

ACCRA METROPOLITAN ASSEMBLY



MONITORING AND EVALUATION PLAN

2010-2013

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CHAPTER ONE

1.0 INTRODUCTION

The 2010-2013 Medium Term Development Plan of the Accra Metropolitan Assembly broadly aspires to achieve the 2010-2013 Medium-Term Development Policy Framework goal which seeks to address the economic imbalances, re-stabilizing the economy and placing it on a path of sustained accelerated growth and poverty reduction towards achieving the Millennium Development Goals and middle income status.

The broad strategic direction for the 2010-2013 Medium-Term Development Policy Framework focuses on the following thematic areas:

- Improvement and sustenance of macroeconomic stability
- Expanded development of production infrastructure
- Accelerated agriculture modernization and agro-based industrial Development
- Sustainable partnerships between government and the private sector
- Developing human resources for national development
- Transparent and accountable governance
- Reducing poverty and income inequalities

In line with the above, the following goals and their corresponding objectives were formulated to ensure a coordinated and accelerated development of the Metropolis:

Goal 1: Promote Expanded Development of Production Infrastructure and Accelerated Agriculture Modernization.

Objectives:

- To improve upon the aesthetic scenery of the metropolis through horticulture by December, 2013
- To reduce risk associated with agriculture production by December, 2013
- To improve and provide good drainage system within the metropolis by December, 2013
- To improve agriculture productivity through education by December, 2013
- To promote fishery development for food security and income by December, 2013
- To ensure the security and safety of food on the market by December, 2013
- To ensure compliance with agricultural bye-laws by December, 2013
- To improve upon the road network within the metropolis by December, 2013

Goal 2: Promote Equitable Social Capital and Human Resources Development for the Metropolis including the Vulnerable**Objectives:**

- To facilitate the provision of adequate housing infrastructure by December, 2013
- To implement effective solid waste management system by December, 2013
- To maintain a clean and healthy environment by December, 2013
- To provide quality education for all by 2013
- To ensure the accessibility and availability of quality health delivery system by December, 2013
- To ensure that at least 70% of the populace has access to a sewerage facility by management
- To ensure that potable water is available and accessible by 90% of households by 2013
- To reduce gender inequality within the metropolis by 2013
- To improve the quality of life of the low income earners by Dec 2013

Goal 3: Enhance Sustainable Partnerships between the Local Government and the Private Sector**Objectives:**

- To engage with development partners to raise the living standard of the metropolis by December, 2013
- To promote creative arts and culture as a means of socio-economic development by December, 2013

Goal 4: Strengthen Transparency, Accountability and Good Governance**Objectives:**

- Monetary policy management and fiscal policy management
- To promote evidenced-based decision making by December, 2013
- To resource offices and staff with logistics and equipment by December, 2013
- To communicate regularly and involve the public in A.M.A. programmes and activities by December, 2013

- To improve upon performance level of staff by December, 2013

The achievement of these goals and objectives would require an effective monitoring and evaluation system to ensure that plan targets are achieved within specified time frames and with very transparent and prudent means of resource utilisation for efficient delivery of services. It would also be necessary through effective monitoring and evaluation procedures to ascertain the relevance of the goals and objectives in meeting the broader national aspirations found in the 2010-2013 Medium Term Development Policy Framework (MTDPF) documents which is the current governing policy document for planning in Ghana. It was therefore in recognition of the importance of monitoring and evaluation that the National Development Planning Commission organised a series of training sessions for planners, budget officers, and administrators from some Regional Coordinating Councils, District Assemblies, MDAs, development partners and some Civil Society Organisations on the new guide lines for the preparation of Monitoring and Evaluation Plans for the Metro Medium Term Development Plan.

This plan was prepared based on the guidelines for drawing monitoring and evaluation plans for district assemblies and contains key features such as identification and analysis of stakeholders, assessment of the capabilities of the Assembly to monitor and evaluate plans, development and use of monitoring indicators in planning, establishment of schedules for monitoring and evaluation, data collection and analysis, reporting procedures and information dissemination as well as budgeting. The document is also a reflection of the commitment of the National Development Planning Commission and District Assemblies in implementing the Medium Term Development Policy Framework that links effective and efficient resource allocation to the attainment of a sustained accelerated growth and poverty reduction and the delivery of specified outputs and outcomes.

PURPOSE OF THE M&E PLAN

The aim of this plan is therefore to ensure systematic monitoring and evaluation of the 2010-2013 Medium-Term Development Plan of the AMA and ensure effective reporting to show the extent of progress made towards the implementation of MTDPF. The plan will therefore help to:

1. Assess whether developmental targets were being met.
2. Identify achievements, constraints and failures so that improvements can be made to the Medium Term Development Plan and project designs to achieve better impact.
3. Provide information for effective coordination of district development at the regional level.

4. Provide the Accra Metropolitan Assembly, the government, development partners, community project management teams and the general public with better means for learning from past experience.
5. Improve service delivery and influence allocation of resources in the metropolis and demonstrate results as part of accountability and transparency to Ghanaians and other stakeholders.
6. Reinforce ownership of the DMTDP and build M&E capacity within the district.

STATUS OF PLAN IMPLEMENTATION (2006-2009)

The Medium Term Development Plan was developed for the year 2006-2009 in line with the Growth and Poverty Reduction strategy (GPRS II), which aimed to reduce by half the number of people living below the revised poverty level of 1.25 US dollars a day.

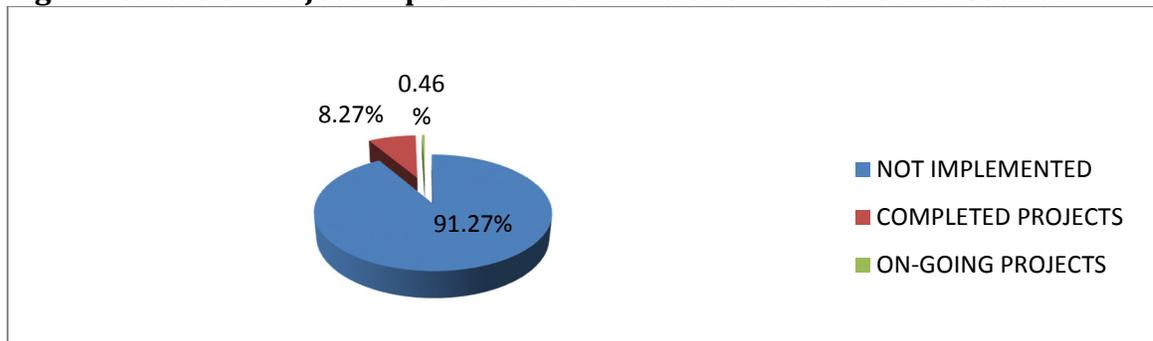
In view of this AMA outlined projects and programmes to develop the human resource base of the citizenry, private sector competitiveness and promotion of good governance in the metropolis which happens to be three thematic areas under the GPRS II.

Certain factors prevented the successful implementation of projects outlined in the previous medium term plan and these bottlenecks included inadequate funds, low IGF, garnishee of AMA accounts and other external factors. The performances of the various sub-metros in the plan review are outlined below;

LA SUB METRO

In order to achieve the targets of Growth and Poverty Reduction Strategy II (GPRS II), Four Hundred and Thirty-Five Projects (435) were to be implemented in the La Sub-Metro. A total number of 123 projects were captured under Good Governance and Civic Responsibility, 43 projects were captured under Private Sector Competitiveness and 269 projects under Human Resource Development.

Fig 1.1: Status of Project Implementation in La Sub Metro District Council



From the figure above, out of a total number of 435 development projects geared towards the improvement in the living conditions of the people of La, only 8.27% were implemented while 0.46% of the projects are on-going. This is due to the overwhelming number of challenges and constraints faced by the Metropolitan Assembly.

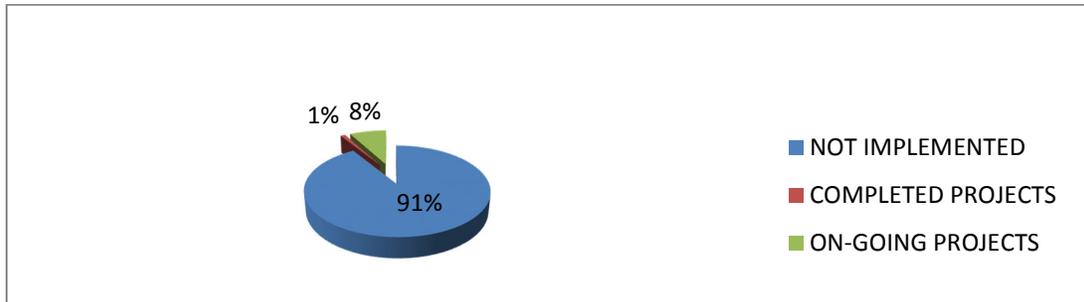
However, projects that were implemented for the entire period (2006-2009) are listed below:

- Distribute bills to property owner and selected government institutions.
- Collect property rate from property owners, and selected government institutions.
- Sell stickers to applicants for hoisting of banners.
- Distribute stickers to the sub- metros.
- Socio-economic survey of old Fadama and Abuja Implemented projects
- Rehabilitate roof and ceiling at Manle Dada Primary
- Rehabilitate weak classroom block at La Enobal 1 J S S
- Provide teaching and learning materials
- Provide learning Kits, toys and Lego's etc
- Conduct management training for heads of schools
- Implement teacher appraisal systems
- Organize workshop for District Director, Budget officers, Accountants and planning officers on budget preparation
- Conduct regular school inspection of technical/vocational institutes
- Conduct regular school inspection and disseminate reports timely
- Establish to ensure proper functioning of SMC's and PTA's in all school
- Provide food furniture and chalkboards
- Provision of Desks for basic Schools in the Metropolis
- Provide gender friendly toilet/urinal facilities in Basic Schools
- Technical advisory committee visits sites and communities hold consensus
- Recruitment of youth for training in each of the sub metro
- Organize the youth groups to undertake intensive clean up once a month in the various sub metros
- Establish and ensure proper functioning of SMC's and PTA's in all school
- Advertise for street sign posts contracts
- Conduct field survey and collect data by 31st December, 2008
- Undertake inventory on temporary structures in Accra Central by June, 2008
- Conduct 4 meetings with owners of temporary structures and landlords by March, 2008
- Educate Twenty-Five (25) women on how to access micro financing by 30th June, 2008
- Monitor and Educate Twenty- five (25) women by December, 2008
- Monitor activities of public revenue collectors monthly
- Monitor and evaluate revenue and expenditure performance monthly
- Organize refresher course for staff

- Organize Thirteen (13) Adult Education Programmes for Market Women, Fish Processors and Petty Traders by 31st December, 2008
- Organize Adult Education Programmes in each of the Eleven (11) sub metros for Community Members on the need to keep clean, safe and Healthy Environment
- Rehabilitation of Motorway Extension
- Undertake inventory of unauthorized structures
- Make TV, Newspaper and Radio publicity

OKAIKOI SOUTH

Fig 1.2: Status of Project Implementation in Okaikoi South Sub Metro District Council



Three hundred and ninety two projects were earmarked to be implemented in the Okaikoi South sub-metro but due to factors mentioned above only 1% of these projects were implemented. 8% of the projects are still on-going while 91% of the projects are yet to be implemented. This is illustrated in the above chart.

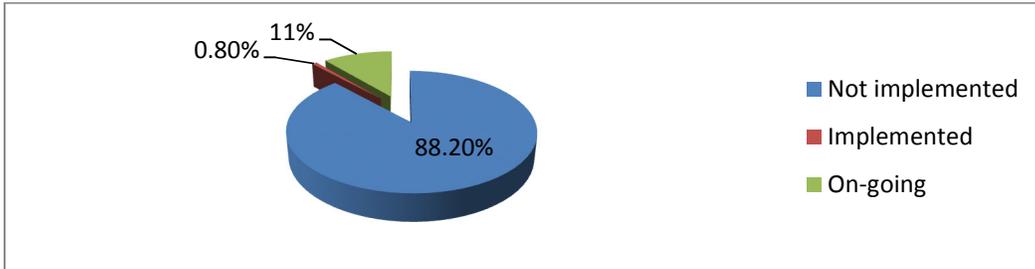
The implemented projects are:

- Send reminders to advertising agencies for payment of their bills
- Rehabilitation of Kpetemple street- Bubuashie
- Provide school furniture and chalkboards

AYAWASO WEST

Ayawaso sub metro also had its share of development projects for the betterment of people living in the sub-metro. In all two hundred and fifty two development projects were earmarked but only two were implemented while 11% are on-going.

Fig1.3: Status of Project Implementation in Ayawaso West Sub Metro District Council

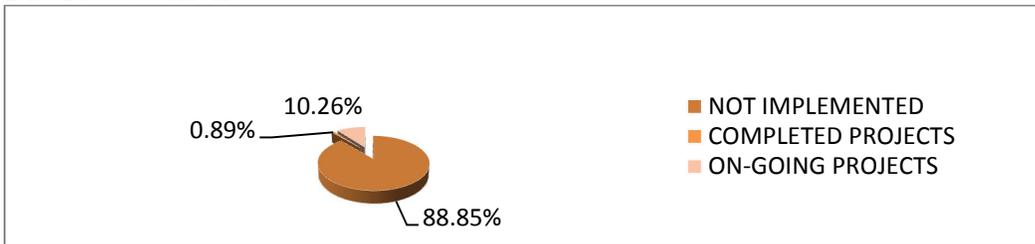


These are the implemented projects:

- Evaluate pilot test of UMLIS
- Organize workshop for district director, budget officer accountants and planning officers on budget preparation

ABLEKUMA NORTH

Fig 1.4: Status of Project Implementation in Ablekuma North Sub Metro District Council



With reference to the above figure, 0.89% of the projects have been implemented while 10.26% of the projects are on-going. Out of two hundred and twenty four projects, one hundred and ninety nine projects representing 88.85% of the projects are yet to kick start. This shows how vulnerable the Assembly is in the implementation of development projects to reduce poverty.

These are the implemented projects in the La sub-metro.

- Introduction of urban poverty reduction
- Organize two (2) clean up exercises in each of the eleven sub-Metropolitan areas by 31st December, 2008

AYAWASO CENTRAL

Fig 1.5: Status of Project Implementation in Ayawaso Central Sub Metro District Council



With inference to the above chart, certain development projects were outlined to help improve the living conditions of the people in Ayawaso Central Sub-Metro. 4.86% of the projects are still in the implementation stages while 2.97% of the projects have successfully been implemented. A greater percentage of the projects are yet to be implemented and this calls for desperate measures to increase the number of projects implemented after the plan period.

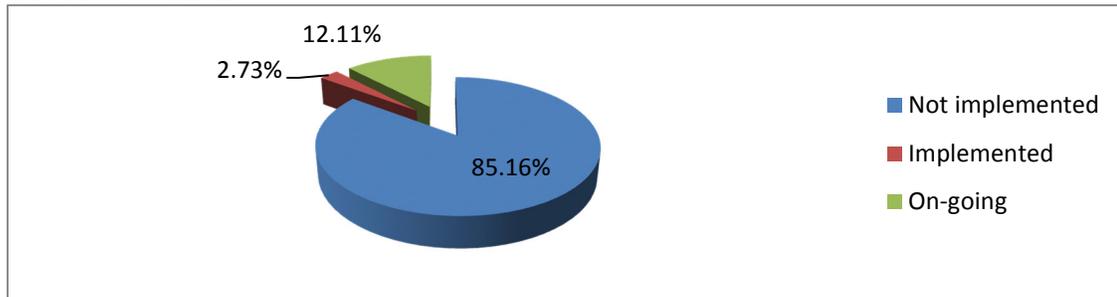
List of completed projects:

- Construction of 0.9 “u” Drain (Accra New Town)
- Construction of Culvert at Alajo (Sem Cinema Bridge)
- Resurfacing of Senya Berekum Street (Accra New Town)
- Rehabilitation of Nii Lomoko Street
- Rehabilitation of Pele Street, Alajo
- Undertake feasibility studies on the introduction of UMLIS
- Development & Design of the UMLIS Concept
- Data Capture and Pilot Test at East, West, Central Ayawaso Su Metros

AYAWASO EAST

Three hundred and ninety two projects were outline to be implemented in Ayawaso sub-metro but due to factors mentioned above only seven of these projects were implemented whereas 12.11% of the projects are on-going. This is illustrated in the figure below.

Table 1.6: Status of Project Implementation in Ayawaso East Sub Metro District Council



The implemented projects are:

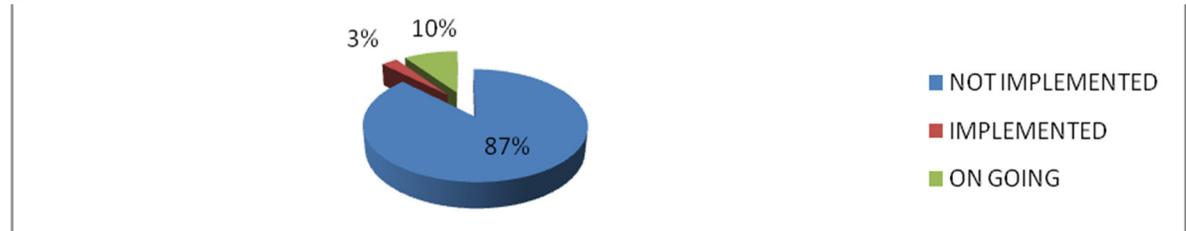
- Collection of geographic and alpha-numeric data (UMILIS).
- Collect data for feeding into UMLIS by 31st December.
- Acquire software for data management system for outdoor advertisement
- Monitor the preparation and distribution of bills.
- Draw and prepare revenue improvement plan.

- Provide school furniture and chop box
- Provision of desk for basic schools
- Evaluate pilot test of UMLIS

OKAIKOI NORTH

Out of a total number of 238 implementable projects only 2.94% were implemented while 9.66% of the projects are still in the implementation stage. The table below illustrates the stages of implementation of projects in the Okaikoi south sub-metro.

Fig 1.7: Status of Project Implementation in Okaikoi North Sub Metro District Council

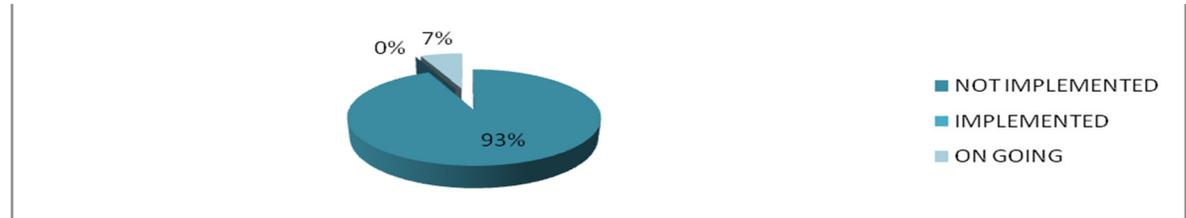


The completed projects are listed below:

- Development of transport terminal
- Call for submission of tenders for transportation terminals
- Identify and document green and open spaces
- Publish final valuation list of removable properties
- Placement of youth in selected areas of vocational training
- Continue and complete classroom block for Abofu Presby primary
- Undertake inventory of unauthorized structures

ABLEKUMA CENTRAL

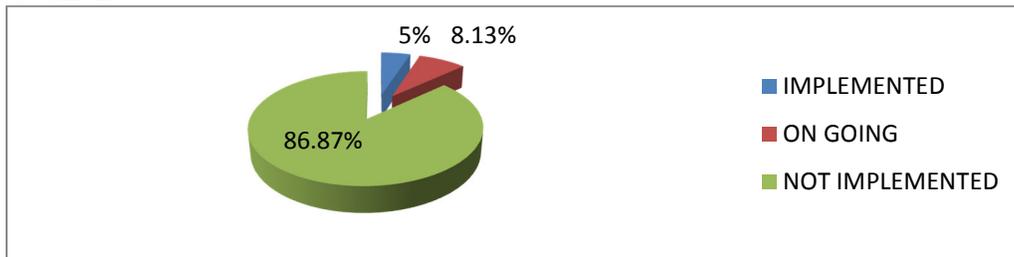
Fig 1.8: Status of Project Implementation in Ablekuma Central Sub Metro District Council



From the figure above, one hundred and eighty one projects were ear-marked to be implemented in Ayawaso sub-metro but due to factors mentioned above none of these projects were implemented but 5.52% of the projects are in the implementation stage.

ASHIEDU KETEKE

Fig 1.9: Status of Project Implementation in Ashiedu Keteke Sub Metro District Council



In line with the Assembly's quest to improve the living condition of the people of Ashiedu Keteke certain projects were designed for implementation. Referring to the above chart, out of the three hundred and forty three projects intended for the sub-metro only 5% have been successfully implemented while 8.13% are still in the implementation stage.

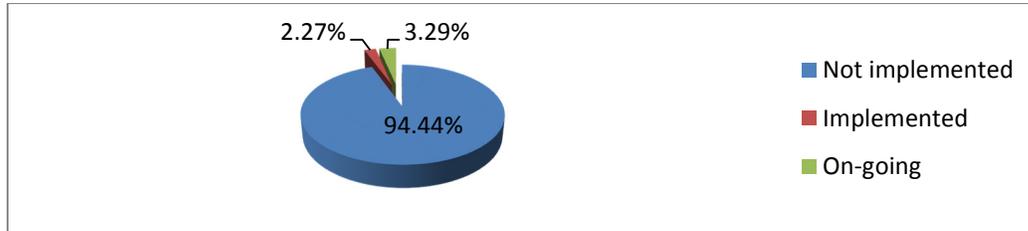
The following projects were successfully implemented:

- Collect BOP, Property Rate, and Outdoor etc
- Identification and categorization of youth according to areas of vocational training interest
- Advertise for street sign posts contracts
- Provide school furniture and chop box
- Provision of desk for basic schools
- Conduct management training for heads of schools
- Implement teacher appraisal systems
- Conduct field survey and collect data by 31st December, 2008
- Undertake inventory on temporary structures in Accra Central by June, 2008
- Conduct 4 meetings with owners of temporary structures and landlords by March, 2008
- Advertise for street sign posts contracts
- Distribute bills to property owner and selected government institutions.
- Collect property rate from property owners, and selected government institutions.
- Sell stickers to applicants for hoisting of banners.
- Monitor activities of public revenue collectors monthly
- Monitor and evaluate revenue and expenditure performance monthly
- Organize refresher course for staff

ABLEKUMA SOUTH

Two hundred and eighty eight projects were proposed for implementation in Ablekuma South. Out of the total projects, 2.27% were successfully implemented while 3.29% are ongoing. This is shown in the figure below.

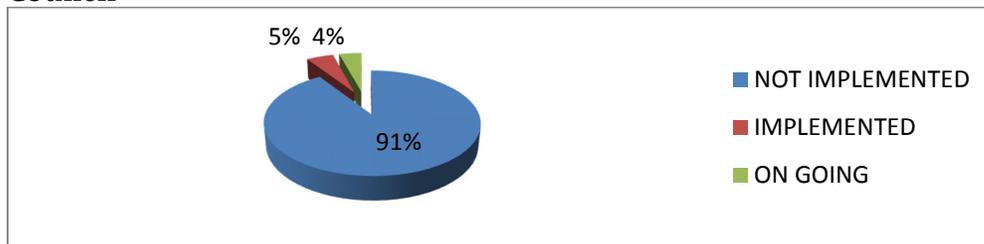
Fig 1.10: Status of Project Implementation in Ablekuma South Sub Metro District Council



- Provision of street lighting on selected streets in Accra
- Removal of unauthorized structures
- Undertake inventory of unauthorized structures
- Organize school/cluster based INSET for teachers in basic schools in numeracy literacy and problem solving
- Provision of Desks for basic Schools in the Metropolis
- Collect BOP, Property Rate, and Outdoor etc Revenue.
- Distribute bills to property owners, and selected Government Institutions.

OSU KLOTTEY

Fig 1.11: Status of Project Implementation in Osu Klottey Sub Metro District Council



As part of the assembly’s desire to improve the living condition of the people of Osu Klottey certain projects were designed for implementation. From the chart above, out of the two hundred and forty projects, only 5% have been successfully implemented while 4% are still in the implementation stage.

The following projects were successfully implemented.

- Sensitization of communities on noise pollution
- Provide 1500 units of dual desks for distribution to primary schools by 31st August, 2008.

- Provide 100 units of Teacher's tables and chairs to basic schools by 31st August, 2008
- Organize and conduct a three day workshop for 350 basic school teachers on appropriate use of the New Maths Syllabus and lesson delivery by 31st May.
- Organize and conduct an eight day STME Clinic for 800 pupils by 30th June 2008
- Establish HIV/AIDS committee in SMC's/ Boards of Governors to support HIV/AIDS training and counseling and care team
- Training of TOT on HIV/AIDS and public health issues affecting school aged children
- Development of transport terminals
- Provision of street lighting on selected streets in Accra.

KEY IMPLEMENTATION CHALLENGES

From the review it was deduced that the Assembly fared poorly in the implementation of projects based on the number of projects implemented in the various Sub-Metros. There is therefore the need to draw measures and remedies that can reduce setbacks and bottlenecks to smoothen the implementation of projects. These were as a result of the following:

- **Inadequate funds** – there is a huge number of programmes and projects to be implemented within the period 2006-2009. This is partly due to inadequate funding from IGF, Development Partners and the Government of Ghana. There was therefore a huge backlog of funds to undertake implementation of all projects.
- **Inadequate Internally Generated Funds** – this is as a result of poor administrative and supervisory structure that has led to several loopholes in the collection of revenue for the Assembly. Potential sources of generating revenue have also not been fully utilized.
- **Garnishee of AMA's accounts and properties** – during most part of the plan period accounts of the AMA were not accessible due to court injunctions on them.

1.1.12 LESSONS LEARNT

- To ensure that AMA goes through proper procurement procedures in the award of contracts
- Focus on implementing programmes and projects in the Medium Term Development Plan.

- Mobilize funds from within and other sources to support implementation of programmes and projects.
- Forge inter-departmental collaboration in the planning and implementation monitoring and evaluation of plans and projects.

CHAPTER TWO MONITORING AND EVALUATION ACTIVITIES

2.1 INTRODUCTION

The ultimate outcome of all monitoring and evaluation exercises is to report in a user friendly manner the key observations and findings of the implementation process to management of the Assembling comprising the Metro Chief Executive, Presiding Member and other actors. Reports on each monitoring exercise would therefore be prepared to cover progress of work, observations and gaps identified in the various projects visited to enable management of the Assembly take pragmatic decisions to address prevailing issues on the project before the next monitoring exercise.

In order to ensure appropriate summary of issues identified in the various monitoring exercises conducted throughout the year, the MPCU shall include the findings and recommendations of the individual quarterly or semi-annual reports in an Annual Progress Report to enhance discussions during the annual review workshops.

2.2 IDENTIFICATION AND ANALYSIS OF STAKEHOLDERS

As part of the process for developing the monitoring and evaluation plan of the 2010-2013 Medium Term Development Plan of the Accra Metropolitan Assembly, it is necessary to make an inventory of stakeholders and establish roles for monitoring and evaluation of programmes and projects. This is meant to facilitate synergy in efficient monitoring and evaluation of plans at all levels of the decision making hierarchy to ensure that local and district level targets are realized to form the basis for achieving regional and national targets and ultimately the Millennium Development Goals.

The following key stakeholders have been identified to play various roles in the monitoring and evaluation of plans.

2.2.1 Regional Coordinating Council (R.C.C.)

The Regional Coordinating Council is mandated to ensure that policies formulated for development planning by the various district assemblies within the region are well coordinated for harmonious development of the region and ultimately the nation. With the broader perspective of the district in mind, the RCC will therefore

be involved in monitoring of the various district plans to ensure that regional targets are met. Feed back on the performance of the plans at the regional level through data collected, collated and analysed on the various regional indicators will therefore be essential to assess performance of the various district plans. This can be achieved through periodic discussions and briefing sessions among all regional stakeholders. The Regional Coordinating Council is also expected to periodically visit key project sites and report on progress of development in the metropolis, hold workshops to involve all district assemblies within the region for cross district MTDP review with policy recommendations and facilitate evaluation of the district development plans and make recommendations for policy review.

2.2.2 Ministries, Departments and Agencies

In view of the limited autonomy of district assemblies due to incomplete decentralisation process, local governments in Ghana have strong reliance on the various sector ministries, especially in the areas of policy direction and central government grants. Such funds include, but are not limited to, the District Assembly Common Fund, Roads Fund, Sanitation Fund and HIPC Fund which are all accompanied by various guidelines for their disbursement. This makes the sector ministries key stakeholders in the monitoring and evaluation of funds disbursed to ensure that set targets for the District Medium Term Plans are realised in the expected time frames to ensure that government policies are well implemented to achieve the desired results in the districts. Examples of such Government policies and initiatives include, School Feeding Programme, National Health Insurance Policy and the Capitation Grant and the various initiatives. Some of the ministries include Ministry of Local Government Rural Development and Environment, Ministry of Women and Children, Department of Urban Roads, Ghana Education Service and Ministry of Health / Ghana Health Service.

2.2.3 Development Partners

Development partners provide funding and technical support to complement Central Government and Local Authorities in their plans. Judicious use of such funds for Medium Term Development Planning is therefore essential to ensure continuous trust among development partners. Their roles as partners in the monitoring and evaluation process can therefore not be overemphasised in ensuring that fund inflow are geared towards the realisation of international goals such as the Millennium Development Goals. The role of organisations such as UNDP, UNICEF, UNESCO, USAID, World Bank, etc are therefore very integral to the success of international projects that are in one way or the other reflected in the District Medium Term Development Plans.

Specific ways in which development partners can assist in the M& E Plan are identified as:

1. strengthening district-level institutional framework for evidence based planning, monitoring and evaluation,
2. shifting from the heavy reliance on consultants and single project monitoring towards support for the preparation and implementation of the district M&E Plan,
3. Assisting the Accra Metropolitan Assembly (AMA) to develop efficient information and reporting system and reduce the support for separate, additional monitoring and reporting procedures,
4. Monitor the utilisation of fund inflow to ensure judicious use of it.

2.2.4 Local Community

This group of stakeholders is expected to be the actual owners of the projects to be implemented in the various communities and will therefore be expected to demand accountability for project finance and also provide information or data on both baseline indicators and actual performance of the plan with regards to outcome and impact indicators. In this light Members of Parliament, Assembly Members, Opinion Leaders, Traditional Authority, Youth Groups or Community Based Organisations will have a major role to play in community involvement in the monitoring and evaluation of plans. They will specifically be expected to brief community members on the status and challenges of the various projects and solicit their views to ensure better management of projects.

2.2.5 Civil Society Groups

Advocacy is one of the important ways in which vulnerable groups in the society are given a voice in the implementation and monitoring of projects that directly affect them. Against this background, groups such as the CENCOSAD, CHF International, GACEED, US Aid, Associations of the Physically Challenged etc. are some few organisations that have been identified in this plan to facilitate the monitoring of programmes for the vulnerable. This is observed in projects relating to HIV/AIDS, micro finance, slum upgrading, girl child education, women empowerment, climate change, rights of children etc. This group is also expected to demand accountability and transparency in project implementation, monitoring and evaluation as well as contribute to information dissemination.

2.2.6 Research Institutions

All monitoring and evaluation plans or systems will thrive on sound database and information to facilitate effective evaluation of programmes. In this light data on the various outcome and impact indicators for assessment of the success of the plans should be derived from field research. This can be done effectively by various research departments in the University of Ghana such as the Institute of Social and Scientific and Economic Research. Government Agency such as the Statistical Service of Ghana can also be brought in to assist through their Living Standards

Surveys to assess the impact of poverty alleviation programmes on the lifestyles of the people.

2.2.7 Media Houses

Dissemination of the success or challenges of projects is also key in monitoring and evaluation as a way of creating awareness on projects. This provides an avenue for stakeholders to express their views on the various programmes or projects, thereby providing a wide spectrum of ideas to ensure achievement of plan targets. It also creates opportunities for information sharing especially on good practices, lessons learnt and possibility of replicating such projects elsewhere.

2.3 ASSESSING NEEDS AND CREATING THE NECESSARY CONDITIONS AND CAPACITIES

An assessment on the capacity of the Assembly to conduct effective monitoring and evaluation activities was also conducted to ascertain the needs and M & E capabilities in the Accra Metropolis. This was done taken into consideration;

- The District Medium Term Development Plan
- Human Resource and Logistical Capabilities.

2.3.1 The District Medium Term Development Plan

This M&E Plan is based on the District Medium Term Development Plan that is owned by the Assembly and community members and is capable of providing an effective system of monitoring the plan.

2.3.2 Human Resource and Logistical Capabilities

The assessment on the capacity of the Extended MPCU to develop an efficient system for monitoring and evaluation was done using a very simple Capacity and Management Matrix (including recommendations and remarks for enhancement of M&E).

The matrix is shown below:

Table 2.1: Capacity and Management Matrix

	Capacity Indicators	Score = 1 (Low)	Score = 5 (Medium)	Score = 10 (High)	Selected Score	Recommendation/Remarks
1	Qualifications of personnel	Most staff do not have the required education	Some staff have the required education but not all	All staff have the required education levels, some exceed.	10	Suitable
				X		
2	Staff Complement	There are numerous key positions that are unfilled	Most key positions are filled but there are gaps	All positions in the DPCU positions are filled	10	Suitable

3	Skills and 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.	X All staff have requisite skills and knowledge to complete even advanced job tasks	5	Refresher courses on M& E necessary to upgrade the skills of DPCU Staff
4	Availability of funds	Funds available do not meet basic cost requirements	Funds are not always available as requested to meet basic costs to allow MPCU to carry out activities in the M& E Plan	X Funds available to meet basic costs to enable MPCU to carry out all activities in the M& E Plan	10	Suitable
				X		
5	Utilisation 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 sometimes spends on other projects not within the plan	X Resources are spent as budgeted in accordance with the DMTDP	5	The peculiar nature of the Metro Assembly located within the capital city leads to such challenges with the tendency of spending out the budget
				X		
6	Timely access to funds	Funds released up to 6 months behind schedule	Funds released up to 2 months behind schedule	X Funds released on schedule	5	Prompt release of funds is essential for M&E activities.
				X		
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 long to medium term	X Leadership is dynamic and motivates the DA staff and members to work together for long term development	10	Suitable
				X		
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, eg, planning, financial reporting , M& E etc.	X Management is technically skilled in all components.	10	Suitable, but there is room for improvement
				X		
9	Workload	Workload is so high that staff have to work	Workload forces staff to work overtime	X Staff are able to complete their jobs	5	Departments don't always have the full complement of staff

		overtime to complete even basic administrative tasks	to complete administrative and programme functions.	within regular working hours		and resources to work
		X				
10	Motivation and incentives	Basic central government motivation/ incentives exist but are not available	Some central government motivation / incentives are accessible, training, maternity leave, overtime payment etc.	Central government motivation / incentives are easy to access and some development partner incentives exists	5	Motivational packages from central government should be easily accessible
			X			
11	Equipment/ facilities.	Office space furniture and technology are not adequate to serve all staff	Office space is adequate but furniture and technology are still lacking for some staff	Staff have access to appropriate office space, furniture and technology	5	The DPCU will require: 1) 1no. pick up vehicle and 1no. mini bus for Monitoring activities 2) Desk Top and lap Computers with software for monitoring projects 3) LCD projector with screen and a scanner 4) A documentation Centre should be provided in the MPCU to serve as reference point 5) Photocopier, a digital camera, flip charts
		X				

2.4 MONITORING INDICATORS

The following core district indicators have been identified and grouped under the seven thematic areas of the Medium Term Development Framework to give inspiration and direction to the specific indicators on the various planned activities in the MTDP.

2.4.1 Expanded development of production infrastructure

1. Percentage number of durable Vehicles and Accessories acquired for the Assembly
 2. Extent of enforcement and application of Government Policies and Programmes on Transportation
 3. Percentage number of Dept/Unit accessing transportation services improved
 4. No. of vehicles procured
 5. No. of quality and durable accessories for the maintenance of vehicles procured
 6. Quantity of logistics and tools provided for workshop.
 7. No. of Activities of DVLA, MTTU and other stakeholders on road safety and transport operations Coordinated.
 8. Percentage improvement in the use of ICT in the Assembly
 9. Acreage of landscape beautification maintained and sustained in the Metropolis
 10. Percentage level of improvement in the compliance and integration of landscaping in physical planning and development
 11. No. of people /areas using the landscaping beautification concepts
 12. Percentage improvement in revenue mobilization and management
 13. Percentage improvement in environmental sanitation and hygiene
 14. Percentage improvement in economic activities for the vulnerable and the excluded
 15. Acreage of housing conditions improved
 16. Extension of the city's Sewerage system and sanitation in an environmentally and socially acceptable manner
 17. Percentage coverage of cleansing services and safe environmental activities
 18. Percentage reduction of discharge into water bodies
 19. Percentage improvement in the road network/system
 20. Percentage Improvement in the drainage system
 21. Percentage improvement in infrastructural conditions
- 2.4.2 Accelerated agriculture modernization and agro-based industrial development***
1. Percentage improvement in food security and safety through the use of modern agric technology
 2. Sound environmental sanitation promoted within the metropolis
- 2.4.3 Sustainable partnerships between government and the private sector***
1. Percentage improvement in the capacities of management committees
 2. Percentage improvement in literacy rate
 3. Percentage improvement in the logistical needs of the staff of the Department
 4. Percentage improvement in the management of waste coupled with improved environmental sanitation
 5. Percentage improvement in the capacity of staff to improve sanitation and waste management
- 2.4.4 Developing human resources for national development***
1. Percentage number of clientele needs addressed

2. Percentage improvement in reading habit
3. Total number of children with improved interest in reading
4. No. of children obtaining vocational skills
5. No. of youth going through guidance and counseling sessions
6. No. of youth no longer obtaining livelihood from child laboring
7. No. of birth and death registered
8. No. of data check system installed
9. Percentage improvement in sports infrastructure and activities
10. Percentage improvement in the health delivery system
11. Percentage improvement in level of security
12. No. of educational facilities provided to enhance teaching and learning
13. Percentage reduction in the level of school dropout
14. Improvement in the state of educational facilities
15. No. of Mechanics trained

2.4.5 Transparent and accountable governance

1. All revenue collection activities audited by 1st December each year
2. Percentage improvement in the use of Assembly's resources
3. Percentage improvement in the creation of awareness and the facilitation of research into wildlife
4. Percentage increase in the creation of awareness on fire safety measures.
5. Percentage improvement in revenue collected
6. No. of alternative revenue sources identified and utilized
7. Percentage improvement in the level of handling of public complains/concerns
8. No. of unsignalised junctions/crossings manned by Metro Guards
9. Percentage reduction in noise levels among households
10. Percentage increase in fill rate of waste receptacles
11. Percentage increase in the number of personnel
12. Percentage improvement in the application of the Public Procurement Act and value for money ensured
13. Percentage improvement in public knowledge on AMA's policies
14. Services of the NCCE improved
15. Database effectively established and efficiently utilized by management
16. Percentage reduction in human activities causing disasters
17. Improvement upon the lighting system
18. Improvement in drainage facilities
19. Reduction in cases of flooding
20. Percentage increase in residents with access to potable water

2.5 MONITORING AND EVALUATION MATRIX

A key feature of the Medium Term Development Plan is the Monitoring and Evaluation Matrix which gives a broad overview or summarises of the main features in the monitoring arrangements for the various plans. It provides a clear arrangement for understanding the relationship between the various input, output, outcome and impact indicators (which take inspiration from the core district

indicators) and their corresponding activities and targets for the plan period. The matrix therefore provides a means of measuring the success of projects outlined in the plan. Another important aspect of the matrix is the linkage that it provides between the 2010-2013 Medium Term Development Policy Framework Objectives and that of the Medium Term Development Plan. It therefore ensures that all interventions in the plan are consistent with national aspirations.

2.6 CALENDAR FOR MONITORING AND EVALUATION

The M&E Matrix is accompanied by a well detailed calendar which provides an organised schedule of activities for effective monitoring of activities in the Medium Term Development Plan (MTDP). The calendar essentially features the various actors, time frames and corresponding budgets for eight key activities comprising of:

1. Medium Term Development Plan Evaluation to be conducted in the first quarter of 2014 to assess impact of the plan over the plan period
2. District Medium Term Development Plan Mid Term Evaluation to be carried out within the first month of 2012 to assess the extent of achievement of plan targets for 2010 and 2012 and give feedback for modification of plans for the 2012-2013 period
3. Annual Progress Review Workshops in January each year for annual review of the MTDP
4. Compilation of Annual Progress Reports by the end of February each year which should be based on the review workshops
5. Information Dissemination to be done through workshops over a three day period in May every year to disseminate the findings, lessons and recommendations in the review reports
6. Organisation of Quarterly Review Meetings with partners at the first month of each quarter to assess performance of plans
7. Quarterly Field Visits to be embarked upon at the last month of each quarter to verify issues on the field and monitor performance of plans.

The table overleaf shows the Monitoring and Evaluation Calendar for the 2010-2013 Medium Term Development Plan of the Accra Metropolitan Assembly:

Table 2.2: Monitoring and Evaluation Calendar

Activity	Time Frame																Responsibility	Budget
	2010				2011				2012				2013					
Quarterly Review Meetings	20 th Jan	19 th Apr	20 th July	26 th Oct	28 th Jan	26 th April	14 th July	27 th Oct	24 th Jan	20 th Apr	27 th July	22 nd Oct	22 nd Jan	26 th April	26 th July	25 th Oct.	Extended MPCU	
Quarterly Field Visits	2 nd Mar	4 th Jun	7 th Sept	6 th Dec	8 th Mar	1 st June	5 th Sept	6 th Dec	7 th Mar	12 th Jun	4 th Sept	4 th Dec	4 th Mar	7 th Jun	2 nd Sept	2 nd Dec	Extended MPCU	
Dissemination	17 th May (Monday) to 19 th May (Wednesday)				10 th May (Tuesday) to 12 th May (Thursday)				21 st May (Monday) to 23 rd May (Wednesday)				22 nd May (Wednesday) to 24 th May (Friday)				Extended MPCU	28,526.00
Annual Progress Report	26 th February (Friday)				24 th February (Thursday)				22 nd February (Wednesday)				26 th February (Tuesday)				Extended MPCU	6,214.00
Annual Progress Review Workshop					26 th January (Wednesday)				26 th January (Thursday)				31 st January (Thursday)				Extended MPCU	12,494.00
DMTDP Mid-term evaluation									19 th June (Tuesday)								Extended MPCU	3,112.00
DMTDP Evaluation													31 st January (Thursday)				Extended MPCU	

ACTIVITIES	TIME FRAME				STAKEHOLDERS/ACTORS	BUDGET
	2010	2011	2012	2013		
Review meetings						
Review of quarterly action plans	30 th March, June, Sept & Dec				MPCU	1,600.00
Drawing of programme for field visits						
Field Visits						
Visits to <ul style="list-style-type: none"> - modern markets site - MiDA and Dansoman high street extension road construction sites - storm drains (Chemunaa Mapoanse storm drains) - modern schools site - 50 no. 18 classroom blocks - AMA city hall complex and sub-metro offices 	2 nd Tuesday in every month				MPCU, TA, CSG, NGOs, CBOs	2,400.00

Table 2.2.1: Monitoring and Evaluation Calendar (Expanded)

Report writing						
Data collection & collation	20 th April, July & Oct				GSS, Researchers, MPCU	3,600.00
Drafting of Quarterly Report					MPCU	

MONITORING AND EVALUATION PLAN

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Review of Quarterly Report		20 th Jan			MPCU	
Finalize Quaterly & Annual Reports		20 th Dec(Annually)			MPCU	
Submission of Report to Stakeholders		1 st Feb Annually			RCC, MPCU, NGOs, TA, CSG & CBOs	200.00
Dissemination						
Design Communication Strategy	20 th April(Annually)				MPCU	10,000.00
Evaluation						
Ex-ante Mid-Term Terminal PM&E	20 th Dec		20 th April	20 th April	MPCU, Internal & External Evaluators , CBOs, CSG, TA, NGOs, etc	10,000.00

Table 2.3: BUDGET - DMTDP EVALUATION (TERMINAL)

BUDGET FOR 2010 (2009 APR)			
ITEM	UNIT COST	QUANTITY	TOTAL COST (GH¢)
SNACKS	3	25	75
MINERAL WATER	10	2	20
ALLOWANCE	200	25	5000
REPORT WRITING			100
TOTAL			5,195
PARTICIPANTS :			12 MPCU MEMBERS + 3 PLANNING OFFICERS
TOTAL COST FOR 4 YEARS :	6214		
DMTDP MID TERM EVALUATION			
BUDGET FOR 2012			
ITEM	UNIT COST (GH¢)	QUANTITY	TOTAL COST (GH¢)
SNACKS	3	80	240
LUNCH	8	80	640
MINERAL WATER	10	7	70
FLIP CHART	9	3	27
MARKERS	3	3	9
A4 SHEETS	6	10	60
ALLOWANCE	30	80	2,400

MONITORING AND EVALUATION PLAN

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HONORARIUM FOR FACILITATORS	50	6	300
HIRING OF VENUE	200	1	200
REPORT WRITING			100
TOTAL			4,046
PARTICIPANTS:			24 MPCU MEMBERS + 56 OTHER PARTICIPANTS
ANNUAL PROGRESS REVIEW WORKSHOPS			
BUDGET FOR 2010-2013			
ITEM	UNIT COST (GH¢)	QUANTITY	TOTAL COST (GH¢)
SNACKS	3	80	240
LUNCH	8	80	640
MINERAL WATER	10	7	70
SHORT HAND NOTE BOOKS	1	80	80
PACK OF PENS	7.5	3	22.5
FLIP CHART	9	3	27
MARKERS	5	3	15
A4 SHEETS	6	20	120
ALLOWANCE	30	80	2,400
HONORARIUM FOR FACILITATORS	50	5	250
HIRING OF VENUE	200	1	200
REPORT WRITING			400.00
TOTAL			4,464.5
PARTICIPANTS:			24 MPCU MEMBERS + 56 OTHER PARTICIPANTS
TOTAL COST FOR 4 YEARS:	17,858		

Table 2.4: DISSEMINATION - BUDGET FOR 2010 - 2013

ITEM	UNIT COST (GH¢)	QUANTITY	TOTAL COST (GH¢)
SNACKS	3	80 participants for 3 Days	720
LUNCH	8	80 participants for 3 Days	1,920
MINERAL WATER	10	7 Boxes X 3 Days	210
SHORT HAND NOTE BOOKS	1	80	80
PACK OF PENS	7.5	3	22.5
FLIP CHART	9	3	27
MARKERS	5	3	15

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A4 SHEETS	6	10	60
ALLOWANCE	30	80	2,400
HONORARIUM FOR FACILITATORS	50	6	300
HIRING OF VENUE	500	3	1,500
PRESS			1,000
REPORT WRITING			100
TOTAL			8,354.5

**TOTAL COST FOR 4 YEARS:
33,418**

2.5: QUARTERLY MONITORING FIELD VISITS - BUDGET FOR 2010 - 2013

ITEM	UNIT (GH¢)	COST	QUANTITY	TOTAL COST (GH¢)
1ST QUARTER				
SNACKS	3		15	45
LUNCH	8		15	120
MINERAL WATER	10		2	20
ALLOWANCE	30		15	450
SUB TOTAL				635
2ND QUARTER				
SNACKS	3		15	45
LUNCH	8		15	120
MINERAL WATER	10		2	20
ALLOWANCE	30		15	450
SUB TOTAL				635
3RD QUARTER				
SNACKS	3		15	45
LUNCH	8		15	120
MINERAL WATER	10		2	20
ALLOWANCE	30		15	450
SUB TOTAL				635
4TH QUARTER				
SNACKS	3		15	45
LUNCH	8		15	120
MINERAL WATER	10		2	20
ALLOWANCE	30		15	450
SUB TOTAL				635
TOTAL FOR 1 YEAR				2,540
TOTAL COST FOR 4 YEARS:				7,304.00
QUARTERLY REVIEW MEETINGS				

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BUDGET FOR 2010 - 2013			
ITEM	UNIT COST	QUANTITY	TOTAL COST (GH¢)
1ST QUARTER			
SNACKS	3	27	45
LUNCH	8	27	120
MINERAL WATER	10	3	20
ALLOWANCE	30	27	450
SUB TOTAL			635
2ND QUARTER			
SNACKS	3	27	45
LUNCH	8	27	120
MINERAL WATER	10	3	20
ALLOWANCE	30	27	450
SUB TOTAL			635
3RD QUARTER			
SNACKS	3	27	45
LUNCH	8	27	120
MINERAL WATER	10	3	20
ALLOWANCE	30	27	450
SUB TOTAL			635
4TH QUARTER			
SNACKS	3	27	45
LUNCH	8	27	120
MINERAL WATER	10	3	20
ALLOWANCE	30	27	450
SUB TOTAL			635
TOTAL FOR 1 YEAR			10,160
TOTAL COST FOR 4 YEARS:			13,080.00

Table 2.6: PROCUREMENT OF LOGISTICS - budget

ITEM	UNIT COST	QUANTITY	TOTAL COST (GH¢)
MINI BUS	35,000.00	1	35,000.00
DOUBLE CABIN PICK UP	30,000.00	1	30,000.00
LAP TOP COMPUTER	2,000.00	3	6,000.00
LCD PROJECTOR	2,500.00	1	2,500.00
SCANNER	500.00	1	500.00
GRAND TOTAL			74,000.00

2.7 MONITORING AND EVALUATION BUDGET

The table below shows the summary of the budget for Monitoring and Evaluation for 2010 amounting to GH¢92,462.50. The details of the entire M&E budget for the 2010-2013 period is however shown in Appendix 4 of this document.

Table 2.7: Budget for Monitoring and Evaluation

ACTIVITY	TOTAL AMOUNT (GH €)
Annual Progress Review Workshop (To include Mid Term Evaluation)	6235.50
Dissemination	7,131.00
Quarterly Field Visits	1,826.00
Quarterly Review Meetings	3,270.00
Procurement of Office equipment for MPCU	74,000.00
GRAND TOTAL	92,462.50

2.8 DATA COLLECTION, VALIDATION AND COLLATION

Another important aspect of an effective Monitoring and Evaluation system is the arrangements for collection, validation and collation of data. This aspect is essential because a well arranged and formatted database provides a strong foundation for the creation of an efficient IT-based monitoring information system which will also facilitate analysis of plan performance at any given period. In this regard the table below has been adopted by the Extended MPCU as a standard format for the collection of data on the various projects in the plan.

Table 2.8: PRIMARY DATA COLLECTION ON PROGRAMMES / PROJECTS

1	Programme/ Project Name			
2	GPRS II Thematic Area			
3	Sector			
4	Project Title			
5	Project Location			
6	Contractor			
7	Source of Funding			
8	Commencement Date			
9	Expected Completion Date			
10	Contract Sum			
11	Expenditure to date			
12	Project Implementation Status			
13	Remarks.			
14	Project Compliance			
	MTDP	Procurement/ Procedures	Contract	Audit Recommendations
	Certified by Sec. of DPCU (Stamp & Signature)	Certification by Procurement Officer (Stamp & Signature)		Certification by Internal Auditor (Stamp & Signature)
15	Source of Funds			
	GOG Grants: (DACF, HIPC, Road	IGF	Development Partners	Total

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	Fund etc)						
	Budget	Actual	Budget	Actual	Budget	Actual	
16	Expected Results						
	Expected Output of Project		Quantitative (where necessary)		(where necessary)		Qualitative (where necessary)
	Expected Outcome of Project						

It worth mentioning that data collected through the above format would be validated with the involvement of stakeholders to ensure that the data is devoid of errors and inconsistencies.

2.9 DATA ANALYSIS AND UTILISATION OF RESULTS

Systematic analysis using bar charts, line graphs, maps, tables and other methods of data analysis would be utilised to show the results being produced by each project or programme identified in the MTDP. The analysis would therefore highlight and examine each indicator to assess the findings in order to report on the progress of that indicator (core and specific) in achieving goals, objectives and targets of the DMTDP and GPRS II. The analysis would also make room for feedback of lessons learned in the implementation process that can be utilised to modify the various action plans and the next DMTDP.

2.10 DISSEMINATION OF RESULTS

After successfully compiling the various reports and submitting them to management of the Assembly, the MPCU/Development Communication Committee also needs to disseminate the findings of the reports to other stakeholders to increase accountability and transparency of the Assembly and also demonstrate Assembly's commitment in meeting the goals of her MTDP and the MTDPF. The Development Communication Committee to be formed would comprise of the Works Engineer, Roads Engineer, Public Relations Officer, Planning Officer, Town and Country Planning Officer, Education Officer, Budget Officer, Internal Auditor, Finance Officer, Coordinating Director, Chief Executive, with the Presiding Member as the Chairman.

The results of the monitoring exercises shall therefore be shared with stakeholders identified in the Chapter Six of this document as listed below:

1. The Greater Accra Regional Coordinating Council through the RPCU
2. Ministries Departments and Agencies (Including the National Development Planning Commission)
3. Development Partners
4. Community Members/Traditional Authorities
5. Civil Society Groups
6. Private Sector Organisations
7. Research Institutions
8. Media Houses

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The technique to be adopted for dissemination will involve series of meetings or discussions to suit the various categories of stakeholders and in all such meetings the press shall be invited to facilitate further dissemination of the issues to other members of the public. Thus creating awareness and promoting dialogue among the general public on the programmes and projects being implemented by the AMA so as to generate feedback on the performance of the Assembly. Ultimately, this feedback mechanism would afford the Assembly in managing expectations of the public regarding the social goods and services being delivered. Additionally other platforms or media to be used in disseminating information on the programmes and projects would include the electronic and print media. Below is the budget to undertake the dissemination:

Table 2.9: Communication Strategy Budget

TV DISCUSSION /ANNOUNCEMENT PROGRAMMES	NO. OF TIMES	UNIT COST (GH¢)	TOTAL COST (GH¢)
GTV	8	1897.5	15180
METRO	8	116.25	930
TV3	8	200	1600
TV AFRICA	8	100	800
RADIO DISCUSSION PROGRAMMES			
JOY FM	8	3519 PER 15 MINUTES	28152
OBONO FM	8	300 PER 30 MINUTES	2400
RADIO GOLD	8	3000 PER 30 MINUTES	24000
UNIQUE FM	8	138 PER 30 MINUTES	1104
VIBE FM	8	500 PER 30 MINUTES	4000
RADIO ANNOUNCEMENTS			
JOY FM	20	53	1060
OBONO FM	20	20	400
RADIO GOLD	20	62.5	1250
UNIQUE FM	20	25	500
PEACE FM	20	82.5	1650
PRINT MEDIA / DAILIES			
GRAPHIC	16	729.43 PER HALF PAGE	11670
GHANAIAN TIMES	16	656.48 PER HALF PAGE	10503
CHRONICLE	16	300.50 PER HALF PAGE	4800
ENQUIRER	16	285.50 PER HALF PAGE	4568
TOTAL			114,567

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From the above table the budget for dissemination or communication strategy amounts to GH¢114,567.

2.11 PARTICIPATORY EVALUATION OF PLANS

A key feature of this plan is to put in place appropriate arrangements for continuous midterm and terminal evaluations evaluation of the DMTDP to assess not only the achievement of objectives but also to ascertain the relevance of such objectives in meeting the goals of the GPRS II document which is the governing policy framework for achievement of national targets. The evaluation exercises is therefore expected to provide a better insight into the effective designs of new plans and would be done through strong collaboration with NGOs, CBOs, in the communities.

The table below is a summary of the various types of evaluation to be conducted, the expected period of action, the key actors and the specific techniques to be adopted.

Table 2.10: Summary of the Various Types of Evaluation

Type of Evaluation	Period	Actors	Participatory Evaluation Technique
Mid-Term	2012	Internal Evaluators (DPCU and other members of AMA Management) External Evaluators (Development Partners, Civil Society Groups, MDAs, etc.)	<ul style="list-style-type: none"> • Focal Group Discussions • Impact Assessment surveys • Inspections, participatory surveys • Discussions, workshops
Terminal	At the end of the plan period (2013)		

In addition to the above actions the Extended MPCU shall also embark on District Poverty Profiling and Mapping as part of the terminal evaluation to appreciate the trend or changes on how poverty is spatially manifested with time over the plan period.

CHAPTER THREE COLLABORATING WITH DEVELOPMENT PARTNERS

3.1. Introduction

The Assembly has lots of development priorities and cannot perform its roles and responsibilities alone but need to collaborate with development partners to achieve almost full implementation of the Medium Term Development Plan. These development partners include International Donors, NGOs, Financial Institutions, Civil Society Groups and Traditional Authorities (TA). These development partners are expected to provide funds, technical advice and modern technology to help provide the basic needs of the people.

3.2. Financial Institutions

Accra Metropolitan Assembly has a wide range of developmental priorities but has limited funds to implement all these developmental projects to improve the living conditions of the populace. The support from government and the internally generated funds are woefully inadequate to ensure the successful implementation of these development plans. There is therefore the need to collaborate with certain financial institutions for financial aid. Examples of financial institutions collaborating with AMA to implement the Medium Term Development Plan (MTDP) include Africa Development Bank which is funding Accra Sewerage Improvement Plant (ASIP) project whiles Agricultural Development Bank are also supporting farmers with loans and credit to adopt modern methods of farming. Some financial institutions like MIDLAND provide loans to SMEs to enable them expand their operations under the Urban Poverty Reduction Project (UPRP).

The responsibility of monitoring and evaluation of the medium term development plan and other developmental projects does not fall solely on the Assembly but also these financial institutions who have committed financially towards the implementation of these projects. Hence, these financial institutions cannot be sidelined in the monitoring and evaluation process to ensure that funds are used judiciously to help achieve the Millennium Development Goals.

3.3. Waste Management Companies

To ensure a clean Accra and a healthy populace, AMA has introduced the Fee and Performance Based Solid Waste Collection System where various waste management companies are tasked to collect waste throughout the Metropolis. Under this project the eleven sub-metros have been divided among the waste management companies who

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ensure that waste in their respective sub-metros are collected and this also promotes proper supervision. The involvement of these private solid waste companies is in fulfilment of the Assembly's goal which is to enhance sustainable partnership between the local government and private sector. The waste management companies involved in this project are Asadu Royal waste Ltd, Aryeetey Brothers Co. Ltd, Yafaru/Almanuel/Catrol, Daben Cleansing Ltd and J. Stanley Owusu & Co. Ltd. The rest are Zoomloin GH. Ltd, Meskworld Ltd, Liberty waste Ltd. and Jekora Ventures.

The private waste management companies play a vital role in the monitoring and evaluation of the task entrusted to them. For successful implementation Fee and Performance Based Solid Waste Collection System, the Assembly has to partner the private companies to monitor the progress of the project. This will promote more collaborative effort between the local government and the private companies.

3.4. Educational Institutions

Educational institutions provide research and technical advice to the Assembly in the pursuit of its functions. In Ghana students from various institutions embark on practical attachment to the Assembly where knowledge and skills acquired theoretically are applied

Predominant amongst these is the Millennium City Initiative (MCI), a project of the Earth Institute, a research and educational centre dedicated to the pursuit of sustainable development and the eradication of poverty through timely achievement of the Millennium Development Goals. The brain behind the Millennium City Initiative is Jeffrey Sachs a renowned development economist. The Earth Institute is to help the Assembly in areas of education, poverty alleviation, waste management, health, revenue mobilisation and infrastructural development.

MCI helps selected, under-resourced urban centers become viable, sustainable "Millennium Cities" each with distinct livelihood opportunities, improved access to public services and links with the countryside and international markets. MCI accomplishes this through a combination of research and policy analysis, and by working with local, domestic and international partners to stimulate economic and social development. Millennium Development Goal Centre for West and Central Africa provide policy advice and technical support whiles Cities Alliance connect Accra with other cities and development partners committed to scaling up successful approaches to poverty reduction.

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The institute also engaged the faculty and the graduate student colleagues from the University of Ghana who contributed to the research of the institute in areas of waste to energy, access to good health care and slum upgrading. Housing the Masses, CHF International and Peoples Dialogue are contributing immensely towards the attainment of the Millennium Development Goals. They collect data from the various communities and devise plans to upgrade these communities to improve the living standards of the people.

For AMA to achieve millennium city status and also achieve the Millennium Development Goals there has to be effective monitoring and evaluation system which will comprise the local government and the Earth Institute.

3.5. Consultants

The amount of financial resources available to the Assembly is what determines how far the Assembly can go in its service delivery. The money generated by the Assembly internally is woefully inadequate in relation to the wide range of development priorities and also the Assembly is unable to meet its revenue targets. Certain factors like leakages and wide range of the untapped revenue generation avenues make it difficult for the Assembly to generate enough funds.

However, the Assembly sees it necessary to collaborate with private individuals like SW Global Limited and VIA AFRINITY, to help access the untapped resources. On the part of VIA AFRINITY, they help the Assembly to generate revenue on Outdoor Advertisement by providing modern technology and expertise whiles SW Global Limited will introduce automated means of collecting revenue from the Business Owners Operating Payment. It is through effective monitoring and evaluation that the Assembly could generate enough funds to implement it's projects.

3.6. Security Agencies

Security services provide protection and maintain law and order within the Metropolis and also guard staff in their daily activities. They ensure the enforcement of by-laws and regulations and also train the Assembly's task force. Private investors and International donors only invest at places there is law and order, hence the need for the assembly to

work hand in hand with the security agencies maintain the peace full atmosphere existing currently.

3.7. International Donors

International donors are one of the key development partners of the Assembly. They provide funding for most of the projects of the Assembly as well as technical support to complement the Government and the local Authority in their plans. The role of organisations such as UNDP, UNICEF, USAID, World Bank, etc are therefore very integral to the success of international projects that are in one way or the other reflected in the District Medium Term Development Plans. The successful implementation of these projects will lift the metropolis to achieve the millennium development goals. These international donors finance most of the projects implemented by the Assembly.

Currently, Accra has been declared a millennium city by Jeffrey Sachs a renowned development economist hence the need for the Assembly to open it's doors for more collaboration with international donors. Other international donors like UN-HABITAT, UNESCO and other foundations like Bill and Melinda Gates are also collaborative partners of AMA.

For continuous collaboration and co-existence between the local Authority and international donors there is the need to monitor the use of resources provided by the donors. Their roles as partners in the monitoring and evaluation process can therefore not be overemphasised in ensuring that fund inflows are geared towards the purpose for which they were given.

3.8. Civil Society Groups (NGO's, CSOs, TAs, etc.)

Civil society groups like NGO's and the Civil Society Organisations help the Assembly by collecting data, identification of problem areas and also help find solutions to these problems. They perform roles like information dissemination advocate for the local people. They also demand accountability and transparency from the assembly to reduce corruption and ensure judicious use of resources. . This keeps the assembly on its toes to ensure that all projects planned are implemented. Traditional Authorities (TA) also

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provide land and a medium of communication between the Assembly and the local people.

Advocacy is an essential means through which the plight of the poor, vulnerable and excluded are heard in the development and implementation of plans and this advocacy role is effectively played by these Civil Society Groups. NGOs like CHF International and Housing the Masses undertake projects like community up grading and providing for some of the basic needs of the poor.

It is there important to involve these Civil Society Groups who are working tirelessly for the development of the Assembly in the monitoring and evaluation process.

3.9. Sister City Relationship

Accra Metropolitan assembly has formed a sister city relationship with the city of Amsterdam in Netherland. The sister city relationship is based on some priority areas of concern to the metropolis which include sanitation, city planning, revenue generation, IT application in revenue administration, technical support, management and local economic development.

The project is dubbed: "Old Accra 2015 Strategy", would help to improve the sanitation and housing situation of old Accra, decrease illiteracy and unemployment and preserve the historical heritage of the area. It is managed by a development agency known as Ga Mashie Development Agency (GAMADA). The purpose of GAMADA is to draw and implement development plan for the betterment of the people of Ga-Mashie. The Assembly and GAMADA need to collaborate to see to the fulfillment of the development plan. Projects like the renovation of Brazil house, renovation and provision of computer centre at Royal school Jamestown as well as improvement of the community centre have all been completed.

PROGRAMME FOR PREPARING THE METROPOLITAN M&E PLAN

Table 3.1

	PLAN PREPARATION ACTIVITIES	PARTICIPANTS	KEY OUTPUTS
1	1 st meeting after the guidelines orientation workshop to map out the way forward, draw a budget and on that stakeholders analysis	MPCU, MCE, PM	<ul style="list-style-type: none"> ❖ Budget for the plan preparation ❖ Stakeholders identified and analysed
2	2 nd meeting to assess the M&E needs and conditions in the district and develop the management and capacity index	MPCU, MCE, PM and representatives from key stakeholder groups	<ul style="list-style-type: none"> ❖ M&E challenges and solutions identified and discussed ❖ Management and capacity index developed
3	Two-day workshop to select district specific indicators, establish baseline and target, produce the M&E index and to develop M&E calendar and the budget	MPCU and representatives from stakeholder groups (with knowledge on the subject). It is very important to have a facilitator who is up to the task	<ul style="list-style-type: none"> ❖ Complete list of the district indicators(both core and district specific indicators) ❖ The district M&E index, calendar(work plan), budget for the MMTDP
4	Two-day workshop to work on step 7 to 10, evaluation and participatory M&E; i.e. how to collate, validate and analyse data. How to use M&E results, reports and disseminate the report etc.	MPCU and representatives from stakeholder groups (with knowledge on the subject). It is very important to have a facilitator who is up to the task	<ul style="list-style-type: none"> ❖ Write up on step 7,8,9 and 10 ❖ Write-up on evaluation and the PM & E to be carried out ❖ Dissemination strategy
5	Collation of all the report from the meetings and workshops in the draft M&E plan.	MPCU secretary(planning officer)	<ul style="list-style-type: none"> ❖ 1st M&E draft plan
6	A meeting to review the first draft	MPCU, MCE, PM	<ul style="list-style-type: none"> ❖ 2nd M&E draft plan
7	Meeting with a wide range of stakeholders to present the second draft.	MPCU secretary and representatives from all stakeholder groups	<ul style="list-style-type: none"> ❖ 3rd M & E draft plan
8	Public hearing on the third M&E draft plan	MPCU and the general public	<ul style="list-style-type: none"> ❖ 4th M&E draft plan
9	4 th M&E draft plan submitted to RPCU and NDPC	MPCU secretary(planning officer)	<ul style="list-style-type: none"> ❖ Feedback from RPCU and NDPC
10	Comments discussed and amendments made to the draft	MPCU, MCE, PM and representatives from stakeholder groups	<ul style="list-style-type: none"> ❖ Final M&E draft plan
11	Draft submitted to MA for debate and approval (together with the MMTDP)	MA	<ul style="list-style-type: none"> ❖ Approved MMTDP and M&E plan
12	M&E plan implementation	MPCU, MCE, PM and stakeholders	<ul style="list-style-type: none"> ❖ Quarterly and annual progress report

3.10. Conclusion

This Monitoring and Evaluation Plan for the 2010-2013 Medium Term Development Plan (MTDP) for the Accra Metropolitan is to serve as an important management tool which is expected to provide a system of accountability, responsiveness and transparency in the allocation of resources for the MTDP.

In this regard an attempt has been made by the Extended MPCU to consider essential elements required in monitoring and evaluation such as the identification and analysis of stakeholders for monitoring and evaluation, accessing the strengths of the Assembly in conducting monitoring activities and development of a comprehensive monitoring and evaluation matrix to provide a framework for monitoring. Attempts have also been made to develop an efficient schedule for monitoring plan achievements, while effective arrangements have been made for proper data capture and reporting procedures as well as dissemination of results to stakeholders.

Given the issues identified in this plan, it is essential that this plan shall be utilized diligently to monitor and evaluate the projects outlined in the 2010-2013 Medium Term Development Plan of the Accra Metropolitan Assembly.