

# **ADENTAN MUNICIPAL ASSEMBLY**



## **MONITORING AND EVALUATION PLAN (2010-2013)**

**PREPARED BY:  
MUNICIPAL PLANNING COORDINATING UNIT**

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## **LIST OF ACRONYMS & ABBREVIATIONS**

AdMA	Adentan Municipal Assembly
APR	Annual Progress Report
BECE	Basic Education Certificate Examination
CBO	Community Based Organization
CSO	Civil Society Organization
DA	District Assembly
DACF	District Assembly Common Fund
MFO	District Finance Officer
DMTDP	District Medium-Term Development Plan
DP	Development Partner
DUR	Department of Urban Roads
GDHS	Ghana Demographic and Health Survey
GES	Ghana Education Service
GHS	Ghana Health Service
GSGDA	Ghana Shared Growth and Development Agenda
GSS	Ghana Statistical Service
IGF	Internal Generated Fund
ISD	Information Service Department
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MDHS	Municipal Director of Health Service
ME	Municipal Engineer
MEO	Municipal Education Officer
MHMT	Municipal Health Management Team
MLGRD	Ministry of Local Government and Rural Development
MMDA	Metropolitan, Municipal and District Assembly
MOFA	Ministry of Food and Agriculture
MoFEP	Ministry of Finance and Economic Planning
MOWAC	Ministry for Women and Children's Affairs

MP	Member of Parliament
MPCU	Municipal Planning Coordinating Unit
MPO	Municipal Planning Officer
MTEF	Medium Term Expenditure Framework
NCCE	National Commission on Civic Education
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
PM&E	Participatory Monitoring and Evaluation
PTA	Parent Teacher Association
RCC	Regional Coordinating Council
SIF	Social Investment fund
SMC	School Management Committee
T&CP	Town and Country Planning
TA	Traditional Authority
WMD	Waste Management Department

### **EXECUTIVE SUMMARY**

Monitoring and Evaluation (M&E) play a very important role in the implementation of development programme. The extent to which the Medium Term Development Plan (MTDP) will achieve its set goals and objectives depends, largely on a well-structured M&E Plan.

The main goal of the plan is “To guide and support the implementation of the MTDP in a way as to promote development by ensuring the effective and efficient management of the projects resources”.

This M&E plan has been prepared in consonance with NDPC guidelines. Several issues have been considered including stakeholder identification and participation, M&E conditions and capacities of the Municipality, indicators and targets for monitoring change and as well as an indicative calendar and budget. The Monitoring team intends undertaking several activities in order to achieve the goal of the M&E. All together, the implementation of the plan is expected to cost **GH¢ 285,306.00**

The major activities planned to be undertaken are as follows:

- Specific Evaluation
- Participatory M and E
- Data Collection
- Data collation
- Monthly Field Visits
- Monthly/Quarterly Review Meeting
- Preparation of monthly/quarterly Reports
- Mid Term Evaluation
- Terminal Evaluation
- Draft Municipal APR Prepared/Reviewed
- Final APR submitted to General Assembly
- Dissemination of Municipal APR
- Training in M&E Skills
- Procurement of Equipments and Facilities

The Adentan Monitoring Team anticipates that in the discharge of the M&E activities outlined in the plan, it is likely to encounter certain problems. The most common ones are the inadequacy of office equipments /facilities, the unavailability of funds and the seeming heavy work load on key staff directly involved in the implementation of the project. The Team hopes that if adequate measures are put in place to forestall these problems, the plan will be efficiently implemented to the benefit of the MTDP.

This issue of collaboration with institutional stakeholders has also been taken into consideration to ensure success in the implementation of the plan.

## LIST OF ACRONYMS & ABBREVIATIONS

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MPCU	Municipal Planning Coordinating Unit
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MTEF	Medium Term Expenditure Framework
NCCE	National Commission on Civic Education
NDPC	National Development Planning Commission
NGO	Non-Governmental Organisation
PM&E	Participatory Monitoring and Evaluation
PTA	Parent Teacher Association
RCC	Regional Coordinating Council
SIF	Social Investment fund
SMC	School Management Committee
STME	Science Technology Mathematics Education
T&CP	Town and Country Planning
TA	Traditional Authority



WMD

Waste Management Department

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This issue of collaboration with institutional stakeholders has also been taken into consideration to ensure success in the implementation of the plan.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Profile of Adentan Municipal Assembly**

In exercise of the powers conferred on the Minister responsible for Local Government and Rural Development by subsection (1) of section 3 of the Local Government Act, 1993 (Act462) and with prior approval of the Cabinet, the Adentan Municipality was created by a legal instrument (LI 1888) on the 29<sup>th</sup> February, 2008. Hitherto, Adentan was part of the then Tema Municipal Assembly which is now Tema Metropolitan Assembly.

##### **1.1.1 Location and Boundaries**

The Adentan Municipal Assembly (with Adentan as its CBD) lies 10 Kilometres to the Northeast of Accra, which is specifically located on latitude 5° 43' North and longitude 0° 09' West. It shares boundaries with Tema Metropolitan Assembly in the east, Ga East Municipal Assembly in the west, Oyibi Township (part of the TMA) in the north, and Madina a suburb of Ga East Municipality in the south.

##### **1.1.2 Population Size and Growth rate**

The Adentan Municipal Area has a population of 62,715 when the 2000 population census was conducted. Using the Regional growth rate of 4.4%, the current population is estimated to be 92,831.

##### **1.1.3 Goal and Objectives of the MTDP**

The Medium Term Development Plan (MTDP) is an overall plan designed to meet the needs of the people in terms of addressing the macro-economic imbalances, re-stabilizing the economic and placing it on a path of sustained accelerated growth and poverty reduction towards achieving the Millennium Development Goal (MDG's) and middle income status.

In relation to proper implementing of developmental issues within the district a final draft of the (MTDP) has come up and it known as the Ghana Shared Growth and Development Agenda (GSGDA) 2010-2013

In view of this, the objectives and strategies to ensure the goal of the GSGDA is achieved based on the developmental focus and priorities of the Municipality are outlined in the new thematic areas which are to be used for the preparation of the district monitoring and evaluation plans.

They are stated follows:

- Ensuring and sustaining macroeconomic stability.
- Enhancing competitiveness in Ghana's private sector.
- Accelerated agricultural modernization and sustainable natural resource management.
- Oil and gas development
- Infrastructure , energy and human settlements
- Human development, productivity and employment
- Transparent and accountable governance

#### **1.1.4 Purpose of the M & E Plan**

Monitoring and Evaluation (M&E) is a concise document that plays a very important role in the implementation of Development Plans. The extent to which the Medium Term Development Plan (MTDP) will achieve its set goals and objectives depends, to a very large extent, on a well structured M&E framework that tracks the use of resources and ensures a high level of efficiency.

The purpose of the M&E plan is to serve as a check and guide in the implementation of the Development Plan by;

- ❖ Identifying achievements, constraints and failures so improvement can be made in the MTDP and project designs to achieve better impact.
- ❖ Tracking the use of resources in order to ensure prudent management and accountability so as to sustain the interest of all stakeholders in the plan.
- ❖ Ensuring effective and efficient delivery of services to meet the intended needs of beneficiaries.
- ❖ It provides information for effective coordination of district development at the regional level.
- ❖ Evaluating the level of progress made in implementing the Medium Term Development Plan (MTDP) and its goals, objectives and targets.
- ❖ It helps build the capacity of the stakeholders directly or indirectly affected by the project.

- ❖ It also ensures an easy follow of work and projects from the ex-ante stage to the post-ante stage.
- ❖ It reinforces ownership of the MTDP and the M&E capacity within each district.

### 1.1.5 Status of Project Implementation

The Table below shows the progress made so far in the implementation of the projects monitored in the MTDP.

**Table 1.1. Status of Project Implementation**

NO	Name of Intervention	Location	Name of Implementing Agency	Achievement to Date
1	Construction of a Community Clinic and Nurses Accommodation	Amanfro	Municipal Health Management Team(MHMT)	Structure roofed
2	Construction of a Community Clinic and Nurses Accommodation	Amrahia	Municipal Health Management Team(MHMT)	Substructure 100% completed superstructure construction at gable
3	Construction of Early Childhood Development Centre, Eating Place, Office/Store and WC/Urinal	Adentan	PTA and SMC of Adentan KG Community School	Superstructure 100% completed
4	Construction of 1No. 10 seater WC toilet and Urinal facility	Adentan Lorry Station	Transport unions/AdMA	Substructure 100% completed superstructure construction at gable
5	Construction of 1NO. 6-unit classroom Block, reading room,Office/Store and WC/Urinal	Sraha	PTA and SMC of Sraha School	Substructure 100% completed superstructure walling at lintel.
6	Construction of 1No. 6-unit Classroom block, reading room, office and Store, WC and Urinal	Nmai Djorn	PTA and SMC of Ashale Botwe/Nmai Djorn School	Substructure 100% completed superstructure walling 100% completed roof completed
7	Construction of 1No. 3-unit JHS Block with office, store and library	Amrahia	PTA and SMC of Amrahia AdMA School	Substructure 100% completed superstructure construction at gable.
8	Construction of 1No. 10 seater WC toilet/ Urinal and bath facility	Ogbojo market	Ogbojo Market women Association	Work 100% completed, contractor yet to hand over project.

<b>NO</b>	<b>Name of Intervention</b>	<b>Location</b>	<b>Name of Implementing Agency</b>	<b>Achievement to Date</b>
9	Construction of a Community Clinic and 3-bedroom Nurses Quarters	Adentan	Municipal Health Management Team(MHMT)	Substructure completed up to hardcore filling.
10	Upgrading of Sraha Lorry Station: Paving and construction of passengers sheds	Sraha	Transport Unions/AdMA	Contractor has cleared the site
11	Construction of 1No. 6 seater WC toilet and Urinal facility	Otano	PTA and SMC of Otano Presby School	Substructure 100% completed superstructure walling completed.
12	Implementation of school feeding program at Adentan community	Adentan	AdMA/GES	On-going
13	Implementation of school feeding program at Holy Rosary School	Adentan	AdMA/GES	On-going
14	Implementation of school feeding program at Adentan community. KG	Adentan	AdMA/GES	On-going
15	Implementation of school feeding program at Christ Faith Mission School	Adentan	AdMA/GES	On-going
16	Implementation of school feeding program at Ashale Botwe School	Nmai Djorn	AdMA/GES	On-going
17	Implementation of school feeding program at Ashale Botwe School	Nmai Djorn	AdMA/GES	On-going
18	Implementation of school feeding program at Amrahia	Amrahia	AdMA/GES	On-going
19	Implementation of school feeding program at Ogbojo Presby School	Ogbojo	AdMA/GES	On-going
20	Implementation of school feeding program at St. Francis School	Ashale Botwe	AdMA/GES	On-going
21	Construction of 1no. 10-seater W/C toilet at Bedzin	Bedzin	AdMA/SIF	100% complete due for handing over.

<b>NO</b>	<b>Name of Intervention</b>	<b>Location</b>	<b>Name of Implementing Agency</b>	<b>Achievement to Date</b>
22	Construction of 1no. 10-seater W/C toilet at Fafraha	Fafraha	AdMA/SIF	All major works completed
23	Construction of 10-seater W/C toilet at Ashiyie	Ashiyie	AdMA/SIF	Project due handing over
24	Construction of 30 unit offices at Adentan	Adentan	AdMA/SIF	Phase I complete; phase II ongoing
25	Construction of Kitchen at Holy Rosary catholic school	Adentan	AdMA	Structure roofed and plastering 90%
26	Construction of Kitchen at St Francis catholic school	Ashale Botwe	AdMA	Substructure completed Superstructure wall under construction.
27	Construction of Poly tank at Adentan Community KG	Adentan	AdMA	Work completed 100%
28	Construction of Poly tank at St Francis catholic school	Ashale Botwe	AdMA	Substructure completed and superstructure in progress

## CHAPTER TWO

### MONITORING AND EVALUATION ACTIVITIES

#### 2.1 Stakeholder Analysis

In undertaking any project, there are parties with vested interest in the activities and result of the undertaking. The motivations of the project sponsors, individuals affected and those motivated by political, social, environmental, and economic interests are obvious. These parties called *stakeholders* have some kind of stake, claim, share, or interest in the activities and results of the project.

Stakeholders are considered key players who can help reach the primary goal that calls for a reduction by half the proportion of the poor living on less than a dollar a day. They are the National Development Planning Commission (NDPC), Regional Co-ordinating Councils, Adentan Municipal Assembly, Decentralized departments, Zonal Council, Chiefs, Opinion leaders, Women's groups, Youth groups, Contractors, NGOs, Local Communities, Civil Society Organizations, and Media among others. They are people who are considered to be part of or influence the project goal, who clearly see that there is something in it for them if they join.

A Stakeholder analysis was therefore done during the preparation of the M & E Plan to assess the environment, draw out the interests of stakeholders in relation to the problems which the project is seeking to address, identify conflicts of interests between stakeholders, which will influence the project.

The analysis also helped to identify the relations between stakeholders that can be built upon to motivate project sponsorship, ownership and cooperation and also helped to assess the appropriate type of participation by different stakeholders, at successive stages of the project cycle.

This M&E plan does not only identify the stakeholder groups, but also spells out their responsibilities in the implementation of the plan. The Ministry for example is to assist the Assembly source for funding and is expected to provide technical assistance. The Local Communities are also supposed to cooperate and support in data collection

Table 2.1 below provides information on all the stakeholders identified in relation to this M&E plan. It also assesses their information needs and responsibilities in the implementation of the M&E plan.



**Table 2.1: Stakeholder Analysis**

Stakeholder	CLASS	Responsibility/ Interest	Involvement in M&E
MPCU	<p>Primary Collaborator</p> <p>Users</p> <p>Provider</p> <p>Implementer</p> <p>Beneficiary</p> <p>Admin. Authority</p> <p>Researchers</p> <p>Technical Experts</p>	<ul style="list-style-type: none"> <li>• To plan, monitor &amp; evaluate, report on implementation of programs/ projects and disseminate results.</li> <li>• Availability of DMTP</li> <li>• Availability &amp; Use of M&amp;E Guidelines</li> <li>• Baseline data, Indicators &amp; Targets</li> <li>• Enhanced institutional strengthening</li> <li>• Undertake citizen's assessment</li> <li>• Capacity building</li> <li>• Data collection</li> <li>• Dissemination of logistic support</li> <li>• Citizen participation</li> <li>• Coordination</li> </ul>	<ul style="list-style-type: none"> <li>• All M&amp;E activities</li> <li>• Disseminate M &amp; E reports/findings</li> <li>• Development of a database</li> <li>• Capacity building</li> <li>• Organization of workshops</li> <li>• Data collection</li> <li>• Report writing</li> </ul>

Stakeholder	CLASS	Responsibility/ Interest	Involvement in M&E
<b>ASS. MEMBERS</b>	<u>Primary</u> Collaborator Users Legislators Beneficiary	<ul style="list-style-type: none"> <li>• To plan, monitor &amp; evaluate, report on implementation of programs/ projects and disseminate results.</li> <li>• Approve of Plans for M&amp;E</li> <li>• Provide Baseline data,</li> <li>• Disseminate results</li> <li>• Policy formulation</li> <li>• M&amp;E Reports</li> <li>• Dissemination of information</li> <li>• Community mobilization</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate Development of Database</li> <li>• Monitoring</li> <li>• Workshops</li> <li>• Data collection</li> <li>• Dissemination</li> </ul>
<b>TRADI. RULERS/AUTHORITIES</b>	<u>Primary</u> Collaborator Users Beneficiary	<ul style="list-style-type: none"> <li>• Provide Baseline data,</li> <li>• Disseminate results</li> <li>• Citizens Assessment /mobilisation</li> <li>• Development of their communities</li> <li>• Advocacy</li> <li>• Mobilization</li> <li>• Validation of reports</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Provide data</li> <li>• Monitoring</li> <li>• Capacity building</li> <li>• Validation workshop</li> <li>• Dissemination workshop</li> <li>• Data collection</li> <li>• Disseminating report writing</li> </ul>

Stakeholder	CLASS	Responsibility/ Interest	Involvement in M&E
<b>OPINION LEADERS</b>	<u>Primary</u> Collaborator Users Beneficiary Technical Experts	<ul style="list-style-type: none"> <li>• Provide Baseline data,</li> <li>• Disseminate results</li> </ul>	Development of Database
<b>DECENTRALISED DEPARTMENTS/UNITS</b>	<u>Primary</u> Collaborator Users Providers Implementers Admin. Authority Technical Experts	<ul style="list-style-type: none"> <li>• Data collection</li> <li>• Capacity building</li> <li>• Validation of MPCU report</li> <li>• To plan, monitor &amp; evaluate, report on implementation of programs/ projects and disseminate results.</li> <li>• Use of MTDP</li> <li>• Use of M&amp;E Guidelines</li> <li>• Baseline data, Indicators &amp; Targets</li> <li>• Enhanced institutional strengthening</li> <li>• Undertake citizen's assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Involve M&amp;E activities</li> <li>• Preparation of M&amp;E plans</li> <li>• Capacity building</li> <li>• Organization of workshops</li> <li>• Data collection</li> <li>• Disseminate M &amp; E reports/findings</li> <li>• Coalition</li> <li>• Development of a database</li> <li>• Report writing</li> </ul>

Stakeholder	CLASS	Responsibility/ Interest	Involvement in M&E
MPs	<u>Primary</u> Collaborator Users Beneficiary	<ul style="list-style-type: none"> <li>• Lobby for projects</li> <li>• Formulate Policies</li> <li>• Disseminate policy decision</li> <li>• Disseminate information</li> <li>• Facilitate the Legislation of laws</li> <li>• Validation</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> <li>• Dissemination of M&amp;E results</li> <li>• Workshops</li> <li>• Data collection</li> </ul>

RESIDENTS ASSOCIATIONS	<u>Primary</u> Collaborator Beneficiary	<ul style="list-style-type: none"> <li>• Provide Baseline data,</li> <li>• Disseminate results</li> <li>• Citizen Assessment</li> <li>• Improve service delivery</li> <li>• Advocacy</li> <li>• Mobilization</li> <li>• Validation of reports</li> <li>• Development</li> <li>• M&amp;E reports</li> <li>• Demand accountability</li> </ul>	Facilitate in the development of Database Workshops Data collection Dissemination
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Stakeholder	Class	Responsibility/ Interest	Involvement in M&E
LOCAL NGOs /CBOs/CSOs	<u>Primary</u> Collaborator Users Implementer Beneficiary	<ul style="list-style-type: none"> <li>• Provide Baseline data,</li> <li>• Disseminate results</li> <li>• Create awareness</li> <li>• Advocacy</li> <li>• Mobilization</li> <li>• Validation of reports</li> <li>• Development</li> <li>• M&amp;E reports</li> <li>• Demand accountability</li> </ul>	Monitor and Evaluate M&E activities Workshops Data collection Dissemination
NDPC	<u>Secondary</u> Collaborator Technical Experts	<ul style="list-style-type: none"> <li>• Provision of technical support</li> <li>• Monitor the Assembly to deliver on requirements</li> <li>• Level of stakeholder participation in plan implementation</li> <li>• Status of project implementation</li> <li>• Amount of money spent on project</li> <li>• Quarterly and Annual Progress Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> <li>• Dissemination of M&amp;E results</li> <li>• Compilation of Reports</li> </ul>

Stakeholder	Class	Responsibility/ Interest	Involvement in M&E
RCC	<u>Secondary</u> Collaborator Technical Experts	<ul style="list-style-type: none"> <li>• Status of project implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor progress of implementation</li> <li>• Provide necessary advise</li> </ul>
MEDIA	<u>Secondary</u> Collaborator Technical Experts	<ul style="list-style-type: none"> <li>• Status of implementation of the MTDP</li> <li>• How much money is being spent on projects</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate information to the general public</li> </ul>
MLG&RD	<u>Secondary</u> Collaborator Technical Experts	<ul style="list-style-type: none"> <li>• Status of project implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor progress of implementation</li> <li>• Provide necessary advise</li> </ul>
DONOR PARTNERS	<u>Secondary</u> Financiers Collaborators Technical Experts	<ul style="list-style-type: none"> <li>• Monitor and evaluate</li> <li>• Provide Resource for example funds</li> <li>• Capacity building</li> <li>• Technical expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> <li>• Dissemination of reports</li> <li>• Evaluation</li> </ul>

Table 2.1 above provides a list of all the primary and secondary stakeholders within and outside the Municipality who have a part to play in the implementation of this M&E Plan. It is expected that all the stakeholders identified will contribute their quota toward making the implementation of this M&E Plan a success.

## **2.2 M&E conditions and capacities**

This section of the M&E plan assesses the capacity of the Municipal Assembly in terms of its ability to prepare and implement the M&E plan. It is one thing preparing a plan, and another implementing it. It requires a well trained, equipped and motivated team to carry out all the activities in the plan. This section therefore examines the status, needs and M&E capacity of the Assembly.

The capacity of the Municipal Assembly and the Zonal Councils to prepare and manage the M&E plan has been assessed against conditions such as Qualification, Staff Compliment, M&E Skills, Fund Availability, Fund Use, Fund Access, Leadership, Management, Workload, Motivation, Equipment/Facilities in preparing M&E plans.

Overall, the M&E condition of the Adentan Municipal Assembly even though a newly created Municipality is quiet commendable. All members of the core staff is also very dynamic and hinges on teamwork and transparency for the overall success of the plan.

Table 2.2 below provides information on the capacity of the Adentan Municipal Assembly to prepare and implement an M&E Plan by assessing fifteen (15) departments.

**Table 2.2: Needs and Capacity Assessment of the Adentan Municipal Assembly**

<b>INDICATORS/ ISTAKEHOLDERS</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>TOTAL</b>	<b>AVERAGE.</b>
<b>Qualification</b>	8	8	8	9	10	8	7	5	7	8	10	5	5	10	10	118	7.9
<b>Compliment</b>	6	5	5	7	10	8	5	1	5	6	7	1	4	5	5	80	5.3
<b>M&amp;E Skills</b>	4	2	6	6	7	3	5	1	1	7	5	5	2	1	5	60	4.0
<b>Fund Availability</b>	4	2	4	6	6	1	1	1	1	2	5	5	10	1	10	59	3.9
<b>Fund Use</b>	9	2	4	9	7	8	6	5	10	8	10	5	10	3	10	106	7.1
<b>Fund Access</b>	4	5	5	4	5	1	1	10	6	3	10	5	10	5	10	84	5.6
<b>Leadership</b>	6	7	6	8	8	6	7	5	7	6	10	5	7	5	10	103	6.9
<b>Management</b>	7	5	4	8	8	8	7	5	7	5	10	5	9	10	107	7.1	
<b>Workload</b>	8	2	4	8	7	8	5	1	8	4	5	5	5	5	8	83	5.5
<b>Motivation</b>	4	5	8	5	6	4	1	1	3	3	10	5	7	1	5	68	4.5
<b>Eqpt./ Facilities</b>	3	1	3	2	6	1	5	1	5	5	6	5	6	1	5	55	3.7
<b>TOTAL SCORE</b>	63	44	57	72	80	56	50	36	60	57	88	51	75	47	87	923	61.5
<b>Average</b>	5.7	4.0	5.2	6.5	7.3	5.1	4.5	3.3	5.5	5.2	8.0	4.6	6.8	4.3	7.9	83.9	5.6

**\*Key: Score 1: Poor  
Score 5: Good  
Score 10: Very Good**

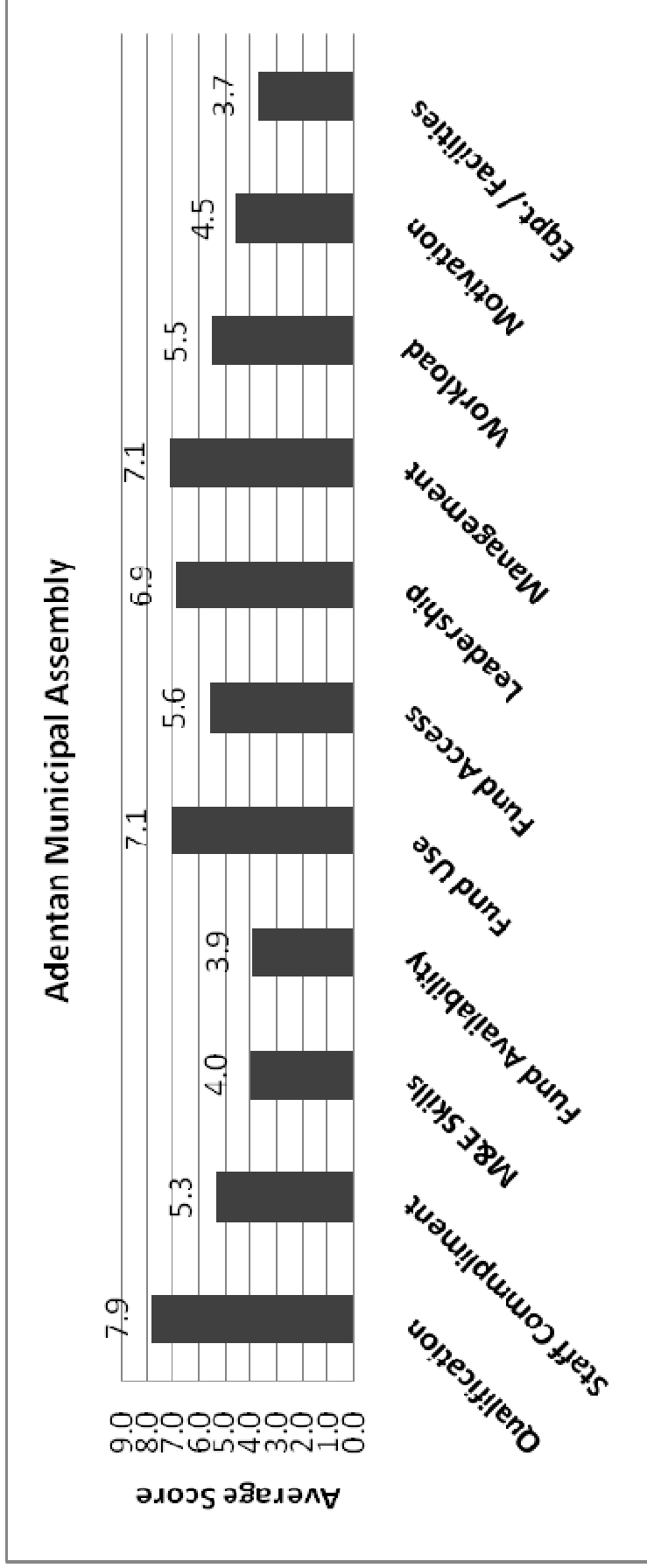
**KEY**

**A=**Agric **B=**Health **C=**Statistics **D=**Education **E=**Administration **F=**Information **G=**Social Welfare  
**H=**Cooperative **I=**Community Development **J=**NGOs **K=**Waste **L=**Works **M=**Finance **N=** Town &Country  
**O=** Environmental Health



The table above indicates scores on M&E conditions and capacities within the Assembly.

**Chart 2.1 Needs and Capacity Assessment of the Adentan Municipal Assembly**



The chart above was created from Table 2.2.

It can be deduced from the chart above that the condition which is most unprivileged is the availability of office space and furniture. Inadequacy or lack of equipments and facilities cannot be underestimated in the implementation of M&E plan besides; equipments should be as much as possible be very modern in order to suit the moving trend of technological development and which can also aid in order for M&E work to be done more quickly and easily.

The finance of every institution is very salient to its development and also how accessible these funds are also forms another important aspect. There can be effective and smooth M&E implementation if funds availability which has an average 3.9 can be improved by making funds available for the implementation of projects and programmes.

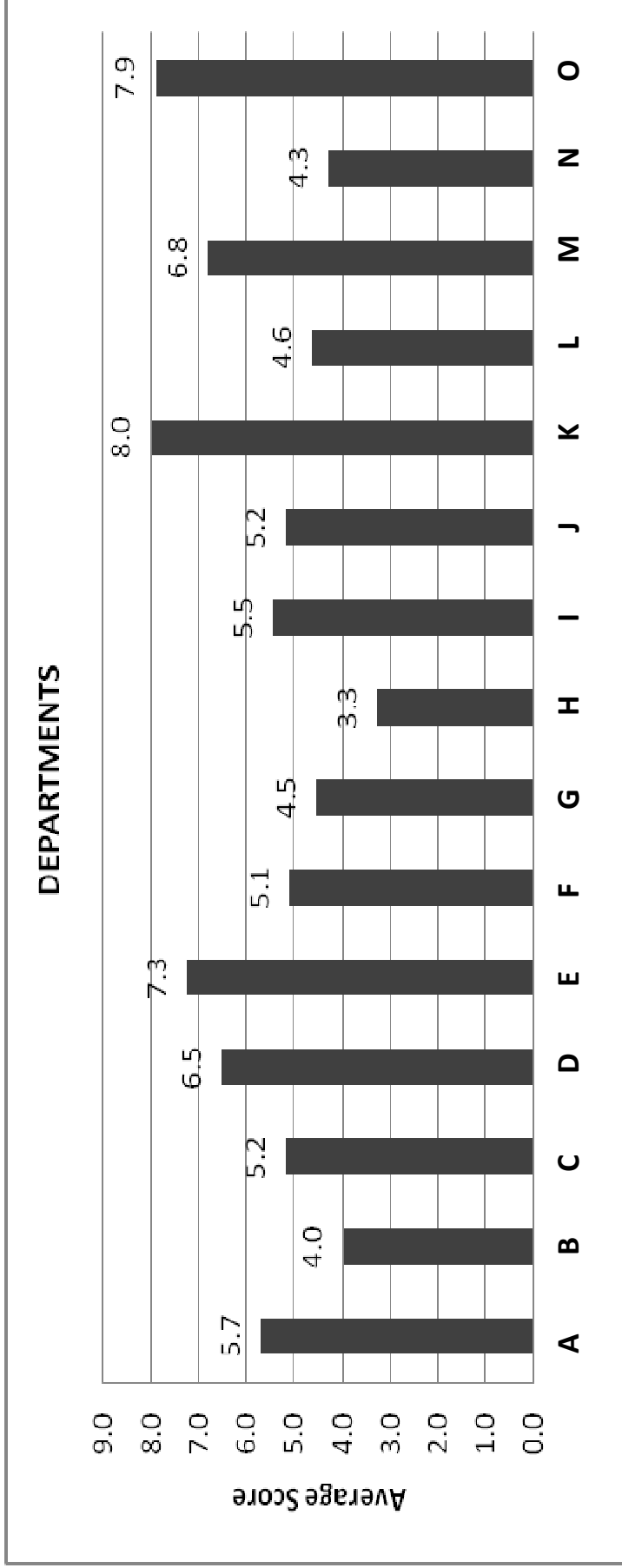
Even if funds should be readily dissipated, and there are not enough or no equipments and facilities to work with, it would make achieving results very difficult. There is therefore the need to make the necessary equipments and facilities available to departments to improve upon their performance.

Furthermore, it can be critically analyzed that the M&E skills may not be described as being the best. There is also the need for workshops, seminars or on-the-job training sessions to be organized for Staff/MPCU members to acquire requisite knowledge and skills to be able to achieve the purpose and objective of the M&E Plan.

The human nature is such that any form of motivation given out with respect to a particular work done inspires a person to give his or her best. Staff motivation is very essential if management expects extra efforts from staff. This can be in the form of appraisals, promotions etc.

In addition, it can clearly be seen that in the areas of qualification (7.9), management (7.1) and the use of funds, the Assembly is doing very well. But it will be to the best of interests if these areas are still being attentively looked at because, it can be observed that the successful implementation of the M&E plan lies to a large extent on these areas.

**Chart 2.2 Needs and Capacity Assessment of Departments in Adentan Municipal Assembly**



**KEY**

**A=**Agric

**B=**Health

**C=**Statistics

**D=**Education

**E=**Administration

**F=**Information

**G=**Social Welfare

**H=**Cooperative

**I=**Community Development

**J=**NGOs

**K=**Waste

**L=**Works

**M=**Finance

**N=**Town &Country

**O=** Environmental Health

From the chart above, the department, experiencing the best of the M&E conditions can be linked to the waste management department. A good co-relation can be described to exist between the environmental health and the waste management departments. This is of the view that if the waste management department meets all the M&E conditions and capacities, it would definitely reflect in the environmental health department.

Administration scoring 7.3 is desirable since it is the department that coordinates various programs and projects of the Assembly. Administratively, the Assembly can be seen as one which is on the advantaged side, and is being manned well but as much as possible it should not be overlooked.

However some few departments which play equal roles in the successful implementation of the M&E plan are not doing well on the chart. The departments of Cooperative, Health and Town & Country Planning appear to be disadvantaged when it comes to meeting M&E conditions. It is therefore advisable that the Assembly assist them in the areas in which they do not have the needed capacity.

With regard to the Finance, Information and Community Development departments, they seem to be on the average but with the needed support these departments can perform better.

In a summary, it is important to note that all the departments are equally important for the successful implementation of the MTDP and as such should be given the necessary logistics and training to help in the all the M &E activities to achieve the objectives and ultimate goal of the MTDP.

### **2.3 M&E Results Based Matrix**

The M&E Matrix is a framework for summarizing the entire Monitoring and Evaluation Plan. Presented in a tabular form, it contains the objectives of the MTDP, indicators for measuring the objectives, the type of data to collect and when to collect it, sources of data (primary and secondary) and the responsibilities of all actors involved in the M&E process. It contains all the details needed to achieve the purpose of this M&E Plan.

## FINANCE AND BUDGET

**DMTDP Goal:** Improvement and sustenance of macro – economic stability

**GSGDA Policy Objective To Link:** Ensuring and sustaining macroeconomic stability

**OBJECTIVE 1:**To increase internally generated funds by 100% by 2013

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			25	30	35	40			
Number of Revenue collectors trained	Output	20	25	30	35	40	Finance/Budget	Yearly	Finance/Budget DPCU
Number of rate payers honoring their payments	Output	5,000	15%	20%	25%	40%	Finance/Budget	Monthly	Finance/Budget DPCU
*Number of revenue staff motivated	Output		15%	20%	25%	40%	Finance/Budget	Monthly	Finance/Budget DPCU
Number of tourists sites identified and developed in the municipality	Output	1	-	1	2	-	Agric/ Budget	Yearly	Finance/Budget DPCU
Number of vehicles for revenue collection procured	Output	1	1	2	-	-	Finance/Budget	Yearly	Finance/Budget, DPCU
Number of satellite markets constructed in the municipality	Output	1	-	-	1	-	Finance/Budget	Yearly	Finance/Budget DPCU

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			2010	2011	2012	2013			
Number of business opportunities identified with in the municipality	Output	5,000	15%	20%	25%	40%	Finance/Budget	Yearly	Finance/Budget DPCU
			20%	25%	40%				
Number of properties in the municipality valued	Output	20,000	15%	20%	25%	40%	Finance/Budget	Yearly	Finance/Budget DPCU
No. of houses numbered	Output	2,000	5%	20%	25%	40%	Finance/Budget	Yearly	Finance/Budget DPCU
Number of rate payers sensitized to pay their rates/ fees	Output	500	15%	20%	25%	40%	Finance/Budget	Yearly	Finance/Budget DPCU
Number of stakeholders meetings organized	Output	12	18	18	18	18	Finance/Budget	Yearly	Finance/Budget DPCU
Number of field monitoring	Output	6	12	12	12	12	Finance/Budget	Monthly	Finance/Budget DPCU
Number of revenue pay points	Output	1	10	15	-	-	Finance/Budget	Yearly	Finance/Budget DPCU

**OBJECTIVE 2:**To improve financial data by 20% by 2013

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			2010	2011	2012	2013			
Number of monthly revenue/ expenditure statements prepared	Output	12	12	12	12	12	Finance/Bud get	Monthly	Finance/Budget DPCU
			-	3	5	10			
Number of departments networked	Output	0	5%	3%	5%	10%	Finance/Bud get	Yearly	Finance/Budget DPCU
			-	3	5	10			
Number of revenue items collected	Output	200	1	1	1	1	Finance/Bud get	Yearly	Finance/Budget DPCU
			-	1	1	1			
Number of Accounting software procured	Output	1	1	1	1	1	Finance/Bud get	Yearly	Finance/Budget DPCU
			-	1	1	1			
Number of computers procured	Output	10	10	10	10	10	Finance/Bud get	Yearly	Finance/Budget DPCU
			-	5	5	5			

**WORKS/TOWN PLANNING/ROADS**

<b>GSGDA Policy Objective To Link: Infrastructure, Energy and Human Settlement</b>									
<b>OBJECTIVE 1: To improve access to water and sanitation</b>									
<b>INDICATORS</b>	<b>INDICATOR TYPE</b>	<b>BASELINE</b>	<b>TARGETS 2010 - 2013</b>				<b>DATA SOURCES</b>	<b>MONITORING FREQUENCY</b>	<b>RESPONSIBILITY</b>
Number of bore holes constructed and mechanized	Output	4No.	5No	5No	5No	5No	D- Plan	Quarterly	M.E / M.P.O
Number of 10- seater W/C toilets constructed	Output		5No	4No	4No	5No	Sanitation plan	Quarterly	Waste Management/M.E
<b>OBJECTIVE 2: To improve in development control throughout the plan areas of the municipality</b>									
<b>INDICATORS</b>	<b>INDICATOR TYPE</b>	<b>BASELINE</b>	<b>TARGETS 2010 - 2013</b>				<b>DATA SOURCES</b>	<b>MONITORING FREQUENCY</b>	<b>RESPONSIBILITY</b>
Number of kms of road network constructed	Output		12 km	12 km	12 km	10 km	DUR	Quarterly	
Number of recast rant developers prosecuted	Output		5	5	5	5	T&CP/Works	Quarterly	
Number of base maps Digitalized	output		15%	15%	10%	10%	T&CP	Quarterly	
Number of vehicles procured	output		5No.	4No.	3No.	3No.		Quarterly	



<b>OBJECTIVE 3: To collaborate with other stakeholders to manage flooding in the municipality</b>									
<b>INDICATORS</b>	<b>INDICATOR TYPE</b>	<b>BASELINE</b>	<b>TARGETS 2010 - 2013</b>			<b>DATA SOURCES</b>	<b>MONITORING FREQUENCY</b>	<b>RESPONSIBILITY</b>	
Number of Existing drains and water channels maintained	Output							M.E / T&CP /DUR/NADMO	
Number of kms of water channels opened up in new planned area	Output		2.5 km	2.5 km	2.5 km	DUR	Quarterly	M.E / T&CP /DUR/NADMO	
<b>OBJECTIVE 4: To build human capacity for the department</b>									
<b>INDICATORS</b>	<b>INDICATOR TYPE</b>	<b>BASELINE</b>	<b>TARGETS 2010 - 2013</b>			<b>DATA SOURCES</b>	<b>MONITORING FREQUENCY</b>	<b>RESPONSIBILITY</b>	
Number of staff who attended capacity building training workshop/ programme	Output		5 No.	5 No.	5 No.	Staff appraisal data	Quarterly	Personnel/ M.E	
<b>OBJECTIVE 5: To create and manage the database of physical development in the planned areas</b>									
Number of Customized software installed to facilitate permitting process	output						Quarterly	T&CP/ M.E/ Procurement	
Number of Submitted permits approved within 3 months	Output						Quarterly	T&CP/ M.E	

## AGRIC

**DMTDP Goal:** Improve livelihoods through increased food security and incomes

**GSGDA Policy Objective to Link:** Accelerated agricultural modernization and sustainable natural resource management.

**OBJECTIVE 1 :** To increase and diversify agricultural production in a sustainable manner

INDICATORS	INDICATOR TYPE	BASE LINE 2009	TARGETS 2010 -13 (%)				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Increase in onion yield	Output	3000 bags	10	10	10	10	MoFA	Semi- annually	MoFA, DPCU
Percentage of children of school going age in school	Outcome	50% of onion farmers not in school	10	10	10	10	MoFA	Annually	MoFA, DPCU
Increase in Grass cutter production	Output	2000	10	10	10	10	MoFA	Semi- annually	MoFA, DPCU
Increase in other vegetables yield	Output	2 mth	5	5	5	5	MoFA	Semi- annually	MoFA, DPCU
Percentage of households able to meet Minimum nutritional Requirements throughout	Outcome	70% achieved	5	5	5	5	MoFA	Annually	MoFA, DPCU

INDICATORS	INDICATOR TYPE	BASE LINE 2009	TARGETS 2010 -13 (%)				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			5	5	5	5			
Percentage increase in processing, preservation and utilization of crops, livestock and fish products	Output	2 mth	5	5	5	5	MoFA	Semi- annually	MoFA, DPCU
Percentage of households income used on processed and preserved foods.	Outcome	15%	5	5	5	5	MoFA	Annually	MoFA, DPCU
Develop Farmer Based Organization (FBOs) and strengthen their capacity for improved marketing of product	Output	8 FBOs	25	25	25	25	MoFA	Quarterly	MoFA, DPCU
Percentage of Farmer Base Organizations marketing commodities for their members.	Outcome	25% achieved	10	10	10	10	MoFA	Semi - annually	MoFA, DPCU
Number of weekly market data collection, analysis and dissemination undertaken	Output	2 mth	5	5	5	5	MoFA	Bi - weekly	MoFA, DPCU
Percentage of households and agric businesses using market information	Outcome	20% achieved	5	5	5	5	MoFA	Semi -annually	MoFA, DPCU

INDICATORS	INDICATOR TYPE	BASE LINE 2009	TARGETS 2010 -13 (%)				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			5	10	10	5			
Percentage Increase in population of small ruminants (sheep & goats)	Output	2 mth	5	10	10	5	MoFA	Semi- annually	MoFA, DPCU
Percentage of households able to meet minimum nutritional Requirements throughout	Outcome	70% achieved	5	10	10	10	MoFA	Annually	MoFA, DPCU
Percentage of farmers Compliance on district environmental bye laws	Output	10%	5	5	5	5	MoFA	Semi- annually	MoFA, DPCU
Percentage of farmers recommended for use of agrochemicals	Outcome	40% achieved	5	10	10	10	MoFA	Annually	MoFA, DPCU
Number of farmers motivated for distinguished performance annually	Output	14 farmers	5	5	5	5	MoFA	Semi- annually	MoFA, DPCU
Percentage increase in farmers awareness, and willingness to participate in the award system	Outcome	50% achieved	10	10	10	10	MoFA	Annually	MoFA, DPCU

**DMTDP Goal:** To improve access to business opportunities in the municipality by 2013

**GSGDA Policy Objective Link:** Enhancing competitiveness in Ghana's private sector

**OBJECTIVE 1:** To Expand by 25% SSEs activities in the Municipality by 2013

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013			DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Number of SSEs educated business group formation for easy access to credits	Output	20 women group	10%	5%	5%	IGF	Quarterly	Co-operative & Comm. Dev
Number of training programmes organized	Outcome		70%	70%	70%	IGF	Quarterly	Co-operative & Comm. Dev

**OBJECTIVE 2:** To organize business management seminars/ workshops for co-operate executives

INDICATORS	INDICATOR TYPE	BASE LINE 2009	TARGETS 2010 -13 (%)			DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Number of co-operate leaders trained in managerial and good leadership skills.	Output	3 leaders each from 40 co-op groups	70%	70%	70%	SIF IGF	Quarterly	Co-operative & Comm. Dev
Leadership knowledge impacted to group leaders	Outcome		50 %	50%	50%	SIF Donor Partners	Quarterly	Co-operative & Comm. Dev NCCE

**OBJECTIVE 3: To organize fairs to encourage SSEs to Export**

INDICATORS	INDICATOR TYPE	BASE LINE 2009	TARGETS 2010 -13 (%)				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Percentage increase on goods for local consumption and export	Output		50%	50%	50%	50%	SIF, IGF	Quarterly	Co-operative & Comm. Dev
Number of fairs organized to encourage SSEs expand their businesses	Outcome		50 %	50%	50%	50%	SIF Donor Partners	Quarterly	Co-operative & Comm. Dev

**OBJECTIVE 4: Facilitate SSEs access to credit facilities**

INDICATORS	INDICATOR TYPE	BASE LINE 2009	TARGETS 2010 -13 (%)				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Number of co-op group getting access to credit facilities	Output		70%	70%	70%	70%	SIF, IGF	Quarterly	Co-operative & Comm. Dev
Expansion in businesses of co-op groups	Outcome		50 %	50%	50%	50%	SIF	Quarterly	Co-operative & Comm. Dev

**DMTDP Goal:** To improve access to business opportunities in the municipality by 2013

**GSGDA Policy Objective Link:** Enhancing competitiveness in Ghana's private sector

**OBJECTIVE1:** To improve socio-economic empowerment of 20% women by 2013

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			5%	5%	5%	5%			
Number of women trained in gender, leadership and advocacy skills	Output	20%	5%	5%	5%	5%	Comm. Dev. Co-op, GSS	Quarterly	Dept. Of Comm. Dev.
Percentage increase in number of women representation in local governance	Outcome	2% of women in local gov. as at 2009	5%	5%	5%	5%	ABANTU NCCE	Quarterly	Dept. Of Comm. Dev.
Number of Women participating in decision making at all levels	Impact	2% of women in local gov. at 2009	5%	5%	5%	5%	ABANTU Comm. Dev. NCCE	Quarterly	Dept. Of Comm. Dev.





INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Percentage increase in income levels of women	Outcome	Low income levels of most women	5%	5%	5%	5%	Comm. Dev. Co-op	Quarterly	Dept. Of Comm. Dev. DPCU

**OBJECTIVE 4: To promote formation of women's group annually**

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Number of women groups organized	Output	10%	35%	40%	45%	50%	Comm. Dev. Co-op	Quarterly	Dept. Of Comm. Dev. DPCU
Percentage increase in number of women trained in development skills	Outcome	5% trained women	50%	55%	60%	80%	Comm. Dev Co-op	Quarterly	Dept. Of Comm. Dev. DPCU
Improve quality of life of group members	Impact	High rate of disadvantage women	20%	35%	45%	65%	Comm. Dev. Co-op	Quarterly	Dept. Of Comm. Dev. DPCU

**OBJECTIVE 5:**To promote local economic development in the Municipality by 2013

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Number of local product on sale	Output	60%of residents shop outside the municipality	10%	15%	20%	25%	SSEs	Quarterly	Dept. Of Comm. Dev. DPCU
			20%	25%	30%	30%	Comm. Dev. Co-op		
Percentage increase in revenue collected by the Assembly	Outcome	Non payment of taxes	20%	25%	30%	30%	Comm. Dev. Co-op	Quarterly	Dept. Of Comm. Dev. DPCU
			15%	25%	25%	35%	Comm. Dev. Co-op		
Development in the municipality	Impact	Slow pace of development	15%	25%	25%	35%	Comm. Dev. Co-op	Quarterly	Dept. Of Comm. Dev., DPCU

**OBJECTIVE 6:**To enhance the capacity of field staff

Number of field staff trained	Output	50%	15%	20%	30%	35%	Comm. Dev.	Quarterly	Comm. Dev. DPCU
			50%	20%	25%	30%			
Percentage increase in the performance of work of field staff	Outcome	50%	15%	20%	25%	30%	Comm. Dev.	Quarterly	Comm. Dev. DPCU
Improvement in the performance of field staff activities	Impact		20%	25%	30%	35%	Comm. Dev.	Quarterly	Dept. Of Comm. Dev. DPCU
			15%	20%	25%	30%			

## EDUCATION

<b>DMTDP Goal:</b> Increase Equitable Access To Quality and Participation in Education at all Levels									
<b>GSGDA Policy Objective To Link:</b> Human Development, Productivity and Employment									
<b>OBJECTIVE 1 :</b> To increase by 25% equitable access to quality basic education by 2013									
INDICATORS	INDICATOR TYPE	BASE LINE 2009	TARGETS 2010 -13 (%)				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
1 Number of additional furniture	Output	50%	5%	5%	5%	10%	MEO	Quarterly	AdMA, GES
2 Additional number of textbooks, teachers' logistics									
1 Number of six, unit block constructed for the primary	Output	50%	5%	5%	5%	10%	MEO	Quarterly	AdMA, GES
2 Number of three unit, JHS and KG classrooms constructed									
Number of SHS educational facilities constructed in the municipality	Output	0	-	-	-	1	MEO	Quarterly	AdMA, GES
% increase of performance in their end of term examinations	Outcome	45%	5%	5%	5%	10%	MEO	Quarterly	AdMA, GES

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013			DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			5%	5%	10%			
% increase of pupils in the various levels in the basic schools.	Outcome	50%	5%	5%	10%	MEO	Quarterly	AdMA, GES
EMPLOYABLE SKILLS ATTAINED	Impact							

<b>OBJECTIVE 2: To promote by 15% science and technical education through the collaboration of GES and the Assembly(AdMA)</b>								
INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013			DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			5%	5%	5%			
Number of inset on Science and Mathematics organized for teachers.	Output	5%	5%	5%	5%	MEO	Quarterly	AdMA, GES
Number of science and computer laboratories constructed	Output	1	-	1	1	MEO	Quarterly	AdMA, GES
Number of educational excursion under taken by school pupils.	Output	45%	5%	5%	5%	MEO	Quarterly	AdMA, GES
Number of STME clinics held in the municipality	Output	1	-	1	1	MEO	Quarterly	AdMA, GES

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			5%	5%	5%	5%			
Number of inset on Science and Mathematics organized for teachers.	Output	5%	5%	5%	5%	5%	MEO	Quarterly	AdMA, GES
% increase of pupils having access to computer knowledge and having practical or experiments in the school labs.	Outcome	5%	5%	5%	10%	10%	MEO	Quarterly	AdMA, GES
% increase of pupils participating in STME clinics.	Outcome	32	5%	5%	5%	10%	MEO	Quarterly	AdMA, GES
Gainfully Employed Citizens to Contribute to National Development	Impact								

**OBJECTIVE 3:** To improve the results of schools assessment by 20% in relation to quality and teaching and learning by 2013

<b>INDICATORS</b>	<b>INDICATOR TYPE</b>	<b>BASELINE 2009</b>	<b>TARGETS 2010 - 2013</b>				<b>DATA SOURCES</b>	<b>MONITORING FREQUENCY</b>	<b>RESPONSIBILITY</b>
Number of refresher courses organized for the circuit supervisors	Output	65%	5%	5%	5%	5%	MEO	Quarterly	AdMA, GES
Number of insets organized at school and cluster levels.	Output	65%	5%	5%	5%	5%	MEO	Quarterly	AdMA, GES
Number of children benefited from the scholarship scheme	Output	0%	5%	5%	5%	5%	MEO	Quarterly	AdMA, GES
% increase of visits to schools by the circuit supervisors to assist teachers	Outcome	65%	5%	5%	5%	5%	MEO	Quarterly	AdMA, GES
% increase of teachers vying for the Best Teacher Award	Outcome	20%	5%	5%	5%	5%	MEO	Quarterly	AdMA, GES
% increase of school feeding kitchens	Outcome	50%	5%	5%	5%	5%	MEO	Quarterly	AdMA, GES
% increase schools connected to elector supply	Outcome	60%	5%	5%	5%	5%	MEO	Quarterly	AdMA, GES

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			5%	5%	5%	5%			
% increase in pass of all the core subjects	Outcome	20%	5%	5%	5%	MEO	Quarterly	AdMA, GES	
Quality teaching and learning delivery	Impact								
Pupils gaining access to second cycle and tertiary institutions	Impact							AdMA, GES	

<b>OBJECTIVE 4 : To promote by 20% the development of youth and sports by 2013</b>									
INDICATORS	INDICATOR TYPE	BASE LINE 2009	TARGETS 2010 -13 (%)				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			-	-	-	1			
1 Number of school parks of good quality to be used for games and sports	Output	0	-	-	-	MEO	Quarterly	AdMA, GES	
2 Number of sports items purchased for use		25%	5%	5%	5%				
% increase of children involved in sporting activities	Outcome	20%	5%	5%	5%	MEO	Quarterly	AdMA, GES	

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013			DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
1 Strong sport team to represent the municipal.	Impact	50%	5%	5%	10%	MEO	Quarterly	AdMA, GES
2 Various talents in children unearthed								

## HEALTH

**DMTDP Goal:** Increase Equitable Access to health care in the Municipality

**GSGDA Policy Objective To Link:** Human Development, Productivity and Employment

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGET 2010-13			DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			'10	'11	'12 '13			
Objective 1: Develop and retain human resource capacity at municipal levels								
Ratio of Prescribers: Population	Output	1: 139,872	1:147,303	1:76,33	1:33,139	Human Resource returns	Yearly	MDHS
No of HEW deplore to Clinic for data collection	Output	20	0	20	20	Human Resource returns	Yearly	MDHS



INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			35%	40%	42%	50%			
% of health staff who had in-service Training (IST)	Output	20%	35%	40%	42%	50%	IST returns	1/4	MDHS
<b>Objective 2: Bridge the equity gaps in access to health care and nutrition services and ensure sustainable financing arrangements that protect the poor</b>									
No. of CHPs constructed	Output	Zero	0	2	2	2	Annual Reports	1/2, Yearly	
No. of temporarily rented of 2 Bedroom house for CHPs	Output	Zero	0	5No	5No	5No	Annual Reports	1/2, Yearly	
No. of Child Welfare Clinic in outreach points established	Output	Zero	30	35	39	45	Child Welfare Returns	1/2, Yearly	MDHS
No. of Antenatal /Community Clinic built	Output	Zero	0	1	1	2	Annual Reports	1/2, Yearly	MDHS
No. of Municipal Hospital constructed	Output	Zero	0	0	0	1	Annual Report	Yearly	
Proportion of people registered with MHIS	Output	2.5%	2.8%	3.5 %	13%	25%	Annual Report	Yearly	
No. of indigenous people who are poor and registered with the MHIS with support from Municipal Assembly	Output	Zero	0	200	300	300	MHIS Returns	Yearly	

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			0	4	5	7			
No. of institutions who have had Healthy lifestyle Training	Output	-	0	4	5	7	Annual Report	Yearly	
No. of survey conduct to identify communities with great risk of malnutrition	Output	-	0	2	2	3	1/2 year Report	1/4	
No. of food demonstration centres in the municipality	Output	-	0	2	2	0	Annual Report	1/4	
Proportion of Bi-weekly health promotion talk held in communities	Output	-	0	√	√	√	Quarterly Report	1/4	
No. of Monthly health issues in Adentan Newspaper	Output	-	-	√	√	√	Monthly News Paper	1/4	
<b>OBJECTIVE 3: Improve governance and strengthen efficiency and effectiveness in health service</b>									
No of Health system research conducted that will lead to improve quality of care	Output	Zero	0	√	√	√	Research reports	1/2	MDHS
Proportion of financial account audited	Output	0%	0%	100%	100%	100%	Financial returns	Yearly	MDHS
Proportion of facilities preparing Budget for IGF	Output	0%	0%	50%	75%	100%	Annual Budget	1/2	MDHS

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY	
			0	25%	50%	85%				
Proportion of health facilities using treated guidelines and protocol	Output	0	0	25%	50%	85%	Reports	1/2, Yearly	MDHS	
Proportion of availability Tracy drugs	Outcome	0	0	20%	25%	55%	Reports	1/2, Yearly	MDHS	
Proportion of Collaborating private health sector and the relevant MDAs in the provision of Health Services	Output	80%	80%	85%	92%	93%	Reports	1/2, Yearly	MDHS	
Proportion of Private health facilities monitored	Output	50%	55%	58%	60%	70%	Reports	Yearly	MDHS	
No of traditional medicine operators in the municipal registered	Output	0%	0%	20%	35%	65%	Reports	Yearly	MDHS	
Proportion of traditional health facilities monitored	Outcome	0%	0%	15%	25%	55%	Reports	Yearly	MDHS	
<b>OBJECTIVE 4: Improve access to quality maternal, neonatal, child and adolescent health services</b>										
Maternal Mortality rate	Outcome	0/100,000	0/100,000	0/100,000	0/100,000	0/100,000	0/100,000	Reports	1/2, Yearly	GHS
Under 5 Mortality rate	Outcome	-	-	57/1,0000LB	55/1,0000LB	57/1,0000LB	57/1,0000LB	Reports	1/2, Yearly	GHS

Children under 1 fully immunized	Outcome	60%	80%	85%	85%	89%	Reports	1/2, Yearly	GHS
<b>OBJECTIVES 5: Prevent and control the spread of communicable and non communicable disease and promote healthy lifestyles</b>									
Polio Rate	Outcome	0	0	0	0	0	Reports	1/2, Yearly	GHS
Measles Rate	Outcome	0	0	0	0		Reports	1/2, Yearly	GHS
Guinea Worm	Outcome	0	0	0	0		Reports	1/2, Yearly	GHS
Yaws	Outcome	-	-	25/1,000	20/1,000	18/1,000	Reports	1/2, Yearly	GHS
<b>Objective 6: Expand access to and improve the quality of institutional care,</b>									
% of health facilities with referral protocol	Output	-	18%	35%	55%	85%	Reports	1/2, Yearly	GHS
% of health with mental health services	Output	0	0%	25%	50%	90%	Reports	1/2, Yearly	GHS
<b>OBJECTIVES 7: Ensure then reduction of new HIV and AIDS/STI/TB transmission</b>									
Prevalence of STIs	Outcome	2.5%	2.5%	2.25%	2.0%	2.0%	Reports	1/2, Yearly	GHS/AdMA
Prevalence of mother-to- child transmission	Outcome	2.0%	1.88%	1.8%	1.75%	1.7%	Reports	1/2, Yearly	GHS/AdMA
Prevalence of HIV	Outcome	2.2%	2.15%	2.1%	2.0%	1.85%	Reports	1/2, Yearly	GHS/AdMA

**ENVIRONMENTAL, HEALTH AND WASTE MANAGEMENT**

**DMTDP Goal:** To improve environmental health services through health promotion

**GSGDA Policy Objective To Link:** Human Development, Productivity and Employment

**OBJECTIVE 1:** To increase access to environmental sanitation services by 50% by Dec 2013

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			15%	25%	35%	40%			
Number of data collected on homes within the municipality and premises without toilet facilities	Output	50%	15%	25%	35%	40%	Environ. Health	Quarterly  DPCU	Environ. Health  DPCU
Percentage increase in good sanitation practices in the environment	Outcome	39% of premises not having decent toilet facility	15%	25%	35%	40%	Environ. Health	Annually	Environ. Health  DPCU
Number of constructed pound for stray animals within the municipality	Output	One pound constructed	15%	25%	35%	40%	Environ. Health	Quarterly	Environ. Health  DPCU
Percentage increase in awareness created in hygienic and good sanitation practices	Outcome	40% pond completed in the Municipality	15%	25%	35%	40%	Environ. Health	Annually	Environ. Health  DPCU
Number of registered food vendors within the municipality	Output	80%	5%	15%	20%	30%	Environ. Health	Quarterly	Environ. Health  DPCU

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			15%	25%	35%	40%			
Percentage increase in food vendors that have been medically screened	Outcome	45% of food vendors were fit to sell	15%	25%	35%	40%	Environ. Health	Annually  Environ. Health DPCU GHS	
Number of environmental sanitation offenders prosecuted	Output								
Percentage increase in the labour organized in the communities within the municipality	Output								
Improved clean and healthy environment	Impact								

**OBJECTIVE 1:** To reduce incidence of indiscrimination defecation by 30% by 2013

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			5%	7%	8%	10%			
Number of public toilets constructed and operated by private sectors	Output	80%	5%	7%	8%	10%	WMD	yearly  WMD Works Dept.	
Clean health attractive and physical environment	Outcome		5%	7%	8%	10%	WMD	WMD	

**OBJECTIVE 2:**Extend promotion of source separation of solid waste in the municipality from 40% to 80% by 2013

Number of schools taking part in source separation of solid waste	Output		10%	15%	25%	30%	WMD GES	WMD, SHEP	
Behavioral change in school children	Outcome		10%	15%	25%	30%	WMD	WMD	
<b>INDICATORS</b>	<b>INDICATOR TYPE</b>	<b>BASELINE 2009</b>	<b>TARGETS 2010 - 2013</b>				<b>DATA SOURCES</b>	<b>MONITORING FREQUENCY</b>	<b>RESPONSIBILITY</b>
Increase in waste management functions	Outcome		10%	15%	25%	30%	WMD	WMD	
Number of Refuse heaps evacuated	Output								
Improved good health through clean environment	Impact								

**OBJECTIVE 3:** Extend solid waste collection coverage from 50% to 90% by 2013

<b>INDICATORS</b>	<b>INDICATOR TYPE</b>	<b>BASELINE 2009</b>	<b>TARGETS 2010 - 2013</b>				<b>DATA SOURCES</b>	<b>MONITORING FREQUENCY</b>	<b>RESPONSIBILITY</b>
Number of solid waste contractors contracted	Output		15%	20%	25%	30%	WMD	WMD	
Number of households registered with contractors in the municipality	Output		15%	20%	25%	30%	WMD	WMD	

Behavioral change	Outcome		15%	20%	25%	30%	WMD	WMD
Increase in waste generators registers with service providers	Outcome		15%	20%	25%	30%	WMD	Finance/Budget DPCU
Better health in the municipality	Impact							

### Productivity and Employment

**OBJECTIVE 1:** To Improve by 20% the employable skills of the vulnerable (women and children)

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Number of vulnerable equipped with employable skills	Output	20%	5%	5%	5%	5%	Social Welfare	2 weeks	Adma , UPRP_SIT Social Welfare
Percentage increase in women equipped with skills	Outcome						Social welfare		Adma Social Welfare
Poverty Reduced	Impact								

**OBJECTIVE 2:** To increase by 40% the services to victims of child labour and Domestic violence

Number of children rendered maintenance services	Output		10%	10%	10%	10%	Social welfare	Quarterly	Adma Social Welfare
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Percentage decrease in the incidence of child labour and domestic violence related issues	Outcome	25 cases						Social welfare		Adma Social Welfare
<b>OBJECTIVE 3: To Increase by 50% access to social services to the disadvantaged</b>										
Number of persons with disabilities in trade businesses	Output	41% PWDs assisted	10%	10%	10%	20%		Social Welfare	2 weeks	Adma Social Welfare
Percentage increase in PWDs income generating activities	Outcome							Social welfare		Adma Social Welfare
PWDs economic status improved	Impact									
<b>OBJECTIVE 4: To collaborate with NGOs to develop social services in the community</b>										
<b>INDICATORS</b>	<b>INDICATOR TYPE</b>	<b>BASELINE 2009</b>	<b>TARGETS 2010 - 2013</b>			<b>DATA SOURCES</b>	<b>MONITORING FREQUENCY</b>	<b>RESPONSIBILITY</b>		
Number of existing NGOs and programme interventions	Output		15%	50%	25%	30%	Social welfare	Quarterly	Adma Social Welfare	
Percentage increase in socially related programme and services to the aged	Outcome	12% registered NGOs	15%	50%	25%	30%	Social welfare	Quarterly	Adma Social Welfare	
Improvement in health and age related issues	Impact									

**OBJECTIVE 5: To increase by 20% enrolment of children 0 – 4 years in ECDC**

Number of Children enrolled in Early Childhood Development Centres (ECDC)	Output	40%	5%	10%	10%	10%	15 %	Social welfare	2 weeks	Adma Social Welfare
Percentage increase in of children enrolled in (ECDC)	Outcome		5%	10%	10%	15 %	Social welfare		2 weeks	Adma Social Welfare
Number of mothers engage in other economic ventures	Output		5%	10%	10%	15 %				

**OBJECTIVE 6: To promote by 30% socio-economic and emotional stability within families**

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013			DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Number of maintenance/custody/access cases handled	Outcome	40%	5%	10%	12%	13%	Quarterly	Adma Social Welfare
Increase in number of children maintained within families		40 cases	5%	10%	12%	13%	Quarterly	Adma Social Welfare
Children's emotional, social and physical and psychological development improved	Impact		5%	10%	12%	13%		

**OBJECTIVE 7:** To promote professional social welfare services within the municipality

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013			DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
Number of court cases (family & Juvenile)	Output	11 cases	10	30	35	Social welfare	Weekly	Adma Social Welfare
			40	40	45			
Increase in maintenance of children	Outcome		40	40	50	Social welfare	Weekly	Adma Social Welfare
			40	40	50			
Reduction in child neglect	Impact		40	40	50			

**DMTDP Goal:** To create awareness of Government/ Assembly programmes and activities

**GSGDA Policy Objective Link:** Good Governance and Accountability

**OBJECTIVE 1:** To ensure free flow of Information on the government polices, programmes and activities

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			35%	40%	55%	60%			
Number of people in the municipality who participate in Government/Assembly programmes	Output	20%	35%	40%	55%	60%	Finance / Admin	Quarterly	ISD Adma
Increase in the no. of people attending meetings	Output	60%	35%	45%	55%	60%		Quarterly	ISD, AdMA
Increase in number of people voting in the District/ General elections	Output	75%	35%	45%	55%	60%		Quarterly	ISD AdMA
Increase in the number of people conforming to the demands of the Assembly. Eg payments rates	Outcome	40%	35%	40%	55%	60%		Quarterly	ISD Adma

**OBJECTIVE 2:**To establish a cordial relationship between the Assembly and the public

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			10%	10%	10%	15%			
Number of complaints received	Output	20%	10%	10%	10%	15%	PRCC / Admin	Quarterly	ISD Adma
Reduction in the number of public agitation	Output		10%	10%	10%	15%		Quarterly	Adma
Percentage reduction in agitation	Outcome		10%	10%	10%	15%		Quarterly	Adma

**OBJECTIVE 3:**To project the image of the Assembly

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			35%	40%	55%	60%			
Number of media houses that respond to invitations	Output	20%	35%	40%	55%	60%	ISD	Quarterly	ISD Adma
Increase in coverage of Assembly programmes	Output		35%	40%	55%	60%		Quarterly	ISD Adma
Percentage increase in awareness	Outcome		40%	45%	55%	60%		Quarterly	ISD Adma

**OBJECTIVE 1:** To improve 35% data base on population and development by 2013

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS 2010 - 2013				DATA SOURCES	MONITORING FREQUENCY	RESPONSIBILITY
			5%	10%	10%	10%			
Number of baseline data updated in all the four electoral areas	Output	2000 & 2010 population census data	5%	10%	10%	2010 population Census data	Quarterly	Stats Dept. MPCU	
Number of staff trained in data collection methods	Output	“	5%	10%	15%		Quarterly	Stats Dept. MPCU	
Number of data methods strengthened.	Output	“	5%	10%	15%		Quarterly	Stats Dept. MPCU	
A percentage increase in quality and accurate data base accessible in the Municipality	Outcome	“	5%	10%	15%		Quarterly	Stats Dept. MPCU	
A percentage increase in data storage in the Municipality	Outcome	“	5%	10%	15%		Quarterly	Stats Dept. MPCU	
Increase in the accessibility of data	Outcome		5%	10%	15%			Stats Dept. MPCU	
Adequate population data for planning	Outcome		5%	10%	15%			Stats Dept. MPCU	
Poverty level of the citizens living in the municipality reduced	Impact								

Employment level improved in the municipality	Impact											
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<b>OBJECTIVE 2: To create awareness by 25% on the effects of population and development by 2013</b>												
<b>INDICATORS</b>	<b>INDICATOR TYPE</b>	<b>BASELINE 2009</b>	<b>TARGETS 2010 - 2013</b>				<b>DATA SOURCES</b>	<b>MONITORING FREQUENCY</b>	<b>RESPONSIBILITY</b>			
Number of departments who have access to statistical data	Output	2000 & 2010 population census data	5%	5%	5%	10%	GSS/ other Dept.	Quarterly	Stats Dept. MPCU			
Number of citizens educated on key issues by the use of the information van, public fora, leaflets etc.	Output		5%	5%	5%	10%	GSS/ other Dept.	Quarterly	Stats Dept. MPCU			
Percentage increase in data disseminated and other relevant statistical data at the local level	Outcome		5%	5%	5%	10%	GSS/ other Dept.	Quarterly	Stats Dept. MPCU			
Capacity built to effectively coordinate all statistical information	Impact											

**OBJECTIVE. 1:** To increase the level of local participation at the zonal council by 30% within the municipality

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGET 2010-2013				DATA SOURCE	MONITORING FREQUENCY	RESPONSIBILITY
			2010	2011	2012	2013			
% of zonal councils established	output	(25%)	15%	50%	15%	20%		monthly	administration
No. of Office accommodation rented for zonal council	Input	25%	10%	40%	15%	10%	admin	monthly	admin
Proportion of revenue areas ceded to zonal council	Output	10%	10%	50%	15%	15%	AdMA	monthly	admin
No. of Staff trained for zonal council	Output	5%	30%	25%		15%	AdMA	monthly	admin
% of funds allocated to the zonal council as seed money	Output	5%	15%	60%		10%	AdMA	monthly	admin
Percentage Increase in local participation in the municipality	outcome	5%	10%	55%		15%	AdMA	quarterly	Admin



**OBJECTIVE 2:** To reduce crime rate by 20% in the municipality

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGET 2010-2013				DATA SOURCE	MONITORING FREQUENCY	RESPONSIBILITY
			2010	2011	2012	2013			
no. of watch dog committees created in the municipality	Output	2	4	6	8	10	AdMA Police Service	quarterly	AdMA MPCU
Number of reported crime cases	Output	5%	5%	50%	20%	20%		Quarterly	AdMA
Perception on safety in the municipality	outcome	5%	50%	25%	10%	10%			AdMA
Decrease in armed-robbery cases in the municipality	outcome								AdMA
Proportion of assembly's revenue for security issues									

**OBJECTIVE 3:** To increase easy and timely access to information by 80%

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGET 2010-2013				DATA SOURCE	MONITORING FREQUENCY	RESPONSIBILITY
			2010	2011	2012	2013			
Waiting period to access information	Output	1 hr	45 mins	30 mins	25 mins	12 mins	AdMA	Weekly	Administration
Waiting period to access services	Output	30 mins	10%	50%	15%	20%	AdMA	Monthly	Administration
Existence of client services unit	Output	0%	5%	40%	15%	20%	AdMA	Monthly	Administration
Public perception of accessing information from assembly	Outcome								
Availability of current newsletters, flyers, brochures etc	Output								

**OBJECTIVE 4:** To increase human resource capacity by 50% by 2013

INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGET 2010-2013				DATA SOURCE	MONITORING FREQUENCY	RESPONSIBILITY
			2010	2011	2012	2013			
No. of training programs organized for both senior and junior staff	Output	10%	30%	40%	10%	10%	AdMA GIMPA Institute of local gov,t	Quarterly	AdMA
Percentage achievement of performance target	outcome	20%	30%	40%	10%	10%	AdMA	Monthly	AdMA
Number of functional offices	Output	20%	40%	20%	10%	10%	AdMA	Monthly	AdMA
Percentage of staff who feel motivated	Output								

## **2.4 M&E Calendar (Work Plan)**

The M&E calendar is a framework that details out all the activities that are to be undertaken in implementing the M&E plan. The calendar shows on quarterly and annual basis, all the activities that are to be undertaken, the period within which the activities should be undertaken and the budget for each of the activities.

Major M&E activities identified in this plan include

- Embark on monthly field visits to monitor on-going projects.
- Undertaken quarterly review meetings.
- Undertake Annual stakeholder’s meetings.
- Mid-term evaluation of MTDP.
- Preparation and submission of quarterly progress reports.
- Preparation and submission of annual progress reports.
- embark on final evaluation of MTDP

Table 2.2 below provides information on when these activities are to be carried out, the responsible actors and assigned budget. Table 2.3 outlines the detailed budget for the activities.

**Table 2.2: Composite M&E Calendar**

No	M&E Activities	Timeframe												Actors	Budget GH¢				
		2010				2011				2012						2013			
		1	2	3	4	1	2	3	4	1	2	3	4			1	2	3	4
1.	Specific Evaluation																	MPCU,	11,820.00
2.	Participatory M and E																	MPCU	29,120.00
3.	Data Collection																	MPCU	7,320.00
4.	Data collation																	MPCU	850.00
5.	Monthly Field Visits																	MPCU	110,982.00
6.	Monthly/Quarterly Review Meeting																	MPCU	62,608.00
7.	Preparation of monthly/quarterly Reports																	MPCU	6,120.00
8.	Mid Term Evaluation																	MPCU	13,600.00
9.	Terminal Evaluation																	MPCU	4,080.00
10.	Draft Municipal APR Prepared/Reviewed																	MPCU	4,110.00
11.	Final APR submitted to General Assembly																	MPCU	5,700.00
12.	Dissemination of Municipal APR																	MPCU	300.00
13.	Training in M&E Skills																	MPCU	5,196.00
14.	Procurement of Equipments and Facilities																	MPCU	23,500.00
15.	<b>GRAND TOTAL</b>																		<b>285,306.00</b>

## 2.5 Composite M&E Budget

Table 2.3: Composite M&E Budget

### MPCU

ACTIVITIES	ITEM	QTY	FREQ	UNIT COST	TOTAL GH¢
MONTHLY FIELD VISITS	1. Refreshment/water	25	36	4.00	3,600.00
	2. Fuel	2	36	7.00	504.00
	3. Allowance	25	36	30.00	27,000.00
					<b>31,104.00</b>
QUARTERLY REVIEW MEETINGS	1. Allowance	25	12	30.00	9,000.00
	2. Refreshment/water	25	12	4.00	1,200.00
					<b>10,200.00</b>
DATA COLLATION	1. Stationery	1	1	100.00	100.00
	2. Allowance	5	5	30.00	750.00
					<b>850.00</b>
SPECIFIC EVALUATION	1. Allowance	30	2	30.00	1,800.00
	2. Refreshment/water	30	2	4.00	240.00
					<b>2,040.00</b>
PREPARATION OF MONTHLY/QUARTERLY REPORTS	1. Allowance	5	12	30.00	1,800.00
PARTICIPATORY M&E	1. Refreshment/water	120	12	4.00	5,760.00
	2. T & T	100	12	10.00	12,000.00
	3. Allowance	20	12	30.00	7,200.00
					<b>24,960.00</b>

ACTIVITIES	ITEM	QTY	FREQ	UNIT COST	TOTAL GH¢
PREPARATION/REVIEW OF DRAFT ANNUAL PROGRESS REPORT (APR)	1. Allowance	30	3	30.00	2,700.00
	2. Refreshment/water	30	3	4.00	360.00
					<b>3,060.00</b>
DISSEMINATION AND SUBMISSION OF APR	Stationery	1	3	100.00	300.00
FINAL APR SUBMITTED TO GENERAL ASSEMBLY	1. Allowance	30	3	30.00	2,700.00
	2. Allowance (Assembly members)	20	3	40.00	2,400.00
	3. Refreshment/water	50	3	4.00	600.00
					<b>5,700.00</b>
TRAINING IN M&E SKILLS	1. Facilitation	3	3	200.00	1,800.00
	2. Refreshment/Water	33	3	4.00	396.00
	3. Allowance	30	3	30.00	2,700.00
	4. Venue	1	3	100.00	300.00
					<b>5,196.00</b>
					<b>85,210.00</b>
PROCUREMENT OF EQUIPMENTS AND FACILITIES	Computers and accessories	10	1	700.00	7,000.00
	Printers	10	1	500.00	5,000.00
	Furniture	various	1	7,500.00	3,500.00
	Shredders	20	1	400.00	8000.00
					<b>285,306.00</b>

## 2.6 Data Framework (Data collection, Collation, Analysis and Usage)

A very crucial exercise to undertake in order to assess whether stated targets are being achieved is data collection. It is the data collected from the field that will indicate the extent of progress made in implementing the MTDP. Specific information that will be collected from the field includes project start-time and expected completion, contract sum of project and amount disbursed so far as well as the status of the project implementation.

The MPCU also recognizes the importance of data validation in the overall process of monitoring. It involves review of data collected with all stakeholders to ensure that the data collected is the right type and is devoid of errors.

Fig 1 below provides a framework for data collection, data validation and collation.

**Fig 1: Framework for data collection**

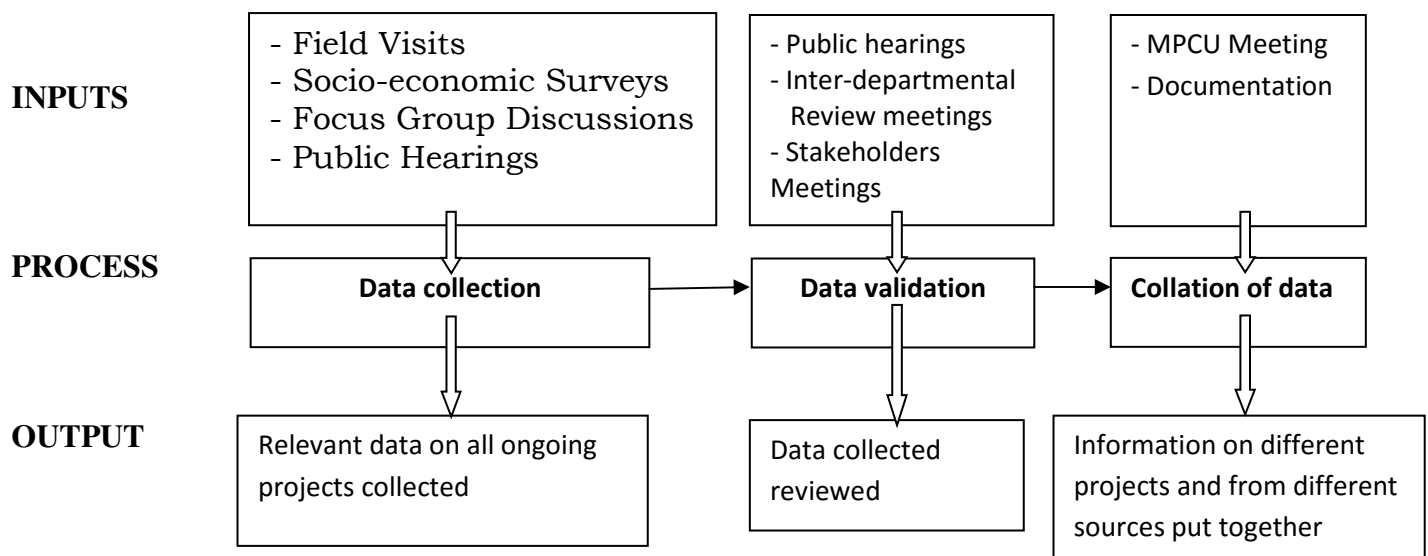


Figure one provides a framework that will guide the collection, validation and collation of data for purposes of monitoring the Adentan Municipal Medium Term Development Plans. It details out the activities/inputs that will go into the process and the expected output at the end of each process.



## **2.7 How and when to report on Findings**

A well-developed reporting system built into an M&E plan is very important in ensuring the overall success of the plan. The Adentan Municipal Assembly recognizes the importance of carrying all key observations and findings to the respective stakeholders and therefore documentation in this process is very crucial.

The Monitoring Team will document in a report format, all major findings and observations identified during routine monitoring activities. Quarterly reports will then be written to sum up the findings for each quarter. Also on an annual basis, Annual Progress Report (APR) comprising the activities of the MPCU, and other key stakeholders throughout the year will be prepared and submitted to the appropriate institutions.

## **2.8 How Dissemination will be done**

It is very important to develop a mechanism or strategy for conveying the information in the reports to all the various actors. Information dissemination will be at two levels. The reporting system adopted for institutions is very different from that of the local communities.

For quarterly and annual progress reports will be forwarded to them for their comments.

However, for the local and beneficiary communities, dissemination would be done through the following mechanisms comprise activities such as

- Quarterly stakeholders meetings
- Annual public hearings using focus group discussions in all communities
- Quarterly meetings with the Zonal Council and tasking them to carry the message to their communities.

**Table 2.4 Building Database Information**

<b>Data Sources</b>	<b>Data Collection Method</b>	<b>Who will Collect Data?</b>	<b>Cost</b>	<b>Who will analyze Data?</b>	<b>Who will Report Data?</b>	<b>Who will Use data?</b>
Primary data	Surveys, Questionnaires, Focus group discussions	Statistics, Planning unit and other departments		Data analysts at various departments	MPCU and other department	AdMA Stakeholders
Secondary data	Surveys, Questionnaires, Internet	Statistics, Planning unit and other departments		Data analysts at various departments	MPCU and other department	AdMA Stakeholders

## **2.9 Which Evaluations will be done and how?**

Even though evaluation and monitoring share some similarities, they are entirely two different activities. They differ in terms of their scope and content. Evaluation is a more detailed or rigorous activity meant to assess the impacts of goals and objectives implemented. It looks at the social, economic and the environmental impacts of goals and objectives.

Mid-way through plan implementation, the monitoring team intends undertaking an evaluation exercise to assess the effects of the interventions implemented so far. Even though the plan period may not have to end, it is important to conduct a mid-term evaluation to assess whether impact indicators set for the mid-term have been achieved.

Some other activities to be undertaking include

- Review of all quarterly and Annual Progress Reports
- Focus group discussions with beneficiary communities
- Data collection on completed projects to assess their short-term effects on the local communities.

A final evaluation will be undertaken at the end of the plan period. By the M&E Calendar, this exercise will be undertaken in December 2011. The essence of this exercise will be to assess the overall impact of the MTDP after its implementation. It will assess the performance of specific projects and their impacts in the projects areas.

The Municipality hopes to achieve this by conducting a socio-economic survey using the Participatory Monitoring and Evaluation (PM&E) Approach throughout the entire Municipality.

The evaluation will also be based on the project outcome and impact indicators as outlined in the M&E Plan

## **2.10 How Participatory M&E will be done**

Participatory M&E is a tool used to capture perceptions and assess whether interventions have met expectations, especially of the poor and vulnerable in society. It is broad-based and encourages the participation of the beneficiary communities and other stakeholders such as CBOs, NGOs, CSOs, beneficiary groups, MPCU members, Zonal Council members, project staff etc.

A key purpose of PM&E is to build the capacity of communities to track the progress of their own development. It also gives community members the opportunity to decide on what is/not working well and the way forward.

**Table 2.5 Stakeholders in Participatory M&E**

	<b>Stakeholders</b>	<b>How They Will Be Involved</b>
1	Koose Zonal Council	<ul style="list-style-type: none"> <li>-Mobilize beneficiary communities for evaluation activities</li> <li>-Provide information on impact of projects activities</li> <li>-Provide information on the extent of progress made in the implementation of physical projects</li> <li>-Monthly monitoring and supervision of physical projects</li> <li>-Assist in carry out evaluation activities</li> <li>-Assist in dissemination</li> <li>-Assist in decision making for progress of the project</li> </ul>
2	Gbetaana Zonal Council	<ul style="list-style-type: none"> <li>-Mobilize beneficiary communities for evaluation activities</li> <li>-Provide information on impact of projects activities</li> <li>-Provide information on the extent of progress made in the implementation of physical projects</li> <li>-Monthly monitoring and supervision of physical projects</li> <li>-Assist in carry out evaluation activities</li> <li>-Assist in dissemination</li> <li>-Assist in decision making for progress of the project</li> </ul>
3	Nii Ashale Zonal Council	<ul style="list-style-type: none"> <li>-Mobilize beneficiary communities for evaluation activities</li> <li>-Provide information on impact of projects activities</li> <li>-Provide information on the extent of progress made in the implementation of physical projects</li> <li>-Monthly monitoring and supervision of physical projects</li> <li>-Assist in carry out evaluation activities</li> <li>-Assist in dissemination</li> <li>-Assist in decision making for progress of the project</li> </ul>
4	Sutrunaa Zonal Council	<ul style="list-style-type: none"> <li>-Mobilize beneficiary communities for evaluation activities</li> <li>-Provide information on impact of projects activities</li> <li>-Provide information on the extent of progress made in the implementation of physical projects</li> <li>-Monthly monitoring and supervision of physical projects</li> <li>-Assist in carry out evaluation activities</li> <li>-Assist in dissemination</li> <li>-Assist in decision making for progress of the project</li> </ul>

The Adentan Municipal Assembly plans to adopt the Community Score Card method to ensure a very successful Participatory M&E process. The community score card is a participatory method which uses focus group discussions to collect data from community members and analyzed with the main objective of influencing the quality, efficiency and accountability with which services are provided at the local level.

The following steps will be used to achieve the PM&E.

There will be community meetings with MPCU members at the Four (4) Zonal Councils to:

1. Identify, select and train local NGO's and CBO's. These are organizations that are already on the ground and understand the communities. Their identification and involvement in the entire process is therefore very important.
2. Provide the necessary logistics to facilitate the operations of the CBO's and NGO's. The MPCU believes that these organizations can only function properly when they are equipped and motivated enough.
3. Educate the local communities in Participatory M&E methods. It is also important to explain to the local communities what their roles will be in the entire process. This training programme will be facilitated by the NGO's and CBO's and monitored by MPCU.

The output of PM&E Process is expected to be an Impact Assessment Report.

## CHAPTER THREE

### 3.1 Collaboration with stakeholders (Development partners and other institutions)

Collaboration with stakeholders is a very important aspect that has to be taken serious in order to achieve the objectives of the project. Collaborating with the Development partners and other institutions involved in the implementation of the project is therefore critical. This collaboration would ensure information flow from all parties in a timely manner to get things done according to plan.

Table 3.1 identifies key development partners/institutions, their levels of collaboration and roles that they will play to ensure the successful implementation of the project.

**Table 3.1 Key Development Partners, Roles and Level of Collaboration**

<b>Key Development Partners</b>	<b>Level of Collaboration</b>	<b>Stage for Collaboration</b>	<b>Role to be Played</b>
1. Donor Partners	International Level	Decision making and programme formulation stage	Provision of funds for donor projects
2. Government of Ghana (GoG)	National	Decision making and programme formulation stage	Provision of counterpart funds for project implementation
3. National Development Planning Commission (NDPC)	National	Decision making	Provide policy guidelines for planning and development related programmes at the national level
4. Ministry of Local Government Rural Development and Environment (MLGDE)	National	Decision making	Provision and ensuring the adherence to Policy framework for implementation at District level
5. Social Investment Fund (SIF)	National/District	Implementation of UPRP projects	Executing agency and liaising between AfDB and MLGRDE for a smooth implementation
6. Adentan Municipal Assembly (AdMA)	Municipal Level	Plan formulation, Project implementation, monitoring and evaluation stage	Provide guidelines and counterpart funding for implementing projects at district level
7. Department of Urban Roads (DUR)	Municipal Level	Project implementation	Provide technical support for implementing of road projects at district level

<b>Key Development Partners</b>	<b>Level of Collaboration</b>	<b>Stage for Collaboration</b>	<b>Role to be Played</b>
8. Social Welfare Department (SWD)	National/District	Project implementation, Monitoring and Evaluation	Provide technical support and advice for implementing social welfare aspect of the project at district level
9. Ghana Health Services (GHS)	National/Municipal	Project implementation, Monitoring and Evaluation	Provide guidelines and consultative services for implement health related projects at both national and district level
10. Ghana Education Service (GES)	National/Municipal	Project implementation, Monitoring and Evaluation	Provide guidelines and consultative services for implementation of education related projects at both national and district level
11. National Board for Small Scale Industries (NBSSI)	National/District	Project implementation	Provide guidelines and consultative services for implementation of business related projects at both national and district level
12. Zonal Councils, Unit Committee and Local Communities	Community	Plan formulation and Project implementation	Assist in the mobilization of both human and material resources to ensure the smooth implementation of projects at the community level
13. Regional Coordinating Council	Regional	Project Implementation	Monitoring of
14. NGOs	Community	Plan formulation and implementation	Advocacy Mobilization

### **3.2 Process of developing the M & E Plan**

A workshop was organised by NDPC at the Engineers Center at Accra for selected MPCU Members from various districts in the Greater Accra Region of which Adentan was part. The workshop was organised to take members through the guidelines for the preparation of M&E Plan.

To build capacity to ensure a smooth implementation of the Plan, the members who went for the training at the Engineers Center organised workshops from the 9<sup>th</sup>, -15<sup>th</sup> December 2010 for MPCU



members and other stakeholders to brief members on the guidelines and how to go about the preparation of the M&E Plan.

Among the output of the workshop were the following;

- Identification and classification of stakeholders
- Stakeholder matrix
- Needs and capacity assessment
- Indicator selection
- Preparation of M&E matrix
- How to prepare M&E calendar and budget
- In-depth lectures on data processing
- Lectures on Evaluation
- Formation of a 4-Member Team to coordinate the preparation of a composite questionnaire

This was followed by the identification of stakeholders to be involved in the M&E. Then the formulation of indicators and assessing the capacity needs of the Assembly.

These were achieved through group workings and individual assignments executed at the workshop. After the workshop the MPCU Secretariat was tasked to facilitate and liaise with various core officers and departments to gather necessary information that will guide the preparation of the plan relying on MTDP 2010-2013.

On the 17<sup>th</sup>, and 20<sup>th</sup> of December 2010, the technical team compiled the draft M&E Plan and presented it to the public on the 13<sup>th</sup> of January 2011, at a public hearing forum.

The MPCU Secretariat then finalised the Plan on 14<sup>th</sup> January 2011 taking into effect all concerns raised at the public forum.