

**MINISTRY OF FINANCE AND ECONOMIC
PLANNING**



REPUBLIC OF GHANA

SECTOR M&E PLAN

MONITORING AND EVALUATION PLAN

For

MOFEP MEDIUM TERM DEVELOPMENT PLAN (2010-2013)

Under

**THE GHANA SHARED GROWTH AND DEVELOPEMNT AGENDA
(GSGDA) 2010 – 2013**

APRIL 2011

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LIST OF ACRONYMS AND ABBREVIATIONS

APR	Annual Progress Report
BA	Beneficiary Assessment
BOG	Bank of Ghana
CAGD	Controller and Accountant General's Department
CSOs	Civil Society Organizations
CS-DRM	Commonwealth Secretariat Debt Recovery Management System
DPs	Development Partners
DMD	Debt Management Division
DSAT	Data Sustainability Analysis Template
ECOWAS	Economic Community of West African States
EFRD	Economic Forecasting and Research Division
EER	External Economic Relations
EMMSDAG	Establishing a Mapping and Monitoring System for Development Activities in Ghana
FSD	Financial Sector Division
GHEITI	Ghana Extractive Industry and Transparency Initiative
GSGDA	Ghana Shared Growth and Development Agenda
GSS	Ghana Statistical Service
GIFMIS	Ghana Integrated Financial Management Information System
GCNET	Ghana Community Network
IGF	Internally Generated Funds
ICT	Information Communication Technology
IPPD	Integrated Personnel and Payroll
MTDP	Medium Term Development Plan

M&E	Monitoring and Evaluation
MOFEP	Ministry of Finance and Economic Planning
MDAs	Ministries, Departments and Agencies
MMDAs	Metropolitan, Municipal and District Assemblies
NREG	Natural Resource and Environmental Governance
NDPC	National Development Planning Commission
NTRU	Non Tax Revenue Unit
OECD – DAC	Organization for Economic Cooperation and Development – Development Assistance Committee
PPA	Public Procurement Authority
PPP	Public – Private Partnership
PSOs	Private Sector Organisations
PID	Public Investment Division
PRA	Participatory Rural Assessment
RSD	Real Sector Division
SEC	Security Exchange Commission
SAPR	Sector Annual Progress Report
SMTDP	Sector Medium Term Development Plan
SPSS	Statistical Package for Social Scientists
TPU	Tax Policy Unit

CHAPTER ONE

I.0 INTRODUCTION

1.1 Background

The National Development Policy Framework forms the basis for which Ministries Departments and Agencies, (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) prepare their respective development plans for implementation, monitoring and evaluation. This process ensures that the policy framework is effectively linked to the budget and implemented by MDAs and MMDAs, in accordance with sections 1, 10 and 11 of the National Development Planning (System) Act 1994, (Act 480).

It is therefore imperative on Ministry of Finance and Economic Planning (MOFEP) to come out with its Sector Strategic Plan and a Monitoring and Evaluation (M&E) Plan fashioned from the Ghana Shared Growth and Development Agenda (GSGDA) 2010-2013. The GSGDA places emphasis on human development, transparent and accountable governance and infrastructural development. This is in support of agricultural modernisation, natural resource development, employment creation and income generation to private sector development, ICT, housing and energy for accelerated employment creation and income generation for poverty reduction. The framework also envisages protecting the environment and minimizing the impact of climate change.

As part of the planning process, this Monitoring and Evaluation Plan seeks to tracks the progress of policy implementation and effectiveness of the MOFEP Medium Term Development Plan (2010-2013). The process of preparing the plan is part of the overall national agenda to institutionalize the act of monitoring and evaluation in the implementation of development policies at all levels of governance, as well as establish an efficient national Monitoring and Evaluation (M&E) system capable of generating accurate data on a timely basis to inform national policy decisions.

1.2 Goal and Objectives of the MOFEP's Sector Medium Term Development Plan (SMTDP)

The goal of MOFEP's SMTDP is consistent with the goal of the GSGDA. Development projections for the Ministry were derived from development issues identified in the national policy objectives. Corresponding strategies to each of the adopted objectives were derived from the national strategies to support the achievement of the sector goal.

Strategic Policy Direction

Ghana's goal as indicated in the Ghana Shared Growth and Development Agenda (GSGDA) is "the establishment of a just and free society, where every Ghanaian would have the opportunity to live long, productive and meaningful lives".

As one of the critical sectors that contributes to the achievement of this goal, the Ministry of Finance and Economic Planning, as a professional organization, seeks to provide excellent economic and financial management services aimed at improving accountability and good governance.

The mission of the Ministry is **to ensure macroeconomic stability for the promotion of sustainable economic growth and development of Ghana.**

To achieve the above mission, the Ministry has as its *goal the efficient and effective management of the economy towards attainment of upper middle income status and poverty reduction.*

To this end, the Ministry will in the medium-term deliver three programmes namely:

- i) Economic Strategy Programme;
- ii) Public Financial Management Programme and;
- iii) Human Resources and Institutional Management Capacity Programme.

- Economic Strategy Programme

The Ministry will seek to achieve seven policy objectives under this programme namely:

- i) To strengthen economic planning and forecasting to ensure development of strategic sectors;
- ii) To formulate and implement sound macroeconomic policies;
- iii) To improve accessibility and use of existing data-base for policy formulation, analysis and decision making;
- iv) To accelerate economic integration with other regional and sub-regional institutions;
- v) To create a more diversified financial sector and improve access to financial services;
- vi) To deepen the capital market; and
- vii) To promote sustainable extraction and use of mineral resources.

- Public Financial Management Programme

The implementation of an efficient and effective public financial management system is a prerequisite for Ghana to attain the level of development envisaged within the medium term.

The Ministry will pursue the attainment of the following policy objectives under this programme:

- i) To improve public expenditure management;
- ii) To improve fiscal resource mobilization; and
- iii) To promote effective debt management

- Human Resources and Institutional Management Capacity Programme

The Ministry’s objective under this programme is to upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service.

Sector Objectives and Strategies

In achieving the above objectives, the strategies presented in Table 1.1 below will be pursued:

Table 1.1 SECTOR OBJECTIVES AND STRATEGIES

PROGRAMMES	SECTOR OBJECTIVES	STRATEGIES
Economic Strategy Programme	❖ Strengthen economic planning and forecasting to ensure development of strategic sectors	<ul style="list-style-type: none"> ❖ Develop and utilize macroeconomic models ❖ Monitor and evaluate economic performance ❖ Address macroeconomic weaknesses ❖ Produce research papers for policy analysis and economic decision making ❖ Develop Public Private Partnership Policy (PPP) to guide implementation of PPPs ❖ Enact a PPP law to provide the legislative and institutional framework that will regulate PPPs in Ghana
	❖ Formulate and implement sound macroeconomic policies	<ul style="list-style-type: none"> ❖ Develop and utilize macroeconomic models ❖ Produce research papers for policy analysis and economic decision making ❖ Improve efficiency of service delivery

	<ul style="list-style-type: none"> ❖ Improve accessibility and use of existing database for policy formulation, analysis and decision making 	<ul style="list-style-type: none"> ❖ Rationalize the production of data within the statistical system ❖ Conduct 2010 Census ❖ Support the maintenance of an up-to-date spatial database for Mapping and Monitoring Development Activities(EMMSDAG)
	<ul style="list-style-type: none"> ❖ Accelerate Economic Integration with other Regional and Sub-Regional States 	<ul style="list-style-type: none"> ❖ Ensure that National Trade Policy reflects ECOWAS protocols
	<ul style="list-style-type: none"> ❖ Create a more diversified Financial Sector and improve access to Financial Services 	<ul style="list-style-type: none"> ❖ Legal framework for financial sector strengthened ❖ Capacity building to improve on outreach and depth of financial action and emerging issues ❖ Capital market efficiency and effectiveness improved
	<ul style="list-style-type: none"> ❖ Deepen the Capital Markets 	<ul style="list-style-type: none"> ❖ Implement schemes to increase long term savings/funds ❖ Encourage the further development of the market for bonds and other long term securities
	<ul style="list-style-type: none"> ❖ Promote sustainable extraction and use of Mineral Resources 	<ul style="list-style-type: none"> ❖ Promote actively the country's involvement in the (EITI) which seeks to ensure transparency in the payment, receipts, disbursement and utilization of extractive sector revenues. ❖ Improve the environment and natural resources management for health and safety, and increased sustainable production in collaboration with stakeholders.
<p>Public Financial Management Programme.</p>	<ul style="list-style-type: none"> ❖ Improve Public Expenditure Management 	<ul style="list-style-type: none"> ❖ Introduce budget and Fiscal responsibility Act ❖ Develop a criterion for realistic and firm budget ceiling to reflect medium term perspective ❖ Introduce and implement programme based budgeting ❖ Prepare, implement, monitor and evaluate national budget ❖ Institutionalise capacity for budget management ❖ Implement commitment control and cash planning in all MDAs and MMDs ❖ Implement an efficient and effective contract

		<p>management system in all MDAs</p> <ul style="list-style-type: none"> ❖ Review and implement the fiscal decentralization Action Plan ❖ Establish the intergovernmental fiscal relations Unit ❖ Implement Composite Budget ❖ Ensure Transparency in the use of public funds ❖ Develop more effective data collection mechanism for monitoring of public expenditure ❖ Institute in-year expenditure monitoring and analysis ❖ Conduct due diligence on financial proposals for public investment projects ❖ Conduct Value for Money Audit ❖ Introduce cost recovery management in key sectors of the economy including energy ❖ Institute legislation on use of expected Oil Revenue ❖ Develop more effective data collection mechanisms for monitoring public expenditure ❖ Introduce Single Treasury Account ❖ Develop Payroll Management system ❖ Develop Hiring controls ❖ Conduct Payroll Audits ❖ Adopt a comprehensive Integrated Financial Management Information System (IFMIS) for effective budget management ❖ Conduct Annual Review/Validation of Country systems/ OECD-DAC Methodology ❖ Conduct Annual Assessment Exercise to establish degree of compliance and Entities Performance ❖ Develop supplier’s database to enhance value-for-money. ❖ Develop web based price database for enhancement of value-for –money. ❖ Procure Planning software which is developed and maintained periodically. ❖ Ensure Benchmarking & standards for monitoring and Evaluation Developed and implemented during 2011
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		<ul style="list-style-type: none"> ❖ Strengthen operations of PPA and Zonal Offices ❖ Develop and train various stakeholders under short term training programmes including mop-up assessment impact, etc. ❖ Publicise activities of Public Procurement Authority in the media on monthly and quarterly basis ❖ Introduce budget and fiscal responsibility Act ❖ Develop a criterion for realistic and firm budget ceiling to reflect medium term perspective ❖ Introduce and implement programme based budgeting
	<ul style="list-style-type: none"> ❖ Improve Fiscal Resource Mobilisation 	<ul style="list-style-type: none"> ❖ Ensure transparent, efficient and effective Oil and Gas Revenue management ❖ Minimize revenue leakages in all collecting agencies ❖ Increase IGF revenue. ❖ Improve Value books management system ❖ Establish framework for effective aid planning and delivery ❖ Align all development partner interventions to the National Development Strategy ❖ Improve consistency between aid disbursement and reporting and the National Budget classification and Chart of Account ❖ Mobilize adequate external resources to support the National Budget needs ❖ Strengthen sector working group collaboration ❖ Develop guidelines for sourcing grants, loans and aids ❖ Implement Ghana's aid policy ❖ Deepen knowledge in BCS/COA
	<ul style="list-style-type: none"> ❖ Promote effective Debt Management 	<ul style="list-style-type: none"> ❖ Lower borrowing costs ❖ Contain the growth of the domestic debt ❖ Lengthen the maturity profile of domestic debt to reduce the rollover/refinancing risk ❖ Broaden the range of instruments offered to the domestic market ❖ Concessional borrowing (with not less than 35% grant element)

		<ul style="list-style-type: none"> ❖ Provide limited resource to commercial facilities for economically viable and self-financing projects ❖ Ensure innovative products that employ liability sharing between government and private sector (in the form of Public-Private Partnership – PPP) ❖ Ensure prudent level of creating contingent liabilities and on-lending facilities
<p>Human Resources and Institutional Management Capacity Programme</p>	<ul style="list-style-type: none"> ❖ To upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service. 	<ul style="list-style-type: none"> ❖ Build capacity within MDAs, MMDAs and strategic government institutions in the use of the EMMSDAG Spatial database for development planning and monitoring. ❖ Strengthen MIS systems of MDAs and MMDAs. ❖ Host and attend conferences of international bodies ❖ Meet the manpower needs of the department ❖ Improve the skills and knowledge of employees ❖ Provide continuous professional education ❖ Develop and train various stakeholders under short term training programs including mop-up, impact assessment, etc. ❖ Develop training manuals and training under Medium and Long Term ❖ Strengthen the capacity of staff of PPA secretariat ❖ Organise series of workshops, meetings for various Private and Public Sector institutions/Associations on Policies, regulations and Guidelines.

1.3 Implementation Status of the MTDP

This section seeks to assess the status of implementation of key activities for the year 2010. The progress made in some of the key activities implemented and their outputs are as indicated in Table 1.2.

Table 1.2 Key activities and their Implementation Status for 2010.

KEY FOCUS AREA	Key Activities	Implementation Status 2010
Monetary Policy Management	1. Ensure Price and Exchange Rate Stability	<ul style="list-style-type: none"> ❖ Food Price Inflation reduced from 9.08% in January 2010 to 5.67% in September, 2010 while non-food inflation followed a similar downward trend, falling from 18.79% to 11.84%. With the above developments, the annual single digit inflation target of 9.2% was achieved in December, 2010. Where the inflation was 8.58%. ❖ The Ghana Cedi traded competitively and appreciated in both the Inter-Bank and Forex Bureau markets during the nine-month of 2010. At the inter-Bank market, the Cedi appreciated by 0.1%, 2.2% and 5.4% against the US dollar, the pound sterling and the Euro. Whereas, it traded stronger in the Forex Bureau market, appreciating by 0.9%, 4.5% and 10.7% against the US dollar, the pound sterling and the Euro.
	2. Deepen the capital market	<ul style="list-style-type: none"> ❖ Average interest rates on treasury securities registered declines during the first nine months of 2010. Government of Ghana's 1-year and 2-year Treasury Notes rates declined by 7.30 and 11.47 percentage points to 13.20% and 13.28% respectively at the end of September, 2010
	3. Create a more diversified financial sector and improve access to financial services	<ul style="list-style-type: none"> ❖ The policy rate which stood at 18.00% in December, 2009 was reduced by a cumulative 450 basis points to 13.50% between January and July, 2010 by the Monetary Policy Committee and has since remained at that level. In response to this, short term interest rates on the money market fell significantly during the first nine months of the year. In the banking sector, the average lending rates went down for the fifth time since the beginning of the year to 27.63%, shedding off 4.92 percentage points in the process.

		<ul style="list-style-type: none"> ❖ Average deposit rates also witnessed some decline with the average savings deposits and the 3-month time deposit rates, shedding 3.5 and 9.5 percentage points respectively.
Fiscal Policy Management	1. Improve fiscal resource mobilization	<ul style="list-style-type: none"> ❖ The National Enforcement Team was set up to check smuggling. ❖ The Minerals and Mining Act was amended to fix the rate of royalty at 5percent of minerals won. ❖ Intranet was established in all IRS districts in the Greater Accra Region except Kaneshie. ❖ A contract for Public Private Partnership (PPP) for the introduction of electronic monitoring equipment for Communication Service Tax has also been signed.
	2. Improve public expenditure management	<ul style="list-style-type: none"> ❖ The Ministry is migrating from Activity Based Budgeting to Programme Based Budgeting. ❖ The second Annual External Financing Performance Report has been prepared.
	3. Promote Effective Debt Management	<ul style="list-style-type: none"> ❖ Conducted a Debt Sustainability Analysis (DSA) to assess the public debt sustainability in the medium term in the face of increasing potential debt.
Economic Policy Management	1. Formulate and implement sound economic policies	<ul style="list-style-type: none"> ❖ The Ministry was reorganized for efficient and effective delivery of functions and also provide management with the relevant data and information in the area of economic strategy and decision making.
Accelerate Economic Integration with Regional and Sub regional Institutions/States	Negotiate on ECOWAS Common External Tariff (CET) with other ECOWAS States	<ul style="list-style-type: none"> ❖ Organise a stakeholder meetings to select commodities for inclusion in the new tariff band rate of 35% ❖ Embark on negotiations with other ECOWAS Countries on the ECOWAS Common External Tariff
	Implementation of ECOWAS Community Development Programme (CDP)	<ul style="list-style-type: none"> ❖ Sensitize Stakeholders on ECOWAS CDP ❖ Undertake an Audit of Potential Regional Projects in Ghana ❖ Organise Stakeholder meeting to validate study on Potential Regional Projects and submit Report to ECOWAS Commission ❖ Collaborate with ECOWAS Commission to implement CDP in Ghana

Multilateral Surveillance	Establish and Implement ECOMAC Database	❖ An ECOMAC Database has been established and has been populated with the following national data: <ul style="list-style-type: none"> ○ Government Fiscal Operations, National Accounts, Prices, Monetary Accounts, and Balance of Payments Accounts. This Database is updated every quarter
	Ensure the availability of timely reports on the Economy	❖ Produce Multilateral Surveillance Report on Developments in the Fiscal, Monetary and Real Sectors every quarter to determine Ghana's Performance in meeting both the WAMZ and WAMA Convergence Criteria, to hasten the establishment a Monetary Union within ECOWAS

1.4 Purpose of MOFEP M&E Plan

This Monitoring and Evaluation Plan is prepared to track the progress of MOFEP's MTDP with the view to identifying challenges for early solution and also identifying good lessons to feed back into policy. It is also to generate accurate data on a timely basis to inform national policy decisions. The purposes for preparing this M&E Plan are to:

- ✓ Improve institutional decision-making;
- ✓ Improve programme/project planning and implementation;
- ✓ Promote accountability in the utilization of donor-funds;
- ✓ Co-ordinate, harmonize and align donor-funded programmes and projects; and
- ✓ Promote institutional learning.

The M&E Plan will further guide MOFEP to;

- ❖ Undertake M&E needs assessment to support capacity building
- ❖ Develop baseline and sector-specific programme indicators and define the indicators for measuring change(s)
- ❖ Establish the sector targets for all relevant objectives in the SMTDP
- ❖ Establish a list of sector programmes/ projects to be carried out by the Ministry that will contribute to the indicator achievements
- ❖ Monitor progress of sector projects and programmes at regular intervals to ensure their successful implementation
- ❖ Collect, collate and analyse sector data on indicator achievements for reporting to stakeholders
- ❖ Undertake quarterly and annual performance review/impact assessment of SMTDP policies, programmes and projects with all the sector stakeholders

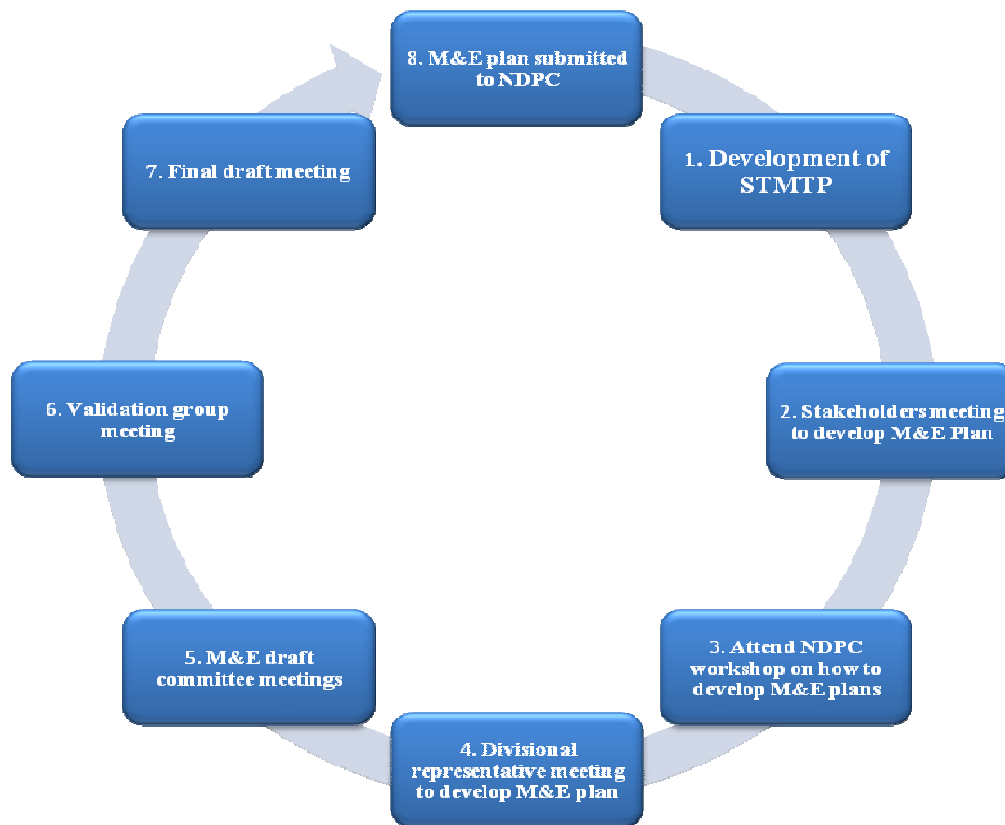
- ❖ Disseminate SAPR information obtained from data collected to all stakeholders to facilitate the evaluation of the SMTDPs and make recommendations for policy review.

The implementation of the M&E Plan will also produce results that meet the expectation of the people; provide quality administrative services that meet the citizen’s needs efficiently and effectively; ensure thorough accountability to the citizens; and encourage the citizens to participate in government administration.

Plan preparation process

MOFEP prepared the M&E Plan with inputs from its Divisions, Agency and other stakeholders. The first step was the development of a draft SMTP which was followed by stakeholders meeting to develop the M&E Plan. Again, representatives were sent to all NDPC workshops on how to develop M&E Plan. Nomination of representatives from the various divisions then began with the drafting of the M&E Plan. The processes through which this M&E Plan preparation went are as shown in the diagram below:

Figure 1.1



1.5 Structure of this M&E Plan

This plan has been set up in line with the M&E guidelines provided by the National Development Planning Commission. Chapter 1 provides an introduction, stating clearly the purpose of the plan, the sector's policy objectives and strategies as stated in the MTDP (2010-2013).

Chapter 2 begins with the identification and definition of stakeholders and their roles followed by an assessment of the M&E conditions and capacities of MOFEP. It further outlines the Sector's indicators and work plan, as well as budget for all activities stated in the work plan. The chapter continues with explanations on how data would be collected, analysed, reported and disseminated to all stakeholders. Participatory M&E and how it will be conducted concludes the section.

The third chapter discusses issues of relevance to M&E and conclusion.

CHAPTER TWO

2.0 MONITORING AND EVALUATION ACTIVITIES

2.1 Stakeholders Identification and Analysis

The stakeholder analysis identifies and classifies all organisations and groups of people with interests in the implementation of the Medium Term Development Plan (MTDP) for MOFEP. For MOFEP, two key stakeholders have been identified, namely primary and secondary.

Primary Stakeholder:

These refer to persons or institutions that have direct interests. These stakeholders usually need to be kept updated in regular intervals and will intervene if their interests are neglected. MOFEP identified the Office of the President, Parliament, Bank of Ghana and other financial institutions, NDPC, MDAs, MMDAs, DPs and Regional Co-ordinating Councils as its primary stakeholders.

Secondary Stakeholders

Secondary stakeholders are individuals or groups not directly affected by the outcome of the policy, programme or project but still having an interest in it. They often help provide aid to the primary stakeholders. In MOFEP, these groups may include government agencies, Council of State, Private Sector Organizations, CSOs, Traditional Authorities, Academia and Research Institutions, the Media and Professional Associations.

MOFEP recognizes primary stakeholders as both important and influential and must be fully engaged at all stages of the implementation of the policies, programmes and projects. While its secondary stakeholders are also considered to be relevant and will be engaged during the processes.

These individuals and groups will have vested interests in the outcomes of the policies programmes and projects of MOFEP and may affect whether or not they will be implemented. The analysis is done with the view of identifying and defining their characteristics, understanding their interest and expectations, assigned responsibilities and also show the activities each will be involved.

Table 2.1 MOFEP STAKEHOLDER ANALYSIS

<i>Stakeholders</i>	<i>Classification</i>	<i>M&E Needs/Responsibilities</i>	<i>Involvement in M&E</i>
1. Office of the President	Primary	<ul style="list-style-type: none"> a) Use the M&E result to advise the President b) Ensure accountability and Transparency. c) Ensure prudent management of resources. d) Seek for funding. e) Give support to Legal Framework on M&E 	<ul style="list-style-type: none"> a) Give directives and guidance
2. Parliament	Primary	<ul style="list-style-type: none"> a) Receive budgetary support for M&E. b) Use M&E result as a tool for legislation. c) Ensure proper allocation of M&E resources. d) Ensure accountability and transparency. e) Use M&E result as a check on the functions of the MDAs and MMDAs. f) Debate and formulate laws to institutionalize M&E 	<ul style="list-style-type: none"> a) Reporting b) Dissemination
3. NDPC	Primary	<ul style="list-style-type: none"> a) Receive budgetary support for M&E. b) Propose M&E best practice. c) Provide capacity building on M&E formulation and strategic planning. d) Provide follow-up and feedback on M&E implementation processes. 	<ul style="list-style-type: none"> a) Reporting b) Evaluation c) M&E planning. d) Lead the development of M&E guidelines
4. MDAs	Primary	<ul style="list-style-type: none"> a) Receive budgetary support for M&E b) Accurate timing with regard to the release of funds for implementation of projects. c) Ensure easy access to quality M&E information. d) Generate M&E reports. e) Provide feedback on M&E results. f) Learn from M&E results 	<ul style="list-style-type: none"> a) Data collection and validation b) Data analysis and use c) Reporting d) Dissemination e) Evaluation and studies

Stakeholders	Classification	M&E Needs/Responsibilities	Involvement in M&E
5. MMDAs	Primary	<ul style="list-style-type: none"> a) Receive budgetary support for M&E. b) Accurate timing with regard to the release of funds for implementation of projects c) Provide up to date data concerning MMDAs for M&E purposes. d) Adapt new findings from previous analysis of M&E reports. 	<ul style="list-style-type: none"> a) Data collection and validation b) Data analysis & reporting c) Participatory M&E
6. DPs	Primary	<ul style="list-style-type: none"> a) Make available resources in terms of logistics and technical assistance. b) Request results of funded projects. c) Analyse and make decisions in line with past M&E reports. d) Ensure timely delivery of resources for M&E tasks. 	<ul style="list-style-type: none"> a) Reporting b) Evaluation
7. Regional Co-ordinating Councils	Primary	<ul style="list-style-type: none"> a) Ensure periodic M&E data on transactions and projects. b) Receive and organise district M&E reports c) Ensure accountability and transparency 	<ul style="list-style-type: none"> a) Data collection and validation b) Reporting
8. Bank of Ghana & Financial Institutions	Primary	<ul style="list-style-type: none"> a) Disbursement of financial resources b) Ensure accountability and transparency 	<ul style="list-style-type: none"> a) Reporting
9. Resource Persons (Consultants)	Primary	<ul style="list-style-type: none"> a) Professional services in M&E skills, training, etc. b) Partners in development. c) Propose strategies. d) Demand quality, reliable M&E report. 	<ul style="list-style-type: none"> a) Evaluation b) M&E capacity building
10. Council of State	Secondary	<ul style="list-style-type: none"> a) Advice President using M&E results. 	<ul style="list-style-type: none"> a) Feedback

<i>Stakeholders</i>	<i>Classification</i>	<i>M&E Needs/Responsibilities</i>	<i>Involvement in M&E</i>
11. CSOs	Secondary	a) Ensure transparency and accountability. b) Partnership for M&E development c) Demand quality, effective and efficient delivery of Public Services.	a) Dissemination b) Participatory M&E c) Evaluation
12. Private Sector	Secondary	a) Demand adequate and effective delivery of services. b) Demand M&E in management across various sectors. c) Provide support in the services of the MMDAs. d) Demand transparency and accountability. e) Partners in growth and development. f) Learning from development information.	a) Dissemination b) Participatory M&E c) Evaluation
13. Academia and Research Institution	Secondary	a) Promote the use of research information. b) Conduct research into M&E information. c) Demand quality and reliable data.	a) Dissemination. b) Evaluation
14. Traditional Authorities	Secondary	a) Partnership for M&E development. b) Demand for accountability and transparency.	a) Dissemination b) Participatory M&E.
15. The Media	Secondary	a) Use M&E results to inform and educate the general public. b) Demand quality, reliable and affordable services. c) Demand transparency and accountability.	a) Dissemination b) Participatory M&E c) Evaluation
16. Professional Associations	Secondary	a) Use M&E results. b) Demand quality, reliable and affordable services. c) Demand transparency and accountability. d) Partners in development. e) Support capacity building.	a) Dissemination b) Participatory M&E c) Evaluation

2.2 M&E Conditions and Capacities

The Ministry of Finance and Economic Planning plays a dual role of being a Sector Ministry and a Central Management Agency. In the past however, M&E activities have been undertaken in the various departments, divisions and agencies, since there was no centralised M&E unit. (M&E activities have consequently been undertaken by ad-hoc teams). Under the MOFEP restructuring exercise, this challenge is being addressed. Meanwhile, human resource capacities are being developed in an effort to institutionalise M&E in MOFEP.

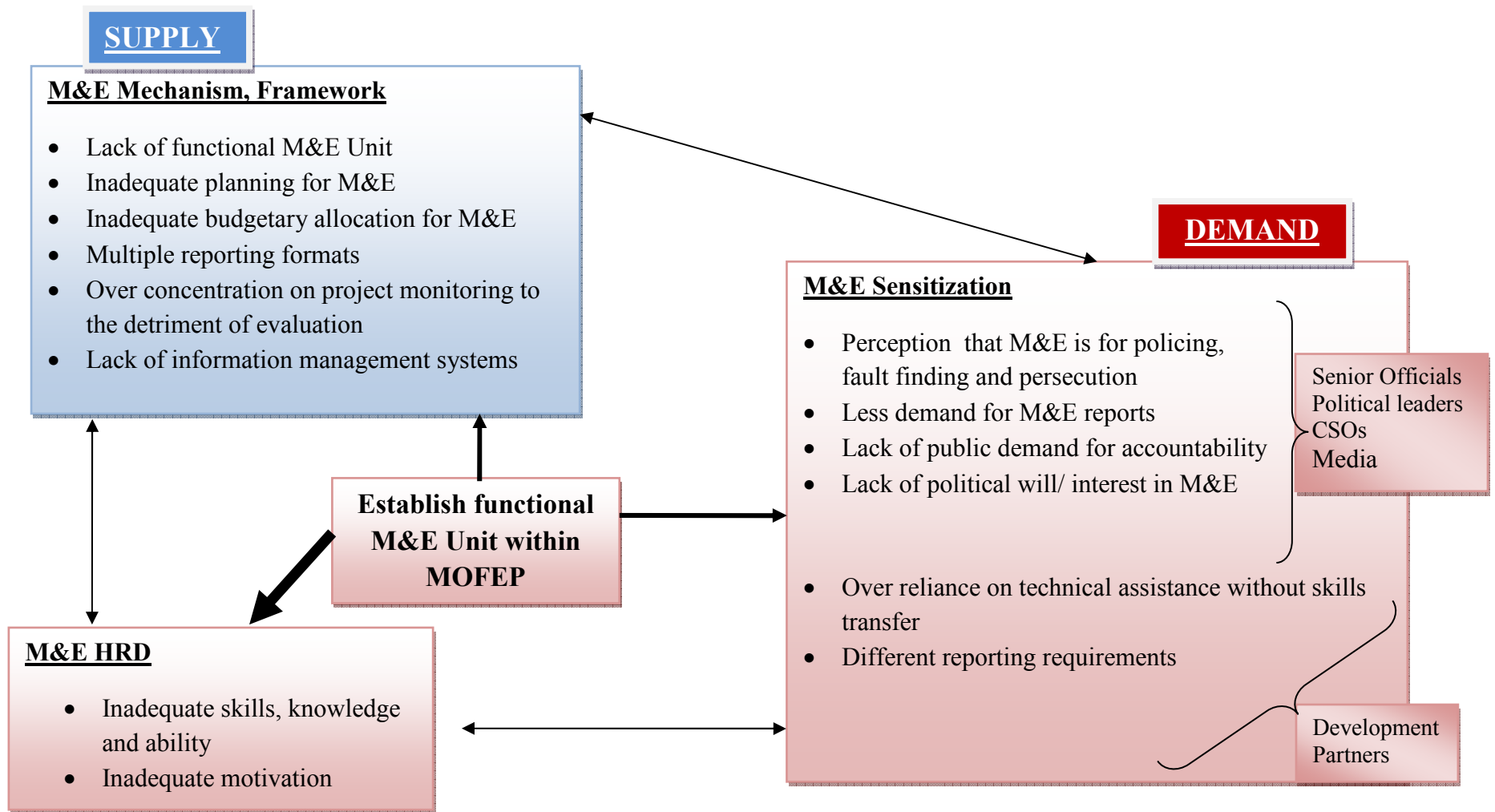
The existing M&E challenges in the Ministry can be found in the Situational Analysis presented in Table 2.2 below.

Table 2.2: Situation Analysis of MOFEP M&E

Strength		How to use them	How to do them/ Responsibility
i.	JICA training to strengthen M&E in MOFEP	Network the beneficiaries of this training programme to utilized their knowledge in the various Division and involved them in all M&E activities	Director GA
ii.	MOFEP's role as a central management Agency	Harmonize and /or coordinate their activities	Chief Director
iii.	Existence of M&E in all Divisions in MOFEP	Create common database for used by all Division	Head ICT
Weaknesses/Challenges		How to correct them	Who is responsible
iv	Lack of functional M&E Unit	Establish an M&E Unit	Chief Director
v	Inadequate planning for M&E	Develop an M&E Plan	Director GA
vi	Inadequate budget allocation for M&E	Prepare a separate budget for M&E	Director of budget
vii	Inadequate motivation	Introduce a motivation package for M&E staff	Chief Director
viii	Less demand for M&E report	Management and the general public to demand for M&E reports	Chief Director
ix	Perception that M&E is for policing fault finding and persecution	Embark on sensitization to show that M&E is for improvement	Director GA
x	Inadequate capacity	Train staff in M&E	Director GA

Opportunities		How to utilize them	Who is responsible
xi	Strong link with NDPC	Link budget with plan	Chief Director
xii	Interest expressed by DPs	Seek their support to develop the M&E unit	Chief Director
Threats/Challenges			
Threats/Challenges		How to overcome them	Who is responsible
xiii	Over reliance on external technical assistance without skills transfer	Request for partnership with external consultants with staff and locals	Chief Director
	Different reporting format by DP's	Develop a unified reporting format	Director GA
	Lack of public demand for accountability	Demand for value-for-money	Chief Director

FIG. 1: M&E CHALLENGES IN MOFEP



2.3 M&E Indicators

Part of the process of an efficient M&E is the identification of valid indicators. The indicators, which are quantitative or qualitative factors or variables, provide a simple and reliable means to measure achievements and will help to reflect the changes connected to interventions, or assess the performance of MOFEP.

More specifically, the performance indicators will allow the verification of changes in the development intervention or show results relative to what was planned in the MOFEP MTDP. Table 2.2 below presents the indicators for all policy objectives in the MTDP.

Table 2.2 PROGRAMMES, SECTOR OBJECTIVES AND INDICATORS

Policy Objective 1: Strengthen Economic Planning and Forecasting to Ensure Development of Strategic Sectors:
1. PPP legislative and institutional framework Act passed by parliament.
2. Level of PPP Policy for Implementation developed.
3. Number of Research Papers to support the formulation and implementation of Sound Economic Policies.
4. Access to Macroeconomic model for Planning, Forecasting, and Research
Policy Objective 2: Formulate and Implement Sound Economic Policies
1. Access to TAX Revenue Model for effective Revenue collection
2. Number of Research Papers for Policy analysis and Economic decision making
3. Number of ERF staff trained on Economic Policy analysis.
Policy Objectives 3: Improve accessibility and use of existing data-base for policy formulation, analysis and decision making
1. Access and use of Integrated database for all programmes
2. Statistical report on the implementation of the GSDP
3. Level of support to data producing institutions.
4. Reports on agricultural census, integrated business and establishment survey
5. Report on level of poverty reduction
6. Number of skilled statistical officers at the MDAs and MMDAs
7. Revised Statistical Service Law passed by Parliament
8. Level of improvement in cartographic design at GSS
Policy Objective 4: Accelerate Economic Integration with other Regional and Sub-Regional States
1. Presence of Document on Economic Policies for ECOWAS Integration
2. Progress Report on ECOWAS Common External Tariff (CET)
3. Level of consultations with other Regional and sub-Regional organisations
4. Progress Report on WAMZ and ECOWAS programme

Policy Objective 5: Create a more diversified Financial Sector and improve access to Financial Services
1. Percentage reduction in the lending rate
2. Percentage change of Number of financial Institutions lending to priority sectors of business
3. Number of financial institutions benefiting from the discount tax rate
4. Percentage increase in the deposit rate
5. Percentage increase in Savings
6. Level of implementation for a three tier pension system
7. Catalogue of measures making Ghana as a financial hub.
8. Level of re-engineering the microfinance Unit
9. Revised the microfinance system
10. Percentage increase in micro finance for Agriculture and micro enterprises
Policy Objective 6: Deepen the Capital Markets
1. Level of automation of Securities Industry Commission
2. Percentage increase of credit to the productive sector
3. Presence of Operational Manual and Quality Assurance on capital market
4. Presence of Performance report on Capital Market
Policy Objective 7: Promote sustainable extraction and use of mineral resources.
1. Number of reports on GHEITI
2. Number of reports on NREG activities
Policy Objective 8: Improve Public Expenditure Management:
1. Level of Composite Budget Implemented.
2. Number of data collection Instrument for Public Expenditure
3. Number of Performance Audits reports.
4. Presence of Budget guidelines to include cost recovery measures.
5. Report on treasury Management reforms
6. Integrated financial management database in place
7. No of MDAs implementing the GIFMIS
8. Level of revision on the procurement system
9. Presence of a Report on treasury single account system.
10. Level of Investment to GDP ratio
11. Number of value-for-money audit conducted
12. Number of project appraisals undertaken

Policy Objective 9: Improve Fiscal Resource Mobilisation
1. Tax Administration Law passed by Parliament
2. Percentage reduction in Revenue collection leakages
3. Level of implementation of the Ghana Revenue Authority Act
4. Level of computerization of the indirect and non-tax revenue system
5. Percentage increase in nontax revenue
6. Tax Revenue per capital
7. Total amount of revenue collected from free zone areas
8. Revised Loans Act of 1970, Act 335 enacted by Parliament
9. Percentage increase in external resource mobilization
10. Level of development of compendium on donor policies, procedures and practices
11. Level of improvement inconsistency between donor support and reporting in Budget/COA
Policy Objective 10: Promote effective Debt Management
1. Total debt as a percentage of GDP
2. Number of Debt instrument to reduce the market and refinancing risk
3. Percentage increase in issuance of longer maturity debt
4. Disseminate the Medium Term Debt Strategy document
Policy Objective 11: To upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service.
1. Performance contract signed between chief Director and the Head of Civil Service.
2. Performance Contract signed between divisional heads and the Chief Director.
3. Number and category of staff in the Ministry trained by type of training.
4. Number and category of staff trained in other MDAs on Budget.
5. Annual Progress Report (APR) produced
6. Functional M&E Unit established
7. Functional M&E Framework established

2.4 M&E Matrix

Following the identification of indicators for the MOFEP MTDP, this matrix summarises and presents the key indicators for monitoring the achievements of the Sector's performance against the set target. It provides in detail the two essential components in an indicator, baselines and targets. The baselines in the matrix establish a situation assessment before the commencement of the intervention/activities set in the MTDP. The target specifies the expected level of achievement to be realized at a given point of time. It also includes key activities that will be implemented in 2011-2013 to bring impact on the attainment of the targets. Table 2.3a presents national indicators which MOFEP reports on while Table 2.3b are indicators which are exclusive to MOFEP which will be used to monitor the various activities of the MTDP.

TABLE 2.3a: NATIONAL INDICATORS

Indicator	Type of Indicator	Definition of Indicator	Baseline data (2009)	Target 2010	2011	2012	2013
FOCUS AREA 1: MONETARY POLICY AND FINANCIAL MANAGEMENT							
Inflation Rate (end-year)	Outcome	The rate at which the general level of prices rise	15.97	8.58	8.5	5.0	NA
Number of listed companies	Outcome	Number of companies listed on the GSE	37	37	40	45	50
GSE All Share Index (% change) GSE All Share Index	Outcome		-46.58% (5572.3)	32.3% (7369.2)	NA	NA	NA
Volume of credit to the various sectors of the Economy by banks	Impact	Volume of credit in a year going to the Agric., Industry and Services sectors of the economy	Agriculture Industry Services				
Asset /GDP	Outcome	Asset to GDP ratio	32.7	36.4	37.5	40.2	42.0
Total Credit/GDP	Outcome	Total Credit/GDP ratio	18.2	16.7	18.0	20.0	25.0
Private Sector Credit/GDP	Outcome	Private Sector Credit to GDP Ratio	15.4	14.4	16.0	18.0	23.0
FOCUS AREA 2: FISCAL POLICY MANAGEMENT							
Budget deficit as a share of GDP	Impact	The budget deficit as a percentage of GDP	5.9	5.7	4.2	2.6	1.6
Total revenue as a share of GDP	Outcome	The total revenue mobilized in the year as a percentage of GDP	15.4	17.3	16.5	17.7	17.8
Discretionary Expenditure as a % of Total Expenditure	Outcome	Proportion of total payments which are not determined by law	29.86	30.83	32.37	33.99	35.69
Wage Bill as % of GDP	Impact	The Wage Bill as a percentage of total GDP	6.7	7.4	6.6	7.3	8.3
Gross Domestic Debt as % of GDP	Outcome	Total domestic debt as a proportion of GDP	16.9	17.8	17.1	16.0	15.4
Gross External Debt (as % of GDP)	Outcome	Total external debt as a proportion of GDP	19.7	20.1	20.5	19.8	18.0
Debt Service/Total Exports							
Debt Service/GDP							

Gross international Reserves (Equivalent of months of imports of goods and services)	Outcome	The number of months of imports that can be covered by the countries international reserves	2.9	3.7	3.6	3.7	4.3
Oil Imports as a % of Total Imports	Input	Proportion of total imports attributable to oil	18.5%	18.8%	18.9%	19.0%	19.4%
FOCUS AREA 3: ECONOMIC POLICY MANAGEMENT							
Nominal GDP (US\$m)			25,962.68	29,960.81	34,329.22	37,460.63	40,554.82
GDP per capita (US\$)			646.33	729.15	891.13	968.73	1035.44
Growth rate of GDP and GDP per capita	Outcome	The changes in the GDP and GDP per capita compared to the previous year	GDP 4.7 GDP per Capita	6.6	14.4	8.2	7.6
Real Sectoral Growth rates	Outcome	The changes in the output of the Agricultural, Industrial and Services sectors compared to the previous year	Agriculture 7.6 Industry 4.5 Services 6.8	4.8 6.0 8.2	5.3 37.2 9.9	4.9 10.9 8.6	4.8 8.8 8.1
Total Poverty Reduction Expenditure As % of Total Expenditure As % of GDP	Outcome Outcome	Expenditure on poverty reduction activities	1,791.95	2,347.74			
Budget Execution Rate	Impact						
FOCUS AREA 4: INTERNATIONAL TRADE MANAGEMENT AND ECOWAS COMMUNITY DEVELOPMENT							
Overall Balance of Payments (in millions of US\$)	Impact	Difference between total merchandise imports and exports	1,158.78	1,608.72	815	800	1,014
Total Merchandise exports (in millions of US\$)	Outcome	Total merchandise exported from the country	5,839.70	7,896.2	9,727	10,722	11,403
Regional trade as a percentage of total trade	Outcome	Total amount of trade engaged in by the country within the ECOWAS sub-region as a percentage of total trade	NA	NA	NA	NA	
Oil Export as % of Total export	output	The proportion of total exports accounted for by oil exports	0%	0%	31.9%	28.8%	29.2%
Nominal value of Oil Export (US\$m)	Output	Revenue realized from exports in a year oil	0	0	3,105	3,093	3,329

Number of convergence criteria for ECO met	Process	Number of criteria for monetary integration met by the country					
FOCUS AREA 4: DEVELOPMENT OF THE OIL AND GAS INDUSTRY							
1. The share of Oil and gas activities in the GDP/ contribution of growth in Petroleum output to GDP growth	OUTPUT	Total value added of oil and gas activities as a percentage of total GDP	Na	Na	Na	Na	Na
2. Oil and gas revenue accommodated within annual budgets	INPUT	Amount of oil revenue allocated to support annual budgets	Na	Na	Na	Na	Na
3.							
4. % of budget supported by oil revenue	OUTPUT	Oil revenue supporting budget as a percentage of budget revenue (GDP)	Na	Na	Na	Na	Na
FOCUS AREA 5: RENEWABLE ENERGY (HYDRO, BIOMASS AND WIND AND SOLAR)							
5. Proportion of budget for the development of renewable energy	INPUT	Proportion of budget for research institutes and MOE geared towards the development of renewable energy	Na	Na	Na		Na
FOCUS AREA 6: WATER AND ENVIRONMENTAL SANITATION AND HYGIENE							
6. Ratio of GoG funds allocation to actual GoG funds released to the WASH sector per year	INPUT	Proportion of GoG funds allocation to actual funds releases to the WASH sector	Na	Na	Na	Na	Na
7. Ratio of ESA funds allocation to Actual ESA funds released to the WASH sector per year	INPUT	Proportion of ESA funds allocation to actual funds released	Na	Na	Na	Na	Na
FOCUS AREA 7: DEEPENING THE PRACTICE OF DEMOCRACY AND INSTITUTIONAL REFORMS							
1. The percentage	Input	The change in amount of	<u>Allocation</u>	<u>Actual</u>	<u>Actual Release</u>	<u>Actual Release</u>	<u>Actual Release</u>

change of budgetary resources to Parliament		budgetary resources to Parliament expressed in percentage.	<u>(Ghc 'mil)</u> <u>(Ghc 'mil)</u> - 24.64 29.72 - 5.3% chg. 20.8% chg.	37%	34%	30%	30%
2. The percentage change of budgetary resources to Independent Governance Institutions	Input	The change in amount of budgetary resources (approved and actual releases) to Independent Governance Institutions expressed in percentage.	<u>Actual Releases</u> <u>(Ghc 'mil)</u> <u>%Chg</u> - EC = Na *** - CHRAJ= Na - NCCE = 7,383.1 (31.6%) - Judiciary = Na - NMC = 0.448 (23%)	Na Na 50.0% 61.1% 20.0%	Na Na 33.6% 30% 20.0%	Na Na 33.6% 25.1% 20.0%	Na Na 31.1% 11.8% 20.0%
FOCUS AREA 8: LOCAL GOVERNANCE AND DECENTRALISATION							
3. The share of MMDAs total revenue in relation to total receipt	Input	The total MMDAs revenue (including IGF, DACF, GOG transfer, HIPC transfer and Donor) expressed as a percentage of total national receipt/revenue.	- Total MMDAs' Revenue: Ghc321.37 mill - Total national revenue/ receipt: Ghc9,465.10 mill - % Share: 3.4%	Na	Na	Na	Na
4. Share of Central Government's transfers to MMDA's in total national budget	Input	The total amount of DACF, HIPC and GOG, expressed as a percentage of the annual national total revenue, excluding grants	- Total Central Govt's transfers: Ghc177.31 mill - Total national revenue, excluding grant: Ghc5,674.0 mill - % Share: 3.1% - %Share DACF in total tax revenue: 7.5%	- Na - > 7.5%	- Na - > 7.5%	- Na - > 7.5%	- Na - > 7.5%
FOCUS AREA 9: CREATION/ESTABLISHMENT OF SPECIAL DEDICATED AREAS TO REDUCE POVERTY/INEQUALITY							
5. Proportion of budgetary resources allocated to development initiatives as a percentage of total national budget	Input	Change in total amount allocated to development initiatives including MiDA, SADA, etc expressed as a percentage of the total national budget	MiDA = Na SADA = 0.00 CEDECOM = Na Bui Dam = Ghc60.50mil Western Corridor = Na Eastern Corridor = Na Forest Belt = Na Capital City = Na	Na Ghc25mil Ghc5.2mill Na Na Na Na Na	Na Ghc25mil Ghc5.2mill Na Na Na Na Na		
6. Budget execution rate	Outcome	The number of key budget targets met, expressed as a percentage of all budget targets including spending priorities.	i. Prop'n of key budgetary targets met (%): Na ii. Budget disburs'mt: <u>Spending</u> <u>% variance</u> <u>priorities</u> <u>from approv.</u> <u>Areas</u> <u>and actual</u>	95% ±5% ±5%	95% ±5% ±5%	95% ±5% ±5%	95% ±5% ±5%

			- Overhead Cost= -16.3%	±5%	±5%	±5%	±5%
			- Private Sector = -55%	±5%	±5%	±5%	±5%
			- Human Resource=-55%	±5%	±5%	±5%	±5%
			- Governance =19%	±5%	±5%	±5%	±5%
			- MDRI =-11.8%	±5%	±5%	±5%	±5%
			- HIPC =48.5%				
			- Tax Refund =-28.6%				
FOCUS AREA 10: PUBLIC POLICY MANAGEMENT							
7. Budget deviation index	Outcome	The difference between projected budgetary expenditure and actual disbursement, expressed in percentage	- P.E = -14%	±5%	±5%	±5%	±5%
			- Administration= -26%	±5%	±5%	±5%	±5%
			- Service = -1%	±5%	±5%	±5%	±5%
			- Investment= 48%	±5%	±5%	±5%	±5%
			- Overall= 8%	±5%	±5%	±5%	±5%

TABLE 2.3b: SECTOR INDICATOR MATRIX

MTDP Goal: Efficient and effective management of the economy towards the attainment of upper middle income status and poverty reduction.									
INDICATORS	INDICATOR TYPE	BASELINE 2009	TARGETS (2010-2013)				DATA SOURCES	MONITORING FREQUENCIES	RESPONSIBILITY
			10	11	12	13			
Policy Objective 1: Strengthen Economic Planning and Forecasting to Ensure Development of Strategic Sectors:									
PPP legislative and institutional framework Act passed by parliament	Outcome						PID/ GIPC	Monthly	PID/A-G
Stage of development of PPP Policy for Implementation	Output						PID	Quarterly	PID/A-G
Number of Research Papers to support the formulation and implementation of Sound Economic Policies.	Output						RSD/ ERFD	Monthly	RSD/ ERFD
Access to Macroeconomic model for Planning, Forecasting and Research	Outcome						RSD/ ERFD	Quarterly	RSD/ ERFD
Policy Objective 2: Formulate and Implement Sound Economic Policies									
Access to TAX Revenue Model for effective Revenue collection	Outcome						GRA/ TPU	Monthly	TPU
Number of Research Papers for Policy analysis and Economic decision making	Output						RSD/ ERFD	Quarterly	RSD/ ERFD
Number of ERF staff trained on Economic Policy analysis.	Output						RSD/ ERFD	Annually	RSD/ ERFD

Policy Objectives 3: Improve accessibility and use of existing data-base for policy formulation, analysis and decision making									
Number of staff who have access and use of integrated database for all programmes	Outcome						ICT	Quarterly	ICT
Statistical report on the implementation of the Ghana Statistical Service Development Plan (GSDP)	Output						GSS/ MOFEP	Annually	GSS
Report on agricultural census, integrated business and establishment survey	Output						GSS/ MOFA	Annually	GSS
Report on level of poverty reduction	Output						GSS	Annually	GSS
Number of skilled statistical officers at the MDAs and MMDAs	Output						GSS/ MDAs	Quarterly	GSS
Revised Statistical Service Law passed by parliament	Outcome						GSS/ Legal	Quarterly	GSS
Level of improvement in cartographic design at GSS	Outcome						GSS	Quarterly	GSS
Policy Objective 4: Accelerate Economic Integration with other Regional and Sub-Regional States									
Document on Economic Policies for ECOWAS Integration	Output						ERFD/ EERD	Annually	ERFD
Progress report on ECOWAS Common External Tariff set (CET)	Output						ERFD	Annually	ERFD
Number of consultations with other Regional and sub-Regional states	Output						ERFD	Annually	ERFD
Progress Report on WAMZ and ECOWAS programme	Output						ERFD	Quarterly	ERFD

Policy Objective 5: Create a more diversified Financial Sector and improve access to Financial Services									
Percentage reduction in the lending rates	Outcome						BOG/ MOFEP	Quarterly	ERFD/FSD
Number of financial Institutions lending to priority sectors of business	Outcome						BOG	Annually	FSD
Number of financial institutions benefiting from the discount tax rate	Output						GRA/ TPU	Annually	TPU
Percentage increase in the deposit rate	Outcome						BOG	Quarterly	FSD
Percentage increase in Savings	Outcome						BOG	Quarterly	FSD
Level of implementation for the three-tier pension system	Output						National Pension Authority	Annually	General Administration
Catalogue of measures making Ghana as a financial hub.	Output						FSD/ BOG	Annually	FSD
Status on re-engineering the Microfinance Unit	Outcome						FSD	Annually	FSD
Access & use of the Revised Microfinance system	Outcome						FSD	Annually	FSD
Percentage increase in micro credit for Agriculture and micro enterprises	Outcome						FSD/ MOFA/ NBSSI	Annually	FSD
Policy Objective 6: Deepen the Capital Markets									
Level of automation of Securities Industry Commission	Output						SEC	Quarterly	SEC
Percentage increase of credit to the real sector	Outcome						BOG	Quarterly	FSD
Operational Manual and Quality Assurance on capital market	Output						SEC	Quarterly	SEC
Performance report on Capital Market	Output						SEC/ GSE	Annually	SEC

Policy Objective 7: Promote Sustainable Extraction and Use of Mineral Resources									
Number of Reports on GHEITI							MOFEP		RSD
Number of Reports on NREG activities							MOFEP		RSD
Policy Objective 8: Improve Public Expenditure Management:									
Level of Implementation of Composite Budget	Output						Budget Division	Annually	Budget Division
Number of data collection Instrument for Public Expenditure developed	Output						Budget Division	Annually	Budget Division
Number of Performance Audits conducted.	Output						CAGD/MD As	Annually	Audit Service
Budget guidelines to include cost recovery measures.	Output						Budget Division	Annually	Budget Division
Report on treasury Management reforms	Output						CAGD	Quarterly	CAGD
Integrated financial management database	Output						CAGD	Annually	CAGD
Level of implementation of the GIFMIS at all levels	Output						MOFEP/C AGD	Quarterly	MOFEP/CAGD
Stage of revision of the procurement system	Output						PPA	Quarterly	PPA
Report on treasury single account system.	Output						CAGD	Annually	CAGD
Level of Investment to GDP ratio	Output						PID	Annually	PID
Number of value –for – money audit conducted	Outcome						PID/Legal Division/ERD	Quarterly	PID
Number of project appraisals undertaken	Outcome						PID	Annually	PID

Policy Objective 9: Improve Fiscal Resource Mobilization									
Revised Tax Administration Laws passed by Parliament	Outcome						TPU/ Parliament/A G	Quarterly	GRA/ Legal
Percentage reduction in Revenue collection leakages	Outcome						GRA	Quarterly	TPU
Level of implementation of the Ghana Revenue Authority Act	Output						GRA	Monthly	TPU
Level of computerization of the indirect and non-tax revenue system	Outcome						GRA/ NTRU	Monthly	TPU
Percentage increase in non-tax revenue	Outcome						GRA/ NTRU	Monthly	NTRU
Tax Revenue per capita	Outcome						GRA/ RSD	Quarterly	RSD
Total amount of revenue collected from free zone areas	Output						GRA	Monthly	TPU
Revised Loans Act of 1970, Act 335	Outcome						MOFEP/ AG	Monthly	DMD/Legal
Percentage increase in external resource mobilized	Outcome						MOFEP	Quarterly	EERD
Development of a compendium on donor policies, procedures and practices.	Output						MOFEP	Annually	EERD
Policy Objective 10: Promote effective Debt Management									
Total debt as a percentage of GDP	Outcome						MOFEP/C AGD/BO G	Monthly	DMD
Number of Debt instruments to reduce market and refinancing risk	Output						MOFEP/C AGD/BO G	Monthly	DMD
Percentage increase in issuance of longer maturity debt	Outcome						MOFEP/C AGD/BO G	Monthly	DMD
Dissemination of Medium Term Debt Strategy document	Output						MOFEP	Annually	DMD
Policy Objective 11: To upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service.									

Performance contract signed between chief Director and the Head of Civil Service.	Output						MOFEP	Annually	GA
Performance Contract signed between divisional heads and the Chief Director.							MOFEP	Annually	GA
Number and category of staff in the Ministry trained by type of training.							MOFEP	Annually	GA; Divisional Heads
Number and category of staff trained in other MDAs on Budget.							MOFEP	Annually	GA
Annual Progress Report (APR) produced							MOFEP	Annually	
Functional M&E Unit established							MOFEP	Annually	GA
Functional M&E Framework established							MOFEP	Annually	GA

2.5 M&E Calendar (Work Plan)

The M&E calendar schedules activities which will be carried out during the planned period. It is an essential guide showing activities, time frame and actors or those who will carry them out.

TABLE 2.4 M&E WORK PLAN

ID	ITEM	ACTIVITIES	TIME FRAME				RESPONSIBILITY	AMT (GH¢)
			2010	2011	2012	2013		
1	Assess M&E needs and conditions	Retreats with Divisions and Agencies to assess the M&E needs and conditions in the sector	1 st week in November				M&E Team	55,350
2.	Orientation workshops on M&E.	Organise workshops to review M&E activities for the current year and plan for the next year.	1 st week in November				M&E Team	38,800
		Draw budget to do stakeholder analysis						
3.	Select sector specific indicators, establish baselines and targets and to produce the M&E matrix	Organise workshop to select indicators, baselines and targets	2 nd week in July				M&E Team/MOFEP	32,100
4.	Collation of all the reports from the meetings and workshops into the draft M&E plan	Organise workshop to draft M&E plan	2 nd Week in September				M&E Team/MOFEP	25,300
5.	Reviewing the first draft	Meeting to review first draft of M&E plan	3 rd week in May				M&E Team	9,200
6.	Presentation of second draft of M&E plan to stakeholders	Organise review meetings on second draft M&E plan with stakeholders.	4 th week in May				M&E Team Stakeholders	5,550
7.	Public hearing on the 3 rd M&E Draft Plan	Organise Public Forum on draft M&E Plan	2 nd week in June				M&E Team	5,900

8.	Discuss, incorporate comments and amendments to the draft M&E plan	Organise in-house review meeting to incorporate comments	3 rd week in November	M&E Team Stakeholders	4,700
9	Draft submitted to sector Minister for approval (together with the SMTDP)	Submit draft M&E plan together with SMTDP to Minister	2 nd week in December	M&E Team	0
10.	Submit M&E Draft Plan to NDPC	Finalisation and submission of M&E plan to NDPC.	2 nd week in November		0
11.	Mid-term Evaluation	Conduct mid-term evaluation on the Koforidua Water Project	1 st week in June 2012	M&E Team	20,300
12	Evaluate donor-funded project (Bogoso Town Roads)	Evaluate the Bogoso Town Roads	1 st week in Sept. 2012	M&E Team/MOH	20,300
13.	Ex-Post Evaluation	Benya Lagoon Restoration Programme	2 nd week in July 2012	M&E Team/MOH	12,700
14.	Specific Evaluations and study	Evaluate the Nyanyano and Sekondi-Takoradi Cold Stores and Effia-Nkwanta Hospital	1 st week in March 2012	M&E Team/MOH	38,150
	Bole-Bamboi Road	Evaluation of Bole-Bamboi Road	2 nd week in Feb. 2013	M&E Team/MRH	40,000
	Berekum-Sampa	Evaluation of Berekum-Sampa Road	1 st week April 2013	M&E Team/MRH	42,000
	Construction of U-Drain at Mim	Evaluation of U-Drain	2 nd week in May 2013	M&E Team/MRH	39,000
	Construction of U-Drain at Goaso	Evaluation of U-Drain at Goaso	2 nd week in May 2013	M&E Team/MRH	39,000
15.	Annual Sector Review	Organize meetings with Stakeholders	1 st week in June 2013	M&E Team	11,800

Participatory M&E					
16.	Survey on people's perception of the VAT System and Tax Administration in Ghana	Preparation of Evaluation Framework	3 rd week in Jan. 2013	M&E Team	25,925
		Organise meetings to review and design data collection instruments	3 rd week in Feb. 2013	M&E Team	4,335
		Organise training workshops for field personnel	1 st week in March 2013	M&E Team	6,270
		Organise pre-testing exercise	2 nd week in March 2013	M&E Team	1,225
		Conduct Participatory M&E – Collection, Collation and Analysis of data	January – March 2013	M&E Team	94,250
					16,100
		Presentation and validation of reports	2 nd week in July 2013	M&E Team	6,000
		Technical review meeting for the PM&E Exercise	2 nd week in Aug. 2013	M&E Team	7,100
		Final PM&E report printed	4 th week in Oct. 2013	M&E Team	2,000
17.	APR Preparation and Dissemination	Collect data for APR	Jan. – Dec; Annually	M&E Team	60,000
18.	Quarterly field visits	Undertake quarterly field visits	Last week in Mar, Jun, Sept, Dec; Annually	M&E Team	6,000
19.	Quarterly review meetings	Organise quarterly review meetings	1 st week in Mar, June, Sept, Dec; Annually	M&E Team	1,500
20.	Preparation of Quarterly Reports	Prepare quarterly reports	Last week in every quarter; Annually	M&E Team	14,850
21.	Establish M&E Unit		July 2011	Chief Director	545,600
22.	Capacity Building	Organise training for Staff on M&E	1 st week in Sept. 2012	Dir. GA/DPs	163,500
	TOTAL				1,358,705
	Contingency				135,871
	GRAND TOTAL				1,522,205
	GOG Contribution				382,630
	Donor Contribution (To be sourced)				1,139,575

2.6 M&E Budget

One of the major challenges that has bedevilled the smooth implementation of any plan is the inability to link such a plan with a budget. This M&E budget is an attempt to address this issue. The budget looks at the cost implications of carrying out the activities in the M&E Plan. The activities in this budget include Sector M&E Plan preparation, APR Writing and Dissemination as well as Participatory M&E. Mid-term, Terminal and Ex-Post Evaluation have also been budgeted for.

The estimated funding requirement for the first year of implementation of the M&E Plan is GH¢1,366,536.00. Refer to Table 2.5 below for the summary of the budget. Appendix 1 shows the detailed budget estimates.

Table 2.5 M&E BUDGET

ID	ITEM	ACTIVITIES	INPUTS	QTY/No. Of Personnel	FREQ	UNIT COST GH¢	AMT GH¢
1	Assess M&E needs and conditions	Retreats with Divisions and Agencies to assess the M&E needs and conditions in the sector	Participants	30	3	150	13,500
			Logistics	30	3	5	450
			Travel	30	3	60	5,400
			Hotel	30	6	200	36,000
			Sub-Total				
2.	Orientation workshops on M&E.	Organise workshops to review M&E activities for the current year and plan for the next year.	Facilitators	6	4	300	7,200
			Participants	80	4	150	48,000
			Conference	80	2	100	16,000
			Logistics	80	2	5	800
			Hotel	80	4	200	64,000
			Travel	80	4	60	19,200
			Sub-Total				
		Draw budget to do stakeholder analysis	Technical staff	10	2	300	6,000
			Logistics	10	2	50	1,000
			Hotel	10	2	200	4,000
			Sub-Total				

3.	Select sector specific indicators, establish baselines and targets and to produce the M&E matrix	Organise workshop to select indicators, baselines and targets	Participants	20	4	150	12,000
							0
			Logistics	20	1	5	100
			Travel	20	2	100	4,000
			Hotel	20	4	200	16,000
			Sub-Total				
4.	Collation of all the reports from the meetings and workshops into the draft M&E plan	Organise workshop to draft M&E plan	Facilitators	2	3	300	1,800
			Participants	20	3	150	9,000
			Logistics	20	1	5	100
			Travel	20	2	60	2,400
			Hotel	20	3	200	12,000
			Sub-Total				
5.	Reviewing the first draft	Meeting to review first draft of M&E plan	Consultants	2	2	300	1,200
			Technical staff	10	2	150	3,000
			Logistics	1	1	200	200
			Hotel	12	2	200	4,800
			Sub-Total				
6.	Capacity Building	Train Staff in M&E	Local				
			Travel	15	2	50	1,500
			Accommodation	15	2	200	6,000
			Course fees	15	2	900	27,000
			Foreign				
			Course Fees	15	1	6800	102,000
			Accommodation	15	1	1800	27,000
Sub-Total					163,500		
7.	Presentation of second draft of M&E plan to stakeholders	Organise review meetings on second draft M&E plan with stakeholders.	Facilitators	3	1	300	900
			Participants	30	1	50	1,500
			Conference facilities	30	1	50	1,500
			Logistics	30	1	5	150
			Travel	30	1	50	1,500
			Sub-Total				

8.	Public hearing on the 3rd M&E Draft Plan	Organise Public Forum on draft M&E Plan	Facilitators	3	1	300	900
			Conference facilities	50	1	50	2,500
			Logistics	1	1	2000	2,000
			Printing	1	1	500	500
			Sub-Total				5,900
9.	Discuss, incorporate comments and amendments to the draft M&E plan	Organise in-house review meeting to incorporate comments	Facilitators	2	1	300	600
			Participants	20	1	150	3,000
			Conference facilities	20	1	50	1,000
			Logistics	20	1	5	100
							0
Sub-Total				4,700			
10.	Draft submitted to sector Minister for approval (together with the SMTDP)	Submit draft M&E plan together with SMTDP to Minister	Facilitators	0	0	0	0
			Conference	0	0	0	0
			Logistics	0	0	0	0
			Printing	0	0	0	0
			Sub-Total				0
11.	Submit M&E Draft Plan to NDPC	Finalisation and submission of M&E plan to NDPC.	Consultants	0	0	0	0
							0
		Finalisation and submission of M&E to all Development Partners.	Logistics	0	0	0	0
			Lunch	0	0	0	0
		Prepare MOFEP M&E manual.	Printing	0	0	0	0
			Sub-Total				0

12.	<i>Mid-term Evaluation</i>	Conduct mid-term evaluation on the Koforidua Water Project	Technical staff	10	7	100	7,000
			Questionnaire	10	14	50	7,000
			Data Collection	10	3	20	600
			Data Entry	5	7	50	1,750
			Data Analysis	4	7	100	2,800
			Logistics	10	1	15	150
			Report writing	5	1	200	1,000
Sub-Total						20,300	
13.	<i>Terminal Evaluation</i>		Technical staff	10	7	100	7,000
			Questionnaire	10	14	50	7,000
	Evaluate donor-funded project (Bogoso Town Roads)	Evaluate the Bogoso Town Roads	Data Collection	10	3	20	600
			Data Entry	5	7	50	1,750
			Data Analysis	4	7	100	2,800
			Report writing	10	1	15	150
			Logistics	5	1	200	1,000
			Sub-Total				20,300
14.	<i>Ex-Post Evaluation</i>	Benya lagoon restoration programme	Technical staff	10	7	100	7,000
			Data Entry	5	7	50	1,750
			Data Analysis	4	7	100	2,800
			Report writing	10	1	15	150
			Logistics	5	1	200	1,000
			Sub-Total				12,700
Specific Evaluations and study							
15.			Technical staff	10	7	100	7,000
			Preparation of Evaluation grid	17	3	150	7,650
			Accommodation	17	3	200	10,200

			Transport	17	2		0
			Questionnaire	10	14	50	7,000
	Nyanyano Cold Store	Evaluate the Nyanyano and Sekondi-Takoradi Cold Stores and Effia-Nkwanta Hospital	Data Collection	10	3	20	600
			Data Entry	5	7	50	1,750
	Sekondi-Takoradi Cold Store		Data Analysis	4	7	100	2,800
			Report writing	10	1	15	150
	Effia-Nkwanta Hospital		Logistics	5	1	200	1,000
				Sub-Total			
	Bole-Bamboi Road	Evaluation of Bole-Bamboi Road					40,000
	Berekum-Sampa	Evaluation of Berekum-Sampa Road					42,000
	Construction of U-Drain at Mim	Evaluation of U-Drain					39,000
	Construction of U-Drain at Goaso	Evaluation of U-Drain at Guaso					39,000
16.	<i>Annual Sector Review</i>	Organize meetings with Stakeholders	Facilitators	4	1	200	800
			Participants	100	1	50	5,000
	Performance of Ghana's economy		Conference facilities	100	1	50	5,000
			Logistics	100	1	5	500
	National Budget Cycle		Printing	1	1	500	500
				Sub-Total			
Participatory M&E							
17.	Survey on people's perception of the VAT System and Tax Administration in Ghana	Preparation of Evaluation Framework	Technical staff	17	4	150	10,200
			Hotel	17	4	200	13,600
			Transport	17	2	60	2,040
			Logistics	17	1	5	85
				Sub-Total			

17a.	Survey on people's perception of the VAT System and Tax Administration in Ghana	Organise meetings to review and design data collection instruments	Technical staff	17	1	150	2,550		
			Conference facilities	17	1	50	850		
			Transportation	17	1	50	850		
			Logistics	17	1	5	85		
			Sub-Total				4,335		
17b.		Survey on people's perception of the VAT System and Tax Administration in Ghana	Organise training workshops for field personnel	Facilitators	3	1	300	900	
				Logistics	18	1	5	90	
				Hotel	21	1	200	4,200	
				Travel	18	1	60	1,080	
				Sub-Total				6,270	
17c.			Survey on people's perception of the VAT System and Tax Administration in Ghana	Organise pre-testing exercise	Travel	5	1	100	500
					Technical staff	3	1	150	450
					Hotel	5	1	50	250
					Logistics	5	1	5	25
					Sub-Total				1,225
17d.	Survey on people's perception of the VAT System and Tax Administration in Ghana			Conduct Participatory M&E	Facilitators	25	5	200	25,000
					Field officers	100	3	50	15,000
					Training for field officers	100	1	30	3,000
					Hotel	25	5	200	25,000
					Conference facilities	125	1	50	6,250
		Printing			1	1	1000	1,000	
		Travel (facilitators)			25	7	60	10,500	
		Travel (field officers)			100	4	20	8,000	
		Logistics			100	1	5	500	
		Sub-Total						94,250	
17e.		Survey on people's perception of the VAT System and Tax Administration in Ghana	Collection, Collation and Analysis of data	Logistics	20	1	5	100	
				Technical staff	10	5	200	10,000	
				Data entry clerks	10	5	30	1,500	
				Data cleaning	2	5	150	1,500	
				Data analysis and Report writing	2	5	300	3,000	
	Sub-Total						16,100		

17f.		Presentation and validation of reports	Printing of draft report	100	1	5	500
			Circulation of reports	100	1	5	500
			Stakeholder review meeting (conference facility)	100	1	50	5,000
			Sub-Total				6,000
17g.		Technical review meeting for the PM&E Exercise	Consultants	0	0	0	0
			Logistics	20	1	5	100
			Printing	0	0	0	0
			Participants	20	1	150	3,000
			Hotel	20	1	200	4,000
			Sub-Total				7,100
17h.		Final PM&E report printed	Logistics	100	1	20	2,000
			Sub-Total				2,000
18.	<i>APR Preparation and Dissemination</i>	Collect data for APR	Organise meetings to draft Sector APR	25	10	150	37,500
			Organise workshop to review draft APR	50	2	150	15,000
			Submit final APR to NDPC				0
			Organise forum to disseminate Sector APR	1	1	7500	7,500
			Submit final APR to NDPC				0
			Sub-Total				60,000
19.	Quarterly field visits	Undertake quarterly field visits	Travel	5	4	100	2,000
			Logistics	5	1	50	250
			Hotel	5	5	150	3,750
			Sub-Total				6,000
20.	Quarterly review meetings	Organise quarterly review meetings	Facilitators	3	1	100	300
			logistics	20	1	5	100
			Technical staff	20	1	50	1,000
			Printing	20	1	5	100
			Sub-Total				1,500

21.	Preparation of Quarterly Reports	Prepare quarterly reports	Technical staff	10	4	100	4,000
			logistics	10	1	5	50
			Hotel	12	3	300	10,800
			Sub-Total				14,850
22.	Establish M&E Unit	Administrative expenses		1	1	200,000	200,000
		Cross country vehicle		1	1	120,000	120,000
		Pick ups		4	1	50,000	200,000
		Laptops		5	1	2,200	11,000
		Desktops		2	1	2,000	4,000
		Printers		2	1	2,500	5,000
		Colour Photocopier		1	1	3,000	3,000
		LCD projector		1	1	2,000	2,000
		Digital Camera		1	1	600	600
		Sub-Total				545,600	
			TOTAL				
	Contingency					135,871	
TOTAL						1,522,205	
GOG Contribution						382,630	
Donor Contribution (to be sourced)						1,139,575	

2.7 Data collection, collating and validation

Various methods will be used to collect data during implementation of this plan. Techniques, such as Focus Groups discussions and key informant interviews, will offer qualitative information about the social and cultural context of interventions. Other techniques, including surveys, desk reviews and direct measurements, will provide quantitative data on the implementation and effects of the projects. Data will mainly be collected from the Agencies and Divisions of MOFEP which include the Ghana Statistical Service, Ghana Revenue Authority and

the Controller and Accountant-General’s Department. Both quantitative and qualitative data types will be subjected to distinct data collation, processing and subsequent analysis.

a. Quantitative Data

The first step following data collection by the Agencies and prior to data analysis will be to process and consolidate raw quantitative data from questionnaires and other data collection instruments. This requires some form of data cleaning, organising and coding to prepare the data to be entered into a database or spreadsheet of data analysis software such as MS Excel, GIFMIS, Ghana Info., CS-DRMS, DSA template, SPSS among others, available at the Ghana Statistical Service. Ideally, consolidation and processing will be conducted by the team of interviewers who completed the data collection, however, in the case of large datasets; additional staff will be posted from the GSS to assist the other agencies.

b. Qualitative Data

The first step following data collection and prior to data analysis at MOFEP will be to collate and process qualitative data such as interview notes, tables, charts, drawings and maps. This requires data cleaning, organising and coding to prepare the data for analysis. Collation and processing will be conducted by the M&E Unit under the technical guidance of the Ghana Statistical Service.

The Table 2.6 below presents the agencies and the data to be collected.

Table 2.6 Data Collection Responsibilities

AGENCY	DATA COLLECTED AND ANALYSED
Ghana Revenue Authority	Value Added Tax (VAT) Income Tax Company Taxes Customs Duties
Ghana Statistical Service	Population Data, Poverty Data, GDP Data, Consumer and Producer Price Indices
Controller and Accountant General Department	Payroll Data, Public Accounts
Security and Exchange Commission	Bonds and Securities
National Insurance Commission	Insurance

Data Validation Strategies

MOFEP will use some of its seasoned Statisticians from Ghana Statistical Service (GSS) to validate any data collected before analysis is made using any of the underlisted validation strategies:

- ❖ Accept known good
- ❖ Reject known bad
- ❖ Sanitize
- ❖ No validation

2.8 Data Analysis and Utilization

- Analysing Data

Analysis of data will be done by the specific agencies under MOFEP assigned with the responsibility of data collection. This will be done using available computer software, including those described in Table 2.7 below:

TABLE 2.7: SOFTWARE AVAILABLE FOR USE BY MOFEP

ID	SOFTWARE	WHERE IT IS USED	PURPOSE
1.	Ghana Integrated Financial Management and Information System (GIFMIS)	MOFEP, CAGD	Budgeting, Reporting and Accounting
2.	Ghana Community Network (GCNET)	Customs Division of GRA	Import/Export Duties
3.	Commonwealth Secretarial Debt Recovery and Management System (CS-DRMS)	MOFEP, CAGD, BOG	Data Management
4.	Data Sustainability Analysis Template (DSA Template)	MOFEP	Analysing debt sustainability
5.	Statistical Package for Social Scientist (SPSS)	MOFEP, BOG	Data Analysis
6.	Integrated Personnel and Payroll Database (IPPD)	MOFEP/CAGD	Payroll Management
7.	Procurement Software	All levels	To prepare procurement plans

- Utilising Results

Results from the analysis would permit reasonable conclusions about the effectiveness and efficiency of the policies, programme or projects from the MOFEP MTDP and insights into its strengths and weaknesses. Evaluations over time will indicate the efforts to ensure the accuracy of results to translate into policy or program changes.

Experience suggests that the likelihood of results being used is often directly proportionate to the sense of “ownership” that decision-makers feel in regard to the process. If decision-makers have a strong sense of “ownership” or involvement, they are more likely to incorporate the results into ongoing or future activities. MOFEP will take the necessary measures to involve all stakeholders so that the results of M&E data influence subsequent actions.

2.9 Reporting on Progress

The purposes of reporting the information collected and processed through monitoring and evaluation are to achieve the following:

- ❖ To demonstrate accountability - delivering on political promises made to citizenry and other stakeholders
- ❖ To convince - using evidence from findings for decision-making
- ❖ To educate - reporting findings to help organizational learning
- ❖ To explore and investigate - seeing what works, what does not, and why
- ❖ To document - recording and creating an institutional memory
- ❖ To involve - engaging stakeholders through a participatory process
- ❖ To gain support - demonstrating results to help gain support among stakeholders
- ❖ To promote understanding - reporting results to enhance understanding of projects, programs, and policies.

The format of oral presentations and written reports is equally as important as the results themselves in affecting decision-making at MOFEP. Report on progress would be done with an intention of ensuring participation, consensus building, fostering a sense of ownership and ultimately provide adequate feedback.

Reports will include succinct executive summary, clearly presented tables and charts which highlight findings plus real examples and concrete recommendations can be readily used for subsequent decisions.

Monitoring reports from MOFEP can be used for management purposes and to compare outputs, outcomes, assumptions and impact from one period to another. Endpoint evaluation reports used together with baseline data and midterm evaluations will permit the examination of changes which have resulted overtime. In such direction, MOFEP has attempted to harmonise its monitoring, evaluation and reporting formats with those of the National Development Planning Commission (NDPC). MOFEP will at all-time report in line with the format set by the National Development planning Commission. The reporting format as prescribed by NDPC is seen in the Figure 2.

FIGURE 2: Sector M&E Report Format

Title Page

- ❖ Sector
- ❖ M&E Report for (time Period)

Introduction

- ❖ Status of implementation of SMTDP
- ❖ Purpose of the M&E for the stated period
- ❖ Processes involved and difficulties encountered

M&E Activities Report

- ❖ Programme/Project status for the quarter or Year
- ❖ Update on disbursements from funding sources
- ❖ Update on Indicators & Targets
- ❖ Update on Critical Development and Poverty Issues
- ❖ Evaluations conducted; their findings and recommendations
- ❖ Participatory M&E approaches used and the results

The Way Forward

- ❖ Key issues addressed and those yet to be addressed
- ❖ Recommendations

2.10 Dissemination of M&E Results

Participatory techniques and methods will be used to disseminate information. The process will involve relevant stakeholders so as to increase coverage, support and acceptability. Different communication tools targeting various stakeholders shall be employed to enhance the dissemination of the M&E results of MOFEP. Where it becomes necessary, a combination of

communication tools will be used to achieve planned objectives. Below are the major communication tools and their objectives.

TABLE 2.8: DISSEMINATION OF M&E RESULTS

Mode of Communication	Objectives
i) Print articles (features)	<ul style="list-style-type: none"> ❖ This will encourage consensus building - Inform the public - Encourage ownership of the policies - Encourage participation for mutual benefits
ii) News Reports (TV, Radio and Print)	<ul style="list-style-type: none"> ❖ Educate the public ❖ Publicize achievements and success with the implementation
iii) Supplement (monthly in Graphic/Times)	<ul style="list-style-type: none"> ❖ Provide an incentive/benefit of the policy to beneficiaries ❖ Remove the apathy with regards to government policies
iv) Newsletter	<ul style="list-style-type: none"> ❖ Inform the public about the progress and impact of the policies ❖ Inform about the benefits derived through activities embarked
v) Press Conferences, speeches etc.	<ul style="list-style-type: none"> ❖ Officials to educate the public on the policy and the benefits, achievements and direction to encourage ownership. ❖ Forum to re-state objectives and achievements.
vi) Public Announcement	<ul style="list-style-type: none"> ❖ Provide relevant feedback ❖ Inform the general public and stakeholders about activities
vii) Pamphlets/Brochures	<ul style="list-style-type: none"> ❖ Educate the public ❖ Encourage participation ❖ Inform the stakeholders about the long term benefits
viii) Website	<ul style="list-style-type: none"> ❖ Inform the public on progress made in the implementation of activities ❖ Create updates on the policies ❖ Showcase activities and programmes embark upon to deliver results

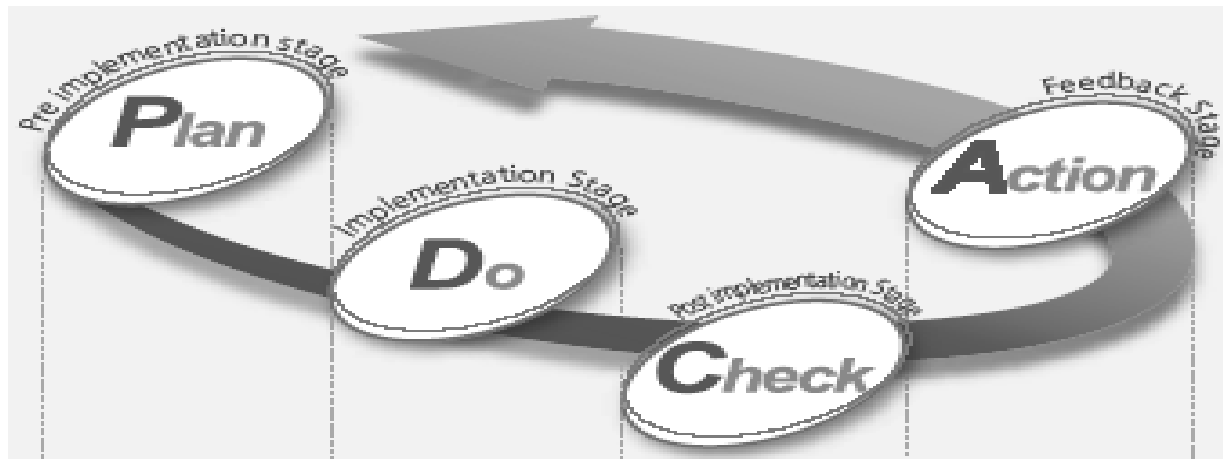
2.11 Monitoring Framework of the M&E Unit

To ensure standard data collection, analysis and reporting, a monitoring framework is presented in **Appendix 1** as a guide for Plan implementation.

2.12 Evaluation

Evaluation will be done at various stages of the planned activities as indicated in the planning, implementation and evaluation cycle in Figure 3 below. MOFEP will clarify the reasons for the evaluations; indicate the general depth and scope required; and indicate any constraints.

Figure 3: PLANNING, IMPLEMENTATION AND EVALUATION CYCLE



Evaluation of project/programme achievement will be performed by calculating “A- Achievement Level” which is a combination of two elements; “B- Indicator Level”, the level of achieving a performance indicator and “C- Citizens Satisfaction” with the results of efforts that were made.

$$A \text{ (Achievement)} = B \text{ (Indicator Level)} + C \text{ (Citizens Satisfaction)}$$

So for instance MOFEP as an independent evaluator reporting on the use of funds received from the Japanese Government for the Bogoso Town Roads, the indicator levels e.g. length of roads constructed and the citizen’s view obtained through interviews with GPRTU, District Administration etc. will be sought. These will help to assess whether the objectives of the project have been met, i.e. the measurement of the indicator level (B) as shown below.

$$B \text{ (Indicator Level)} = (\text{Comparison with target values}) + (\text{Comparison with other projects in other districts or similar ones done in the same area previously})$$

2.13 MOFEP Evaluation Grid

To provide a standardized format for evaluation, the MOFEP M&E Unit has adapted an evaluation grid to guide all evaluations to be conducted in the Ministry. Table 2.9 below shows the details of the evaluation grid.

Table 2.9 Evaluation Grid for MOFEP M&E

Evaluation Type	Evaluation Criteria	Evaluation Questions		Data Needed	Data Sources	Data Collection Method
		Main Question	Sub-Question			
EX-ANTE EVALUATION	Relevance					
MID-TERM EVALUATION	Achievement					
	Implementation Process					
	Relevance					
TERMINAL EVALUATION	Effectiveness					
	Efficiency					
EX-POST EVALUATION	Impact					
	Sustainability					
	Others					

It is expected that, the methodology used would result in greater cooperation and collaboration of the Ministry with other relevant stakeholders. This is to increase awareness, transparency and accountability of stakeholders on the implementation status of the MOFEP’s Medium Term Development Plan over the periods 2010-2013.

2.13 Participatory M&E

Participatory evaluation refers to involving stakeholders of an intervention in the evaluation process. MOFEP together with selected stakeholders will assess the policy interventions. These stakeholders include beneficiaries, executing agency staff, program funders, and experts in the relevant fields.

The participatory evaluation will create a positive learning environment and make people more committed to given interventions, specifically in community-based projects aimed at improvement of the quality of their life. The evaluation process will also serve as a learning process for stakeholders and is expected to enhance capacity of participants. Furthermore, it will deepen program understanding, foster a sense of ownership and responsibility and promote mutual understanding among all the stakeholders of MOFEP. This, in turn, increases the practical use of the findings from the evaluation, and leads to improvements in policy making.

MOFEP has in the past undertaken some participatory evaluations; notable among them is the nation-wide survey on citizens' perception of the national budget using the scorecard method. The results from the survey later led to the development of the Citizens' Budget which used more of the layman's language and less of economic jargons to enable the Citizens understand the budget.

In addition to using Participatory Rural Appraisal (PRA) and Beneficiary Assessment (BA), MOFEP will use other Participatory M&E techniques such as Visual Self-Evaluation tools, Testimonials, Photographing the Evidence and Community Records and Indicators. The sector will conduct participatory M&E on the VAT System in Ghana.

CHAPTER THREE

3.0 ISSUES OF RELEVANCE TO M&E

M&E is a team work. Even though MOFEP has no centralised M&E Unit, a team of about eighteen were selected from the various Divisions to draft the M&E plan using the guidelines provided by NDPC.

Having drafted the plan, some selected staff from the NDPC M&E Unit, Ministry of Education and Ministry of Roads and Highways were invited to give their comments. Their suggestions greatly helped to enrich the process.

The document is a living one and is open for further comments and suggestions from our stakeholders to improve on the future ones.

Institutionalisation of M&E

- ❖ M&E is a key in the development process of every nation. In Ghana, some people feel indifferent about this process because of the perception that M&E is for policing, fault finding and a persecution act. It is essential to have an institutionalized monitoring system. It may be necessary to introduce bonuses for executing monitoring duties and sanctions for not doing them.
- ❖ Ghana needs to institutionalize M&E at all levels with the necessary constitutional backing.

Collaboration of M&E

- ❖ MOFEP collaborates with the DPs in the MDDBS process and also takes part in the M&E Sector Working Groups (SWGs) to facilitate the smooth implementation of the sector's M&E plan.

Role of Data

- ❖ The importance of data cannot be over emphasised in any effective and efficient M&E system. Data can be described as the driving mirror with which to look back into the past, a microscope to look into the present and a pair of binoculars to look into the future. It is, therefore, essential that as a nation we should keep records to be able to utilise them when the need arises. People in-charge of data, provided they are not confidential, should readily make them accessible especially for M&E.

Target Setting

- ❖ Since performance monitoring is becoming the order of the day. For effective and efficient M&E, MMDAs should consciously set realistic targets to assist in effective monitoring and evaluation. MOFEP has in this direction tried to set indicative targets for tracking the implementation of the Sector Medium-Term Strategic Plan.

3.1 CONCLUSION

Monitoring & Evaluation practices and insights are becoming ever more important in today's business and government landscape. Government has clearly and unequivocally entrenched the notion of accountable governance, performance management and the importance of monitoring and evaluation in the form of target driven service delivery. The Government has committed itself to effective service delivery and an ambitious set of development targets with clear timeframes. The successful achievement of these targets and the meeting of outcome based objectives as planned and budgeted for in terms of the Medium-Term Expenditure Framework (MTEF), require a collaborative and transparent monitoring and evaluation system in support of both sound performance management and strategic management. Thus the establishment and efficient functioning of a credible and effective monitoring and evaluation system has become an important component in the performance management system of the Ministry of Finance and Economic Planning.

As already mentioned MOFEP plays a dual role of a sector ministry and central management agency. In addition MOFEP is responsible for expenditure management. It is therefore imperative for the ministry to be concerned about efficiency and sustainability in the use of resources.

In conclusion, monitoring and evaluation contribute primarily to the management processes and the decision-making hierarchy of an organization. It involves regular observation, information gathering, supervision, and assessment are all support for needs assessment, research planning, learning from experience and demonstrating results and benefits to those who fund and support programmes.

It must be pointed out that M&E is not only reporting, neither is it a policing nor persecution act. It is performance management which needs the right people and strong partnership at the right time. It also needs stronger demand from higher level leaders. M&E is a vital tool to ensure that monies released to all sectors are utilised efficiently and effectively. In this regard MOFEP will ensure a functioning M&E Unit and will encourage other MDAs allocation of resources to M&E to be prioritised.

Appendix 1: Monitoring, Analysis and Reporting Format

Outputs	Activities	Indicators/Milestones	Data to be collected for management decision	Method of data collection	Who collects data	Who processes the data	Who reports to PCU	Who needs information	How and when to be informed	Reporting format	Means of Verification

