

ABURA ASEBUKWAMANKESE DISTRICT ASSEMBLY



MONITORING AND EVALUATION PLAN FOR MEDIUM TERM DEVELOPMENT PLAN 2010-2013

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ABBREVIATIONS

1. AAK: Abura Asebu Kwamankese District
2. AEA: Agricultural Extension Agents
3. DHMT: District Health Management Team
4. ASIP: Agriculture Sector Improvement Programme
5. BAC: Business Advisory Center
6. BECE: Basic Education Certificate Examination
7. BH: Bore Hole
8. BL: Basic Level
9. CBOs: Community Based Organizations
10. CBRDP: Community Based Rural Development Project
11. CHPS: Community Health Panning Services
12. CHRAJ: Commission on Human Right Administrative Justice
13. CWSA: Community Water and Sanitation Agency
14. DA: District Assembly
15. DACF: District Assembly Common Fund
16. DCD: District Co-coordinating Director
17. DCE: District chief Executive
18. DDA: District Director of Agriculture
19. DDE: District Director of Education
20. DDHS: District Directorate of Health Services
21. DED: District Education Directorate
22. DEHO: District Environmental Health Officer
23. DFID: Department for International Development
24. DFO: District Finance Officer
25. DHD: District Health Directorate
26. DPCU: District Planning Co-ordinating Unit
27. DPO: District Planning Officer
28. DWST: District Water and Sanitation Team
29. EU: European Union
30. F&A: Finance and Administration
31. FPMU: Fund Procurement Management Unit
32. GES: Ghana Education Service

33. GETFUND:	Ghana Education Trust Fund
34. GoG:	Government of Ghana
35. GPRS I:	Ghana Poverty Reduction Strategy
36. GPRS II	Growth and Poverty Reduction Strategy
37. GPS:	Ghana Police Service
38. GSGDA	Ghana Shared Growth and Development Agenda
39. HDW:	Hand Dug Well
40. HIPC:	Highly Indebted Poor Countries
41. HIV/AIDS:	Human Immune Virus/Acquired Immune Deficiency Syndrome
42. HoDs:	Heads of Department
43. ICT:	Information Communication Technology
44. IGF:	Internal Generated Fund
45. JSS:	Junior Secondary School
46. KG:	Kindergarten
47. KVIP:	Kumasi Ventilated Improved Pit
48. MDAs:	Ministries Department Agencies
49. M&E:	Monitoring and Evaluation
50. MIS:	Management Information System
51. MLGRD:	Ministry of Local Government and Rural Development
52. MOE:	Ministry of Education
53. MOFA:	Ministry of Food and Agriculture
54. MOWAC:	Ministry for Women and Children's Affairs
55. MP:	Member of Parliament
56. MPP:	Micro Project Programme
57. MTDP:	Medium Term Development Plan
58. N/A:	Not Available
59. NADMO:	National Disaster Management Organization
60. NBSSI:	National Board for Small Scale Industries
61. NCCE:	National Commission of Community Education
62. NCWD:	National Commission for Women and Development
63. NGOs:	Non Governmental Organizations
64. OPD:	Out Patient Department
65. PHC:	Population and Housing Census

66. PM:	Presiding Member
67. POCC;	Potentials, Opportunities, Constraints and Challenges
68. PTA:	Parent Teacher Association
69. RCC:	Regional Co-coordinating Council
70. RICU:	Rural Infrastructural Coordinating Unit
71. RTF:	Rural Technology Facility
72. RTIP:	Root and Tuber Infrastructure Project
87 SHEP:	Self Help Economic Project
88 SIF:	Social Investment Fund
89 SMC:	School Management Committee
90 SPR:	School Participation Rate
73. SSI:	Small Scale Industries
74. SSS:	Senior Secondary School
75. SSSCE:	Senior Secondary School Certificate Examination
76. STDs:	Sexually Transmitted Diseases
77. TBA:	Traditional Birth Attendant
78. UNDP:	United Nations Development Planning
79. UNICEF:	United Nations Children's Fund
80. VIP:	Village Infrastructure Project
81. WAEC:	West African Examination Council
82. WC:	Water Closet
83. WATSAN:	Water and Sanitation
84. WHO:	World Health Organization

EXECUTIVE SUMMARY

This Monitoring and Evaluation Plan has been prepared as an appendage to the 2010-2013 Ghana Shared Growth and Development Agenda, Medium Term Development Plan of Abura Asebu Kwamankese District Assembly. It was prepared separately on the directives of the National Development Planning Commission.

For us in the district, this M&E Plan is a wake up call in ensuring that projects and programme are not just executed but are also, positively transforming the lives of the beneficiaries. It will also help meet the increasing demand for evidence-based results of development interventions by government, development partners and the assembly

The participatory approach was used, to ensure transparency, commitment and ownership of the plan by the major stakeholders

The M&E plan is set out in five parts:

1. Executive Summary
2. Chapter One: Introduction
3. Chapter Two: Monitoring and Evaluation Activities
4. Chapter Three: Development Evaluation
5. Chapter Four: Participatory Monitoring and Evaluation

The cost of financing this 4 year DMTDP monitoring and Evaluation Plan is estimated at **GH¢95,540.00**. This is to be financed through quarterly transfers from the District Assemblies Common Fund receipts and support from other development partners who are expected to participate in the M & E process and use the Reports for their programs.

CHAPTER ONE

1.0 INTRODUCTION

In line with the 1992 Constitution and Act 462, the core function of the AAKD is to ensure the overall development of its area of jurisdiction. It is in this light that the assembly is empowered to undertake legislative, deliberative, executive activities.

According to Socrates, ‘an unexamined life is not worth living’. By an extension, the above statement speaks volume on the importance of monitoring and evaluation in the scheme of activities.

Therefore, as a planning and Corporate authority, this plan will among other things:

2. Enable operators to improve operational plans and take timely corrective actions in case of shortfalls and constraints
2. Facilitate efficient and effective performance by providing feedbacks to Project Management at all levels.
3. Encourage learning experiences for the project staff and other parties involved
4. Assess the established strengths of policies, programs, and projects, pinpoint shortcomings and their causes and recommend best practices.

In addition, a well-structured M&E will enhance the quest for good governance and civic responsibility.

This Monitoring and Evaluation Plan therefore seeks to use set indicators and targets to monitor the performance of the 2010-2013 MTDP in terms of the policies, projects, programs undertaken in the district from 2010 to 2013.

1.1 Mission Statement

The Abura Asebu Kwamankese District exists:

To facilitate the improvement of quality of life of the people within the Assembly’s jurisdiction through equitable provision of services for the total development of the district, within the context of Good Governance.

2.2 Development Themes

The Ghana Shared Growth and Development Agenda (GSGDA) has seven (7) main development themes as follows:

1. Improvement and sustenance of Micro Economic Stability
2. Expanded Development of Production Infrastructure

3. Accelerated Agriculture Modernization and Agro Based Industrial Development
4. Sustainable Partnership between Government and the Private sector
5. Developing the Human Resources for national Development
6. Transparent and Accountable Governance
7. Reducing Poverty and income and Income Redistribution

The District development goal was therefore formulated within the context of the GSGDA themes

2.3 District Goal

The Goal of the District as given in the 2010-2013 DMTDP is:

To improve the quality of life of the people through economic growth, poverty reduction, job creation and redistribution of wealth within a democratic and decentralized environment by the end of December 2013

2.4 District Objectives

Translating the seven thematic areas of Ghana Shared Growth and Development Agenda into reality would require a systematic approach that would lead us to the desired state. The essential objectives (steps) required for this transformation are the following stated objectives under each pillar based on the key development issues/problem.

Thematic Area 1

Improvement and sustenance of Micro economic Stability

Broad Objective

To ensure micro economic stability and increase economic growth by 8% by the end of December 2013

Specific Objectives

1. To increase the IGF by 30% by the end of December, 2013
2. To increase the volume of locally produced goods sold by 10% by the end of December, 2013
3. Improving access and increasing the volume of credit by 20% by the end of December, 2013

Thematic Area 2

Expanded Development of Production Infrastructure

Broad Objective 2

To expand production infrastructure by 20% for increased productivity and ensure clean, safe and healthy environment by December 2013

Specific Objectives

1. To increase the total length of the road from 156 km to 200km by the end of December, 2013
2. To increase electricity coverage from 63 to 127 communities by the end of December, 2013
3. To reduce over dependence of fuel wood as source of energy
4. Increase access to safe water coverage from 95 to 165 communities by the end of December, 2013
5. To improve on environmental sanitation by 12% by the end of December, 2013
6. To improve collection and disposal from the current 40% to 75% by 2015.
7. To improve the management of Healthcare and industrial waste to 70% by the year 2015
8. To expand ICT for improved service delivery
9. To ensure orderly development of human settlement

Thematic Area 3

Accelerated Agriculture Modernization and agro based industrial development

Broad Objective 3

To modernize and increase agricultural production by 10% by the end of December 2013

Specific Objectives

1. To increase agricultural output, especially for selected crops
(Maize by 74%, Cassava by 20%, Citrus by 25%) by the end of December 2013
2. To increase agricultural output for selected livestock:
Poultry by 46%, by the end of December 2013
3. To reduce post-harvest losses from 30% to 20% by the end of the plan period
4. To increase the number of agro processing industries from 13 to 21 by December 2013

5. To improve Agric- Extension Officer Farmer ratio from 1: 1500 to 1: 1,000 by the end of December,2013
6. To ensure that 10,000 ha of the degraded forest is restored by the end of plan period
7. To increase and diversify agricultural production in a sustainable way
8. To ensure efficient and effective management of the environment.

Thematic Area 4

Sustainable partnerships between Government and the private sector

Broad Objective 4

To promote effective Public/Private Partnership in the development of the District by adopting the “LED” Approach.

Specific Objectives

1. To reduce the rate of unemployment from 6.6% to 3.3% by December, 2013
2. To establish one tourist site in the District by the December 2012.
3. To ensure that 20% of the informal sector labour force adhere to “Decent Work Practices”
4. To create the enabling environment for growth of small and medium scale rural industries
5. To Increase the number of small scale enterprises from 10 to 16 by the end of December, 2013
6. To provide enabling environment for private / public sector partnership
7. To facilitate and ensure that local industries operate not less than 60% of their capacities

Thematic Area 5

Developing Human resources for National Development

Broad Objective 5

1. To expand the social infrastructure, logistics and develop the human resource base of the District
2. To improve on the standard of education by 20% by the end of the plan period
3. To improve on the Health delivery system by 20% by the end of the plan period
4. To increase the number and capacity of staff of the Assembly and other agencies by 30% by the end of December 2013.
5. To provide 50% of requisite logistics to all Department and Agencies for effective and efficient service delivery by December 2013

Specific Objectives

1. To improve on access and participation in quality education at all levels
2. To improve on the gender parity ratio to 1;1
3. To improve on the performance in sport at all levels
4. To reduce adult illiteracy rate especially among women from 53.1% to 45% by the end of the plan period
5. To improve on the quality of teaching and learning by 10% by the end of the plan period
6. To increase access to health care and nutrition services by 45% by the end of the plan period
7. To increase, develop and retain the number of health personnel in the district.
8. To reduce the incidence of morbidity and mortality by 25% by the end of the plan period
9. To improve on primary health care delivery system by 30% by the end of the plan period
10. To reduce the incidence of HIV/AIDS/STDs from 34 cases to 5 by the end of December, 2013
11. To ensure the integration of population dynamic into all aspects of the planning process.
12. To provide support and care to PLWHA

Thematic Area 6

Transparent and Accountable Governance

Broad Objective 6

To enhance good governance and civic responsibility by strengthening the institutions within the district.

Specific Objectives

1. To conduct M&E on all Assembly's policies, projects and programmes (PPPs) throughout the plan period
2. To improve the human resource capacity of staff
3. To create a reliable database for planning and development purposes by the end of the plan period
4. To involve all major stakeholders in the planning process throughout the plan period
5. To strengthen administrative set-up of the Assembly by the end of December 2013
6. To create awareness on the need for the populace to be mindful of their civic responsibility
7. To protect the safety of life and property in the district
8. To strengthen the Chieftaincy and the Traditional authorities

Thematic Area 7

Reducing Poverty and income Inequalities

Broad Objective 7

To reduce poverty and income inequalities especially for the Vulnerable, Excluded and the disadvantaged communities.

Specific objectives

1. To reduce the level of poverty by 5% by the end of the plan period
2. To create the enabling environment for the growth of investment and centers by 5% by the end of the plan period.
3. To reduce the unemployment rate among the youth and women
4. To enhance the involvement of the vulnerable and excluded, especially women in decision making process

2.5 Purpose of the M&E Plan

The main purpose of monitoring and evaluation is to ensure improved service provision through informed decision-making leading to improved standard of living. Fuelled by the recognition that resources are limited, the demand for results- based M&E has grown rapidly in recent times. This is particularly true in Ghana, where increasing emphasis is now being placed on public sector transparency and accountability. M&E in the country has therefore shifted from being implementation based (concerned with the implementation of activities) to being results- based (assessing if real changes have occurred)

In view of this, this Plan seeks to:

- i. Provide a uniform approach for result – based M&E in the district.
- ii. Institute an effective and efficient system for tracking the progress of programmes and projects in the district.
- iii. Generate timely reports and have it disseminated to the relevant stakeholders through the Regional Planning Coordinating Units (RPCUs).

The above will further help to:

1. Assess whether the DMTDP development targets are being met
2. Identify achievements, constraints and failures so that improvements measures can be applied to the DMTDP and project designs to achieve better impact.

3. Provide information for effective coordination of district development activities at the regional level.
4. Provide the opportunity for district authorities, the government, development partners, community project management teams and the general public to learn from past experiences.
5. Improve service delivery, influence allocation of resources in the districts, and demonstrate results as part of accountability and transparency to the good people of the district and other stakeholders.
6. Reinforce ownership of the DMTDP and build M&E capacity within the District.

2.6 Implementation status of the District Medium Term Development Plan (DMTDP)

For the purpose of this report, this review was concentrated on activities outlined in the 2010 Annual Action Plan.

In all One Hundred and Twenty-two (122) interventions were proposed to be done within the 2010 period under review. The activities were distributed among the various Themes that set out the plan. The various activities were examined and weighed in terms of their extent of implementation. In line with this, three main scales were used to measure the level of implementation:

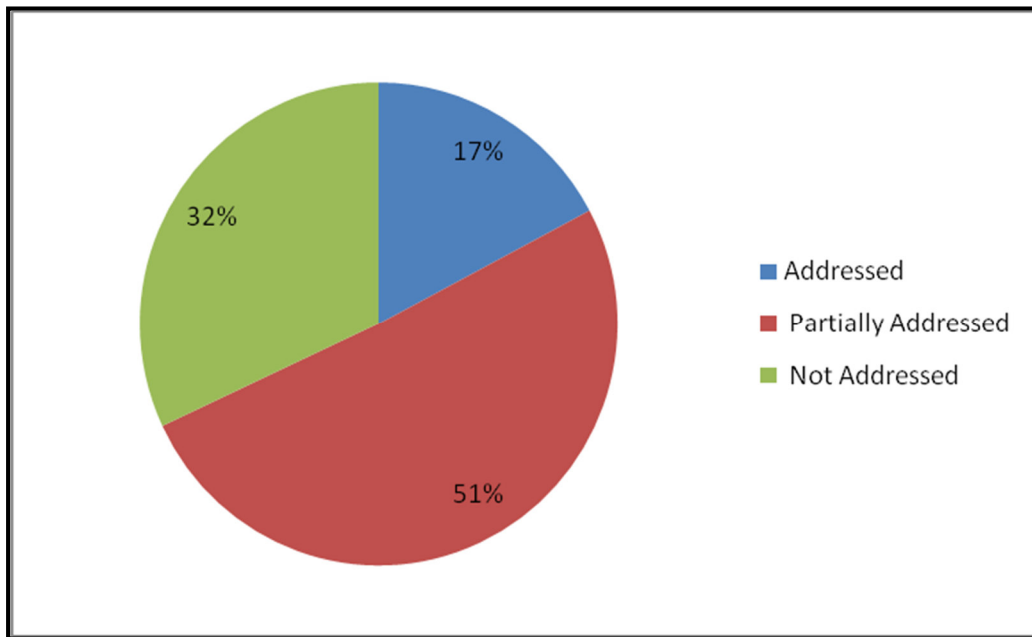
1. Addressed (*Activity has been fully implemented*)
2. Partially Addressed (*Implementation of activity has started and is ongoing*)
3. Not Addressed (*Activity due for implementation but not yet started*)

The outcome of this analysis as can be seen from the tables below shows that most of the projects were partially implemented. This means that, attempt was made at implementing each of them, with some being fully addressed, majority were also addressed partially and still, a few standing as not addressed.

Table 1: Project Implementation Achievement

No	Thematic Area	No of Proposed activities	Addressed	Partially Addressed	Not Addressed
1	Improvement and sustenance of Micro Economic Stability	7	1	2	4
2	Expanded Development of Production Infrastructure	25	6	12	7
3	Accelerated Agriculture Modernization and Agro Based Industrial Development	16	2	6	8
4	Sustainable Partnership between Government and the Private sector	11	4	5	2
5	Developing the Human Resources for national Development	34	4	20	10
6	Transparent and Accountable Governance	21	4	12	5
7	Reducing Poverty and income and Income Redistribution	8	0	5	3
	SUMMARY	122	21	62	39

Figure 2: Project Implementation Achievement



Implementation Challenges

1. Inadequacy of funds
2. Delays in release of the District Assembly Common Fund and donor inflows
3. Bad weather conditions affected the timely completion of planned projects leading to increased costs
4. Weak logistical support especially for sector departments
5. Inadequate staffing and limited staff accommodation
6. Low support for sub district structures
7. High concentration of resources in some sectors especially, education, Central administration.
8. Poor cooperation among major partners in development:
 - ✓ Traditional Authority
 - ✓ Politicians
 - ✓ Assembly members
 - ✓ The citizenry

CHAPTER TWO

2.0 MONITORING & EVALUATION ACTIVITIES



2.1 Stakeholder Analysis

The M&E plan identified and classified all Primary and Secondary stakeholders who are involved in issues and strategies connected with the development and poverty reduction in the district.

Stakeholders are organisations and groups of people with interest in the development and poverty reduction in the district. It is necessary to identify and analyse these interest groups to ensure active participation, which will lead to sustained capacity building, dissemination and demand for monitoring and evaluation results. Below are interest groups and their areas.

Table 2: Stakeholder Analysis and Needs Assessment

S/N	STAKEHOLDERS	CLASSIFICATION	INTEREST/	RESPONSIBILITIES /INVOLVEMENT
1.	Local Community: Traditional Authorities, Opinion Leaders, Unit Committees,	Primary (they are the direct beneficiaries of the projects and programmes to be implemented and as such should be actively involved in all M&E activities)	<ul style="list-style-type: none"> • Transparency and Accountability • Support in data collection • Provide information • Communal labour/funds contribution • Monitor projects • Demand physically challenged friendly facilities • Social acceptance/integration • Conflict management-chiefs 	<ul style="list-style-type: none"> • Preparations of plans • Data collection • Dissemination of M&E Reports • Supervision of programme and projects • Community interface (CSC)
2.	District Assembly / Assembly Members	Primary; since they initiate and formulate policies, programmes and projects	<ul style="list-style-type: none"> • Policy formulation • Development Planning • Approve budget • Track/inspect/assess projects and programmes 	<ul style="list-style-type: none"> • Prepare M&E Plan/Report • Submit reports • Establish database
3.	Civil Society CBO/NGOs/FBOs / Religious Bodies, PWDs/Aged Women Groups	Secondary: Those with some intermediary role.	<ul style="list-style-type: none"> • Demand accountability • Transparency • Advocacy • Dissemination of information 	<ul style="list-style-type: none"> • Information dissemination • Data collection • Funding of M&E Activities • Facilitate in building capacities • Participate in meeting discussions especially during evaluations
4.	MMDAs/Departments and Agencies/ RCC	Primary; since they directly implement policies, programmes and projects to determine their successes or otherwise for preplanning	<ul style="list-style-type: none"> • Advice/ Facilitate and coordinate programmes and projects • Policy implementation • Source for funding • Coordination and harmonisation-RCC • Dissemination 	<ul style="list-style-type: none"> • Technical advise • Capacity building • Harmonise plans
5.	Political Parties/MP	Primary	<ul style="list-style-type: none"> • Demand accountability and transparency • Champion government agenda • Assess government policy • Provide alternative scenarios • Tracking of project implementation 	<ul style="list-style-type: none"> • Participate in M&E meetings
6.	Development Partners		<ul style="list-style-type: none"> • monitor utilization of funds • provide funds • demand accountability and transparency 	<ul style="list-style-type: none"> • assess project implementation • provide funding

			<ul style="list-style-type: none"> • track project execution 	
7.	 Researchers Institutions	Secondary	<ul style="list-style-type: none"> • Input for research 	<ul style="list-style-type: none"> • Data for policy planning and implementation
8.	 Media	Secondary	<ul style="list-style-type: none"> • Information dissemination • Demand accountability/transparency 	<ul style="list-style-type: none"> • Participate in M&E meetings and disseminate information

2.2 Monitoring and Evaluation Conditions and Capacities

This is to assess the necessary funding strength and sources and requisite human resource to implement M&E activities. In other words, it is the process of evaluating the status, conditions, needs and M&E capacity in the district. It will also determine the capacity of the district to manage the Information, Communication and Technology (ICT). The objective of this assessment is to ensure that the appropriate incentives, material and human resources are in place for effective implementation, monitoring and evaluation of the 2010–2013 DMTDP.

2.3 Management and Capacity Index

This section deals with:

1. an analysis of the status, conditions, needs and existing district's capacity to undertake M&E activities and also address the aspirations of the people.
2. an assessment of the district's ability to manage her information systems and
3. Finally, it also attempts to examine the appropriate resources, incentives and human capacities which have been put in place for effective implementation, monitoring and evaluation of DMTDP

ANNEX B

DPCU CAPACITY AND MANAGEMENT INDEX

Capacity Indicators	Score = 1-4	Score = 5-9	Score = 10
1. Qualifications of personnel	Most staff do not have the required education	Some staff have the required education, but not all= 7	All staff have the required education
2. Staff Compliment	There are numerous key positions that are unfilled	Most key positions are filled but there are still gaps= 7	All positions in the DPCU position are filled
3. Skills & Knowledge	Most staff do not have the requisite skills and knowledge to complete basic job tasks	Some staff have requisite skills and knowledge in some areas, but not all= 7	All staff have requisite skills and knowledge to complete even advanced job tasks
4. Availability of Funds	Funds available do not meet basic cost requirements	Funds available to meet basic costs, but will not allow DPCU to carry out activities in the M&E plan = 6	Funds available meet basic cost well as enable DPCU to carry out activities in the M&E plan
5. Utilization of Funds	Resources are spent at the discretion of management and not in pre-approved areas	Some resources are spent as approved by the DA, but management continues to direct some funds inappropriately= 5	Resources are spent as budgeted accordance with the DMTDP
6. Timely Access to Funds	Funds released up to 12 months behind schedule	Funds released up to 6 months behind schedule= 7	Funds released on schedule
7. Leadership	Leadership is not adequate to address development needs due to low motivation, corruption, or lack of qualification	Leadership is able to complete short term tasks, but is not dynamic or able to envision the medium to long term= 6	Leadership is dynamic and motivates the DA staff and members to work together for long term development
8. Management	The full complement of management is not available, and what is present does not have the skills to direct DPCU activities	Management is present but not able to handle all management functions e.g. planning, budgeting, financial reporting, M&E, etc = 5	Management is technically skilled in all components
9. Workload	Workload is so high that staff have to work overtime to complete even basic administrative tasks	Workload forces staff to work overtime to complete administrative and programming functions = 5	Staff are able to complete their tasks within regular working hours
10. Motivation/ Incentives	Basic central government Motivation/Incentives exist but are not accessible	Some central government motivation/incentives are accessible (training, maternity leave, overtime payment, etc) = 5	Central government motivation/incentives are easily accessible, and some development partner incentives exist
11. Equipment/ Facilities	Office space, furniture, and technology are not adequate to serve all staff= 4	Office space is adequate, but furniture and technology are still lacking for some staff	staff have access to appropriate office space, furniture and technology

(Average Score = $7+7+7+6+5+7+6+5+5+5+4 = \underline{64} = 5.8$)

11

The average score of 5.8 at the stakeholders’ workshop suggests an average performance. The above has some implications for the realization of the core functions of the assembly and the aspirations of the people

The above calls for the need to address some of the issues relating to;

- ✓ Availability of funds
- ✓ Utilization of funds
- ✓ Leadership
- ✓ Management
- ✓ Workload
- ✓ Motivation/Incentives
- ✓ Equipment/ Facilities

It is recommendable that management re examines their incentive packages, coordination styles and ensure team work/building

2.7 DPCU Staff &Logistics

The tables below details out the Human and Logistical Requirements:

Table 3: Human and Logistical Requirements

S/N	ELEMENTS	DETAILS	NO.
1.	Human Resource Requirement	DPCU Members	11
		Contractor	
		Consultant	
		Traditional Authorities	
		Identifiable groups (CBOs, NGOs etc)	
		Funding Agencies	

2.	Logistical Requirements	Computers Accessories	2
		Laptops	2
		Vehicles,	1
		Digital Cameras	1
		Stationeries	Assorted
		Files	100pcs
		Projector	1
		Flip Board	1
		Pen Drive	3
		Internet Connectivity	1
		Photocopier	1
		Scanners	1
		Printers	2

Table 4: Budget for Human and Logistical Support

No	Item	Qty	Freq	Unit Cost (Gh¢)	Amount (Gh¢)	Remarks
A	LOGISTICS					
1	Purchase of Vehicle	1	1	40,000.00	40,000.00	
2	Computer and accessories	2	1	1,700.00	3,400.00	
3	Digital Camera	1	1	300.00	300.00	
4	Stationery	1	4	500.00	2,000.00	Assorted items
5	Projector,	1	1	2,500.00	2,500.00	
6	Photocopier	1	1	3,000.00	3,000.00	
7	Scanners	1	1	400.00	400.00	
	Modem	1	1	150.00	150.00	
8	Internet Connectivity	1	12	200.00	2,400.00	
	Air Condition	1	1	600.00	600.00	
9	Fuel and lubricants	50	4	7.00	1,400.00	
10	Per diem	20	4	30.00	2,400.00	
11	Maintenance	1	4	600.00	2,400.00	This includes repairs of vehicle and office computers
	TOTAL				60,950.00	

B	TRAINING					
1.	Participatory M&E	1	1	3,500.00	3,500.00	
2.	Computer skills	1	1	3,950.00	3,950.00	
3.	Data Collections and Analysis,	1	1	3,000.00	3,000.00	
4.	Procurement	1	1	3,850.00	3,850.00	
5.	Project Planning and management,	1	1	4,500.00	4,500.00	
6.	Report Writing	1	1	3,500.00	3,500.00	
7.	Leadership & Communication Skills ,Team Building	1	1	3,780.00	3,780.00	
8.	Conflict Management	1	1	3,400.00	3,400.00	
9.	Quality Control	1	1	3,500.00	3,500.00	
	TOTAL				32,980.00	

2.8 The Technical Support Required

Consultancy/Facilitation for:

- ✓ Developing the M&E plan
- ✓ Establishing MIS
- ✓ Report writing and analysis
- ✓ Editorial assistance

Table 5: The Necessary M&E Training for the District

S/N	STAKEHOLDER	TRAINING NEEDS
1.	DPCU	<ul style="list-style-type: none"> • Participatory M&E, • Computer skills, • Data Collections and Analysis, • Procurement, • Project Planning and Management, • Report Writing, • Leadership & Communication Skills, • Team Building, • Conflict Management
2.	Contractor	<ul style="list-style-type: none"> • Quality Control, • Conflict Management, • Financial Management, • Procurement,

3.	Consultant	<ul style="list-style-type: none"> • Quality Control, • Conflict Management, • Procurement,
4.	Traditional Authorities	<ul style="list-style-type: none"> • Participatory M&E, • Conflict Management, • Procurement
5.	Identifiable groups (CBOs, NGOs etc)	<ul style="list-style-type: none"> • Participatory M&E, • Conflict Management, • Procurement

2.6 Monitoring Indicators and Targets

One of the critical steps in preparing the M&E plan is defining the most appropriate indicators and targets that are achievable and directly related to the DMTDP goal and objectives. Indicators are needed for measuring progress whilst targets are the signpost that will lead us to the stated goal and objectives. Based on guidelines given by the NDPC, the DPCU has come up with some core indicators to be monitored in the district. The core and district specific indicators were chosen with due consideration to these factors:

1. Categorization into input, output, outcome or impact indicators
2. Disaggregation (where possible) by age, gender, communities, etc.
3. Information on how it will be measured and by whom.
4. Indication of the frequency of monitoring.
5. Setting targets for the DMTDP implementation period
6. Having baselines (they should be established where they do not exist)

2.7 M&E Matrix

M&E Matrix has been developed for each of the objectives of the DMTDP. The matrix provides a format for presenting the input, output, outcome, and impact indicators for each DMTDP objective. It further outlines the methods to be used in collecting data.

Table 6: M&E Matrix for GSGDA Goal 1

DMTDP Goal: To improve the quality of life of the people through economic growth, poverty reduction, job creation and redistribution of wealth within a democratic and decentralized environment by the end of December, 2013									
GSGDA: 1. Improvement & Sustenance of Macro-economic Stability									
Indicator	Indicator Type	Base line	Targets 2010-2013				Data Sources	Monitoring Frequency	Responsibility
			10	11	12	13			
Objective: 1 To increase the IGF by 30% annually up to the end of December, 2013									
1. Percentage increase in IGF	Output	74,08 8.28	30%	30%	30%	30%	A/C Office , DPCU	Quarterly	DCD
2. No of towns covered by valuation of properties exercise	Output	Nil	2	3	3	4	A/C Office , DPCU	Bi Annually	DFO
Objective: 2: Improving access and increasing the volume of credit by 20% by the end of December 2013.									
1. No. of artisans/ farmers provided with micro credit	Output	150	20	20	20	20	BAC, Dept of Co-op DPCU	Annually	BAC, Dept of Co-op.
2. No of cooperatives formed annually	Output	30	30	30	30	30	Dept of Co-op	Annually	Dept of Co-op.

Table 7: M&E Matrix for GSGDA Goal 2

DMTDP Goal: To improve the quality of life of the people through economic growth, poverty reduction, job creation and redistribution of wealth within a democratic and decentralized environment by the end of December, 2013									
GSGDA: 2 . Expanded Development of Production Infrastructure									
Indicator	Indicator Type	Base line	Targets 2010-2013				Data Sources	Monitoring Frequency	Responsibility
			10	11	12	13			
Objective: 1 To increase the total length of the road from 156 km to 200km by the end of December, 2013									
Total length of road network increased/improved in km	Output	156	167	178	189	200	Dept. of feeder Rds	Annually	Feeder Rds Eng.
Objective: 2 To increase electricity coverage from 63 to 127 communities by the end of December, 2013									
No of communities with access to electricity	Outcome	63	82	97	112	127	ECG	Annually	DCE
Objective: 3 Increase access to safe water coverage from 95 to 165 communities by the end of December, 2013									
No of communities with sustainable access to safe water sources	Outcome	95	105	125	145	165	DPCU	Annually	DCE
Objective: 4: To improve on environmental sanitation by 12% by the end of December, 2013									
% of population with access to improved sanitation	Outcome	59	62	65	68	71	DEHU,DPCU	Annually	DCE
Objective 5: To expand ICT for improved service delivery									
No. of ICT centers	Output	1	0	1	0	1	DPCU,ISD	Biennially	DCD/DCE

Table 8: M&E Matrix for GSGDA Goal 3

DMTDP Goal: To improve the quality of life of the people through economic growth, poverty reduction, job creation and redistribution of wealth within a democratic and decentralized environment by the end of December, 2013									
GSGDA: 3 Accelerated Agricultural Modernization & Agro-Based Industrial Development									
Indicator	Indicator Type	Base line	Targets 2010-2013				Data Sources	Monitoring Frequency	Responsibility
			10	11	12	13			
Objective: 1 To increase agricultural output, especially for selected crops (Maize by 74%, Cassava by 20%, Citrus by 25%) by the end of December 2013									
1. Percentage increase in the yield of selected crops									
• Cassava (<i>in ,000 mt</i>)	Output	43.4	46	48	49	52	DA/MOFA	Biannually	MOFA DIR.
• Maize (<i>in ,000 mt</i>)	Output	91.5	11	13	14	16	DA/MOFA	Biannually	MOFA DIR.
• Citrus (<i>in ,000 mt</i>)	Output	72	75	78	80	82	DA/MOFA	Biannually	MOFA DIR.
Objective: 2 To reduce post-harvest losses from 30% to 20% by the end of the plan period									
1. Post Harvest Losses in percentage	Output	30	25	25	22	20	DA/MOFA	Biannually	MOFA DIR.
Objective: 3 To increase the number of agro processing industries from 13 to 21 by December 2013									
1. No. of agro processing firms	Output	13	15	17	19	21	DPCU	Quarterly	DCD
Objective: 4 To improve Agric- Extension Officer Farmer ratio from 1: 1500 to 1: 1,000 by the end of December,2013									
AEO: Farmer Ratio (1 :...)	Outcome	1500	1375	1250	1125	1000	DA/MOFA	Annually	MOFA DIR.
AEA/Farmer contact (1 :...)	Outcome	N/A	960	975	990	1,005	DA/MOFA	Annually	MOFA DIR.
Objective: 5 To increase and diversify agricultural production in a sustainable way									
Number of fish farms	Output	2	2	2	2	2	DA/MOFA	Annually	MOFA DIR.
Objective: 6 To ensure that 10,000 ha of the degraded forest is restored by the end of plan period									
Number of woodlots (<i>in acres</i>)	Output	N/A	5	5	5	5	MOFA NADMO, Area Council	Annually	MOFA DIR./ NADMO

Note: the N/A means the District has not established base-line information yet.

Table 9: M&E Matrix for GSGDA Goal 4

DMTDP Goal: To improve the quality of life of the people through economic growth, poverty reduction, job creation and redistribution of wealth within a democratic and decentralized environment by the end of December, 2013									
GSGDA: 4 . Sustainable partnerships between Government and the private sector									
Indicator	Indicator Type	Base line	Targets 2010-2013				Data Sources	Monitoring Frequency	Responsibility
			10	11	12	13			
Objective: 1 To reduce the rate of unemployment from 6.6% to 3.3% by December, 2013									
1. Reduction in unemployment (%)	Outcome	6.6%	6.6	5.5	4.4	3.3	NYEP/Dist. Statistician	Annually	DCE
2. No of youth trained in employable skills	Output	150	200	250	300	350	NYEP/BAC	Quarterly	DCD
Objective: 2 To create the enabling environment for growth of small and medium scale rural industries									
Establishment of industrial zone	Output	N/A	0	0	1	0	DPCU	Annually	DCE
Establishment of cultural village	Output	N/A	0	1	0	0	DPCU/CNC	Annually	DCE

Note: the N/A means the District has not established base-line information yet.

Table 10: M&E Matrix for GSGDA Goal 5

DMTDP Goal: To improve the quality of life of the people through economic growth, poverty reduction, job creation and redistribution of wealth within a democratic and decentralized environment by the end of December, 2013									
GSGDA 5 Developing Human resources for National Development									
Indicator	Indicator Type	Base line 2009	Targets 2010-2013				Data Sources	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
Objective: 1 To improve on the standard of education by 20% by the end of the plan period									
Gross Enrolment Rate (%)									
KG	Outcomes	96.6	96.8	97.0	97.5	98.0	DED	Annually	Dir. of Educ.
PRY	Outcomes	84.6	84.8	85.0	85.5	86.0	DED	Annually	Dir. of Educ.
JHS	Outcomes	80.9	82.0	82.2	82.8	83.2	DED	Annually	Dir. of Educ.
Gender Parity Index									
KG	Outcomes	0.95	1.00	1.00	1.00	1.00	DED	Annually	Dir. of Educ.
PRY	Outcomes	0.94	1.00	1.00	1.00	1.00	DED	Annually	Dir. of Educ.
JHS	Outcomes	0.80	1.00	1.00	1.00	1.00	DED	Annually	Dir. of Educ.
Performance in BECE (%)									
	Outcomes	32.7	50	55	60	65	DED	Annually	Dir. of Educ.
Number of schools rehabilitated									
	Output	NA	3	4	4	4	DPCU/DED	Quarterly	DCD
Number of schools constructed									
	Output	NA	8	8	8	8	DPCU/DED	Quarterly	DCD
Number of schools Completed									
	Output	NA	3	3	3	3	DPCU/DED	Quarterly	DCD
Number of teacher's quarters constructed									
	Output	NA	2	2	2	2	DPCU/DED	Quarterly	DCD

Number of schools under the Ghana Schools Feeding Programme	Output	9	10	12	14	16	DED	Annually	DCE.
Objective: 2 To improve on the Health delivery system by 20% by the end of the plan period									
OPD coverage	Output	49777	59732	71678	86014	103,216	DHD	Quarterly	DDHS
Total number of malaria cases (OPD)	Output	27836	32,011	36812	42334	48684	DHD	Quarterly	DDHS
Total number of deaths due to malaria	Output	49	10% reduction	10% reduction	10% reduction	10% reduction	DHD	Quarterly	DDHS
Maternal Mortality ratio	Outcome	2.5/1000	0	0	0	0	DHD	Quarterly	DDHS
HIV/AIDS prevalence rate (No. Of cases)	Outcome	34	5% reduction	5%	5%	5%	DHD	Annually	DDHS
NHIS coverage	Output	48,709	53.3% of pop.	63.3% of pop.	73.3% of pop.	83.3% of pop.	NHIS	Quarterly	Scheme Manager
Number of CHPS centre established	Output	10	1	1	1	2	DPCU/ DHD	Annually	DCD/DDHS
Number of health facilities rehabilitated	Output	NA	2	2	2	2	DPCU/ DHD	Annually	DCD/DDHS
Number of health facilities completed	Output	NA	0	2	1	0	DPCU/ DHD	Annually	DCD/DDHS
No. Of nurses quarters constructed	Output	NA	01	1	1	1	DPCU/ DHD	Annually	DCD/DDHS
Doctor: Patient Ratio (1: ...)	Outcome	112,363	57579	59010	60477	41320	DHD	Annually	DDHS

Note: the N/A means the District has not established base-line information yet.

Table 11: M&E Matrix for GSGDA Goal 6

DMTDP Goal:									
To improve the quality of life of the people through economic growth, poverty reduction, job creation and redistribution of wealth within a democratic and decentralized environment by the end of December, 2013									
GSGDA 6 Transparent and Accountable Governance Programme									
Indicator	Indicator Type	Base line	Targets 2010-2013				Data Sources	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
Objective: 1 To enhance good governance and civic responsibility by strengthening the institutions within the district.									
FOAT Assessment	Outcome	Pass	Pass	Pass	Pass	Pass	DPCU	Annually	DCD/DCE
Amount of Development Partners and NGO funds contribution to DMTDP Implementation	Input	28.4%	>30%	>30%	>30%	>30%	DPCU	Annually	DCD/DCE
Percentage of IGF contribution to Total Revenue	Input	6.8%	>30%	>30%	>30%	>30%	DPCU	Annually	DCD/DCE
Percentage of IGF spent on capital projects	Input	NA	>30%	>30%	>30%	>30%	DPCU	Annually	DCD/DCE
Percentage of capital Expenditure spent on maintenance	Input	NA	10-20%	10-20%	10-20%	10-20%	DPCU	Annually	DCD/DCE
No. of General Assembly Mtgs	Outputs	4	4	4	4	4	DPCU	Quarterly	DCD/PM
No. of Executive committee Mtgs	Outputs	4	4	4	4	4	DPCU	Quarterly	DCD/DCE
No of capacity building programs organized for:									
• DA staff	Outputs	4	2	2	2	2	DPCU	Quarterly	DCD/DCE
• Sub District structures	Outputs	1	8	8	8	8	DPCU	Quarterly	DCD/DCE
No of residential accommodations	Outputs	6	2	2	2	2	DPCU	Annually	DCD/DCE
No. of sub district structures operational	Outputs	4	4	6	8	8	DPCU	Quarterly	DCD/DCE

Police citizen ratio (1: ...)	Outcome	3304	3000	2700	2400	2000	DPCU	Annually	DCD/DCE
Number of reported cases of abuse									
• Abuse (Children, Women Men)	Outputs	6	5	4	3	2	DPCU	Quarterly	DCD/DCE
• Robbery	Outputs	NA	0	0	0	0	DPCU	Quarterly	DCD/DCE
• Murder	Outputs	7	0	0	0		DPCU	Quarterly	DCD/DCE
• Defilement	Outputs	6	0	0	0	0	DPCU	Quarterly	DCD/DCE
No. of De/Centralised Depts. plans supported by DA	Outputs	NA	10	12	14	16	DPCU	Quarterly	DCD/DCE

Table 12: M&E Matrix for GSGDA Goal 7

DMTDP Goal: To improve the quality of life of the people through economic growth, poverty reduction, job creation and redistribution of wealth within a democratic and decentralized environment by the end of December, 2013									
GSGDA 7 Reducing Poverty and income Inequalities									
Indicator	Indicator Type	Base line	Targets 2010-2013				Data Sources	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
Objective: 1 To reduce poverty and income inequalities especially for the Vulnerable, Excluded and the disadvantaged communities.									
No of PWDs trained in vocational skills	Outputs	NA	10	10	10	10	DPCU	Annually	DCD/DCE
No of PWDs provided with micro credit	Outputs	50	100	150	200	250	DPCU	Annually	DCD/DCE
Ratio of Men and women participating in local governance	Outcome	4:1	2:1	2:1	2:1	2:1	DPCU	Annually	DCD/DCE
No. of people engaged in:									
• Beekeeping	Outputs	25	30	35	40	50	BAC/ Com Dev	Quarterly	DCD
• Batik tie & dye	Outputs	27	35	45	55	65	BAC/ Com Dev	Quarterly	DCD
• Glasscutter rearing	Outputs	17	22	27	33	40	BAC/ Com Dev	Quarterly	DCD

2.8 Monitoring and Evaluation Calendar (Work Plan)

This is an Annual M&E calendar or Work Plan which has been developed in a participatory manner. It indicates the time frame and a budget relating to each activity and actors

Table 13: Monitoring and Evaluation Calendar

S/N	Activity	Time Frame				Actors	Budget (GH¢)
		2010	2011	2012	2013		
A Start -up activities							
1.	Constitute M&E Team	1 st -14 th Jan.				DPCU	Snack & Honorarium for 13pp Gh¢ 22.00x13pp = 286.00
2.	Identify Stakeholders	14 th -31 st Jan.				DPCU	Snack & Honorarium for 13pp Gh¢ 22.00x13pp x2 days = 572.00
3.	Identify Resources and Logistics	14 th Jan-7 th Feb				DPCU	
4.	Identify programmes, projects, and activities (register) based on funding sources	25 th Jan-14 th Feb			19/01/11	DPCU	Snack & Honorarium for 20pp Gh¢ 22.00x20pp x2 days = 880.00
5.	Update register of programmes, projects, and activities		1 st wk in January	1 st wk in January	1 st wk in January	DPCU (selected members)	*Snack & Honorarium for 6pp Gh¢ 22.00x6pp x2 days = 264.00 Fuel Gh¢ 7.00x20 gals= 140.00
							*264.00+140.00= 404.00 per year x 3years= 1,212.00 Sub Total (A) 2,950.00
B Data Collection and Review Meetings							
6	Quarterly Field Visits and Reviews	15th Mar. 15th Sept	15th Mar. 15th Sept	15th Mar. 15th Sept	15th Mar. 15th Sept	DPCU, Donors TA/Opinion Leaders, RL, Consultants, User Org., RCC, Dev. Partners, CBOs, Ass. Members, Area Council members, Depts.	Snack & Honorarium for 20pp Gh¢ 22.00x20pp x2 days = 880.00 Fuel Gh¢ 7.00x20 gals= <u>140.00</u> Cost per visit & review = <u>1,020.00</u> 1,020.00x 8 visits = 8,160.00
7	Mid-Year Review	15th Jun	15th Jun	15th Jun	15th Jun	TA/Authority, RL, User Org., RCC, Dev. Partners, CBOs, Ass. Members, Area Council members, Depts.	Honorarium for 20pp Gh¢ 20.00x20pp x2 days=800.00 Snack & Lunch Gh¢7x70x2days = 980.00 Organizing cost= Gh¢ <u>500.00</u> Per yr cost <u>2,280.00</u> 2,280.00x 4yrs = 9,120.00

8.	Annual Review Report	31 st Jan. 2011	31 st Jan. 2012	31 st Jan. 2013	31 st Jan. 2014*	TA/Opinion Leaders, RL, Consultants, User Org., RCC, Dev. Partners, CBOs, Ass. Members, Area Council members, Depts.	Honorarium for 70pp Gh¢ 20.00x70pp x2 days=2800.00 Snack & Lunch Gh¢7x70x2days = 980.00 Organizing cost = <u>Gh¢500.00</u> Cost per year <u>4,280.00</u> Cost for 4yrs 17,120.00
9.	Preparation of Quarterly Reports	1 st wk of April and Oct	1 st wk of April and Oct	1 st wk of April and Oct	1 st wk of April and Oct	DPCU (selected)	Allowance for DPCU staff Gh¢20x4ppx2days=160.00 Allowance for secretarial staff Gh¢10x2ppx2days=40.00 Cost per yr <u>200.00</u> Cost for 4 yrs 800.00
10.	Preparation and Submission of Monthly Fin. Report	1 st wk of ensuing month	1 st wk of ensuing month	1 st wk of ensuing month	1 st wk of ensuing month	Finance Dept	Allowance for secretarial staff Gh¢10x4ppx2days= 80.00 per mth Cost for 4yrs 3840.00
DMTDP Evaluation							
11	Midterm Evaluation			January 2012		DPCU, Donor Partners, TA, Ass. Members. Area Council members	Honorarium for 70pp Gh¢ 20.00x70pp x2 days=2800.00 Snack & Lunch Gh¢7x70x2days= 980.00 Organizing cost= <u>Gh¢500.00</u> Cost per year <u>4,280.00</u>
12	Terminal Evaluation				January 2014*	DPCU, Donor Partners, TA, Ass. Members Area Council members	Honorarium for 70pp Gh¢ 20.00x70pp x2 days= 2800.00 Snack & Lunch Gh¢7x70x2days = 980.00 Organizing cost = <u>Gh¢500</u> Cost per yr 4,280.00

APR Preparation and Dissemination							
13.	Data collection & collation	7 th Jan 2011	7 th Jan 2012	7 th Jan 2013	7 th Jan 2014*	DPCU	Honorarium for 6pp Gh¢ 20.00x6pp x5 days=600.00 Fuel Gh¢ 7.00x10 gals= 70.00 cost per yr 670.00 cost for 4 yrs670x4 2680.00
14.	Draft District APR prepared	14 th Jan 2011	14 th Jan 2012	14 th Jan 2013	14 th Jan 2014*	DPCU	Allowance for DPCU staff Gh¢20x4ppx3days = 240.00 Allowance for secretarial staff Gh¢10x2ppx2days = 40.00 Cost per yr 280.00 Cost for 4 yrs 280x4 1120.00
15.	Draft APR Review Workshop	21 st Jan 2011	21 st Jan 2012	21 st Jan 2013	21 st Jan 2014*	TA/Opinion Leaders, RL, Consultants, User Org., RCC, Dev. Partners, CBOs, Ass. Members, Area Council members, Depts.	<i>Refer to item No. 8</i>
16.	Final APR submitted to RPCU/NDPC	28 th Jan 2011	28 th Jan 2012	28 th Jan 2013	28 th Jan 2014*	DPCU	Fuel Gh¢ 7.00x15 gals= 105.00 Cost for 4 yrs 105x4 420.00
17.	Dissemination of District APR	31 st Jan 2011	31 st Jan 2012	31 st Jan 2013	31 st Jan 2014*	TA/Opinion Leaders, RL, Consultants, User Org., RCC, Dev. Partners, CBOs, Ass. Members, Area Council Members, Depts.	Photocopies 70 copies of report x3.00per copy =210.00 Cost for 4yrs 210x4= 840.00

2.9 Monitoring and Evaluation Budget

The table below is a summary of the various cost elements which make the total budget for the plan.

Table 14 Monitoring and Evaluation Budget

NO	ITEM	AMOUNT (GH¢)	REMARKS
1	M&E Plan Preparation	2,950.00	
2	logistical Requirement	6,950.00	
3	Training Needs	32,980.00	
4	Monitoring and Evaluation	45,640.00	
5	Report writing and Dissemination	7,020.00	
6	Total	95,540.00	

2.10 Data Collection, Validation and Collation

Data collection activity in the planning cycle is essential for effective PM&E. The DPCU will compile a register of all on-going programmes and projects in the district with the support of all relevant stakeholders. This register will be updated regularly as per the following details.

1. Project Identification Number
2. Project detailed description
3. Location
4. Sector
5. Contract sum
6. Expenditure to date
7. Source of funding,
8. Date of award
9. Start Date
10. Expected date of completion
11. Actual Date of completion
12. Status of project
13. Level of work
14. Remarks

Data will be collected from both the Primary and secondary sources. Data validation will also be conducted to avoid errors and inconsistencies.

2.11 Data Analysis and Use of Results

One major responsibility of DPCU is to analyze the M&E data and report to RPCU, NDPC and other stakeholders. The aim of the analysis is to make the data more useful and meaningful for decision making. Analysis of the data will also show the results being produced by each project and programme. It will also show how the district is performing with regard to all indicators (core and specific) and the critical area of concern for the general public.

The basis for the analysis is to report on the progress of each indicator towards meeting the goal, objectives and targets of the DMTDP and GSGDA.

A systematic analysis of data will bring out lessons learnt which can now feed into the District Action Plans and the next DMTDP.

The Team will employ some statistical tools like;

- ✓ Analysis of variance
- ✓ Trend analysis
- ✓ Descriptive statistics, in conducting the analysis

2.12 Reporting:

In furtherance of the District's agenda to let the people own the development process, all programme/project actors, communities, departments and institutions will be informed of key findings and observations of each monitoring exercise. The DPCU will submit a brief on work progress, observations and gaps to the District Chief Executive, the Presiding Member and relevant Sub-Committees of the Assembly. These briefs will center on the findings and the reactions they attract will be captured in the M & E Quarterly Reports of the DPCU.

Annual progress Reports will be prepared at the end of the financial year from the various quarterly reports and monitoring and evaluation activities of the year. Copies of the APR will be sent to the DA for discussions.

2.13 Information Dissemination

In order to increase participation, accountability and transparency, all M & E Reports will be shared with stakeholders at all levels of the District Assembly structure, including all M & E stakeholders. Development Partners Departments, Ministries and Agencies, the Regional Planning Coordinating Unit and the National Development Planning Commission.

To ensure the effective dissemination of M & E Reports in the District, the following strategies will be pursued at various levels of the District Assembly structure:

- Community Meetings: the Annual M & E Progress Reports will be presented to citizens of the District in selected communities including all Area Council capital towns.
- District MMDA Discussions: All Quarterly Reports will be discussed with MMDAs, relevant DA Sub-Committees and the Executive Committee and development partners.
- Publication on Public Notice Boards: Copies of all Reports will be put on public Notice Boards in the District, all palaces and Post Offices etc.
- Announcements, discussions and broadcast in the local news media, e.g. local FM station, local newspapers etc

- Discussions with identifiable groups: Working meeting will be organized to discuss the half-yearly and Annual Progress Reports with such bodies as traditional authorities, identifiable community-based organizational and civil society groups and Non-Governmental Organizations.

CHAPTER THREE

3.0 DEVELOPMENT EVALUATION

Evaluation is a key activity in the planning process. The DPCU ought to assess the performance of each project and programme when completed to ascertain if the intervention has achieved its original objectives and assess the overall changes caused by the intervention.

An effective evaluation will improve decision making and provide insights for effective programme design and implementation.

3.1 Considerations for Evaluation:

When conducting the evaluation, steps outlined by NDPC shall be followed, and these include:

- ✚ Assess the need for an evaluation by providing the background.
- ✚ Develop clear ideas on the rationale and objectives of the evaluation
- ✚ Determine the type of evaluation to undertake
- ✚ Specify the methods, scope and timing of the evaluation
- ✚ Consider the cost of conducting the evaluation
- ✚ DPCU shall prepare the Terms of Reference (**TOR**).
- ✚ The developed TOR will be discussed with key stakeholders.
- ✚ Recruit a consultant in accordance with the provisions of the Procurement Act, Act 663 of 2003.
- ✚ Commission the evaluation
- ✚ Disseminate the result and act on the findings and recommendations.

During the period of implementation of the DMTDP, an evaluation based on timing shall be adopted.

Thus the Assembly will undertake **ex-ante**, **mid-term** final (or terminal) and **ex-post evaluation**.

1. The **ex-ante evaluation** will be performed before implementation of the plan.

This will include:

- I. Appraisal
- II. Needs assessments
- III. and feasibility

2. The **mid-term evaluation** will be carried out approximately at the middle of the implementation of the projects and programmes.

3. The **final or terminal evaluation** will be carried out at the end of the project or programme. Also
4. An **ex-post evaluation**, which is the fourth one, will be done some time after the intervention has ended.

In addition to the above, evaluation based on the evaluator and technical specification shall be employed

3.2 Evaluation Norms and Standards

The theory on evaluation has developed basic principles, norms and standards in order to guarantee the quality, reliability and validity of evaluation. The following are some of the criteria to ensure that evaluations commissioned by the DPCU meet minimum quality standards:

Independent

The DPCU must not impose restrictions on the content, comments and recommendations of any evaluation report. Evaluators must also avoid conflict of interest.

Transparent

The rationale for an evaluation should be clear from the onset (no hidden agenda). Meaningful consultation with stakeholders is essential for the credibility and utilization of the evaluation results.

Ethical

The evaluation should not reflect personal interests. Evaluators must respect the rights of institutions and individuals to provide information in confidence. Evaluators must also be sensitive to local beliefs and customs and to the prevailing social, cultural and physical environment.

Impartial

The evaluation should be free of political or other biases and deliberate distortions. The evaluation results should be presented with a description of its strengths and weaknesses.

Timely

Evaluations must be designed and completed in a timely fashion so as to enhance the usefulness of the findings and recommendation.

Relevance

The evaluation information must be relevant, and written in a simple way.

Value for money

The cost of the evaluation needs to be proportional to the overall cost of the initiative. The DPCU must avoid using expensive methods for data collection when less expensive means could be used.

CHAPTER FOUR

4.0 PARTICIPATORY MONITORING & EVALUATION

The participatory M&E shall be used for this 2010-2013 DMTDP under the GSGDA. By participatory M&E, it refers to the practice where all key stakeholders are directly involved in the M&E design and implementation process.

During this process, these key stakeholders will be involved in the selection of indicators, data collection and analysis, implementation of the findings and dissemination of the results.

The participatory M&E will be used by the DPCU to capture the perceptions and assess whether interventions have met these expectations, especially of the poor and the vulnerable in the society.

The DPCU will see to organize training workshops for representatives of NGOs, CBOs, Community members and other stakeholders on PM&E.

4.1 Purpose of the Participatory Monitoring and Evaluation (PM&E)

The PM&E is a district decision management tool. The primary objective of this tool is to build the capacity of communities to track the progress of its own development. In this case, data are collected on the progress of activities so that the communities can make their own decision about:

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

The PM&E is basically carried out for purposes of learning, transparency, accountability and improved decision making in the design, during and after implementation of an intervention. The DPCU in collaboration with CSOs worked to come up with indicators that would enable even the community members monitor on a regular basis.

The PM&E affords opportunity to the DCE, DCD, PM and MP to interact with CSOs and community members and to demonstrate results to their constituents as part of accountability and transparency.

4.2 Guidelines on carrying PM&E

In carrying out PM&E, the following are some of the steps to guide the process;

- Decide on the need for PM&E
- Decide on the PM&E method to use (PRA, Citizen Report Card, and Community Score Card)
- Identify the key stakeholders
- Identify a lead facilitator
- Determine the performance questions
- Determine the resources and time available
- Define a TOR for the lead facilitator or consultant
- Train the team to carry out the PM&E

4.3 PM&E Methods

The type of method used in carrying out the PM&E contributes to the release of creativity in people and enables them to take active roles in community projects. In view of this, the DPCU would adopt the following methods in carrying out the PM&E

- i. Participatory Rural Appraisal (PRA)
- ii. Citizens Report Card
- iii. Community Score Card

Table 15: M&E Statistics – A baseline Assessment

	M&E and statistical activities	2010		2011	
		Budgeted	Actual	Budgeted	Actual
	Planning				
	Preparation of M&E plans (including consultancy fees, meetings/workshops/seminars)	1,438		1,581	
	Monitoring				
	Field visits/Data collection	2040		2,244	
	Data processing and validation (including consultancy fees, meetings/workshops/seminars)	5230		5,753	
	Evaluation				
	Ex-Ante Evaluation				
	Baseline Survey				
	Mid-Term Evaluation	4280		4708	
	Terminal -Evaluation	4280		4708	
	Capacity Building				
	Local Capacity Building/Training	32,980		33,229	
	Foreign Capacity Building/Training	20,000		22,000	
	Reporting				
	Publication of Reports/Printing Cost	280		308	
	Dissemination	315		346	
	Others				
	Sub total	70,843.00		74,877	

4.4 Conclusion

Monitoring and evaluation are crucial steps in the project planning & management processes. Several policies have failed to yield their desired impacts because monitoring and evaluation activities have not well been articulated and enforced. Funds required for M&E activities are not released in and on time. Even when the funds are released, they are in most cases inadequate. This is because the leadership and management did not appreciate the vital role M&E plays in project management. The inability of management to release funds for M&E activities stems from the fact that they are ill-involved during the preparation and implementation stages.

The new approach of Participatory Monitoring and Evaluation (PM&E) will engender accountability, transparency, commitment to development and poverty reduction. It will further boost the commitment of the stakeholders to support development interventions that emerge from effective PM&E. exercise.