

**MINISTRY OF FOREIGN AFFAIRS AND REGIONAL  
INTEGRATION**

**THE SECTOR MONITORING AND EVALUATION PLAN  
(2010-2013)**

**BASED ON GHANA'S SHARED GROWTH AND  
DEVELOPMENT AGENDA (2010-2013)**

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## LIST OF ABBREVIATIONS

APR	Annual Progress Report
BOG	Bank of Ghana
CSO	Civil Society Organisation
DP	Development Partner
GIPC	Ghana Investment Promotion Centre
GLSS	Ghana Living Standards Survey
GPHA	Ghana Ports and Harbours Authority
GPRTU	Ghana Private Road Transport Union
GSDA	Ghana Shared Growth and Development Agenda (2010-2013)
GSS	Ghana Statistical Service
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoFEP	Ministry of Finance and Economic Planning
MOTI	Ministry of Trade and Industry
NDPC	National Development Planning Commission
NGO	Non-Governmental Organisation
NTE	Non-Traditional Exports
OHCS	Office of the Head of Civil Service
PM&E	Participatory Monitoring and Evaluation
PPMEB	Policy Planning, Monitoring and Evaluation Bureau
SMTDP	Sector Medium-Term Development Plan
MFA&RI	- Ministry of Foreign Affairs and Regional Integration

## **CHAPTER ONE**

### **1.1 INTRODUCTION**

The Government Ministries, Departments and Agencies (MDAs), especially their Policy, Planning, Monitoring and Evaluation Divisions (PPMEDs), and the decentralized departments at the regional and district levels have important roles and responsibilities in monitoring and evaluation of Sector Medium Term Development Plans (SMTDPs). Their Monitoring & Evaluation (M&E) functions are prescribed by legal instruments and regulations. Section 10 of the National Development Planning (Systems) Act, 1994, Act 480 requires the Ministry to monitor the implementation of the SMTDP and submit reports at intervals in prescribed formats to the NDPC. In addition, Section 12, sub-section 1(b) of the Civil Service Law, 1993, established the PPMED to coordinate and monitor programmes of the Ministry.

The Medium Term Development Plan (2010 – 2013) needs to be monitored and evaluated to ensure the efficient and effective utilization of resources towards the attainment of the goals and objectives of the Sector's Medium Term Development Plan. Additionally, the monitoring and evaluation will help the Sector to determine the attainment of objectives and targets, support Sector Policy and Programme design as well as enhance transparency and accountability in the management of national resources.

The PPMED would be the lead department to coordinate, monitor and evaluate the Sector's Policies and Programmes and activities with the Medium Term Development Plan.

### **1.2 GOAL OF THE MEDIUM TERM PLAN**

The Foreign Affairs and Regional Integration Sector goal under the Sector Medium Term Development Plan is to promote and protect Ghana's foreign interest, to ensure Ghana's global competitiveness and to effectively accelerate economic integration with other regional and/or sub-regional states to place Ghana on a path of sustained, accelerated growth and poverty reduction.”

### **1.3 OBJECTIVES OF THE SECTOR MEDIUM TERM PLAN**

The Sector Medium Term Development Plan as adopted from the GSGDA 2010 – 2013 and as it relates to the mandate of the Ministry is as follows:

1. Diversify and increase exports and markets
2. Promote the use of ICT in all sectors of the economy
3. Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery
4. Deepen on-going institutionalization and internalization of policy formulation, planning and M&E
5. Adopt a development outcome approach to reform driven by the leadership of sector ministries.
6. Promote an efficient communication strategy
7. Promote transparency and accountability and reduce opportunities for rent seeking
8. Sustain Government's commitment to international peace and security, adherence to international protocols and conventions and incorporating them into local laws
9. Strengthen Ghana's bilateral diplomacy

10. Minimizing the negative impact and optimizing the potential impact of internal and international migration for Ghana's development

#### **1.4 PURPOSE OF THE MONITORING AND EVALUATION (M&E) PLAN**

The purpose of the Monitoring and Evaluation Plan is to indicate how the Foreign Affairs and Regional Integration Sector intends to conduct Monitoring and Evaluation of specific activities in order to ensure the achievement of the sector goal and objectives embedded in the Sector Medium Term Development Plan.

The Plan is divided into three Chapters. Chapter One is an Introduction to the Sector Monitoring and Evaluation Plan, Chapter Two outlines the institutional arrangement for the Sector within Monitoring and Evaluation while Chapter Three shows the amount expected to be incurred on the Monitoring & Evaluation Plan.

#### **1.5 REVIEW OF MONITORING ARRANGEMENT OF SECTOR GPRS II**

Under the Ghana Poverty Reduction Strategy II, M & E was done quarterly and annually by the Bureaux of the Ministry and the Ghana Missions abroad. Quarterly and annual performance reports of bureaux and Missions formed the basis for the assessment of the performance of the Ministry. Key achievements of M & E included timely submission of quarterly and annual reports by some Missions and effective collaboration with MDAs to ensure early release of funds.

Some identified weaknesses of the M & E arrangements included:

- Data for M & E was limited because some bureaux and Missions of the Ministry were not submitting reports.
- Absence of indicators and targets to measure performance of the Ministry Quantitatively.

#### **1.6 MONITORING AND EVALUATION ARRANGEMENTS FOR THE CURRENT PLAN**

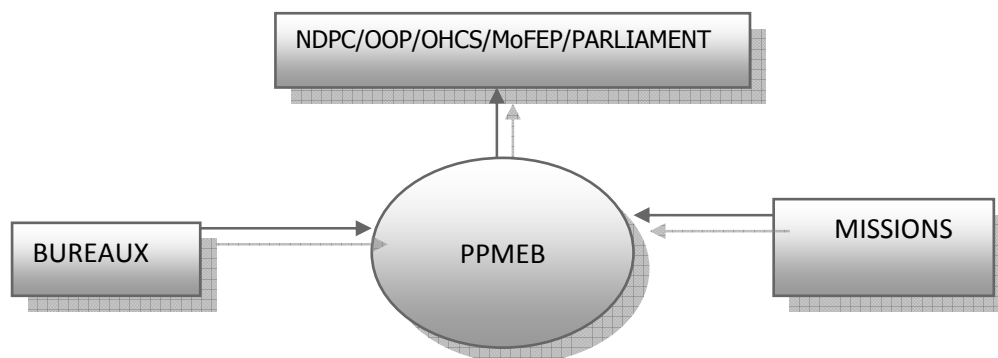
The PPMEB would continue to be the lead department for the M & E of the SMTDP 2010 – 2013. In order to efficiently and effectively monitor the sector Plan, as well as overcome the constraints to M & E during the implementation of GPRS II, the following strategies have been adopted:

- Provide targets and indicators for the Medium Term 2010 – 2013 for measuring performance of the Ministry
- Broaden data collection for M & E to cover all Missions and bureau
- Improve M&E capacity of the Ministry

#### **1.7 INSTITUTIONAL ARRANGEMENT**

The institutional arrangement for M & E for the Medium Term 2010 – 2013 is shown in figure 4 below.

Figure 1: INSTITUTIONAL ARRANGEMENT FOR M&E



## 1.8 M & E FUNCTIONS

### 1.8.1 PPMEB

- Collect and collate all information on indicators and submitted by Bureaux/Missions/Subverted agencies
- To prepare annual progress report on the implementation of the MTDP.
- Disseminate findings to the Ministry
- Liaise/collaborate with NDPC,OHCS,OOP/MoFEP/PARLIAMENT on the implementation of the MTDP
- Conduct research

### 1.8.2 BUREAUX/MISSIONS

- Provide and prepare quarterly and annual reports on their targets and indicators.

### 1.8.3 MANAGEMENT OF THE MINISTRY

- Give periodic direction to the Ministry's M&E processes
- Ensure that the feedback process to all stakeholders is effective
- Review and approve quarterly and annual reports from the Ministry's M & E
- Review goals, indicators and targets of M & E Plan to ensure relevance
- Review implementation work plans for M & E dissemination
- Ensure that the information repository of M & E activities is developed, updated and accessible

### 1.8.4 NDPC/OOP/OHCS/MoFEP/PARLIAMENT

- Review and provide feedback on the Ministry's performance
- Build M & E capacity

## CHAPTER TWO

### 2.1 INTRODUCTION

This chapter outlines the type of information needed from stakeholders. It also defines the roles and responsibilities as well as the areas of collaboration with each stakeholder.

### 2.2 STAKEHOLDER IDENTIFICATION AND ANALYSIS

This section focuses on stakeholder identification, analysis and involvement for monitoring the implementation of the medium term plan 2010 to 2013. The stakeholders are individuals, communities, groups or organisations with interest in the outcome of the Ministry's policy objectives and their implementation.

#### 2.2.1 Primary stakeholders

Primary stakeholders are all those (individuals and groups) who are involved or affected by an intervention. They include the initiators, implementers, funders, direct beneficiaries as well as those adversely affected by the intervention.

#### 2.2.2 Secondary stakeholders

Secondary stakeholders are those who are indirectly involved or affected by the intervention. Secondary stakeholders include the following: general public, academia and researchers, the media, Civil Society Organizations, Traditional Authorities, Professional Associations, Council of State, etc. The table below summarizes the key stakeholders of the Ministry.

**Table 1: Stakeholders' Analysis**

Stakeholders	Classification	M&E Needs/Responsibilities	Involvement in M&E
PEOU of the Office of the President	Primary	To assess the performance of the Ministry	Implementation of policies
National Development Planning Commission (NDPC)	Primary	Develop planning guidelines and collate annual progress reports	Planning Policy implementation, Monitoring & Evaluation
Office of the Head of Civil Service (OHCS)	Primary	To assess the performance of the Ministry	Manpower needs
Parliament	Primary	To assess the performance of the Ministry	Budget approval/ ratification of protocols & conventions
Ministry of Trade and Industry	Primary	Policy Direction and provide trade information and promotional materials	Promotion of trade and industry
Ministry of Finance and Economic Planning	Primary	Budget preparation and release	Budget ceiling
Ministry of Tourism	Primary	To provide tourism promotional materials	Promotion of tourism industry
Ghana Investment Promotion Council (GIPC)	Primary	To provide trade and investment promotional materials	Promotion of investment

CSOs	Secondary	Ensure Transparency & accountability Demand and use M&E data/results for advocacy Demand quality and efficient delivery of services Partnership in Development	Dissemination Participatory M&E Evaluations M&E workshops and capacity building
Private Sector Organisations	Secondary	Ensure Transparency & accountability Demand and use M&E data/results Partnership in Development Demand quality and efficient delivery of services Learning from development information	Dissemination Participatory M&E Evaluations M&E workshops and capacity building
Academia and research institutions	Secondary	Learning from development information Conduct studies and evaluations Provide technical assistance Utilize M&E data/results Demand quality and efficient delivery of services	Dissemination Participatory M&E Evaluations and studies M&E workshops and capacity building

## 2.3 MONITORING AND EVALUATION (M&E) CONDITIONS AND CAPACITIES

The M&E capacity assessment of MOTI is an analysis of current capacities against desired future capacities which generates an understanding of capacity assets and needs. It has been done to ensure that the appropriate capacity and incentives are provided to enable MOTI meet its M&E obligations.

### 2.3.1 Diagnosis of M&E conditions and capacities

The established position for the PPMEB is ----- . Currently ----- are at post with varying competences in M&E. Continuous training would be required for staff to update their skills on new and emerging issues in M&E such as Project Management, Development Planning, Team and consensus building techniques, Database management and other computer programs, Report writing and Facilitation skills.

To attract and retain the high calibre of professionals, there must be competitive remuneration and better conditions of service.

A documentation centre needs to be set-up and a qualified librarian recruited to manage it. It should also be furnished with up-to-date reading materials: periodicals, acts and legislative instruments, development plans, guidelines, manuals, etc.



## 2.4 M&E MATRIX

The set of monitoring indicators, their baselines and corresponding targets for the medium term from 2010 to 2013 is indicated in table 2 below. The table also provides the data sources and the frequency at which the indicators will be monitored.

Table 2: M&E MATRIX

<b>SMTDP Goal:</b> Promote and protect Ghanaian foreign interest, to ensure Ghana's global competitiveness and to effectively accelerate economic integration with other regional and/or sub-regional states to place Ghana on a path of sustained, accelerated growth and poverty reduction.									
Sector Indicators	Indicator Type	Baseline (2009)	Targets				Data Source	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
Diversify And Increase Exports And Markets.									
Number of international trade fairs participated in.	output	22	23	25	25	25	Ghana Missions Abroad, GIPC.	Quarterly, Annually	
Number of multilateral trade meetings participated in	output	NA	NA	5	6	6	Multilateral, Americas, Ghana Missions abroad	Quarterly, Annually	

## THEMATIC V: INFRASTRUCTURE, ENERGY, HUMAN SETTLEMENT DEVELOPMENT

Sector Indicators	Indicator Type	Baseline (2009)	Targets				Data Source	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
Level of ICT infrastructure deployed.	Outcome	NA	commenced	On-going	To be continued	To be continued	ICT Unit	Annually	
Number of biometric passport application centers	Output	No PACs established	1	5	1	1	Passports Office	Annually	
Ghana Missions abroad processing biometric passports	Output	No PACs established	-	5	12	25	Passports Office, Ghana Missions abroad	Quarterly, Annually	
Ghana Missions abroad with	Output	No PACs established	5	10	12	15	ICT Unit, Passports Office,	Quarterly, Annually	

online passport/visa application system		hed					Ghana Missions abroad		
Number of passports processed	Output	116,620	150,000	200,000	250,000	300,000	Passports Office, Ghana Missions abroad	Quarterly, Annually	

### THEMATIC AREA VII: TRANSPARENT AND ACCOUNTABLE GOVERNANCE

Sector Indicators	Indicator Type	Baseline (2009)	Targets				Data source	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery									
Training opportunities identified	Output	14	18	20	20	25	Administration, Ghana Missions abroad	Annually	Administration, PPME, Finance Bureaux, Ghana Missions abroad.
Categories of officers trained	Outcome	A B C	A-24 B-10 C-17	A-30 B-20 C-20	A-30 B-20 C-20	A-30 B-20 C-20	Administration	Annually	
Chanceries/purchased.	Output		NA	2	NA	NA	Estates, Finance	Annually	
Residences purchased.	Output		NA	2	NA	NA			
Chanceries constructed.	Output		6	4	4	4	Estates, Finance	Annually	
Residencies constructed.	Output		NA	4	4	4			
Chanceries refurbished.			6	26	NA	NA	Estates, Finance	Annually	
Residences refurbished.			NA	NA	NA	NA			
Status of construction of HQ	Output	Nil	Construction of Fence wall	Commenced	-	completed	Estates, Finance	Quarterly Annually	
Vehicles	Output		25	30	35	35	Estates,	Annually	

Sector Indicators	Indicator Type	Baseline (2009)	Targets				Data source	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
purchased.							Finance		
Deepen on-going institutionalization and internalization of policy formulation, planning and M&E systems at all levels.									
Annual Progress Reports submitted to NDPC		Nil	Submitted	NA	NA	NA	PPME B	Annually	
Adopt a development outcome approach to reform driven by the leadership of sector ministries.									
MAB Meetings held		Nil	2	4	4	4	PPME B	Quarterly	All Bureaux, Ghana Missions abroad
Seminars organized		2	1	1	1	1	PPME B	Quarterly	
Promote an efficient communication strategy									
Meet-the-Press series, Town Hall Meetings, Policy Fairs, Press Interviews, Radio/Television discussions organized/participated in	Outcome	Meet-the-Press- 1	1 2 6	1 4 4	1 4 4	1 4 4	IPAB	Quarterly Annually	IPAB, Protocol Bureau, Ghana Missions abroad.
Newsletters published		Nil	Nil	2	2	2	IPAB	Bi-Annual	
Sustain Government's commitment to international peace and security, adherence to international protocols and conventions and incorporate them into national laws									
International treaties/protocols/conventions signed and ratified		11	4	3	NA	NA	Multilateral, Africa & RI, Legal		All Bureaux, APRM, Ghana Missions abroad.

Sector Indicators	Indicator Type	Baseline (2009)	Targets				Data source	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
Global/regional/sub-regional meetings/conferences participated in and reported on.	Output	32	32	34	35	36	Bureau x, Ghana Missions abroad		
Candidates from Ghana elected to positions in International Organizations	Output	1	2	4	5	5	Africa & RI, Multilateral		
Number of Diplomatic Missions and Consulates established abroad.	Output	55	55	56	57	57	Protocol, Ghana Missions abroad		All Bureaux, Ghana Missions abroad.
Ghana Missions abroad with trade/investment/tourism promotion officers	Output	52	52	53	53	53	PPME B, Ghana Missions abroad		
Bilateral Cooperation Agreements signed	Output	NIL	10	8	5	6	Bilateral Bureau x, Ghana Missions abroad		
Joint Commissions held.	Outcome	1	6	4	2	3	Bilateral Bureau x, Ghana Missions abroad		

Sector Indicators	Indicator Type	Baseline (2009)	Targets				Data source	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
Number of high level visits from Ghana	Output	6	6	6	6	6	Ghana Missions abroad		
Number of high level visits to Ghana	Output	5	5	5	5	5	Protocol		
Minimizing the negative impact and optimizing the potential impact of migration for Ghana's development.									
Number of Ghanaian citizens abroad registered.	Output	NA	NA	NA	NA	NA	Legal, Ghana Missions abroad	Quarterly	Legal and Consular Bureau, Ghana Missions abroad

## 2.5 M&E CALENDER

M&E Calendar is a detailed schedule stating activities which are going to be carried out in a given time period; how the activities will be carried out as well as how the activities relate to the common objectives and goal of the establishment.

**Table 3: M&E Calendar**

ACTIVITIES	TIME FRAME	BUDGET
		<b>Gh¢</b>
Meeting to draw a budget and conduct stakeholder analysis	August 30, 2010	3,000
1 <sup>st</sup> workshop to prepare the design phase of the plan	September 15, 2010	51,000
2 <sup>nd</sup> workshop to prepare the implementation phase	September 30, 2010	51,000
Prepare M&E plan first draft	October 2010	51,000
Internal review of the draft plan	October 2010	6,000
Review the draft plan with stakeholders	November 2010	51,000
Prepare final draft plan	January 2011	5,000
Print the plan	February 2011	800
<b>Quarterly Progress Reports</b>		
Commence the collation of quarterly reports	First week of April, July and October	6,000
Harmonize Quarterly reports	Third week of April, July and October	6,000
<b>Annual Progress Report – APR</b>		
Commence the collation of APRs	Second week of January each year	500
Collate the APRs from Bureaux and Missions	First week of February	500

	each year	
Validate the collated APRs	Last week of February each year	5,000
Prepare the 1 <sup>st</sup> draft APR	First week of March each year	5,000
Internal review of the draft APR	Second week of March each year	5,000
Prepare the final draft APR	Third week of March each year	5,000
Print the APR	Last week of March each year	25,000
<b>M&amp;E Capacity Building</b>		
Compile M&E capacity and needs assessment	August 2011	12,000
Design M&E skills training programme	September 2011	12,000
Conduct M&E skills training	October – November 2011	25,000
Overseas training of M&E staff (12 officers trained)	February – October 2012	150,000
Evaluate impact of the M&E skills training programme	November 2012	5,000
<b>Evaluations and Studies</b>		
Mid-term evaluation of SMTDP	June 2012	24,000
Terminal evaluation of SMTDP	January 2014	24,000
<b>Dissemination</b>		
Disseminate SMTDP	Two weeks after producing the plan	123,000.00
Disseminate the APRs	First to last week of April each year	123,000.00
Disseminate the evaluation reports of SMTDP	Two weeks after producing the report	123,000.00

## 2.6 M&E BUDGET

The budget provides detailed activities and the cost to be incurred at strengthening M&E capacity and co-ordination at all levels within the period (2010-2013).

ACTIVITIES	2010 GHC	2011 GHC	2012 GHC	2013 GHC
Undertake a one year M&E capacity training programme.	18,000	19,000	20,000	21,000
Undertake a six month M&E capacity training programme abroad.	9,000	9,500	10,000	10,500
Undertake two week short courses on M&E for four officers.	2,000	2,300	2,500	2,700
Hold quarterly meetings with collaborative agencies.	2,800	2,910	3,100	3,250
Hold Ministry's half year review	29,892	32,500	33,400	35,700

workshop.				
Hold Ministry's annual review workshop.	33,366	34,700	35,600	37,100
Undertake M&E visits to five Ghana Missions abroad annually by the Director (PPMEB) and one officer for two days.	-	45,000	50,000	60,000
Undertake M&E visits to the Regional Passport Application Centres.	7,000	7,500	8,000	8,500
Organize Conference for Heads of Mission.	-	500,000	-	600,000
<b>TOTAL</b>	<b>102,058</b>	<b>653,410</b>	<b>154,600</b>	<b>770,250</b>

## 2.7 HOW DATA WILL BE COLLECTED AND COLLATED

A number of issues were considered on identifying data sources for each of the identified indicators. This has to do with whether the data sources can be accessed in a practical manner. The data source ability to provide quality data which can be accessed on a regular and timely basis was also considered. Since performance information will serve as a management tool for the Ministry — to aid policy decision making — data to be collected will relate directly to the performance indicators that have been identified.

### 2.7.1 Data on Programmes and Projects

The PPMEB will compile a register of all ongoing programmes and projects in the sector. This register will be updated regularly with details on each activity such as start-time, costs, location and source of funding, expected completion date and status of project.

### 2.7.2 Primary Data

The primary data gathered by the PPMEB will be both quantitative and qualitative and would include:

- Data on business enterprises, socio-economic data and others as may be requested by the Ministry and other stakeholders.
- Process data on operations of the Ministry and its implementing agencies including Ghanaian Missions abroad, tendering and contract awards, compliance with audit recommendations, etc.
- Input data on budget releases and other funds from development partners, NGOs, IGF, etc.
- Output data (goods and services provided) on construction projects undertaken, number of passports issued,
- Outcome/impact data (changes in livelihood as a result of certain interventions) such as improved protection of Ghana's foreign interest.

### 2.7.3 Secondary Data

In addition to the primary data the PPMEB will collect secondary data from Ghana Statistical Service (GSS), other MDAs, stakeholders in the private sector, etc.

## 2.7.4 Data Validation

The PPME Division will organize a review of all the data collected with stakeholders before and after collation. A data validation forum with stakeholders shall further ensure that the data is devoid of errors and inconsistencies.

## 2.7.5 M&E Information System

A well functioning IT-based monitoring information system is required by the Ministry for effective data entry, efficient data processing and easy access to information on the SMTDP implementation.

## **2.8 HOW DATA WILL BE ANALYSED AND THE RESULTS UTILIZED**

The PPMEB will analyze all M&E data, including those gathered from other agencies and the private sector. The data will be analyzed and interpreted to highlight key areas of concern. Policy recommendations and interventions to address the challenges would be proposed. The data would also be analyzed to show the results being produced by each project.

Data analysis will further show how the Ministry is performing with regards to all the indicators. Each indicator would be examined and the appropriate action proposed to address the findings. Once an indicator has been highlighted for concern, further exploration shall be taken on that issue. The basis for the analysis is to report on the progress of each indicator towards meeting the goal, objectives and targets of the SMTDP. The data would therefore be analyzed in a systematic way so that lessons learned can be fed into the sector action plans and the next SMTDP.

However, project data analysis and presentation may depend on the information needs of Development Partners and other stakeholders. In spite of that, PPME Division will focus on identifying linkages between the various projects and the goals and objectives of the SMTDP.

## **2.9 HOW AND WHEN TO REPORT ON PROGRESS**

### 2.9.1 Quarterly and Annual Progress Report (APR)

The PPMEB will collate the findings and results from all the implementing agencies and prepare Quarterly and Annual Progress Reports. The APR will sum up all the M&E activities of the year.

## **2.10 HOW AND WHEN EVALUATIONS WILL BE DONE**

One of the key features of the Ministry's development effort is a strong commitment to conducting evaluations. The PPMEB will assess the performance of each project when completed to ascertain if the intervention has achieved its original objectives and assess the overall changes caused by the intervention.

### 2.10.1 Evaluation Process

The Ministry will conduct all evaluations following the steps outlined below:

1. Assess the need for an evaluation.
2. Develop clear ideas on the rationale and objectives of the evaluation.
3. Determine the type of evaluation to undertake.
4. Specify the methods, scope and timing of the evaluation.
5. Identify and analyze stakeholders.
6. Consider the costs involved (budget).



7. Prepare the Terms of Reference (TOR) and contractual agreement based on items 1 to 4. The preparation of the evaluation exercise will start with the elaboration of the TOR. This will be prepared by the PPME Division in collaboration with stakeholders.
8. Discuss the TOR with key stakeholders. The Ministry will always have a broad consultation and agreement on the TOR that will form the basis of each evaluation.
9. Recruit a consultant or a team in accordance with the provisions of the Procurement Act, Act 663 of 2003.
10. Commission the evaluation.
11. Constitute a technical committee to review the work and reports of the consultant.
12. Disseminate the results and act on the findings and recommendations.

#### 2.10.2 Proposed Evaluations for the Ministry

The Ministry will adopt both qualitative and quantitative approaches in the evaluation processes. The quantitative analysis will rely mainly on statistical data and their basic interpretation. One of the main challenges is the validity and credibility of the observation and judgment made. The Ministry will use both internal and external evaluators to ensure transparency and credibility of the evaluation results.

The Ministry will conduct the following:

- Mid-term and terminal evaluations of the SMTDP.
- Ex-ante and ex-post evaluations of all projects.
- Programme and Project evaluations.
- Thematic evaluations.
- Impact evaluations.

#### 2.10.3 Evaluation Norms and Standards

The PPMEB will ensure that basic principles, norms and standards are followed to ensure quality, reliability and validity of all evaluations commissioned by the Ministry. The following are some of the criteria the PPMEB will use to ensure that evaluations commissioned by the Ministry meet minimum quality standards. Evaluations must be designed and completed in a timely fashion so as to enhance the usefulness of the findings and recommendations.

### **2.11 HOW PARTICIPATORY M&E WILL BE DONE**

The PPMEB will involve stakeholders in the selection of indicators, data collection and analysis, implementation of the findings and dissemination of the results.

The following steps below in conducting PM&E:

1. Decide on the need for PM&E.
2. Decide on the PM&E method to use.
3. Identify the key stakeholders.
4. Identify a lead facilitator.
5. Determine the performance questions.
6. Determine the resources and time available.
7. Define a TOR for the lead facilitator or consultant.
8. Train the team to carry out the PM&E.