

**GOVERNMENT OF GHANA**

**MINISTRY OF LOCAL GOVERNMENT  
RURAL DEVELOPMENT AND ENVIRONMENT**

**THE MUNICIPAL MONITORING AND EVALUATION PLAN**

**UNDER THE GHANA SHARED GROWTH AND DEVELOPMENT  
AGENDA  
(GSGDA), 2010-2013**

**AKUAPEM SOUTH MUNICIPAL ASSEMBLY**

**SEPTEMBER 2010**

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## **EXECUTIVE SUMMARY**

After preparing the 5-year Medium-Term Development Plan(MTDP) for the Akuapem South Municipal Assembly(DMTDP – 2010-2013) it then becomes imperative for the planning and formulation of a comprehensive monitoring and evaluation plan to support its implementation of the plan

The monitoring and evaluation plan of the Akuapem South Municipal Assembly has been developed to reflect the policy framework of the MTDPF-2010-2013 and also to provide the basis to facilitate the tracking of progress, effectiveness and efficiency of the process.

The documentation of the plan is structured on the format and guidelines issued by National Development Planning Commission (NDPC) and are organized under three chapters as follows.

Chapter One deals basically with the introduction, purpose of the M&E Plan, Preparation and a summary review of the implementation status of the DMTDP(2006-2009).

Chapter Two examines the key monitoring and evaluation activities, coupled with stakeholders analysis as well as M&E conditions and capacities.

Chapter Three, the final chapter, focuses on the inputs that are crucial to the M&E Plan and outlines the extent of roles that the Development Partners played in terms of collaboration in the preparation of the 5-year DMTDP and its implementation.

## **CHAPTER ONE**

### **THE MUNICIPAL MONITORING AND EVALUATION PLAN UNDER THE GSGDA .2010 – 2013**

#### **Introduction.**

The Akuapem South Municipal Assembly was established by legislative instrument(LI) 1487 of 1989. The Assembly exists to improve upon the living conditions of the people through the mobilization of human, material and financial resources in the provision of basic amenities, basic services infrastructural facilities and essential facilities.

To really understand and break the poverty cycle or underdevelopment which pertains in the municipality, it is important to identify and critically study the physical environment within which the people live, as it contributes to a great extent, the kind of economic activities and occupations present in the area and subsequently to incomes and social services.

#### **Goal And Objectives of DMTDP**

The Municipal Monitoring and Evaluation Plan is a flexible guide to the steps used to document DMTDP activities and how to measure progress toward the achievement of the DMTDP goal and objectives in a structured way. It provides a clear picture of the DMTDP M&E mechanism and detailed information on how specific activities and outputs will be monitored and evaluated. The plan includes other components that will make it possible to understand the DMTDP context, reflect and learn lessons from project implementation. The process of developing the plan is as participatory and collaborative as possible with a strong feedback from public hearing as recommended in the planning guidelines. The plan writing is kept as simple as possible and requires the approval of the Municipal assembly, alongside the DMTDP with its associated committed resources to the production of the M&E.

#### **Purpose of The M & E Plan**

The purpose of the Municipal M&E is to institute an effective and efficient system for tracking the progress of programmes and projects in the municipality, and to generate timely reports to the NDPC and other stakeholders through the RPCU resulting from the Municipal Annual Progress Report.

In the process of preparing M&E plan, the NDPC organized workshop for RPCU and DPCU at the regional level at Koforidua to build their capacities. Districts were then charged to prepare and submit their plans as quickly as possible.

The participants were the following: the Assistant Planning Officer, Municipal Co-ordinating Director, Municipal Budget Officer, Municipal Director of Health Service, Director, (MOFA), Director, (Ghana Education Service), the presiding Member, Director, (Feeder Roads) and Director, (Department of Community Development).

### **Implementation Status of The DMTDP**

A thorough review of the Municipal Medium-Term Development Plan(i.e) 2010 – 2011 was carried out by the DPCU members. This process was termed Mid-Year Review as indicated in the table below in relation to four thematic areas that are applicable to the municipality.

### Thematic Area 1: Expanded Development of Production Infrastructure - 2010

| No. | Programme objectives  | Activities  | Achievement             | Reasons for not achieving target |
|-----|---|---|-------------------------|----------------------------------|
| 1.  | <p><b><u>Water</u></b><br/>To improve upon the access of potable water in the municipality.</p> | Drill & construct 4 No. boreholes at Seduase, Akuffukrom, Asiawkrom & Akwakupom.  | Project is on-going.    |                                  |
| 2   |   | Drill & construct 5No. boreholes at Obregyimah, Nsumia, Otukwadjo Pakro-Adjenase & Kwaffokrom.  | Project is on-going     |                                  |
| 3   |   | Construction of 4No. Mwacafe Iron Removal Plant at Ayim, Nyame bekyere, Oboadaka & Apentem.   | Project is on-going.    |                                  |
| 4   |   | Rehabilitation of 4No. Mwacafe Iron Removal Plant at Yawduodu, Konkonuru, Pokro Nsaba & Kwame Ntow.   | Project is on-going.    |                                  |
| 5   |   | Construction of 4No. Rain Harvesting facilities at Kwakwakrom, Ayim, Nyame bekyere, Apentem & Aburi Amanfo  | Target achieved.        |                                  |
| 6   |   | Drilling & construction of 10No. boreholes at Ahyiresu, Yaw Nyarkokrom, Ahwerease, Ahodwo, Pepraw, Yawrom, Kitase, Adubrakrom & Akpeteshie Nkwanta. | Project is on-going.    |                                  |
| 7   |   | Designing of 1No. small water system at Pokro Nsaba.  | Project is on-going     |                                  |
| 1   | <p><b><u>Sanitation</u></b><br/>Improve sanitation situation in the municipality</p>            | Construct 1No. 8-seater KVIP/HWF at Tieku.  | Contract to be awarded. |                                  |

|   |   |  |                            |  |
|---|---|--|----------------------------|--|
| 2 | <p><b><u>Spot improvement</u></b></p> <p>To improve rural accessibility and reduce post harvest loss.</p> | <p>Construction of 1No. 8-seater KVIP/HWF at Aburi Anglican Primary &amp; JHS.</p> | <p>Project is on-going</p> |  |
| 1 |   | <p>Spot improvement of Otukwadjo-Towubuase(5.5Km)</p>                              | <p>Target achieved.</p>    |  |
| 2 |   | <p>Spots improvement of Yawduodu-Apantem(4.5Km)</p>                                | <p>Target achieved.</p>    |  |

### Thematic Area 4: Developing Human Resources For National Development- 2010

| No. | Programme objectives  | Activities  | Achievement            | Reasons for not achieving target |
|-----|---|---|------------------------|----------------------------------|
|     | <p style="text-align: center;"><b><u>Education</u></b></p> <p>To improve upon the accessibility and quality of education in the municipality.</p> |   |                        |                                  |
| 1   |   | Construction of 2No. Classroom block(1No 3-unit & 1No. 6-unit classroom block.)<br>Nsawam L/A | Projects are on-going. |                                  |
| 2   |   | Completion of 6-unit classroom block at Nsawam Prisons.                                       | Target achieved.       |                                  |
| 3   |   | Construction of 6-unit classroom block at Ankwansu.   | Project is on-going    |                                  |
| 4   |   | Construction of 6-unit classroom block at Adoagyiri R/C                                       | Project is on-going    |                                  |
| 5   |   | Construction of 6-unit classroom block at Adoagyiri R/C                                       | Project is on-going.   |                                  |
| 6   |   | Construction of 6-unit classroom block at Aburi Anglican.                                     | Target not achieved.   | Abandoned.                       |
| 7   |   | Renovation of Aburi Girls Domitory.   | Target achieved.       |                                  |

|    |   |   |                      |                      |
|----|---|---|----------------------|----------------------|
| 8  |   | Construction of 3-unit classroom block at Aburi Girls.                  | Project is on-going. |                      |
| 9  |   | Construction of 4-unit classroom block at Father Waggors'               | Target not achieved. | Funds not available. |
| 10 |   | Construction of 6-unit classroom block at Pampanso krokesse.            | Target not achieved. | Funds not available. |
| 11 |   | Construction of 3-unit classroom block at Pakro Anglican.               | Target not achieved. | Funds not available  |
| 12 |   | Construction of computer Lab. at Adoagyiri St. Martins.                 | Target not achieved. | Funds not available. |
| 13 |   | Completion of 4-unit classroom block, office with ancillary at Oboadaka | Target achieved.     |                      |
| 14 |   | Community animation & WATSAN training in 5 communities.                 | Project is on-going  |                      |
|    | <b><u>Health.</u></b><br>To improve upon the access of health facilities and improvement of health in the municipality. |   |                      |                      |
| 1  |   | Construction of 1No.CHPs compound at Ankwani Doboro.                    | Project not started. |                      |

**Thematic Area 5: Transparent And Accountable Governance - 2010**

| <b>No.</b> | <b>Programme objectives</b>                  | <b>Activities</b>                | <b>Achievement</b> | <b>Reasons for not achieving target</b> |
|------------|--|----------------------------------|--------------------|---|
| 1.         | To organize quarterly departmental meetings. | Invitation letters to be issued. | Target achieved.   |   |
| 2.         | To organize general Assembly meeting.        | Invitation letters to be issued. | Target achieved    |   |
| 3.         | To furnish one area council office.          | Furniture to be provided.        | On-going           |   |

**Thematic Area 6: Reducing Poverty And Income Inequalities- 2010.**

| <b>No.</b> | <b>Programme objectives</b> | <b>Activities</b> | <b>Achievement</b> | <b>Reasons for not achieving target</b> |
|------------|-----------------------------|-------------------|--------------------|---|
| 1.         |                             |                   |                    |   |

## Thematic Area 1: Expanded Development of Production Infrastructure-2011

| No. | Programme objectives   | Activities  | Achievement          | Reasons for not achieving target |
|-----|--|---|----------------------|----------------------------------|
|     | <b><u>FEEDER ROADS</u></b><br>To improve rural accessibility and reduce post harvest loss. |   |                      |                                  |
| 1.  |  | Spots improvement of Aduakrom-Bowkrom(3.1km)                  | Target not achieved  | Programme not commenced.         |
| 2.  |  | Spots improvement of Pepraw Jn-Pepraw(2.1km)                  | Target not achieved  | Programme not commenced          |
| 3.  |  | Spots improvement of Kwesikrom-Yeboahkrom(2.6km)              | Target not achieved  | Programme not commenced          |
| 3.  |  | Yawduodu-Amanfrom(1.0km)                                      | Target not achieved. | Programme not commenced.         |
| 4   |  | Reshaping of Tadankro Jn-Kwamekrom(8.7km)                     | Target not achieved  | Programme not commenced.         |
| 5   |  | Reshaping of Teshie-Pampanso & others(9.1 km)                 | Target not achieved  | Programme not achieved.          |
| 6   |  | Spots improvement of Aduakrom-Bowkrom(5.2 km)                 | Target not achieved. | Programme not commenced.         |
| 1.  | <b><u>WATER</u></b><br>To improve upon the access of potable water in the municipality     |   |                      |                                  |
|     |  | Drilling & construction of 30No. boreholes in 30 communities. | Target not achieved. | Programme not commenced.         |

#### Thematic Area 4: Developing Human Resources For National Development- 2011

| No. | Programme objectives   | Activities  | Achievement          | Reasons for not achieving target |
|-----|--|---|----------------------|----------------------------------|
| 1.  | <b><u>EDUCATION</u></b><br>To improve upon the accessibility and quality of education in the municipality. | Construction of 3No. 6-unit classroom block in three communities. | Target not achieved. | Programme not commenced.         |

### Thematic Area 5: Transparent And Accountable Governance- 2011

| No. | Programme objectives  | Activities   | Achievement | Reasons for not achieving target |
|-----|---|--|-------------|----------------------------------|
| 1.  | To organize quarterly departmental meetings.<br><br>To organize general Assembly meeting. | Invitation letters to be issued.<br><br>Invitation letters to be issued. |             |                                  |

**Thematic Area 6: Reducing Poverty And Income Inequalities- 2011**

| <b>No.</b> | <b>Programme objectives</b> | <b>Activities</b> | <b>Achievement</b> | <b>Reasons for not achieving target</b> |
|------------|-----------------------------|-------------------|--------------------|---|
| 1.         |                             |                   |                    |   |

## **CHAPTER TWO**

### **Stakeholder Analysis Continuation**

At the stakeholders meeting, members were briefed on the DMTDP, its status of implementation, problems and challenges, and their specific responsibilities towards the actual development of the municipality.

The need to address problems at the grassroots necessitated the M&E preparation team to involve the traditional authorities, civil society organization-(NGOs,CBOs and religious associations, was to make use of the vast know3ledge and experience the groups had and can also ensure that the municipal assembly is responsible and accountable to the people.

### **Monitoring And Evaluation Conditions And capacities.**

The process of accessing needs, existing conditions and the knowledge base of the DPCU coupled with the resources available were undertaken.

The process revealed that the municipality had prepared DMTDP which had been approved by the entire general Assembly. Even though the DMTDP had been prepared, the problem or constraints were the high rate of illiteracy among the populace who could not comprehend or appreciate the issue at stake in the document. In this regard, the stakeholders identified themselves with the need to raise the literacy level among the populace and to make the process more participatory resulting in rapid implementation of the projects and programmes.

Also the stakeholders raised the need for adequate financial commitment to ensure that projects and programmes are monitored and evaluated.

Assessing the needs of the DPCU revealed that the human resource is readily available as all the decentralized departments are well established in the Municipality and are adequately represented on the team. The assessment also revealed that, even though the team members possessed the basic education levels, they lack the requisite skills and knowledge in monitoring and evaluation practices hence, the need to train member in M&E skills.

It was also clear that the DPCU has no office secretariat of its own as the Planning Officer who serves as the secretary shares the same office space with the Works Department.

The leadership style at the public service level has no problem functioning effectively while the political support is always not forthcoming.

As indicated earlier, the DPCU has its full complement of members; they need training in monitoring and evaluation, development planning, team and consensus building techniques, data collection, database management and other computer programmes, report writing, facilitation skills, population projection, community mobilization and resource mobilization.

The DPCU members are all skilled in their various fields and are at post. However, it must be emphasized that the unit will need technical support in the area of training in computers applications.

There is no specific vehicle assigned to the secretariat which makes operations difficult. Since there is no office accommodation to DPCU, i.e. documentation centre, there is no official or conscious effort to keep acts and legislative instruments, development plans, guidelines, manuals, etc. at the secretariat.

Logistical situation at the DPCU level is woefully inadequate.

It is recommended that the following measures should be taken to ensure the effective functioning of the DPCU.

- a) Training of DPCU members in computer skills.
- b) Support with office equipment by the Municipal Assembly.
- c) The Municipal Assembly should either allocate a vehicle or readily make one available for field work.
- d) Training in M&E skills, planning skills, data collection, analysis and presentation.
- e) Adequate budgetary allocation to DPCU.

At the end of the exercise, it was also agreed to develop some guidelines to guide the DPCU when it visits physical project and programmes.

These include,

- a) Work plan.
- b) Material supplied.
- c) Financial flow.
- d) Progress of work.
- e) Technical specification and any other aspects of the work that helps to obtain the objectives can be motivated.

### **Indicators And Targets**

Indicators and targets are necessary ingredients in the area of monitoring and evaluation exercises.

The indicators and targets were arrived at by all DPCU members based on the DMTDP which was prepared in a participatory manner. The indicators were categorized based on the thematic areas in the Ghana Shared Growth and Development Agenda(GSGDA), 2010-2013 namely:

- Expanded development of production infrastructure
- Accelerated agriculture modernization and agro-based industrial development
- Sustainable partnerships between government and the private sector
- Developing human resource for national development
- Transparent and accountable governance
- Reducing poverty and income inequality

## DPCU CAPACITY AND MANAGEMENT INDEX

TABLE 1

| NO. | CAPACITY INDICATORS        | SCORE = 1  | SCORE = 5   | SCORE = 10  |
|-----|----------------------------|--|---|---|
| 1   | Qualification of personnel |  |   | All staff have the basic education, some exceed.                  |
| 2   | Staff compliment           |  |   | All positions in the DPCU positions are filled.                   |
| 3   | Skills and knowledge       | Most staff do not have the requisite M&E skills and knowledge to complete basic tasks. |   |   |
| 4   | Availability of fund       | Funds available do not meet basic cost requirement.                                    |   |   |
| 5   | Utilization of funds       |  |   |   |
| 6   | Timely access to funds     |  | Funds released up to 6 months behind schedule.        |   |
| 7   | Leadership                 |  | Leadership does not motivate team members adequately. |   |
| 8   | Management.                |  | Management is present but lacks M&E skills.           |   |
| 9   | Workload                   |  |   | Staff is able to complete their job within regular working hours. |
| 10  | Motivation/Incentives      |  |   | District Assembly and development partners' incentives exist.     |
| 11  | Equipment/Facilities       | office space, equipment, furniture and basic skills not adequate to staff.             |   |   |
|     | <b>TOTAL SCORE</b>         | 3  | 15  | 40  |

NB: The result reflects the need for training and capacity building for DPCU members.

**CORE INDICATORS  
INDICATORS (CATEGORISED BY GSGDA) THEMATIC AREA**

**TABLE 2**

| NO | EXPANDED DEVELOPMENT OF PRODUCTION INFRASTRUCTURE          | OUTPUT  | OUTCOME   | BASELINE (%) | 2011 PROJECT | 2012 PROJECT | 1213 PROJECT |
|----|--|---|---|--------------|--------------|--------------|--------------|
|    | <b>WATER</b>   |   |   |              |              |              |              |
|    | No. of boreholes provided                                  | 30No.boreholes drilled & constructed.                 | Access to quality potable water improved.                                 |              | 10No.        | 10No.        | 10No.        |
| 1  | No. of Mwacafe Iron Removal Plant provided                 | 8No. Mwacafe Iron Removal Plant Constructed/Renovated | Access to quality potable water improved, water borne diseases decreased. |              |              |              |              |
|    | No. of rain Harvesting facilities constructed/renovated    | 6No. Rain Harvesting facilities constructed/renovated | access to quality potable water improved, water borne diseases decreased. |              | 2No.         | 2No.         | 2No.         |
|    | No. of small town water systems designe.                   | 3No. small water town system designed.                |   |              | 1No.         | 1No.         | 1No.         |
| 2  | <b>SANITATION</b>  |   |   |              |              |              |              |
|    | No.of KVIP/HWF provided.                                   | 15No. KVIP/HWF constructed.                           | Sanitation improved   |              | 5No.         | 5No.         | 5No.         |
| 3  | <b>FEEDER ROADS</b>  |   |   |              |              |              |              |
|    | No. of kilometres of feeder road rehabilitated.            | 60Km feeder roads rehabilitated.                      | Post-harvest loses of farm produce reduced by 95%                         |              | 20km         | 20km         | 20km         |
|    | <b>DEVELOPING HUMAN RESOURCES FOR NATIONAL DEVELOPMENT</b> |   |   |              |              |              |              |
|    | <b>EDUCATION</b>   |   |   |              |              |              |              |

|   |   |                                      |  |  |      |      |      |
|---|---|--------------------------------------|--|--|------|------|------|
| 1 | No. Classroom blocks constructed.             | 24No. classroom blocks constructed.  | Access to quality education improved.              |  | 8No. | 8No. | 8No. |
|   | <b>HEALTH</b>                                 |                                      |  |  |      |      |      |
| 2 | No. of health facilities constructed.         | 1No. CHPs compound constructed.      | Access to quality health services improved.        |  |      |      |      |
| 3 |   |                                      |  |  |      |      |      |
| 4 |   |                                      |  |  |      |      |      |
| 5 |   |                                      |  |  |      |      |      |
|   | <b>TRANSPARENT AND ACCOUNTABLE GOVERNANCE</b> |                                      |  |  |      |      |      |
| 1 | No. of Departmental meetings held.            | 9No. Departmental meetings held      | Performance of decentralised departments enhanced. |  | 3No. | 3No. | 3No  |
| 2 | No. of General Assembly meetings held.        | 9No. General Assembly meetings held. | Performance of Assembly members assessed.          |  |      |      |      |

These development indicators were guided by the principles of SMART. That is the indicators were specific, measurable, attainable, reliable and time-bound.

One of the most critical steps taking into consideration in preparing the municipal monitoring and evaluation plan is determining the most appropriate indicators and setting targets that are achievable and directly related to the DMTDP as stated in the table below.

### **Monitoring And Evaluation Calendar**

Development is meant to improve the living condition of the people as projects implemented are owned by the people themselves. As stated in the previous levels of the DMTDP, it is very necessary to ensure that all processes or activities as stated in the programme are followed to the letter to ensure equity and efficiency.

In the process of monitoring, issues to deal with include:

1. Work plan
2. Material supplies/schedule
3. Financial flow progress of work
4. Technical specification

When the monitoring process reveals a problem which was not anticipated, further investigation will be required to feed the outcome into programme adaptation and improvement.

**TABLE 3**

| <b>ACTIVITIES</b>                                    | <b>TIME-FRAME</b> |                  |                    |                  | <b>ACTORS</b>  | <b>BUDGET(GH¢)</b> |
|--|-------------------|------------------|--------------------|------------------|----------------|--------------------|
|  | <b>YEAR 1</b>     | <b>YEAR 2</b>    | <b>YEAR 3</b>      | <b>YEAR 4</b>    |                |                    |
|  | <b>2010</b>       | <b>2011</b>      | <b>2012</b>        | <b>2014</b>      |                |                    |
| <b>Quarterly field visit: Monitoring of project.</b> | <b>M/J/S/D</b>    | <b>M/J/S/D</b>   | <b>M/J/S/D</b>     | <b>M/J/S/D</b>   | <b>M P C U</b> | <b>1,800.00</b>    |
| <b>MMTDP Evaluation</b>                              |                   |                  |                    | <b>Dec.2013</b>  | <b>M P C U</b> | <b>1,8 00.00</b>   |
| <b>MMTDP(Mid Term) Evaluation</b>                    |                   |                  | <b>March, 2013</b> |                  | <b>M P C U</b> | <b>1,800.00</b>    |
| <b>Annual progress, Review workshop</b>              |                   | <b>Dec. 2011</b> | <b>Jan. 2013</b>   | <b>Jan. 2013</b> | <b>M P C U</b> | <b>1,800.00</b>    |
| <b>Annual Progress Report.</b>                       |                   |                  | <b>Jan. 2013</b>   | <b>Jan. 2013</b> | <b>M P C U</b> | <b>1,800.00</b>    |
| <b>Dissemination</b>                                 | <b>June</b>       | <b>June</b>      | <b>June</b>        | <b>June</b>      | <b>M P C U</b> | <b>1,800.00</b>    |
| <b>Quarterly Review Meeting(with partners)</b>       | <b>M/J/S/D</b>    | <b>M/J/S/D</b>   | <b>M/J/S/D</b>     | <b>M/J/S/D</b>   | <b>M P C U</b> | <b>1,800.00</b>    |

A good monitoring system will provide a valuable basis for evaluation of a project. Evaluation involves periodic assessment and review of the extent to which the goal and objectives of the projects have been accomplished. Evaluation can be done at the end of a phase or at the end of the entire project.

### **Monitoring And Evaluation Matrix**

Monitoring and evaluation plan has a matrix as one of its main features. The matrix provide a format for presenting the input, output, outcomes, and impact(and their corresponding activities) for each DMYDP objectives.

As projects are being implemented, there is the need as part of the process to put in place monitoring mechanism to ensure that the work plan and its attendant linkages stay on course to avoid a situation where the process goes out of course within the time frame and cost, hence the need to establish some guidelines called calendar to ensure that activities are bound by time and responsibilities as well as resource allocation to each activity.

The calendar also ensures that the valuation process becomes an integral part of the process to ensure whether the project has achieved its goal and objectives.

The table above, which represents an annual M&E calendar, is vital component of the M&E plan. It has been developed through participatory process featuring all actors whose majority constitutes the MPCU. The time frame and budget relates to each activity. The calendar also indicates specific dates for the various activities and their responsibilities.

## MONITORING AND EVALUATION MATRIX

**DMTDP GOAL: Ensure sustainable growth, accelerated and agro-processing industrial growth.**

**Objective 1: To increase productivity and income of all small and medium scale enterprises.**

| Indicators                              | Indicators type                  | Baseline 2010 | Target                               | Data source  | Monitoring frequency | Responsibility. |
|---|----------------------------------|---------------|--------------------------------------|--------------|----------------------|-----------------|
| No.of cold storage facilities provided. | Cold storage facilities          |               | 3 cold storage facilities.           | MOFA         | Quarterly.           | MA,MOFA,MCA     |
| No. of craft villages constructed.      | Craft villages                   |               | 3 craft villages constructed.        | MA, Tourism. |                      |                 |
| Reduction in post-harvest loses.        | Reduction in post-harvest loses. |               | Post-harvest loses reduction by 95%. | MOFA         |                      | MOFA            |

**Objective 2: To support human development in the provision of basic services and special program for the vulnerable and excluded.**

| <b>Indicators</b>                      | <b>Indicators type</b>    | <b>Baseline 2010</b> | <b>Target</b>                 | <b>Data source</b> | <b>Monitoring frequency</b> | <b>Responsibilities.</b> |
|--|---------------------------|----------------------|-------------------------------|--------------------|-----------------------------|--------------------------|
| No. of school blocks constructed.      | School blocks.            |                      | 47 educational infrastructure | GES                | Quarterly.                  | MA, GES                  |
| No. of health facilities provided.     | Health facilities.        |                      | 5 health infrastructure       | GHS                |                             | GHS                      |
| No. of water systems provided.         | Water systems.            |                      | 32 water sources.             | MWST               |                             | MA                       |
| No. of sanitation facilities provided. | Waste management systems. |                      | 2013 units                    | EH                 |                             | MA                       |

**Objectives 3: To promote accountable and good governance in the municipality.**

| <b>Indicators</b>                         | <b>Indicators type</b>                | <b>Baseline 2010</b> | <b>Target</b>            | <b>Data source</b> | <b>Monitoring frequency</b> | <b>Responsibilities.</b> |
|---|---------------------------------------|----------------------|--------------------------|--------------------|-----------------------------|--------------------------|
| No. of MA/departmental meetings.          | meetings                              |                      | 8 meetings               | MA                 | Quarterly.                  | MA                       |
| No. of zonal council offices constructed. | zonal council offices                 |                      | 6 zonal council offices. | MA                 |                             | Zonal council            |
| No. of General Assembly meeting held.     | No. of general Assembly meeting held. |                      | 3 meetings.              | MA                 |                             | MA                       |

## **Data Collection, Validation And Collation**

As a monitoring technique, the D.P.C.U agreed on a designed Project Report Format to be used to capture information on all on-going projects. The project register will be used to collect data on the Assembly Projects, E/U ,DANIDA,C.BR.D.P,SIF , GETFUND, HIPC etc and will be presented to the Funding Agency, RCC and NDPC as required by law. In addition to the above sources, which are primary sources, the data will be collected on the status and operation of the Area Councils , their mode of operation, revenue mobilization, and development project undertaken by the communities.

The data collection will be structured to reflect the GSGDA thematic areas. See annex A for sample of the Project Register.

Aside the data collected on the field by the use of the interviews, observation and spot visits, which are described as Primary Data, Secondary Data will also be collected by the D.P.C.U. Some of the useful sources of Secondary Data include review of periodicals, newspapers, reports from MDAs, NGOs, CWSA, DWST GES, GHS, MOFA, GSS and other surveys carried out by other constitutional mandated bodies.

Both sources of data provided will be both Qualitative and quantitative like the number of VIP markets in the country and why they are abandoned in the bushes.

Data collected through the techniques as already indicated above, will be reviewed, checked with all stakeholders at a day or two workshops before collation, and inputted into a computer and analyzed. The process is to take place at the D.P.C.U secretariat, which also acts as documentation center with all the necessary office equipment and facilities to store the information in both the soft and hard wares, and the results used to write comprehensive reports with all the relevant figures and diagrams. The process of stakeholders' forum before the collation is to ensure that the data collected is relevant to the process.

## **Data Analysis And Use of The Results**

The responsibility of the collating all M&E data , analysis and reporting to the RPCU, NDPC, and other MDAs and stakeholders rest with the DPCU.

The data generated and analyzed will be useful because it will be interpreted to highlight key areas of concern and to identify interventions for development and poverty reduction in the District.

The data will be analyzed to show the results being produces by each project. The information generated will further show how the district is performing with regards to all indicators (Core and District specifics) and critical areas of concern to the citizens. Each indicator will be examined and the appropriate action taken to address the findings.

Whenever an indicator has been highlighted for concern, further explanation would be sought on that specific issue. The basis of the analysis is to report on the programs of each indicator toward meeting the goal, objectives and targets of the DMTDP and GSGDA.

## **Reporting**

After each exercise, project actors, communities, sector department and other stakeholders would be made aware of the observations and findings.

It is however mandatory for the DPCU to brief the MCE, Presiding Member and other MA actors on progress of work, observations and gaps identified.

This will allow all stakeholders to take all the necessary actions for the defect to be redressed before the next monitoring exercise. The DPCU will include all the findings and reactions in these quarterly and annual reports, which will sum up all M&E activities.

## **Dissemination of The Report**

The DPCU will ensure that M&E reports which are generated will be disseminated to all relevant stakeholders. Copies of the quarterly reports and annual reports would be forwarded to the

RPCU, NDPC and other MDAs and stakeholders. The philosophy of sharing the content of these reports with stakeholders at the sub district level and community levels is to increase the accountability and transparency of the MA as well as displaying commitment to development and poverty reduction. It is also aimed at boosting the commitments of the stakeholders to support development interventions that emerge for the M&E exercise.

After the generation of the reports, the DPCU will adopt the appropriate strategy to disseminate the reports. These will include

- a) Announcement, discussions and broadcast in local news media (eg. Local FM-FAWE.
- b) Meeting with traditional rulers, representatives of urban area/councils and other opinion leaders.
- c) Holding community meetings at central locations throughout the municipality. Experiences and lessons learnt will be a guide to be applied to planning and decision-making.

### **Monitoring And Evaluation Budget**

Traditional budget preparation in the District Assembly normally takes care of monitoring with budgetary allocation from the district Assembly Common Fund for that purpose. However it must be emphasized that of late M&E has up to date received little priority in the Municipal Assembly's budgets and comparatively insignificant actual disbursements. The budget of DPCU in relation to the M&E budget is to be done through participatory process. As a normal process, the budget for M&E will require the approval of the Municipal Assembly, alongside the DMTDP.

The preparation and arrival of actual budget for the M&E was guided by the following:

1. Sitting allowance
2. Training
3. Material and equipment
4. Documentation
5. Technical assistance
6. Review workshops, training capacity building

7. Maintenance of vehicle for monitoring
8. Cost of disseminating information

To ensure that significant progress is made in the area of M&E, there is the need for adequate resources to be allocated to the process. As a result of the importance of the M&E plan an amount of GHØ 35, 830.00. Is budgeted to take care of the entire exercise for the next three years i.e 2011-2013.

## MONITORING AND EVALUATION BUDGET

| NO | ITEM  | DESCRIPTION   | NO. OF PERSONS | UNIT COST | FREQUENCY | TOAL AMOUNT      | EXPENDITURE     |                 |                 |
|----|---|---|----------------|-----------|-----------|------------------|-----------------|-----------------|-----------------|
|    |   |   |                |           |           |                  | 2011            | 2012            | 2013            |
| 1  | <b>Sitting Allowances</b>                                 | Sitting allowances for members of the MPCU.                       | 12             | 30.00     | 12        | 4,320.00         | 1,440.00        | 1,440.00        | 1,440.00        |
| 2  | <b>Training Program</b>                                   | Computer training in M & E for MPCU members.                      | 12             | 300.00    | 2         | 7,200.00         | 2,400.00        | 2,400.00        | 2,400.00        |
| 3  | <b>Logistics</b>  | Purchase of quantities of Laptop computers and their accessories. | 2              | 1,600.00  | 1         | 3,200.00         | 1,066.67        | 1,066.67        | 1,066.67        |
| 4  | <b>Documentation</b>                                      | Collation, printing and binding of documents.                     | 50             | 40.00     | 1         | 2,000.00         | 666.67          | 666.67          | 666.67          |
| 5  | <b>Technical Support</b>                                  | Procurement of local consultancy for capacity building.           | 3              | 50.00     | 3         | 450.00           | 150.00          | 150.00          | 150.00          |
| 6  | <b>Review Workshops, Training &amp; Capacity Building</b> | Organisation of number of review workshops                        | 12             | 20.00     | 3         | 720.00           | 240.00          | 240.00          | 240.00          |
|    |   | Organisation of training workshop for MPCU members                | 12             | 20.00     | 3         | 720.00           | 240.00          | 240.00          | 240.00          |
|    |   | Organisation of other capacity building workshops                 | 12             | 20.00     | 3         | 720.00           | 240.00          | 240.00          | 240.00          |
| 7  | <b>Local Running Cost</b>                                 | Purchase of gallons of fuel                                       | 200            | 7.00      | 3         | 4,200.00         | 1,400.00        | 1,400.00        | 1,400.00        |
|    |   | Maintenance cost of project vehicle.                              | 2              | 800.00    | 6         | 9,600.00         | 3,200.00        | 3,200.00        | 3,200.00        |
| 8  | <b>Monitoring &amp; Evaluation</b>                        | Payment to monitoring & evaluation team members.                  | 12             | 200.00    | 1         | 2,400.00         | 800.00          | 800.00          | 800.00          |
| 9  | <b>Dissemination</b>                                      | Cost of dissemination of results of the M & E Exercise.           | 1              | 100.00    | 3         | 300.00           | 100.00          | 100.00          | 100.00          |
|    |   |   |                |           |           | <b>35,830.00</b> | <u>11,943.3</u> | <u>11,943.3</u> | <u>11,943.3</u> |

## **DEVELOPMENT EVALUATION**

One of the key features of development efforts, which has been missing as linkage is the strong commitment to conduct vigorous impact evaluations.

Mid-term, Annual and Terminal evaluations of the D.M.T.D.P. would be conducted. The D.P.C.U will also assess the performance of all projects and programs when completed to ascertain if the interventions had achieved their original objectives and assess the overall changes caused by the intervention.

The D.P.C.U will also need to examine the relevance of the development effectiveness of all projects with reference to the GSGDA .These evaluation will serve to improve management and provide experience for effective program design and implementation.

The D.P.C.U , in addition can also commission other studies.

For instance , the Evaluation will determine whether the provision of portable water has resulted in the reduction of water borne diseases, or the provision of educational infrastructure has affected BECE results and school enrollment positively.

### **Participatory Evaluation**

Evaluation is the periodic assessment and review of the extent to which the goal and objectives of an activity has been accomplished. Evaluation can be done at the end of a phase ,or at the end of the entire project.

To obtain first hand information on the success or otherwise of the project , the beneficiary communities must be encouraged to do their own evaluation.

The general aim of any evaluation is always to learn from experience in order to apply the lessons learned to improve program planning and implementation and to replicate successful programs.

In order to know the perceptions and benefits of the interventions, it is appropriate to undertake participation M/E especially among the poor and the vulnerable in society to see whether their expectation had been met. This method will be effective if only there is effective education and awareness creation among the beneficiaries and to involve them in the selection of indicators to monitor. The basis of participatory M/E is to promote partnership between the Assembly, NGOs, CBOs and the local communities.

Where NGOs/CBOs are active in the district , they could be engaged by the DA to provide training capacity building and strengthening of local counterparts in participatory M&E methods.

As a function, the DPCU will organize the workshops for representatives of all stakeholders and local NGOs/CBOs to discuss the roles of different stakeholders and how participatory M/E results will be incorporated into the district M/E reports.

The DPCU will rely on PM/LE tools and methodologies for the social analysis and participatory impact assessment such as

- 1) Citizen report cards
- 2) Community score cards
- 3) Focus group discussion.
- 4) Participatory expenditure tracking of social service expenditure.

## **CHAPTER THREE**

### **The Role of Development Partners**

#### **Introduction**

In the effort to ensure sustainable and equity resources mobilization it is therefore incumbent on the development Authority (i.e) Akuapem South Municipal Assembly to open up and attract outsiders who are termed as Development Partners to pull in their resources to supplement the singular efforts of Akuapem South Municipal Assembly.

In the preparation of the Monitoring and Evaluation Plan cognizance was taken of the role these Development Partners played in the preparation of DMTDP (2010-2013). It is therefore imperative to involve them in the preparation and the implementation of the Monitoring and Evaluation plan. In the process, some of the Development partners who were involved included:

- 1) DANIDA - Danish Development Agency
- 2) CBRDP - Community Based Rural Development Project
- 3) MCA - Millennium Challenge Accounts

**ANNEX A**

**PROJECT REGISTER FORMAT.**

| NO | PROJECT NAME | THEMATIC AREA<br>GSGDA | SECTOR | PROJECT DESCRIPTION | PROJECT LOCATION | CONTRACTOR | SOURCE OF FUNDING | DATE STARTED | EXPECTED DATE OF COMPLETION | CONTRACT SUM | STATUS | REMARKS |
|----|--------------|------------------------|--------|---------------------|------------------|------------|-------------------|--------------|-----------------------------|--------------|--------|---------|
|    |              |                        |        |                     |                  |            |                   |              |                             |              |        |         |

