

GOVERNMENT OF GHANA

**MINISTRY OF LOCAL GOVERNMENT AND RURAL
DEVELOPMENT**

**DANGME EAST DISTRICT ASSEMBLY
MONITORING AND EVALUATION PLAN UNDER**

**THE GHANA SHARED GROWTH AND
DEVELOPMENT AGENDA (GSGDA 1), 2010-2013**

PREPARED BY:

DANGME EAST DISTRICT ASSEMBLY

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CHAPTER ONE

INTRODUCTION

1.0 Background

The government of Ghana is committed to prudent and accountable practices within the public service that are performance-oriented and result in effective and efficient delivery of services for the benefits of all Ghanaians. Government is further committed to the Medium Term Expenditure Framework (MTEF) that links resource allocation to the national development policy objectives and the delivery of specified outputs and outcomes.

Actually, Government and Development Partners commit significant resources to support a wide range of development interventions that are designed to improve the social and economic conditions in the country.

The emphasis in the Ghana Shared Growth and Development Agenda (GSGDA), to be implemented from 2010-2013, is on growth inducing policies and programmes which have the potential of supporting wealth creation for sustainable poverty reduction.

All Government Agencies at the sector, regional and district levels that are tasked with the responsibility of implementing these programmes and projects must demonstrate through evidence based information, that these interventions are having the desired effects in terms of positively transforming the lives of the beneficiaries. In the context of good public sector governance, the application of Monitoring and Evaluation (M&E) tools to generate reliable and valid information to help government make sound policies and decisions is becoming increasingly relevant. Indeed, the establishment of a comprehensive national monitoring and Evaluation system is key to facilitating the realization of Ghana's vision of becoming a middle income economy by 2015.

The district M&E plan seeks to place the practice of monitoring and evaluation within this broader public sector management and accountability framework.

1.1 purpose of the Monitoring & Evaluation Plan

The core premise of monitoring and evaluation is that services can continually improved through informed decision making and social learning, leading to social and economic progress. Fuelled by the recognition that resources are limited, the demand for results-based Monitoring and Evaluation has grown rapidly in recent years. This is particularly true in Ghana, where increasing emphasis is now being placed on public sector transparency and accountability. Monitoring and Evaluation in the country has therefore shifted from being implementation based (concerned with the implementation of activities) to being results-based (assessing if real changes have occurred).

The guidelines will provide a uniformed approach for results-based Monitoring and Evaluation in the district. It is primarily meant to institute an effective and efficient

system for tracking the progress of programmes and projects in the district and to generate timely reports to the NDPC and other stakeholders through the Regional Planning Coordinating Units (RPCU). The key outputs of the guidelines are the district Monitoring and Evaluation Plan.

Systematic Monitoring and Evaluation of the District Medium-Term Development Plan and reporting will show extent of progress made towards the implementation of GSGDA and the MDGS and will further help to:

1. Assess whether DMTDP developmental targets were being met
2. Identify achievements, constraints and failures so that improvements can be made to the DMTDP and projects designed to achieve better impact.
3. Provide information for effective coordination of district development at the regional level.
4. Provide district authorities, the government, developmental partners, community project management teams and the general public with better means of learning from past experiences.
5. Improve service delivery and influence allocation of resources in the districts and demonstrate results as part of accountability and transparency of Ghanaians and other stakeholders.
6. Reinforce ownership of the DMTDP and build Monitoring and Evaluation capacity within each district.

1.2 IMPLEMENTATION STATUS OF DISTRICT MEDIUM TERM DEVELOPMENT PLAN (GHANA SHARED GROWTH AND DEVELOPMENT AGENDA 2010-2013)

The implementation status of the District Medium Term Development Plan (DMTDP 2010-2013) is very low comparing number of programmes and projects outlined in the Plan Document as against what has been implemented so far.

The main factor that hindered the implementation of the programmes and projects is the inadequate funds taking into consideration the cost of materials and other inputs necessary for the implementation. Another critical factor is the change in government. It has taken sometime for the government to settle down to come out with own strategies and this delayed the release of funds for implementation.

Among the thematic themes the one which has more projects implemented is the Human Development, Productivity and Employment under which we have issues concerning Education, Health etc. Some numbers of educational projects are being implemented currently while some are completed. In the health sector, only very few are now on going. These are the purchase of Ambulance vehicle for the district Hospital and the completion of the CHIPs Compound project at Adedetsekope.

Another area where some projects are being implemented is Infrastructure, Energy and Human Settlement Thematic area. Here road projects such reshaping, construction of foot bridges, construction of culverts and spot improvements. Some communities are in the process being connected to the national grid under SHEP 4 programme.

The Dangme East District is largely rural in nature therefore agriculture is the main stay of the economy. In this regard the District Assembly purchased two Tractors to help the farmers in the district have easy and cheaper access to tractor services to enable them produce more and consequently reduce poverty. The Transparent and Accountable Governance theme has only project one project implemented which is provision of office equipment (computer and its accessories).

Critically looking at the programmes and projects so far implemented, we can say about 5% of programmes and projects are implemented. This year (2011) which has been declared to be an action year, it is the hope of the Dangme East District Assembly that most of the programmes and projects will be implemented to help improve the living standard of the people.

CHAPTER TWO

2.0 MONITORING & EVALUATION ACTIVITIES

Chapter two outlines all the various activities that will be undertaken during the M & E Process such as Stakeholders, M&E conditions, M&E conditions and capacity, Indicators and targets, M &E matrix, M &E calendar, M&E budget etc. These activities will be undertaken by the DPCU to produce the M &E Plan for 2010-2013.

2.1 Stakeholders Analysis

The identification of key stakeholders in the preparation of M&E plan is one of the areas that if well done makes the plan acceptable and comprehensive. The various stakeholders must be identified with their interest, needs and responsibilities and other issues well captured. Below is the table showing the stakeholders analysis in the Dangme East District.

Stakeholders	Type/Class	Interest/Needs/Responsibility	Role in M&E Activities
DPCU	Primary	Preparation of M &E Plans, preparation of DMTDP Collection, collation and analysis of data, logistics preparation of M&E reports, dissemination of report's findings and co-ordination.	Preparation of M &E plans, report writing on M&E
DECENTRALISED DEPARTMENTS	Primary	Data collection, collation and analysis, report writing and report validation on M&E.	Report writing dissemination
ASSEMBLY MEMBERS	Primary	Accountability , policy formulation and community mobilization	Dissemination of findings in the M&E reports
DEVELOPMENT PARTNERS	Secondary	Accountability, capacity building in M&E techniques	Dissemination of M&E reports
MPS	Secondary	Policy formulation,	Dissemination of M&E reports
MEDIA	Secondary	Advocacy	Advocacy and dissemination of M&E reports
TRADITIONAL AUTHORITIES	Secondary	Accountability and community mobilization	Report dissemination on M&E Findings
CIVIL SOCIETY ORGNATIONS	Secondary	Advocacy and accountability	Report dissemination

2.2 Monitoring & Evaluation Conditions and Capacities

This section is also very necessary as we seek to prepare M&E Plan. There is a need to critically look for necessary M&E conditions by identifying type of Human Resource available, equipment, vehicle office and funds. Below is the table showing the capacities and the conditions available in the Dangme East District Assembly.

ISSUES	WHAT IS AVAILABLE	WHAT IS NOT AVAILABLE	GAPS IDENTIFIED	RESOURCE AND OTHER REQUIREMENTS
DMTDP	It is available but not approved yet	DMTDP not approved	Approval needed for DMTDP	DMTDP approved
HUMAN RESOURCE NEEDS/CAPACITY <ul style="list-style-type: none"> • M&E Capacity • The capacity and human resource of the District • Number of DPCU staff that lack requisite skill in M&E • Availability of vehicle dedicated for M&E 	<p>All the DPCU members available</p> <p>All heads have minimum of first degree and some second degrees</p> <p>All the members</p> <p>Available but not fully dedicated</p>	<p>Requisite skills in M&E lacking Regular training in specific areas</p> <p>M&E skill lacking</p> <p>Data entry, management, data analysis and other computer programmes/facilitation skills</p> <p>Vehicle not fully available for M&E</p>	<p>Skill in M&E needed</p> <p>Training and refresher courses</p> <p>Data entry, data management and analysis, facilitation skills</p> <p>M&E vehicle</p>	<p>Funds, software on data analysis</p> <p>Funds and particular institution identified</p> <p>Funds</p> <p>Funds</p>
Management information system	Few laptop computers for some senior Officers	Dedicated computer for M&E activities, Projector, digital camera, printer, scanner, photocopier,	Desktop computer, LCD projector, digital camera, scanner, photocopier, binding machine	Funds

Expertise needed to handle MIS office	We do not have any MIS office and officer	binding machine MIS office and officer	MIS office and officer	Funds
What must be done	Select 2 suitable officers for training in MIS activities			Funds
Recommendations				Funds should be made available for the necessary activities to be carry out

2.3 GOAL AND OBJECTIVES OF THE DISTRICT MEDIUM TERM DEVELOPMENT PLAN (2010-2013)

Goal:

Achieving sustained economic growth through rapid infrastructure provision which will lead to poverty reduction in an accountable, transparent and participatory environment.

INDICATORS

- ✓ Improvement in educational infrastructure
- ✓ Increase in enrolment
- ✓ Expansion in school infrastructure
- ✓ Expansion in health infrastructure
- ✓ Reduction in maternal mortality
- ✓ Reduction in under five child mortality
- ✓ Increase in sanitary facilities
- ✓ Expanding access to portable water
- ✓ Expansion in office block
- ✓ Expanding of market infrastructure
- ✓ Increase in the number of qualified staff

- ✓ Improvement in the capacity of staff
- ✓ Increase in the number of office equipment
- ✓ Increase in the number of office vehicles
- ✓ Reduction in financial leakages
- ✓ Capacity of revenue staff enhanced
- ✓ Percentage increase in IGF

INDICATOR	INPUT	OUTPUT	OUTCOME	DATA SOURCE	FREQUENCY
1. Improvement in educational infrastructure		1		Annual report from education directorate and DPCU report	weekly
2. Increase in enrolment			2	Annual report from education directorate and DPCU report	Quarterly
3. Expansion in school infrastructure		3		Annual report from education directorate and DPCU report	Annually
4. Expansion in hospital infrastructure		4		Annual report from health directorate and DPCU report	Half Yearly
5. Reduction in maternal mortality			5	Annual report from health directorate and DPCU report	Half Yearly
6. Increase in sanitary facility		6		Environmental health report of the Assembly	Monthly
7. Expanding access to portable water			7	Report from Ghana water company	Monthly
8. Expansion in office block		8		Assembly and DPCU report	Quarterly
9. Expansion of market infrastructure		9		Assembly and DPCU report	Quarterly
10. Increase in the number of qualified staff			10	Administration of the Assembly	Annually
11. Improvement in the capacity of staff			11	Administration of the Assembly	Half Yearly
12. Increase in the number of office equipment	12			Administration of the Assembly	Quarterly
13. Increase in the number of vehicles	13			Administration of the Assembly	Annually
14. Reduction in financial leakages			14	Finance and Administration report	Monthly
15. Capacity of			15	Finance / Budget	Half yearly

revenue staff enhanced				Department	
16. Percentage increase in IGF		16		Finance Department	Monthly

GOAL- Achieving sustained economic growth through rapid infrastructure provision which will lead to poverty reduction in an accountable, transparent and participatory environment.			
OBJECTIVE: To improve upon the socio - economic infrastructure and service in the district by 25% by December 2013			
INDICATORS	INDICATOR TYPE	DATA SOURCE	MONITORING FREQUENCY
Improvement in educational infrastructure	OUTPUT	Annual report from education directorate and DPCU report	Weekly
Increase in school enrolment	OUTCOME	Annual report from education directorate and DPCU report	Quarterly
OBJECTIVE: To improve upon the logistics and human resource capacity of the Assembly by 15% by October 2013			
Increase in the number of office equipment	INPUT	Administration of the Assembly	Quarterly
Improved the capacity of staff	OUTCOME	Administration of the Assembly	Half Year
OBJECTIVE: To enhance the efficiency and effectiveness in revenue mobilization and management by 20% by December 2013			
Capacity of revenue staff enhanced	OUTCOME	Finance /Budget Department of the Assembly	Half Year
Reduction in financial leakage	OUTCOME	Finance /Budget Department of the Assembly	Monthly

2.4 District Monitoring & Evaluation Matrix

DMTDP Goal: To facilitate human resource development and create an enabling environment for private sector participation for wealth creation in a sustainable manner that will be shared in a decentralized and democratic environment								
GSGDA OBJECTIVE : To ensure easy access to health facilities through the Health Insurance Scheme								
Objective 1: Support district health insurance scheme to increase registration from 10% to 50%								
Indicators	Indicator Type	Baseline 2009	Targets 2010-2013			Data Source	Monitoring Frequency	Responsibility
Increased the percentage level of people registering to NHIS in the district	Output	32,000 people registered				NHIS, DHMT	Quarterly	DPCU

2.5 District Monitoring & Evaluation Calendar

Below is the Monitoring and Evaluation calendar with activities planned to be undertaken. With available resources and funds, the team will carry out the activities which will help determine the level of implementation and impact.

ACTIVITIES	TIME FRAME				ACTORS	BUDGET GH ¢
	2010	2011	2012	2013		
DMTDP Evaluation	Once a year (October - December)				DPCU with Civil Society	2,000.00
DMTDP Mid-term Evaluation	4 th Week in June of 2012				DPCU with Civil Society	800.00
Annual Progress Review Workshop	1 st Week in April every year				DPCU with Civil Society	1,200.00

Annual Progress Report	15 th February every year	DPCU with Civil Society	1,000.00
Quarterly Field Visits	1 st week in March, June, September and December	DPCU with Civil Society	600.00
Quarterly Review Meetings with Partners	3 rd Tuesday in March, June, September and December	DPCU with Civil Society	200.00
Dissemination	2 nd Week of January every year	DPCU with Civil Society	100.00

2.6 Monitoring & Evaluation Budget

To carryout Monitoring and Evaluation activities, sufficient resources are needed. There is the need to adequately budget for it. Below is the detailed Budget for Monitoring and Evaluation of the Dangme East District.

Detailed Annual Budget for Monitoring and Evaluation

Input	Freq.	Qty.	Unit Cost GH¢	Amount GH¢
Quarterly DPCU Meetings				
Stationery	1	1	1	500
Sitting Allowance	4	11	10	440
Refreshment	4	11	5	220
Sub Total				1,160.00
Field Visits				
Fuel	12	10	7	840
Field Allowance	12	11	20	2640
Sub Total				3,480.00
Stakeholders Meetings (Twice a year)				
Stationery	1	1	1	500
Sitting Allowance	2	100	10	2000
Refreshment	2	100	5	1000
Hiring of Venue	2	1	200	400
T&T	2	100	5	1000
Sub Total				4,900.00
Training in M&E for Stakeholders				
Consultancy fee	1	1	1	10,000.00
Hiring of Venue	1	1	200	200.00
Refreshment	1	50	5	250.00

T&T	1	50	10	500.00
Sub Total				10,950.00
Report Compilation				
Stationery	1	1	1	500.00
Sub Total				500.00
Report Dissemination				300.00
Evaluation Exercises				
Three Internal Evaluation Exercises	3	11	2000	6,000.00
One External Evaluation Exercise	1	1	10,000	10,000.00
Sub Total				16,000.00
Logistics				
Vehicle (Pick-Up)	1	1	45,000	45,000.00
Desk Top Computer	1	2	250	500.00
Lap Top	1	1	1500	1,500.00
Digital Camera	1	1	1000	1,000.00
Printer	1	1	500	500.00
Scanner	1	1	500	500.00
Photocopier	1	1	3500	3,500.00
Binding Machine	1	1	200	200.00
Pen Drive	1	2	40	80.00
External Hard Drive	1	1	500	500.00
Modem	1	1	200	200.00
Stapler	1	3	30	90.00
Fuel	12	15	7	1,260.00
A4 Paper	2	10	60	1,200.00
Pen	2	4	7	56.00
Markers	2	2	8	32.00
Flip Pad	1	7	10	70.00
Exercise Book	2	4	9	72.00
Flip Chart Stand	1	2	70	1,400.00
Woolen Carpet	1	1	500	500.00
Tables and Chairs	1	2	500	1,000.00
Cabinet	1	2	900	1,800.00
Sub Total				60,960.00
Grand Total				98,250.00

2.7 DATA COLLECTION, VALIDATION AND COLLATION

2.7.0 Data on Projects

The Dangme East District Assembly through the DPCU and other stakeholders such as the NGOs, other Civil Society Organisations, the Development Partners, the Assembly

members, the Traditional Authorities etc would provide adequate and up-to-date data on all programmes and projects in the district in order to have comprehensive data. We will regularly update this data to keep pace with current situation on the ground as this enable us to track development in terms of trend and pace.

One of such activity is the use of Programme/Project Register. Below is the programme/project register showing projects undertaken in the district in 2009/2010.

The data collection will be validated by cross section of the stakeholders in order to ensure their involvement in the Development process. The first of these groups is the Assembly members in the areas particular projects/programmes are being implemented. The Civil Society Organisations are the next to be involved in the data collection and the validation as this helps to ensure accountability and participation in the development process.

The collation of data will be done by the members of the DPCU who are also heads of various departments of the District Assembly.

2.7.1 Primary Data

Primary data will be collected for the preparation of Monitoring and Evaluation Plan. The data will involve the collection of qualitative and quantitative data embracing every phase of development in the district. These data will include the following; socio-economic, revenue, expenditure and many others in the context of the Assembly. It is very necessary these data be categorized into:

- Process data e.g. functions of DPCU
- Input data e.g. Government transfers e.g. DACF etc
- Output data e.g. projects and programmes including goods and services
- Outcome /impact data e.g. change in livelihood as a result of particular development intervention.

2.7.2 Secondary Data

It is not only the collection of primary data that will make the preparation of Monitoring and Evaluation Plan good document for implementation. The need to collect secondary data from various offices such as Ghana Education Service, Ghana Health Service, District Works Department, Ministry of Food and Agriculture, Statistical Service etc.

No.	Name of Project	Location	Name of Contractor	Contract Sum in GHC	Date of Award	Date of Completion	Source of Funds	Expenditure to date in GHC	% of work done	Level of Completion
1.	Construction of 8-seater KVIP toilet	Agbedrafor JHS	Michael Star Co.Ltd	15,837.00	2nd March, 2010	1st June, 2010	LSDGP	8,354.80	100%	Completed
2.	Construction of 8-seater KVIP Toilet	Pediatorkope Basic School	Ayobis Co.Ltd	17,683.79	2nd March, 2010	1st June, 2010	LSDGP	6,683.20	100%	Completed
3.	Construction of 8-seater KVIP toilet	Korlekope JHS	Adomina Co.Ltd	16,665.70	2nd March, 2010	1st June, 2010	LSDGP	10,928.10	100%	Completed
4.	Construction of 8-seater KVIP toilet	Otrokpe Primary School	Jolipet Enterprise	16,294.10	2nd March, 2010	1st June, 2010	LSDGP	13,535.55	100%	Completed
5.	Construction of 8-seater KKVIP toilet	Hwakpo Basic School	J.D.D. Co. Ltd	15,497.30	2nd March, 2010	1st June, 2010	LSDGP	8,953.10	100%	Completed
6.	MBPS on Toflokpo-Alongorkpo feeder road (3.2km)	Toflokpo-Alongorkpo	Modentech Construction Ltd.	30,963.80	5th March, 2010	14th May, 2010	DACF	9,000.00	100%	Completed
7.	Spot improvement of Ayigbo-Azizanya and others	Ayigbo-Azizanya and others	Modentech	56,097.78	9th Nov. 2009	10th Feb. 2010	LSDGP	56,097.78	100%	Completed
8	Spot improvement of Kasseh –Kaja Tamatoku (15.00)	Kasseh –Tamatoku, Kaja	Nezerdo Limited	48,179.88	9 th Nov. 2009	10 th Feb. 2010	LSDGP	48,179.88	100%	Completed

9	Spot improvement of Hwakpo – Englisi and other (16.00)	Hwakpo – Englisi and other	If not why not Ventures	67,414.12	23 rd Oct. 2009	10 th Feb. 2010	LSDGP	67,414.12	100%	Completed
10	Regraveling of Kasseh Lorry Park	Kasseh	Geobafaab Co. Ltd	33,741.29	10 th May, 2010	18 th June, 2010	DACF		100%	Completed
11	Construction of 6-unit classroom block, office and store	Wokumagbe	Zuo enterprise	106,510.00	20 th Nov. 2009	27 th May, 2010	DACF	81,222.22	100%	Completed
12.	Rehabilitation of 6-unit classroom block, office and store	Hwakpo	MK Tetteh Co. Ltd	35,833.95	20 th Nov. 2009	27 th May, 2010	CBRDP	32,250.56	100%	Completed
13.	Construction of 3–unit classroom block, office and store	Anyakpor	Zacotor Co. Ltd	40,092.78	11 th Jan. 2008	11 th July, 2008	DACF		95%	On -going
14.	Construction of 3-unit classroom block office and store	Ada-Luta	Chriskoku Co.Ltd	39,761.55	11 th Jan. 2008	11 th July 2008	DACF	10,954.90	95%	On-going
15.	Construction of 6–unit classroom block office and store	Akplabanya	See-Sessaco Trading	71,508.78	13 th Sept. 2007	12 th March, 2008	Get Fund		40%	On – Going
16	Construction of a 2No. 3-Unit Teachers accom.	Dorgobom and Salom	Corebell Const.	66,879.49	7 th Sept. 2007	6 th March, 2008	Get Fund		75%	On – Going

17	Construction of Area Council Office	Luhuese	Oxfam	52,263.05	1 st Sept. 2008	2 nd Feb. 2009	DACF		30%	On-going
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2.8 Data Analysis and Use of the Reports

The preparation of good and comprehensive Monitoring and Evaluation Plan which will help in the implementation of District Medium Term Development Plan (DMTDP 2010-2013) involves collection, collation and analysis of the data. As said earlier the collection of data will be done by the stakeholders to ensure involvement of all stakeholders and for accountability.

The data collected will be analyzed by the DPCU members and some of the officers from the NGOs with requisite technical ability and know how in the use of such software as SPSS and others. The Monitoring and Evaluation reports will help identify all the weaknesses in the implementation process and will lead to correctional measures. It will also help to pin point areas where critical interventions will be needed. Further the analysis will reveal clearly the trend of development and whether the Assembly is performing with regards' to indicators set in the District Medium Term Development Plan.

The lessons learnt from the analysis of the data collected should partly form the basis of the preparation of the New District Medium Term Development Plan.

2.9 How Dissemination will be done

The report compiled will be disseminated to all stakeholders as identified in the M&E plan preparation. The process of dissemination will be by means of direct submissions in hard format. Where required or necessary the report will be sent by electronic means e.g. by email or fax.

The reports which will be prepared are quarterly reports, half year and annual reports.

2.10 Which Evaluations and how it will be done

Programmes and projects that are yet to commence all the types of Evaluation will be carried out. But the on –going projects will formative and summative evaluations. The Assembly will constitute a team made of officers who have the requisite skills in monitoring and Evaluation exercise. Where the need arises some officers in order agencies and NGOs will be co-opted to help strengthen the team so as to deliver quality work.

The team will collect data directly by going to the field and secondary ones from various offices. The will be collated and analyzed by using SPSS, Info and Excel. This will be followed by writing a report.

The participation of all stakeholders identified in the plan will be involved in the areas identified against their names. This is to help make the exercise participatory to bring all these groups into development programme by involvement of all interest group.

CHAPTER THREE

3.0 RELEVANT ISSUES TO MONITORING AND EVALUATION

3.1 Collaboration with Development Partners

The District Assembly will faithfully collaborate with its development partners such as DANIDA and others by putting aside some amount of funds which can be used as counterpart funds for development programmes and projects. The Assembly will also deliver on time all reports and ensure transparency and accountability.

3.2 The Process of Developing the Monitoring and Evaluation Plan

The District Monitoring and Evaluation Plan is prepared through participatory means from data collection to report writing. The process the assembly adopted is by first of all inviting all DPCU members and letters were sent to the rest of stakeholders. Meetings were arranged with agenda and dates when specific activities will be carried out.

Field works to collect data and verifications meetings were held with relevant stakeholders present. Three critical workshops were held with all the stakeholders as well other groups including members of the communities.