Ghana's transportation system through effective policy formulation, market regulation, asset management and service provision”

1.2 PURPOSE OF THE M&E PLAN

Progress reports received from the agencies generally depicts poor growth. In its effort to improve performance throughout the transport sub-sector, the Ministry of Transport has commissioned a range of monitoring programmes including:

- Preparation of monthly progress reports
- Preparation of quarterly progress reports
- Preparation of specific project inspection reports

It is generally recognized that monitoring and evaluation is an important component of good management applicable to programmes and activities of all sizes and types. It is a consistently demanded component of internationally funded projects and programmes and the Ministry has, through various mechanisms included performance monitoring and evaluation activities to good effect. Monitoring and evaluation of the Sector's activities under the Sector Medium Term Development Plan and the Transport Sector Development Programme will therefore be strongly enforced:

1. By the Ministry

- ❖ Sector effectiveness in line with policy objectives
- ❖ Attainment of performance indicators (Policy, Growth, Environment, etc)
- ❖ Policy and governance reviews

2. At Agency Head Offices

- ❖ Management effectiveness
- ❖ Procedures and practices
- ❖ Quality of consultant or in-house supervision
- ❖ Quality of contractor/consultant performance

1.3 IMPLEMENTATION STATUS OF THE SMTDP

Table 5.1

THEMATIC AREA/SECTOR OR GOALS	STRATEGIES	ACTIVITIES	QUARTELY BUDGET SCHEDULE			4 TH	GO G	IGF	IMPLEMENTATION AGENCIES		
			1 ST	2 ND	3 RD				DO NO R	LE AD	COLLABORATING
THEMATIC AREA I: EXPANDED DEVELOPMENT OF PRODUCTION INFRASTRUCTURE KEY FOCUS AREA: Transport Infrastructure: Road, Rail, Water & Air Transport											
1. Establish Ghana as a Transportation Hub for the West African Sub-Region.	1. Improve the physical infrastructure at KIA										MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
		2. Rehabilitate and extend existing taxiway and construct additional runway									
		3. Study design and develop terminal building including provision of aerobridges									
		4. Study design and construct multi story car park									
		5. Rehabilitate fuel main									

		6. Provide hanger facilities at KIA								
		7. Sustain regular maintenance regime								
	2. Improve the physical infrastructure at other regional airports	1. Complete study and design for improvements at Kumasi, Sunyani, Takoradi and Tamale airports								MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
		2. Rehabilitate existing runways and apron including installation of runway lighting								
		3. Upgrade navigational aids and communication systems								
		4. Rehabilitate control towers								
		5. Improve Terminal buildings								

3. Improve safety and security conditions at KIA and other airports, aiming for compliance with latest global standards to avoid exclusion from key international markets	1. Review shortcomings in safety and security by ICAO standards								MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
	2. Correct deficiencies to meet ICAO standards (includes training of staff)								
	3. Install additional airport security equipment								
	4. Build and equip Air Traffic Control Centre (ANS operation centre)								
	5. Resource airport emergency operation centre at GACL								
	6. Rehabilitate control tower at KIA								
	7. Extension of training school to Strengthen GCAA								

		safety oversight responsibility							
		8. Continuous training for Staff in the Aviation Sector and provision of other logistics to strengthen supervisory and monitoring capacity							
	4. Reduce taxes on aviation fuel and liberalize supply	1. Submit memo to Ministry of finance and Economic Planning and Ministry of Energy and agree on common strategy by Sept. 2008							
		2. Submit joint Memo to Cabinet by Dec. 2008							
		3. License additional suppliers							

		of aviation fuel at KIA								
5. Adjust service charges for KIA and regional airports to encourage growth	1. Study level of charges at KIA in comparison with other airports within the region.									MRH, Ministry of Transport, Private sector, GRC, GHAPPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
	2. Implement a new charge regime as proposed by the study									
	3. Request Government to reduce its component of tax by Dec. 2008									
6. Develop maintenance and other aviation service facilities	1. Facilitate the private sector to invest in the provision of A, B and C maintenance checks.									
	2. Provide land and financial incentives to investors to register									

		Aviation related entities.							
7. Promote general aviation as a catalyst for development and growth	1. Review restrictions to entry.								
	2. Encourage private sector to develop general Aviation.								
	3. Provide regulations for micro-light aircraft.								
	4. Provide financial incentives e.g. tax reliefs								
	5. Government to review taxes on the aircraft and its parts.								
8. . Improve equipment and facilities in ports to reduce costs for users and make transport services through the port more competitive in the West Africa sub-region	1. Procure and install international standard equipment at all ports eg Gantry cranes								MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR,
	2. Conduct needs assessments								

		t for training of personnel in the ports								MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
		3. Establish and monitor standards to improve performance of private firms at the Ports.								
		4. Monitor vessels turn around time and link with continued contract								
		5. Reclaim land and execute paving works including relocation of cocoa warehouses outside the port, and construction quay walls								
		6. Complete feasibility studies for container handling								

		terminal at Tema and Takoradi							
		7. Carry out an open tender competition for DBOT contract for terminals							
		Rehabilitate Tema canoe basin							
	9. Improve information management to make it available and accessible to users to aid Predictability of ship movements.	1. Ghana Shippers' Council to provide ship movement information through media, mobile phone networks, etc							MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
		2. GSC to provide cargo clearance information, port and shipping charges, duties and tax at appropriate locations							
		3. GSC Develop brochure and							

		adverts (cost included in 4.1.1)							
		4. GSC Publish and circulate quarterly maritime magazines (cost included in 4.1.1)							
		5. GSC to organize seminars and workshops on transport logistics and maritime law							
		6. GSC to set up Shipper complaint units at custom entry points to help resolve shipping problems on the spot.							
	10. To maximize access to international markets and transport networks, facilitate port owners, shippers and	1. Study and assess international conventions applied in Ghana and determine shortcomi							

	service providers to meet standards set by the Customs-Trade Partnership against Terrorism (C-TPAT) initiative, World Customs Organisation (WCO) framework, International Maritime Organisation (IMO) and International Civil Aviation Organization (ICAO) requirements by incorporating requirements in national law	ngs							
		2. Update to remove shortcomings							
		3. Continue the ratification of relevant international conventions and instruments.							
		4. GSC provide information to port owners, shippers and service providers through ICT units and/or information centers							
	11. Harmonize Transport and Traffic laws and standards with Ghana's neighbors to reduce non-physical barriers to trade	1. Set up a Technical Committee to study and advise on harmonization of transport laws and regulations within the country							

		(See Goal 5)							
		2. Set up a Technical Committee to study and advise on harmonization of transport laws and regulations within the sub-region. (See Goal 5)							
		3. Review railway laws and standards within the sub-region for the purposes of harmonization							
	12. Introduce an integrated truck staging and management system including truck staging areas, cargo and truck tracking systems and axle loading stations to reduce congestion at the ports,	1. Study and make proposals for reducing congestion on roads around the ports							MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament,
		2. Implement the findings of the study including the construction of truck							

	ensure security, and prioritization of goods and minimize damage on major transport corridors.	parking village at Kpone near Tema								Ghana Airports Company Limited (GACL), GCAA, MOE
		3. Educate and sensitize stakeholders on the use of parking areas and staging post and just-in-time movements.								
		4. Construct 4km dual carriageway and improve other arterial roads and one bridge to the deveining area of Tema Port								
		5. Train and Monitor operations								
		6. GHA in consultation with GPHA to install weighbridges inside and outside								

		ports and make operational.							
		7. Monitor road deterioration with loading on main road corridors							
		8. Ministry to lead effective collaboration among stakeholders - courts, police, GHA, GPHA to enforce axle load limitation							
		9. Collaborate with Shippers Council, Shippers, freight forwarders, CEPS and SIC to install monitoring gadgets to track trucks from origin of loading to the ports							
		10. Put in place monitoring system to ensure							

		security of goods								
2. Create and sustain an accessible, affordable, reliable, effective and efficient transport system that meets user needs	1. Develop rail-based mass transport system in: Accra-Tema, Kumasi-Ejisu, Accra-Nsawam, and Takoradi-Kojokrom as part of an integrated transport plan	1. Complete rehabilitation of rail lines								MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
		2. Procure 2 sets of Diesel Multiple Units (DMUs)								
		3. Other civil works including fencing, car parks refurbishment and modernization of stations								
		4. Rehabilitate signals and telecommunication facilities								
		5. Construct DMU workshops								
	2. Develop, rehabilitate and modernize road access routes to ferry stations	1. Identify ferry stations that serve key centers of population, production and tourism.								
		2. Carry out feasibility								

		and design study for access roads to such ferry station.							
		3. VLTC, DFR and GHA to coordinate feasibility and development activities							
	3. Improve safety on inland waterways to fully exploit potential	1. Develop appropriate regulatory framework							
		2. Establish and equip Lake Patrol units for inland waterways							
		3. Publicize and educate stakeholders.							
		4. Construct six (6) landing stages along the Volta							

		Lake.							
		5. Provide six (6) reception facilities for the Volta Lake.							
	4. Establish regular, scheduled services on Volta Lake	1. Improve preventive maintenance to enhance availability of vessels							
		2. Develop and publish sailing schedules							
		3. Motivate and train crew members to adhere to schedules							
		4. Provide two (2) new ferries for Kete-Krachi and Yeji.							
3. Integrate land use, transport	1. Establish consultation mechanisms	1. Establish in							MRH, Ministry of Transport,

planning, development planning and service provision	between Transport Sector MDAs, with MLGRD, MMDAs and other Sector Ministries to: Implement Integrated Land use and spatial planning, Decentralized Management, Financing and Maintenance of local transport infrastructure and services; Implement Urban Transport Policy	collaboration with MOLGRDE and all other relevant agencies a committee to coordinate activities related to urban and local transport.								Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
		2. Transport sector agencies provide permanent representation on Site Advisory Committees and planning committees of MMDAs to ensure integration of land use and spatial planning with transport planning.								
		3. The Ministry to coordinate with MOLGRDE to								

		establish principles and procedures for decentralizing financing and management of local transport and services								
		4. Establish Urban Transport advisory committee for the pilot GUTP								
		5. Establish urban transport committees in other urban metropolises with experience of pilot BRT and sub urban rail system in Accra.								

<p>4. Create a vibrant investment and performance based management environment that maximize benefits for public and private sector investors</p>											
<p>5. Develop and implement comprehensive and integrated policy, governance and institutional frameworks</p>	<p>1. Implement existing recommendations for institutional reform and strengthening in the Transport Sector including, in the Aviation sub-Sector, the separation of safety, air traffic control and accident enquiry functions from Ghana</p>	<p>1. Finalize implementation plans and budget for reforms and include into TSDP</p>									
		<p>2. The Banjul Accord group Regional accident investigation Agency operationalized by 2010</p>									
		<p>3. Recruit and training additional senior and</p>									

	Civil Aviation Authority	junior level staff to strengthen human resource capacity of NRSC by 2010									
		4. Review and update ACT 567 to reflect current requirements for road safety coordination in Ghana by 2009.									
		5. Sponsor staff to International training Workshops, seminars and conferences.									
		6. Design and implement road safety programmes into Ghana Urban Transport Project(GUTP)									

		7. Establish and equip fully functional NRSC regional offices established by 2010							
		8. Increase number of vehicles tested for roadworthiness from 60% to 80% by 2010							
		9. Develop standards for driver testing and vehicle inspection							
		10. Develop driver training and testing manuals for public transport and heavy goods vehicles by 2010							
		11. Shift from manual to equipment based							

		testing by 2009.							
		12. Expand automation of DVLA functions to other regions to provide accurate records. including the use of WAN nationwide.							
		13. Equip 22 DVLA Stations with modern testing equipment and operational vehicles by 2010.							
		14. Construct 13 new office accommodation and 24 new libraries for DVLA							
		15. Recruit Staff and train existing staff in different categories to							

		enhance organizational performance							
		16. Residential accommodation for 13 DVLA District Offices							
	2. Implement existing recommendations for institutional reform in the Railways sub-Sector, like the creation of the Ghana Railway Development Authority as a Separate regulatory body for the subsector.	Complete creation of GRDA by securing presidential accent, appointing board and senior management and mobilize GRDA operations as the regulator of the railway sub sector members							
	3. Implement existing recommendations for institutional reform in the Maritime and Inland-Waterway sub-Sector, including the	1. Complete appointments and enhance capacity of GMA to carry out the regulatory function for maritime							

	<p>further development of GMA as the regulatory body for Maritime and Inland Water services.</p> <p>and inland waterways transport services.</p>								
		2. Encourage and market Ghanaian seafarers							
		3. GMA explore funding opportunities to extend existing offices							
	4. Develop the institutional and regulatory arrangements for ensuring the most effective and efficient movement of freight and passengers, to and within, Ghana.	1. Commission study of institutional and regulatory framework for freight and passenger services from, to and within Ghana.							
		2. Implement recommendation of study							
6. Ensure sustainable development in the transport sector	1. Establish institutional capacity to carry out SEA of transport sector policies,	1. Liaise with EPA to develop capacity in the transport ministries							MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC,

	plans and programmes	and key agencies to enable them carry out SEA on policies, plans and programmes.								MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC
		2. Establish environmental unit as part of the policy and planning directorate of the ministries.								Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
		3. Set up a committee of transport ministries to review SEA on sector wide policies, plans and programmes								
	2. Government (as client of infrastructure projects) will include the requirement for EIA and health and safety	1. Incorporate environmental standards in all designs and implementation of all transport								

standards in contract documentation for infrastructure projects	projects.								
	2. Include safety audits as key requirement in all TOR for design assignments								
	3. Introduce clauses in all contracts to achieve required environmental performance and to mitigate adverse effects of environmental issues								
	4. Establish, resource and appoint staff to the environmental unit.								
	Organise training course for Head office, Regional and Area Engineers in assessment, monitoring and								

		evaluation of environmental issues.							
		5. Develop health and safety manual for use at construction site.							
	3. Provide STI, HIV/AIDS and Malaria awareness programmes for all operatives and on all infrastructure construction sites and adjoining communities	1. Liaise with Aids Commission and road agencies to develop workplace manuals							
		2. STI, HIV/AIDS baseline studies are conducted as part of the feasibility and detailed Engineering Studies of Projects							
		3. Organize campaigns to sensitize contractors' staff, consultants and communities along							

		project corridor on HIV/AIDS, STI and malaria.							
		4. Monitor to assess the impact of health and safety schemes on contractor staff, consultants and communities along the project corridor.							
	4. Develop and enforce safety standards in constructing transportation services.	1. Standardize vehicle modification and enforce vehicle inspection and testing procedures.							
		2. Educate Garages to use required materials and specifications in modification of vehicles to ensure strict							

		compliance of safety standards as in the legislative instruments by 2012							
		3. Monitor and audit garages and test station and institute sanctions for non-compliance							
		4. Public education on safety implications of unapproved vehicle modifications through the print and electronic media							
		5. Study global boat construction standards for adoption							
		6. Develop licensing regime for inland boat operations							

5. Apply navigational aids to improve safety on inland waterway	1. Study commissioned on proper placement of navigational aids								MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
	2. Procurement of recommended navigational aids								
	3. Installation of Navigational aids								
	4. Publicize positions and locations of installed aids								
	5. Train operators on the lake on the relevance of the navigational aids								
6. Ensure mechanisms are implemented to improve safety standards in areas such as Construction site safety;	1. Monitor Labour standard items such as provision of safe drinking water, latrines, protective clothing								

Occupational health; standards of training and certification of seafarers; Ghanaian vessels and foreign vessels visiting Ghana; Personnel training manuals; and Search and Rescue at sea	2. Provide a trained First Aider at site to manage first aid kit.							
	3. Bonus paid for achieving 85% target of labour standards by contractor for all projects							
	4. Review existing legislation with a view to making recommendations for developing practical standards							
	5. Develop mechanisms for implementing standards							
	6. Develop enforcement mechanism for breaches							
	7. Pursue the passage of port state and flag							

		state control regulation							
		8. GMA Capacity enhanced to implement port and flag state control							
		9. Implement International conventions relating to search and rescue							
		10. West Africa regional coordination for the establishment of regional Search and Rescue (SAR) centers							
		11. Establish and equip SAR unit and enhancement of Maritime Security activities							
		12. Train and equip sea-going and							

		engine room officers as well as small boat operators for vessels							
	7. Ensure the requisite framework is in place for co-ordination and emergency response and ensure maritime MDAs are trained and equipped to handle oil spills and other hazards to the public arising from maritime transport operations	1. Pursue passage of marine pollution bill							MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
2. Set up coordinating committees with other ministries									
Train staff of relevant agencies									
	8. Develop a comprehensive educational programme on safety for road users	1. Develop methods and training materials for teachers and children							
		2. Implement 10 targeted nationwide							

		e campaigns and road safety outreach programm es on speeding, drink driving, fatigue, axle load etc.							
		3. Produce and distribute road safety education , informatio n and publicity materials							
		4. Introduce Road Safety education for all primary schools in the 10 regional capitals by 2012							
		5. Develop Road safety Demonstr ation Park for children							
		6. Implemen t training programm							

		es for commercial vehicle drivers							
	9. Incorporate safety auditing to all transport Modes	1. Collaborate with BRRI, GHA, DUR, and DFR to organize training workshops and seminars on Safety audit.							MRH, Ministry of Transport, Private sector, GRC, GHAPOHA, GHA, DFR, VLTC, GRC, MMDAs, Road Contractors Association, MMDAs, BRRI, GHA, DFR, DUR, MOFEP, VLTC, GRC Parliament, Ghana Airports Company Limited (GACL), GCAA, MOE
		2. Carry out road safety auditing in collaboration with GHA, DUR and DFR on all major road works							
		3. Implement safety audit recommendations (cost included in road project design and implementation cost)							
7. Develop adequate human	1. Develop a multi-disciplinary	1. Conduct a needs							

resources and apply new technologies	transport sector HRD strategy and implementation plan.	assessment for transport sector personnel								
		2. Develop a human resource development strategy for the sector								
		3. Work closely with training and educational establishments to develop a three year implementation plan								
		4. Implement HR programme using existing facilities including KTC, the universities, polytechnics, on the job training etc. (cost included in individual ministries' programm								

		es)							
		5. Purchase Office furniture, fixtures and fittings							
		6. Purchase other office equipment such as Cabinets, fridges, air conditioners, heavy duty photocopiers etc							
		7. Refurbish office and official residential accommodation							
		8. Purchase vehicles							
	2. Promote the role of women in the transport sector as providers of services, professionals and managers.	Engage the services of a consultant to develop a gender policy on the management and provision of transport							

		services							
	3. Encourage improvements in existing driver training and testing schools and encourage the establishment of driver training for heavy goods and public service vehicles	1. Educate driver training institutions on requirements for the establishment and management of driving schools.							
		2. Develop illustrated theory questions for the various categories of drivers (completed in 2008)							
		3. Regular monitoring of driving schools to ensure that they meet set standards.							
		4. Develop and promote requirements for the establishment of							

		heavy goods vehicles driving schools.							
		5. Collaborate with MOT/NRS C/GTTC/ Other Stakeholders to do the following: Establish model National Driving Academy. Revise of driver training and testing syllabus							
	4. Invest in ICT and appropriate training for public sector personnel and private sector service providers to improve efficiency.	1. Conduct ICT needs assessment of staff (both institutional and individual)							
		2. Upgrade Staff knowledge in Microsoft Office suite and Internet Skills							
		3. Upgrade Staff							

		<p>knowledge in Systems Management; AutoCAD and other design software, ArcView, HDM 4, MAAP 5, SIDRA, SPSS etc</p>							
		<p>4. Purchase 10 desktop computers and accessories, 10 laptop computers and etc</p>							
		<p>5. Purchase and install ICT networking equipment</p>							
	<p>5. Develop a comprehensive research strategy for the transport sector aiding policy formulation, infrastructure design and management and transport services management</p>	<p>Engage a consultant to facilitate the development of a research strategy for the transport sector (cost included in activity 2.1.2</p>							

	.	below)								
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CHAPTER TWO: MONITORING AND EVALUATION ACTIVITIES

2.1 IDENTIFICATION AND ANALYSIS OF STAKEHOLDER

An initial M&E activity of the PPMED is to identify and classify all the stakeholders who have interest in creating an integrated, modally complimentary cost effective, safe, secure and sustainable and seamless transportation system responsible to the needs of society, supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa.

2.2 STAKEHOLDERS ANALYSIS

The Ministry as a sector identified and classified all organizations, institutions, associations and groups of people with interest in the development of transport programmes and projects that will result in overall achievement of the MDGs and attainment of a middle income status as a nation. It is believed that, the process of identification and the eventual participation of all the stakeholders will finally lead to a sustained capacity building, dissemination and demand for M&E results.

Table 2.1 STAKEHOLDERS IDENTIFICATION ANALYSIS

№	NAME OF STAKEHOLDER	INFORMATION NEEDS AND RESPONSIBILITY
1	National Development Planning Commission	To ensure that sector plans are aligned with the national plan, monitor development progress
2	Ministry of Finance and Economic Planning	To ensure efficient and effective utilization of funds
3	Ministry of Local Government and Rural Development	Collaboration in Policy Formulation, Planning, Execution and Monitoring for Assessment and Review of Policies
4	Ministry of Trade and Industry	Collaboration in Policy Formulation, Planning, Execution and Monitoring for Assessment and Review of Policies
5	Ministry of Women and Children Affairs	Collaboration in Policy Formulation, Planning, Execution and Monitoring for Assessment and Review of Policies
6	Ministry of Education	Collaboration in Policy Formulation, Planning, Execution and Monitoring for Assessment and Review of Policies
7	Ministry of Health	Collaboration in Policy Formulation, Planning, Execution and Monitoring for Assessment and Review of Policies

8	Ministry of Roads and Highways	Collaboration in Policy Formulation, Planning, Execution and Monitoring for Assessment and Review of Policies
9	Ministry of Science and Environment	Collaboration in Policy Formulation, Planning, Execution and Monitoring for Assessment and Review of Policies
10	Ministry of Lands and Natural Resources	Collaboration in Policy Formulation, Planning, Execution and Monitoring for Assessment and Review of Policies
11	Ministry of Interior	Collaboration in Policy Formulation, Planning, Execution and Monitoring for Assessment and Review of Policies
12	Ghana Statistical Service	Provision of reliable and timely information for planning and decision making
13	National Road Safety Commission	To develop and promote road safety and coordinate policies related to road safety.
14	Driver Vehicle & Licensing Authority	To provides a range of licensing, testing services with the aim of improving safety on our roads using best standards
15	Ghana Maritime Authority	To develop a comprehensive and liberal programme of maritime education and training to match modern technological innovations
16	Ghana Airport Company Limited	provide and match world class airport facilities and services to meet the needs of valued customers and the expectations of our stakeholders
17	Ghana Civil Aviation Authority	
18	Ghana Ports and Harbours Authority	To plan, build, manage, maintain and operate the seaports of Ghana.
19	Parliament and Members of Parliament	To hold the executives accountable and brief constituents
20	Political Parties	To monitor and evaluate the performance of Government
21	Development Partners	To support Government financially and monitor fund utilization
22	Researchers and Institutions	To make input for research
23	Civil Society Organizations (NGOs, CSOs, TAs, People with Disabilities, etc)	To demand accountability, transparency, information dissemination to the general public and advocacy
24	Media	To demand accountability, transparency, information dissemination, advocacy and support data collection
25	Traditional Authorities	To demand accountability and support data collection
26	Faith Based Organizations	To demand accountability and support data collection

2 7	Local Communities	To demand accountability and support data collection
2 8	Ghana Railway Company Limited	
2 9	Ghana Railway Development Authority	
2 9	Ghana Shippers Authority	To provide quick, safe and reliable delivery of import and export cargoes by all modes of transport at optimum cost.
3 0	Volta Lake Transport Company	
3 1	PSC Tema Shipyard	
3 2	Metro Mass Transit Limited	To ensure efficient, reliable and economically sustainable mass transit system
3 3	Ghana International Airline	
3 4	Intercity STC Coach Limited	
3 5	Gov. Technical Training Centre	
3 6	Regional Maritime University	

2.3 ASSESSING NEEDS AND CREATING THE NECESSARY CONDITIONS AND CAPACITIES

The Ministry's SMTDP seeks to provide planning and development agenda in the area of: -

- The underlying policies of transport.
- The broad strategic plan in which those policies are transformed into action.
- The specific action plan, which will ensure that, realities on the ground were directed towards achieving the set goals and objectives.

The plan contained qualitative information, which covered short, medium and long term strategy on a systematic agenda. It provided comprehensive policy, programme and projects in which more detailed work was identified and focused. It also had the singular purpose of presenting a strategic framework of the Sector priorities and plans in relation to available resources. It also made attempt to reallocate the limited resources in the most efficient and cost effective manner to the required activity. The plan explicitly explained the various activities that were undertaken with the limited resources to achieve a set of outputs.

To create an integrated, modally complimentary cost effective, safe, secure and sustainable and seamless transportation system responsible to the needs of society, supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa”.

It sets up anticipated input, outcomes and indicators, which would help to review the Ministry's policies, programmes and projects at the end of the plan period and also keep Government's intentions focused in order to support growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa.

The strategies developed were to facilitate the understanding of what the Ministry intended to do with the limited resources and which formed the basis for all subsequent planning in the transport sectors.

It revealed an existing plan with standards, which if regularly monitored will move the country in terms of development and solving challenges, which restraint development and growth. Growth and Development were viewed in terms of redistribution of wealth, which will offer equity in supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa.

The plan provided the basis for implementation of policy within the medium term strategies of Government designed to supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa. In this case, it set out the basic guiding principle for Sector priorities, which also needed to be reflected in the MTEF. It was intended to produce inclusive guidelines to facilitate the transformation of policies and specific strategies to specific implementation goals to be financed not only through the budget but with funds from the donor partners.

The strategic objectives themselves were not prioritize, each one was imperative on its own merit. However, the activities, which were required to be commenced to achieve the objectives were faced with resource constraints and lack of staff. These activities were estimated to yield some outputs. The important aspect of the plan is the distinction between the outputs and activities related to how far they are framed in a multi-annual and an annual context.

For the purposes of this sector planning, the document was divided into strategic activities made up of several outputs which reflected priorities over the undulating three year period, whereas ran over programmes and activities may or may not have extended over the whole planning period.

The arrangement used in this plan is therefore reliable with the MTEF just as the MTEF structure is reliable with the planning structure of the MTDP

The outline of constraints that progress against the effective monitoring and implementation of the Ministry's STMDP are as listed below: -

- To formulate the new strategic focus the issues requiring resolution as identified from the review of past performance and SWOT analysis are recapitulated below:
- Weak institutional arrangement between Ministry and its Agencies that implement the projects and programmes,
- Lack of institutional capacity to operate effectively,
- Ineffectiveness in the facilitating role owing to problems such as:

- Ineffective co-ordination among various stakeholders,
 - Poor capacity of the private sector to participate in the projects, and
 - Declining resources to sustain the projects.
- Weak implementation of national guidelines to direct the delivery of transport projects,

The formation of the PPBME Directorate of the Ministry dictates that, minimum there should be ten Officers (10N₀) with four dedicated to M&E activities. Presently, there is only four staff in the Directorate. Apart from the Acting Director, the remaining staff members of the Directorate require intensive training in M&E.

In each Head Office of the sixteen (16N₀) Agencies under the Ministry, it is also expected to have at least three (3N₀) officers assigned to M&E activities.

Office accommodation had been a major source of worry to the Ministry in particular and most of its Agencies. It is in this respect that, the Ministry is undertaking a rehabilitation works at our new office block to provide adequate office space for the staff.

Besides training to upgrade the skills of all M&E staff in the sector, there will also be the need for training on the following: -

- Development Planning,
- Team and Consensus building techniques,
- Facilitation skills,
- Database management and other computer programmes,
- Data gathering, Cleaning and Validation,
- Report writing.

As a result of the limited number of staff in the PPBME and RSIM Directorates, the Ministry will heavily rely on technical support in the form of foreign and local consultancy services.

Dealing with the large and varied number of projects and programmes in the area of rail, marine, road and air transport the PPBME Directorate would require some form of logistics. These are: -

- Dedicated Vehicles at least two (2N₀) for its M&E activities,
- A documentation centre with periodicals, Acts and Legislative Instruments, Development Plans, Guidelines, Operational Manuals, etc.
- Office space, at least two (3N₀) offices dedicated for M&E and well equipped with enough furniture, steel cabinets, table top fridges, air-conditioners, photocopiers, flip charts, computers and printers (Printers, Scanners, LCD Projectors, etc),

It is recommended that, the Sector Minister and Chief Director are to make adequate budgetary provisions for the provision of these identified items to ensure that, the appropriate incentives, material and human resources are put in the right

place for effective SMTDP preparation, implementation, monitoring, evaluation and reporting.

2.4 MONITORING INDICATORS AND TARGETS

One of the critical measures the Ministry took into consideration in preparing the M&E Plan was to define the most appropriate indicators for the transport sector, setting realistic targets that are achievable within the plan period but which directly relate to the SMTDP goals and objectives.

The national and sector specific indicators were also:-

- i. Categorized into input, output, outcome or impact indicators,
- ii. Have information on how it will be measured and by whom,
- iii. Indicate the frequency of monitoring,
- iv. Have targets for the SMTDP implementation period,
- v. Have baselines (they should be established where they do not exist),
- vi. Have targets of what can be achieved by 2013 as well as annual targets.

The Ministry aims to create an integrated, modally complimentary, cost effective, safe, secure, sustainable and seamless transportation system responsive to the needs of society, supporting growth and poverty reduction and capable of establishing Ghana as a transportation hub of West Africa.

In this regard, various mechanisms were used to monitor the performance of the sector using these indicators;

- Flights to and from ECOWAS countries as percentage of total flights
- Total air freight and number of air traffic passengers
- Annual transport statistics for each transport mode.
- Passenger traffic and goods traffic by railways (Passenger traffic in 1000 passengers/km, Goods traffic 1000 tonnes/km)
- Maritime traffic: Goods loaded and unloaded (in 1000 tonnes)

Table 2.2 National & Sector indicators

№ Item	Indicators	Type of Indicator	Baseline 2008/2009	Targets					Data Sources	Monitoring Frequency	Responsibility
				10 ACTUAL	10 TARGET	11	12	13			
1	Good traffic ('000,000 tonnes)		14.83	41.3	160.04	103.1	107.5	114.2		Quarterly	Director PPBME
2	Passenger Traffic in Kilometers		19,890	27,856.08	29.880,00	48,836.26	53,526.67	55,388.25		Quarterly	Director PPBME
3	Length of Rail Track rehabilitated/built			28/111.1	20km	112.7/4.8	265.4/66.4	-/261.2		Quarterly	Director PPBME
4	Reduction in turn-around time of vessel (hrs)		194.59	137.91	264.15	-	-	-		Quarterly	Director PPBME
5	Vessel Traffic (Number of calls)		2,589	2878	3064	2123	2,217	2,310		Quarterly	Director PPBME
6	Cargo Traffic (tonnes)		10,778,470	12,781,337	12,790,337	13,615,060	14,750,525	15,980,765		Quarterly	Director PPBME
	Container Traffic (tonnes)		573,522	643,188	629,919	682,220	744,375	812,520			

No Item	Indicators	Type of Indicator	Baseline 2008/2009	Targets					Data Sources	Monitoring Frequency	Responsibility
				10 ACTUAL	10 TARGET	11	12	13			
	Reduction in turn-around time of vessel (hrs)		194.59	137.91	264.15	-	-	-		Quarterly	Director PPBME
	Vessel Traffic (Number of calls)		2,589	2878	3064	2123	2,217	2,310		Quarterly	Director PPBME
	Cargo Traffic (tonnes)		10,778,470	12,781,337	12,790,337	13,615,060	14,750,525	15,980,765		Quarterly	Director PPBME
	Container Traffic (tonnes)		573,522	643,188	629,919	682,220	744,375	812,520		Quarterly	Director PPBME
	Liquid Cargo		61,228.8	13,306.1	15,826.6	14,923.6	-	-		Quarterly	Director PPBME
	Foodstuffs		12,000	6,918.6	5,387.2	5,649.6	-	-		Quarterly	Director PPBME
	Other Cargoes		9,200	5,875.1	5,213.5	5,649.6	-	-		Quarterly	Director PPBME

	Cement Cargo		31,500	57,045 .4	92,3 14.1 4	76,39 5.4	-	-		Quarterly	Director PPBME
	Total Passenger Carried		530,000	544,,4 78	521, 596	504,6 41	-	-		Quarterly	Director PPBME
	Length of usable water ways (km)			450						Quarterly	Director PPBME
	Total Number of Domestic Passenger movement		122,059	191,15 4	119, 479	147,9 15				Quarterly	Director PPBME
	Total Freight Movement in (tonnes)		45,693	43,408	46,4 80	47,41 0				Quarterly	Director PPBME
	Total Aircraft Movement		24,043	18,166	28,0 63	32,30 4				Quarterly	Director PPBME
										Quarterly	Director PPBME

	Total number of International Passenger Movement		1,204,786	1,277073	1,308,945	1,374,392				Quarterly	Director PPBME
	Number of Regional Airport Developed		NIL	NIL						Quarterly	Director PPBME
	Aircraft Mov't. (flight to ECOWAS)				99,818					Quarterly	Director PPBME
	PAX Traffic (flight to ECOWAS)				3,688,497					Quarterly	Director PPBME
	Freight (tonnes) (flight to ECOWAS)				73,446					Quarterly	Director PPBME
	Total number of passenger carried		36,345,913	22,238,855	39,763,678	34,445,170	38,568,818	45,125,511	52,796,847	Quarterly	Director PPBME
	Distance covered (km)		39,146,840	36,109,752	57,655,182	56,505,564	661,527	235,374	211,836	Quarterly	Director PPBME
	Number of Buses		1036	945	1,111	650				Quarterly	Director PPBME
	School Children carried		1,103,624	389,218	647,044	492,038	63,216,738	72,699,249	83,604,136	Quarterly	Director PPBME

	Total number of accident cases		12,565		12,981					Quarterly	Director PPBME
	Total number of Fatality		1,298		1,409					Quarterly	Director PPBME
	Total Number of Person injured		9,767		11,147					Quarterly	Director PPBME
	Number of Regional Airport Developed			0	-	0	-	-	-		
	Maintain 100% accident and incident free air operations(frequency Occurrence 0/1000 movement) Number of runway & taxiway incursions										
				0.2	-	0.2	-	-	-		
	Number of aircraft damages caused by vehicle or ground support equipment			0.3	-	0.3	-	-	-		
	Number of bird strike report			0.4	-	0.4	-	-	-		

	Length of Usable waterways			450km From Akosombo to Buipe	450km From Akosombo to Buipe	450km From Akosombo to Buipe	-	-	-		
	Length of Rail Track rehabilitated			-	20km	28km	112.7km	265.4km	none		
	Reduction in turn-around time of vessel			194.59 hrs	264.15hrs	137.91hrs	-	-	-		
	The level of enforcement of Maritime standards (measured by the number of infringement () Banned	Ships to be unseaworthy									
				1	-	2	-	-	-		
	Detained			2	-	2	-	-	-		
	Deficiencies			99	-	88	-	-	-		
	The number of meeting between Transport sector stakeholders held annually.										

	Individual Stakeholders										
				19	25	28	33	34	38		
	Stakeholders			1	2	1	2	2	2		
	Adequate Logistical support for M&E provided			no	no	no	yes	yes	yes		
	Human Resource Development strategy developed for the transport sector			yes	yes	yes	yes	yes	yes		
	ICT policy developed and implemented in transport sector Organization			no	no	no	yes	yes	yes		

2.5 MONITORING AND EVALUATION CALENDAR (WORK PLAN)

It is important to point out that, one other vital component of the Ministry's M&E Plan is the Annual M&E Calendar or Work Plan. It was developed through a participatory process featuring the actors, frequency of activity, the time frame and a budget relating to each activity. Table 5 shows a simplified M&E Calendar.

Table 3.0

Activities	Time Frame				Actors	Budget in GH¢
	2010	2011	2012	2013		
STMDP						
Mid-Term Evaluation	First Week of July each Year				PPBME	30,000.00
Terminal Evaluation	First Week of January of ensuing Year				PPBME	30,000.00
Other Evaluations and Studies	Second Week of Sept bi-annually				PPBME	30,000.00
Participatory M&E	Second Week of March bi-annually				PPBME	85,000.00
Sub-Total						175,000.00
Data Collection and Review Meetings						
Quarterly Field Visits	3 rd Wednesday in March, June, Sept and Dec each Year				PPBME	2,400.00
Quarterly Review Meetings	4 th Thursday in March, June, Sept and Dec each Year				PPBME	20,000.00
Preparation of Quarterly Reports	15 th of April, July and October each Year and January of ensuing Year				PPBME	1,000.00
Sub-Total						23,400.00
APR Preparation and dissemination						
Data Collection from Directorates	From 15 th January each Year				PPBME	-
Draft APR Prepared	31 st January each Year				PPBME	1,000.00
Draft APR Review Workshop	15 th February each Year				PPBME	30,000.00
Final APR submitted to NDPC	28 th February each Year				PPBME	-
Dissemination of Sector APR	15 th March each Year				PPBME	1,000.00
Sub-Total						32,000.00

Grand-Total			230,400.00
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2.6 M&E BUDGET

The sector M&E budget was prepared through a participatory process. Based on the fact that, M&E has not been given the desired attention by the Ministry in the past, the M&E budget will require special attention and approval by the Sector Minister.

Table 2.0 SUMMARY OF M&E BUDGET FOR 2010-2013

No ITEM	DESCRIPTION OF EXPENDITURE	DESCRIPTION OF ACTIVITIES	QTY.	FREQ.	UNIT COST IN GH¢	TOTAL IN GH¢
1	Training Events	Venue	1	2	1,500.00	3,000.00
		Accommodation	8	2	120.00	1,920.00
		Materials	8	2	100.00	1,600.00
		Course Fees	8	2	250.00	4,000.00
		Per Diem	4	2	100.00	800.00
2	Purchase of Office Equipment	Computers and Accessories	2	1	1,500.00	3,000.00
		Scanners	1	1	2,500.00	2,500.00
		Photocopiers	1	1	300.00	300.00
3	Purchase of Vehicles	4x 4 Pick-ups	2	1	45,000.00	90,000.00
		Fuel & Lubricant	2	12	300.00	7,200.00
		Maintenance	2	12	650.00	15,600.00
4	Documentation	Printing	100	4	50.00	20,000.00
5	Technical Assistance	Consultancy Fees	1	4	5,000.00	20,000.00
		Editorial Assistance	1	4	2,500.00	4,000.00
6	M&E Plan	Plan Preparation	1	1	4,500.00	1,500.00
		Review Workshop	1	1	8,000.00	8,000.00
		Training	30	1	550.00	16,500.00
7	Materials and Supplies	Stationery	1	4	300.00	1,200.00
8	M&E Evaluation		1	4	175,000.00	700,000.00
9	M&E Data Collection		1	4	23,400.00	93,600.00
10	APR preparation and dissemination		1	1	32,000.00	32,000.00

GRAND TOTAL	1,035,720.00
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2.7 DATA COLLECTION, VALIDATION AND COLLATION

2.7.1 Data on Programmes and Projects

The PPME and the RSIM Directorates do not have a data base system to store all the projects, programmes and policies the Ministry is embarking on for monitoring and evaluation. The PPME and the RSIM Directorates is in the process of installing data base software to compile a register all ongoing programmes and projects in the sector. All programmes and projects undertaken under the auspices of the sector, including those supported by Donor Partners and NGOs will be stored in the data base. This data base shall 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. as indicated in the table below. To a large extent, the data shall also indicate the contributions that programmes and projects are making toward the achievement of the goal and objectives of the SMTDP. The data collection process that will be used by the Ministry will include;

- Agencies mailing its quarterly reports to the Ministry
- Field survey i.e. observational survey
- Interviewing Agencies

2.7.2 Primary Source of Data

The Ministry shall gather data, both quantitative and qualitative, and include as much as possible demographic, socio-economic, revenue, expenditure and others as may be of assistance to the Ministry and other stakeholders. The data will be categorized into:

- Process data e.g. the transport sector is to give strategic support to the productive sectors in order to facilitate growth, efficient and cost effective service delivery.
- Input data e.g. government transfers (GOG, HIPC, etc.) and other transfers from Development Partners and NGOs, IGF, etc.
- Output data e.g. construction and rehabilitation projects (i.e. improvement in the railway infrastructure).
- Outcome/impact data e.g. reduce congestion and improve safety on the roads as well as improving environmental pollution.

The programme/project register format that will be used during data collection is shown in Appendix...

2.7.3 Secondary Sources of Data

The Ministry will also concentrate its effort on useful secondary data from its Agencies, NGOs, academic and research institutions, Ghana Statistical Service (CWIQ, GLSS, GDHS and the National Census reports), etc will also be used in analyzing the data to arrive at a reliable result.

2.7.4: Data Validation

It is important to review all the primary and secondary data collected with the Ministry's stakeholders before collation. A data validation workshop will be organized to ensure that, the data is devoid of mistakes and discrepancies.

2.7.5: M&E Information System

The Ministry is also in the process of establishing a well functioning information Technology (IT-based) to facilitate data collection, processing, analysis and storage as well as retrieval for timely and accurate policy planning for SMTDP implementation and decision making. The Ministry will organize a workshop for the training of M&E staff on Ghanainfo database system to facilitate data collection, analysis and presentation.

2.8 DATA ANALYSIS

It is the responsibility of PPMED to collate all primary and secondary data to analyse and report to NDPC and other stakeholders. M&E data collated will only becomes useful when analysed and interpreted to highlight thematic areas of concern and to identify interventions for development in the transport sector.

The data will be analysed to explain the results being produced by each project. Data analysis will further demonstrate 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 will be examined and the appropriate action taken to address the findings. The basis for the analysis is to report on the progress and retreat of each indicator towards meeting the goal, objectives and targets of the SMTDP and GSGDA.

The data will 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 stakeholders.

Qualitative data will be analysed through:

- ❖ Organise data

- ❖ Shape data into information
- ❖ Interpret & Summarize the information
- ❖ Explain the information

Quantitative data will be analysed using:

- ❖ Frequency
- ❖ Mean
- ❖ Percentage

2.9 REPORTING

After each monitoring exercise, the PPME will inform the Ministry and its stakeholders of the key observations and findings. The decentralised agencies collecting data at the sector level will also brief the Minister, Stakeholders and other donor agencies on the 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 PPME will include its findings, observations and actions in its Quarterly and Annual Progress Reports to stakeholders. The APR will sum up all the M&E activities in the year. The PPME will use the M&E reports format in appendix ..

2.10 DISSEMINATION

The absence of a communication strategy or plan for the Ministry of Transport has resulted in situations in which the Ministry and its Agencies are occasionally prompted to either react or explain some concerns raised by the public, such as road accidents, non-road worthy vehicles, Lake transport accidents, high air fares, poor rail transport services and inefficient public transport services.

This “fire fighting” approach in public relations provides opportunities for the media to set the agenda for the Ministry, with the Ministry reacting in “hot pursuit”.

It has become imperative for the Ministry and its Agencies to fashion out concrete programmes to create public awareness on the activities of the sector so as to engender the needed support and appreciation on the opportunities, potentials, constraints and challenges as the sector implements the SMTDP (2011 - 2013).

2.10.1 Objectives

The communication strategy would, among others:

- Disseminate sector policies, programmes, projects and progress reports to create awareness /inform stakeholders
- Promote dialogue and generate feedback on the performance of the Ministry
- Promote access and manage expectations of the public concerning the services of the Ministry and its Agencies

2.10.3 Media Strategy

For effective dissemination and awareness creation of the Ministry's policies, programmes, projects and progress, all available and affordable media platforms would be utilized. These would include Internet, Ministerial Meet-the-Press sessions, sector review sessions Radio, Television, Newspapers, magazines, special features/articles by experts as well as **audio-visual documentaries**, newsletters, flyers etc.

2.10.4 Audio-Visual Documentaries

The production of Audio-visual documentary and educational materials on activities of the Ministry for 2011-2013 would be done in collaboration with all agencies. A **Committee**, made up of representatives of all the Agencies, would be set up to prepare materials for dissemination to the public through audio-visual means. Such audio-visual documentaries will provide the platform for the Ministry and its Agencies to project and promote some of the major achievements and challenges of the road transport industry.

2.10.5 Special Radio/Television Programmes

Specific radio and television programmes both in English and Ghanaian languages such as Adult education on Radio Ghana as well as GTV Breakfast Show; "Agenda" on TV3, "Front Page" on Joy FM ; and other talk shows on Joy FM and others would be identified and used for targeted audience.

All the Agencies would also appear on specific radio and television programmes to inform and educate the public on their activities and answer questions and matters arising thereof.

Besides these planned weekly public education programmes on Radio and Television, the Ministry and its Agencies would appear on media platform (radio or TV) to address any emergency or unexpected issue that might ensue in the course of the year.

2.10.6 Facility Visits

Agencies, under the Ministry's would be encouraged to organize facility visits for media personnel to project sites so as to avail the media the right information to enable them make informed commentary or review the project and the sector.

Such visits would also provide the Agencies opportunities to explain policies, programmes or projects being undertaken and demystify some technicalities and processes associated with transport infrastructure and services.

2.10.7 Workshop/Seminars

Special workshops and seminars would also be organized for media practitioners, as and when the need arises. Resource Persons at such workshops could explain peculiar engineering and project management issues to the media for dissemination to the public. The Ministry would also use such fora to present its programmes, achievements and challenges over the period to the general public.

The Ministry would continue to participate in the “Meet The Press Series”, organized by the Ministry of Information, to provide a broad overview of the government’s transport sector policy and programmes to the general public.

2.10.8 Feedback Mechanism

The Ministry will also institutionalize a feedback system that will enable it receive feedback or comments, from the public, on the performance of the sector. Such feedback arrangement would provide an invaluable tool in assisting the Ministry fashion out policies and programmes to meet the expectations of the general public.

The Ministry’s website would be revamped to provide vital information to the public and receive feedback from the public, as well.

2.11 EVALUATION

The PPME will conduct a Mid-term and terminal evaluations of the SMTDP to assess the performance of each project when completed to ascertain if the intervention has achieved its original objectives and assess the overall changes caused by the intervention. The PPME will further examine the relevance of the development effectiveness of all projects with reference to GSGDA. These evaluations will improve decision making and provide insights for effective programme design and implementation. The type of evaluation that will be conducted by the PPME will be Timing of the Evaluation which involves ex-ante, mid-term, final and ex-post. The methodology approaches that will be adopted will be the quantitative analysis and quantitative analysis. The PPME evaluation norms and standards will be developed in order to guarantee the quality, reliability and validity of evaluations to ensure the following criteria in appendix...

2.12 PARTICIPATORY M&E

The PPME Participatory Monitoring and Evaluation (PM&E) will involve all key stakeholders are directly involved in the M&E design and implementation process. The process is to involve stakeholders in the selection of indicators, data collection and analysis, implementation of the findings and dissemination of the results. This process will be used to capture perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in society. The PM&E process will partner with the Ministry decentralized agencies, MDA and other relevant NGOs and CBOs that are already engaged in PM&E and advocacy activities to build capacity for the sector M&E system.

2.12.1 Purpose of PM&E

The purpose of the PM&E is to build the capacity of decentralized agencies to track the progress of their own development. Data will be collected on the progress of activities so that the decentralized agencies can make their own decisions about:

- ❖ What is working well;
- ❖ What is not working well; and
- ❖ How to proceed

The importance of the PM&E is for learning, transparency, accountability and improved decision making in the design, during and after implementation of an intervention. The PPME will conduct the PM&E as a continuous process and not a one-time event. The M&E in collaboration with its decentralized agencies will work together to come up with indicators that stakeholders can monitor on a regular basis to demonstrate accountability and transparency. The M&E will follow the guidelines in Appendix.....When carrying out PM&E. The PPME will adopt the following PM&E methods

- ❖ Participatory Rural Appraisal (PRA)
- ❖ Citizen Report Card
- ❖ Community Score Card

CHAPTER THREE

3.0 COLLABORATING MINISTRIES (MDAs) AND OTHER STAKEHOLDERS

3.1.1 MDAs

The SMTDP has identified the following collaborating Ministries (MDAs) and other stakeholders as key in the successful implementation of its programmes and projects:

- Ministry of Finance and Economic Planning,
- Ministry of Local Government and Rural Development,
- Ministry of Lands and Natural Resources,
- Ministry of Science and Environment,
- Ministry of Education,
- Ministry of Roads & Highways
- Ministry of Health,
- Ministry of Information,
- Ministry of Women and Children Affairs,
- Ministry of Justice and Attorney General,
- Ministry of the Interior,
- Ministry of Defense,
- Development Partners,
- Traditional Authorities,
- Non-Governmental organizations (NGOs),
- Civil Society Organizations (CSOs),
- Media,
- Private Sector.

3.1.2 Audiences

The SMTDP identifies the following as essential audience and key for the achievement of its programmes and projects. These are

- Government Ministries (i.e. Internal Communications),
- Metropolitan, Municipal and District Assemblies,
- Financial and Insurance Institutions,
- Civil Society Organizations (CSOs),
- Non-Governmental organizations (NGOs),
- Private Sector,
- Women Groups,
- Parliamentary,
- The Media,
- Educational Institutions,
- Health Institutions,
- Faith Based Institutions
- Service Providers,
- Traditional Authorities,
- Community Leaders,
- Residents living in slum areas,

3.1.3 Expected Impacts and Issues Management

The communication strategy is to develop simple messages focusing on the following:

- ❖ Establish Ghana as a Transportation Hub for the West African Sub-Region.
- ❖ Create a sustainable, accessible, affordable, reliable, effective, efficient, safe and secure transport system that meets user needs.
- ❖ Integrate land use, transport planning, development planning and service provision.
- ❖ Create a vibrant investment and performance-based management environment that maximizes benefits for public and private sector investors.
- ❖ Develop and implement a comprehensive and integrated Policy, Governance and Institutional Framework.
- ❖ Ensure Sustainable Development in the Transport sector.
- ❖ Develop adequate Human Resources and apply new Technology

To ensure effective implementation of the TSDP, the existing arrangement for policy formulation, planning and budgeting, project execution, monitoring and evaluation and the quality of transport service delivery need to be critically assessed.

- promotion of rail, air and river transport safety and traffic management scheme to reduce accidents;

- Promotion of private sector involvement in the financing of rail and port infrastructure development.
- construction and maintenance of roads and rails as well as provision of entry point and terminal services;
- promoting private participation in the investment and management of aviation infrastructure and equipment;
- Strengthening and enforcement of the existing regulatory and institutional framework for efficient ports, rail, air and water transport system.

In order to achieve the objectives of the sector plan, effective and strategic communication channel needs to be developed. It has become imperative for the Ministry and its Agencies to fashion out concrete programmes to create public awareness on the activities of the sector so as to engender the needed support and appreciation on the opportunities, potentials, constraints and challenges as the sector implements the SMTDP (2011 - 2013).

3.2.0 INSTITUTIONAL ARRANGEMENTS FOR SECTOR M&E

3.2.1 Introduction

This outlines the institutional arrangements of the sector that supported and sustained effective M&E activities at all levels. It also defined roles and responsibilities of the Ministry (i.e. PPBME, RSIM, Transport Directorates) as the headquarters of the sector and other government agencies and officials under the Ministry in accordance with the relevant legal provisions. It also emphasizes the important role of the involvement of traditional authorities, civil society organizations, the general public and Development Partners (DPs) to create a holistic and participatory approach, effective feedback mechanisms and demand for M&E information.

3.2.2 Monitoring and Evaluation Mandate and Functions of Ministry

The Ministry of Transport as an MDA, especially its Policy, Planning, Budgeting, Monitoring and Evaluation Directorate (PPBMED) and Research, Statistics and

Information Management Directorate (RSIM) and Agencies under the Ministry and their decentralized Departments at the regional and district levels all have important roles and responsibilities in monitoring and evaluating the SMTDP.

Their M&E functions are prescribed by legal instruments and regulations. Section 10 of the National Development Planning (Systems) Act, 1994, Act 480 requires the Ministry of Transport as the Head of the sector 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 PPBMED to coordinate and monitor programmes of the Ministry.

3.2.3 ROLE AND RESPONSIBILITIES

Some of the roles and responsibilities of the Ministry, and its Decentralized Departments and Agencies are the following: -

3.2.3.1 The Sector Ministry (Headquarters of the MDA)

- 1. The Sector Minister, Deputy Ministers and Chief Director have the ultimate responsibility for ensuring the following: -**
 - The development and implementation of the Sector M&E Plan,
 - M&E capacity building within the MDA, and
 - Creating the necessary supporting conditions for M&E in the sector.

- 2. Policy Planning, Budgeting, Monitoring, and Evaluation Unit of PPBME**

The PPBME Directorate also has the following roles and responsibilities: -

- a. Central co-ordination and capacity building**
 - Define and select sector specific indicators, critical ones in collaboration with NDPC as core national indicators,
 - Demand and collate M&E data from the Water, Works and Housing Directorates of the Ministry for the production of the Sector Annual Progress Reports (APRs),
 - Periodically visit to key project sites and report on development progress at all levels,

- Forward the Final Sector APR to NDPC and facilitate its dissemination to all stakeholders,
- Ensure that gender equality/equity indicators and other cross cutting issues, such as HIV & AIDS, environment, vulnerability and exclusion are considered in the Sector M&E Plans,
- Facilitate evaluation of the SMTDP and make recommendations for the review of policies and strategies,
- Assist in the development and implementation of standardized and compatible monitoring tools at national, regional and district levels,
- Support capacity strengthening initiatives for monitoring, evaluation and reporting at all levels,
- Support data collection, analysis and reporting at national, regional and district, levels, and
- Support the development of enhanced information and analysis at all levels,

b. Monitoring, evaluation, and research

- Conduct evaluations on pilot programmes and on select policies and programs of particular interest,
- Collate data from departments or agencies in order to evaluate national progress and to make comparisons across regions and districts,
- Conduct studies to improve operational efficiency, resource allocation, and the development, implementation, and continuous improvement of policies and programmes,
- Conduct international comparative analyses to assess the status of sector progress in Ghana and to identify strategies for improvement, and
- Use findings from policy research, monitoring and evaluation at all levels to inform policy-making, sector planning, and effective decisions.

c. Reporting

- Produce the annual sector progress reports for Multi-Donor Budget Support (MDBS),
- Produce the quarterly sector budget Performance Report,

- Produce progress and impact reports for specific target programmes, as required,
- Discuss key findings from studies and reports with Ministry leadership and with the appropriate departments, agencies and stakeholders,
- **The roles and responsibilities of the Head Offices of the Decentralized Departments and Agencies are as follows**
 - Provide guidance to the decentralized Departments and Agencies at the Regional level on how to implement the sub-sector M&E Plan,
 - Collate and validate sector data from the decentralized district Departments and Agencies through site inspections and regional workshops, and
 - Forward the collated Regional M&E reports to the respective Water, Works and Housing Directorates at the Ministry.
 - Central co-ordination and capacity building,
 - Assist in the development and implementation of standardized and compatible monitoring tools at central, regional, district, and school levels for division-specific programs and evaluations,
- **Reporting**
 - Contribute information for the annual sector reports for Poverty Reduction Support Credit (PRSC) and Multi-Donor Budget Support (MDBS)
 - Contribute information for the annual Preliminary Sector Performance Report,
 - Provide quarterly updates about progress made with respect to the budget implementation,
 - Produce progress and impact reports for specific target programmes as required,
 - Undertake periodic monitoring, evaluation, and research,
 - Lead monitoring and evaluation efforts for department or agency specific programs and initiatives,
 - Conduct day-to-day supervision and detailed monitoring of internal departmental or agency activities,
 - Co-ordinate the activities of regions and districts as required,
 - Collate data from across regions and districts in order to evaluate national progress and to make comparisons across regions and districts,

- Use findings from monitoring and evaluation activities to inform policy and programmatic decisions
-
- **The roles and responsibilities of the Regional Offices of the Decentralized Departments and Agencies at the Regional Level are as follows: -**
 - Forward the collated district M&E reports to the respective Head Offices
 - Prepare and disseminate Regional Annual Performance Reports (APRs)
 - Consolidate district reports in order to prepare and disseminate Regional Consolidated Reports for the education sector
 - Guide Districts in developing and implementing M&E plans
 - Conduct day-to-day supervision of regional education tasks, activities, and programmes
 - Monitor and evaluate district-level evaluation activities, especially the activities of the District Education Directorates
 - Identify district M&E needs (e.g. capacity building) and recommend and support strategies for fulfilling those needs
 - Conduct evaluations on pilot programmes and national-level evaluations on select policies and programs of particular interest
 - Conduct routine inspection of schools to ensure the maintenance of standards of performance in teaching and learning, in accordance with the guidelines of the National Inspectorate Board

3.2.4 Traditional Authorities, Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), Media, and Researchers

- Express the views of the community whose needs the DMTDP aims to address,
- Provide information about how sector programs and policies are operating on the ground and about their impact for the community,
- Provide information about how officials of Department and Agencies at the district level are performing their duties,

- Serve as an on-the-ground watch-dog to expose malpractice, corruption, inefficient resource expenditures, and poor implementation of policy decisions,
- Co-operate and collaborate in data collection for monitoring and evaluation,
- Participate in critical analysis of sector issues close to the target community and come out with credible and dependable views to inform decision-making at all levels and to achieve improved results, and
- Channel grassroots voices and experiences to inform national level policy and practice

3.2.5 Development Partners

- Strengthen district-level institutional framework for evidence-based planning, monitoring, and evaluation,
- Assist decentralized departments and agencies in the Districts to develop an efficient information and reporting system and to reduce disjointed and redundant monitoring and evaluation procedures,
- Shift from heavy reliance on consultants and single project monitoring towards support for the preparation and implementation of the district M&E plans, and
- Support national level monitoring and evaluation efforts in order to guide policy-making, improve sector programmes, and strengthen the performance of departments and agencies in the sector.

3.3.0 PROCESS OF DEVELOPING THE MONITORING AND EVALUATION PLAN

3.3.1 APPLICABLE CONSULTATION/OUTREACH METHODS

3.3.1.0 Interpersonal Communication

Direct contact by mouth, letters, memoranda, telephone conversations, fax messages, conference calls, Voice Over Internet Protocol (VOIP) etc. a newsletter, a large conference, networking lunch, workshop, e-mail alerts, press release, website, promotional literature, etc.

3.3.2 Media

The sector will focus on the internal publicity. It may take the form of meetings with a definite agenda and appropriate documents provided. It may also include Notice

Board, Handouts, Newsletters, Brochures, Audio visuals like slides, video clips and documentaries and use of corporate identity keys - Logos, slogans, special colours, official type styles and dress, calendars, diaries. Seminars, symposia, workshops and spot-lights are additional tools to be used by the sector.

3.3.3 Public Media

Use of Information Service Publicity Van, Press Coverage - i.e. using public newspapers review programmes on radio and television, Interviews, Panel Discussions Programmes, Use of the sector Website and other government websites, intranets/Internet, including Local Area Networks(LAN) and Wide Area Networks(WAN), Central Document Repository System including Documentation Centre, Voice Over Internet Protocols(VOIP), etc.

3.3.4 Communication Tools

- Prepare and use multi-media approach, including outreach activities,
- Advocacy , and
- Publicity.

3.3.5 Co-Ordination:

The major components of the co-ordination are: -

- Identifying experts for contents of communication materials;
- Developing and producing all communication materials;
- Identifying resource persons to facilitate sector campaigns at all levels;
- Organizing workshops, meetings and seminars,
- Media planning and buying,
- Monitor and evaluate the campaign.

3.3.6 Monitoring and Evaluation

- Evaluation through Annual Progress Report
- Summative Evaluation

3.3.7 Monitoring Indicators:

- Implementation of planned activities,
- Number of communication materials produced and disseminated backed by distribution list to various targets,
- Major documents simplified and disseminated,
- Number of outreach activities undertaken and reports produced, and
- Press clippings, recordings and transmission certificates from media houses.

3.3.8 Evaluating Success - Indicators

- Percentage achievement of Deliverables for different policy goals,
- Openness and transparency promoted and thereby reducing resistance,
- Loyalty and trust built among stakeholders,
- New partnerships built,
- Sharing of new ideas,
- Opportunities for creative thinking and problem solving created,
- Increased Job satisfaction,
- Enlarged sphere of influence,
- Increased awareness of work profile, and
- Increased respect and cooperation.