



**MINISTRY OF LANDS AND NATURAL
RESOURCES**



**SECTOR MONITORING AND EVALUATION
PLAN**

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1.0 INTRODUCTION

The Ministry of Lands and Natural Resources is mandated to ensure the sustainable management and utilization of the nation's lands, forests, wildlife resources as well as the efficient management of the mineral resources for socio-economic growth and development.

In carrying out this mandate, the Ministry aims at achieving the following goals:

- Ensuring sustainable natural resource use through transparency and good governance
- Accelerated reforestation and plantation establishment for environmental and watershed management and job creation
- Maximising national revenue and benefits to rural communities from mineral resource extraction whilst ensuring good environmental stewardship.
- Promoting a smooth and efficient land delivery system through partnerships with Traditional Authorities.

1.1 Sector Agencies

The Ministry consists of three sub-sectors, namely Lands, Forestry and Mines.

1.1.1 Forestry Sub-sector

The Forestry Sub-sector is managed by the Forestry Commission and has the following divisions:

- Forest Services Division (FSD)
- Wildlife Division (WD)
- Timber Industry Development Division (TIDD).

The Forestry Commission was established under Act 571 in 1999 as a corporate body.

The Act defines the core business of the FC as follows:

- regulating the use of forest and wildlife resources
- managing the nation's forest reserves and protected areas
- Assisting the private sector and other bodies with the implementation of forest and wildlife policies and
- Undertaking the development of forest plantations for the restoration of degraded forest areas, the expansion of the country's forest cover and increase in the production of industrial timber.

1.1.2 Land Sub-sector

The Land Sector is managed by the Lands Commission and the Office of the Administrator of Stool Lands.

The Lands Commission which was recently restructured is made up of the following divisions:

- Land Registration Division (Formerly Land Title Registry and the Deeds Registry)
- Land Valuation Division (Formerly Land Valuation Board)
- Survey and Mapping Division (Formerly Survey Department)
- Public and Vested Lands Management Division (Formerly, Lands Commission).

1.1.3 Mines Sub-sector

The Mining sub-sector is managed by the Minerals Commission. Other agencies under the sub-sector are:

- Geological Survey Department
- Precious Minerals Marketing Company Limited (PMMC).

The Minerals Commission is a governmental agency established under Article 269 of the 1992 Constitution and the Minerals Commission Act 1993, Act 450. The Commission as the main promotional and regulatory body for the minerals sector in Ghana is responsible for the regulation and management of the utilisation of the mineral resources of Ghana and the coordination of policies in relation to them.

The Minerals Commission Act 1993, Act 450, stipulated the functions of the Commission as follows:

- a) To formulate recommendations of national policy for exploration and exploitation of mineral resources with special reference to establishing national priorities having due regard to the national economy;
- b) To advise the Minister of Lands and Natural Resources on matters relating to minerals;
- c) To monitor the implementation of laid down Government policies on minerals and report on this to the Minister;
- d) To monitor the operations of all bodies or establishments with responsibility for minerals and report to the Minister;
- e) To receive and assess public agreements relating to minerals and report to Parliament;
- f) To secure a firm basis of comprehensive data collection on national mineral resources and the technologies of exploration and exploitation for national decision making; and
- g) To perform such other functions as the Minister may assign to it.

In fulfilling its functions, the Commission engages in the following activities;

- Investigate the background, process applications for mineral rights and recommend their grant or otherwise to the Minister responsible for Mines;

- Review agreements relating to minerals;
- Collect, collate and analyse data on the operations of mining companies for decision making and for dissemination;
- Organise and attend workshops/seminars/conferences, as well as issue publications to promote mineral sector activities;
- Liaise with other governmental agencies, notably the Bank of Ghana, the Internal Revenue Service (IRS) and the Customs, Excise and Preventive Service (CEPS), to ensure that the spirit of the sector's fiscal regime is maintained;
- Liaise with other governmental agencies, notably the Geological Survey Department, and the Environmental Protection Agency, to monitor and ensure the adherence of mining companies to the terms and requirements of mineral rights granted to them; etc.

1.2 Purpose of Sector Monitoring & Evaluation Plan

The purpose of the Ministry's M & E plan is to provide a roadmap on how the M&E activities will be conducted. It will assist the Ministry to measure the Agencies progress toward achievement of its strategic goals and objectives.

2.0 SECTOR STAKEHOLDER ANALYSIS

A stakeholder analysis is a technique used to identify and assess the importance of key people, groups of people, or institutions that may significantly influence the success of the Ministry's activity. Key uses to the analysis are to:

- identify people, groups, and institutions that will influence the Ministry's initiative (either positively or negatively)
- anticipate the kind of influence, positive or negative, these groups will have on our activities
- develop strategies to get the most effective support possible for actions and reduce any obstacles to successful implementation of the Ministry's programmes.

Primary Stakeholders: Are those that are highly influential and directly engaged in the governance and management of forest resources.

Secondary Stakeholder: Stakeholders that are influential but are not directly involved in decision making and management of forest resources.

The detailed stakeholder analysis of agencies under the Ministry of Lands and Natural Resources are presented in Appendix 2 of the report.

3.0 SECTOR M&E NEEDS AND CAPACITY INDEX

The sector M&E needs and capacity index, as well as resource requirements have been developed for all the Agencies. Technical support including trainings was also identified for the sector agencies. Constraints with solutions were proposed for each agency and the sector.

Details of the capacity index and M&E needs are in Appendix 3 of this report.

4.0 SECTOR M&E INDICATORS

Key performance indicators (KPI) are "critical success factors" that are crucial for the continued success of the Ministry.

The indicators of the sector have been aligned with the specific goals and objectives of the Ministry. The main benefit of keeping track on sector indicators is to keep the entire sector working toward common goals.

The sector monitoring and indicators are at appendix 4 of this report.

5.0 SECTOR M&E CALENDAR AND BUDGET

The sector calendar of activities for undertaken monitoring and evaluation for the ministry and its agencies have been outlined in Appendix 5.

Sectoral activities were developed for conducting M&E. These were costed and budgeted for in the programmes of the ministry. M&E calendar gives an indication of programmes intended to be pursued and how it will be funded by the agencies.

The M&E calendar and budget helps the agencies to plan and forecast in the future for implementation of programmes.

6.0 DATA COLLECTION, COLLATION AND VALIDATION

Data is a set or grouping of information about a particular issue or an entity that has been gathered through structured and consistent methods over a period of time in a particular pattern.

Data for the Ministry of Lands and Natural Resources (MLNR) may be obtained in two main ways. These are

1. Collect data physically or
2. Gather data where the data have already been collected

This is to enable MLNR to

- To monitor progress towards goals & targets
- To Plan new policies and changes
- To evaluate current services and
- To assist in the management processes

Where there are no original data available, the ministry employs collection techniques such as interviews or questionnaires to extract the data for its use.

Data Collation

Data collected from the Agencies will be put together and presented in a manageable form for decision making and also to enhance policy directives. In order to enable easy interpretation and analysis, collation will usually involve summarizing and tabulating the information.

Ways by which the MLNR will collate its data are as follows:

1. summarising data from the same data elements but from different sources, and
2. Summarising data from the same source but over a period of time.

However, are some common collation challenges that confronts the Ministry and which are:

- Incorrect grouping of data
- Data are incorrectly added
- Missing data forms
- Double counting of data

Training is being conducted to improve upon these challenges

Data Validation

Data validation guarantees that the data received is correct and accurate. This embodies a systematic process that compares a set of data to the requirements in a set of documented acceptance criteria. Although there are several types of data validation, it will be done mostly through field visits and it is also designed into the reporting process.

There are other validation types that MLNR may adopt for validation from time to time as the situation demands.

Governmental and regulatory bodies often and frequently use formal process of data validation which is normally performed by different entities.

Data that have undergone the data validation process will usually have a known degree of compliance to the applicable and acceptable criteria or format. This will benefit the regulators, decision makers, and all who depend on data of known quality.

The Ministry of Lands and Natural Resources will also undertake data Verification to complement the data validation process.

Data Assessment

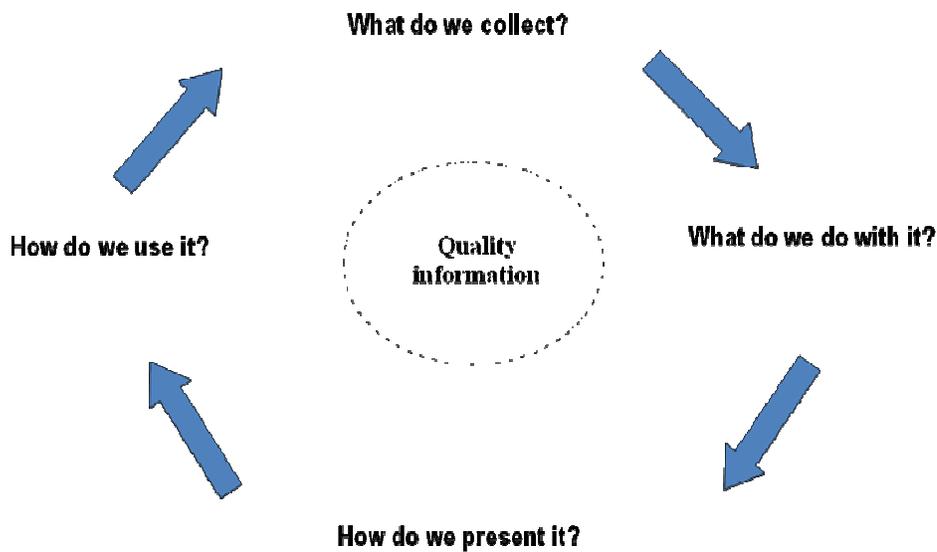
The Ministry will apply data assessment techniques to all information and data that will be received. The data assessment process makes use of statistical tools and principles to determine if data or information meets the documented requirements of their intended use. In some cases and where applicable Statistical tests that identify data outliers, distributions, and biases will be employed during data assessment to objectively determine the conformance to the requirements.

In conclusion, Data Verification, Data Validation, and Data Assessment are related processes that are used by MLNR to measure, monitor, and document the degree of compliance to stated quality requirements of analytical data. While all three processes require technical competence, Data Validation requires extensive systems knowledge and the ability to apply consistent professional judgment during the process.

7.0 DATA ANALYSIS AND USAGE

The Ministry of Lands and Natural Resources (MLNR) will analyze data through a process of inspecting, cleaning, transforming, and modeling data (where applicable) with the goal of highlighting useful information, suggesting conclusions, and supporting decision making. MLNR will endeavour to use the multiple facets and approaches of data analysis, encompassing diverse techniques under a variety of names, in different business, science, and social science domains.

Figure 1: The Data Analysis Model



8.0 REPORTING OF RESULTS

Reporting results is one of the fundamental aspects of measuring progress for the sector. The Ministry of Lands and Natural Resources (MLNR) report results to the National Development Planning Commission (NDPC) on its progress.

The frequency of reporting progress to the Ministry by the Agencies is as follows:

- quarterly reporting
- half year reporting and
- annual reporting

Progress Reporting formats has been agreed upon and is to be followed by Agencies in submitting reports.

Progress reports are to be produced for effective monitoring of the implementation of Ministry's programmes. The reports will provide meaningful process-oriented information for tracking, reviewing and follow-ups, including the identification of weaknesses and corrective measures.

All progress reports will be concise and will be written based on the format provided below. The reports will be due no later than 3 weeks following the end of the previous quarter (e.g. 3rd wk of January, 3rd wk of April, 3rd wk of July, and 3rd wk of October).

Progress Report Format

Executive Summary: A brief summary of the activities undertaken during the reporting period, detailing progress made towards achievement of program goals and whether expected results remain unchanged from the previous report.

Progress in Activity Implementation and Financial Performance: Using the Results Table (or other approved tables), an activity completion based on the approved implementation plan using data and M&E reports will be produced. A brief narration of the major accomplishments in the program's conceptual framework will be provided. Financial information on releases and disbursements made towards executing activities will be highlighted.

Difficulties Encountered, Lessons Learned and Program Changes: This will briefly describe any major impediments to the program's implementation and what was done or will be done or will be done to resolve these issues. It will also discuss lessons learned during the period under review and explain any significant program activity modifications or changes that may have occurred during the review period due to financial, economic, social or political constraints and developments.

Summary Description of the next period's Implementation Plan: Based on the original work plan, an updated work plan for the next period that includes any changes will be provided. This section will briefly discuss the schedule of activities, especially significant activities and program modifications. Discuss any baseline or annual surveys and studies, or mid-term or final evaluations that will be implemented in the next two periods. Provide a brief plan of action or scope of work for such major programmatic events, especially if additionally assistance or coordination is needed.

Other Documentation: As required, a copy of all programme related documents will be attached for the period regarding key programme related decisions or implementation.

9.0 SECTOR M&E DISSEMINATION

9.1 Strategies For Disseminating M & E Results, Reports and Data

Dissemination is an important process in monitoring and evaluation. Dissemination ensures that target recipients receive the monitoring and evaluation feedback that is relevant to their specific needs. Effective dissemination of results means that the right people get the right information in a timely manner and in the right format. The overall goal of disseminating results is to encourage others to take action.

9.2 Forms for Disseminating M & E Results, Reports and Data

The form adopted should be easy to understand by recipients and serve the purpose. The channel chosen will depend on the kind of information, recipients and available resources. The appropriate channel should be selected to prevent the content of the message being distorted and altered. Various channels of disseminating M & E results include:

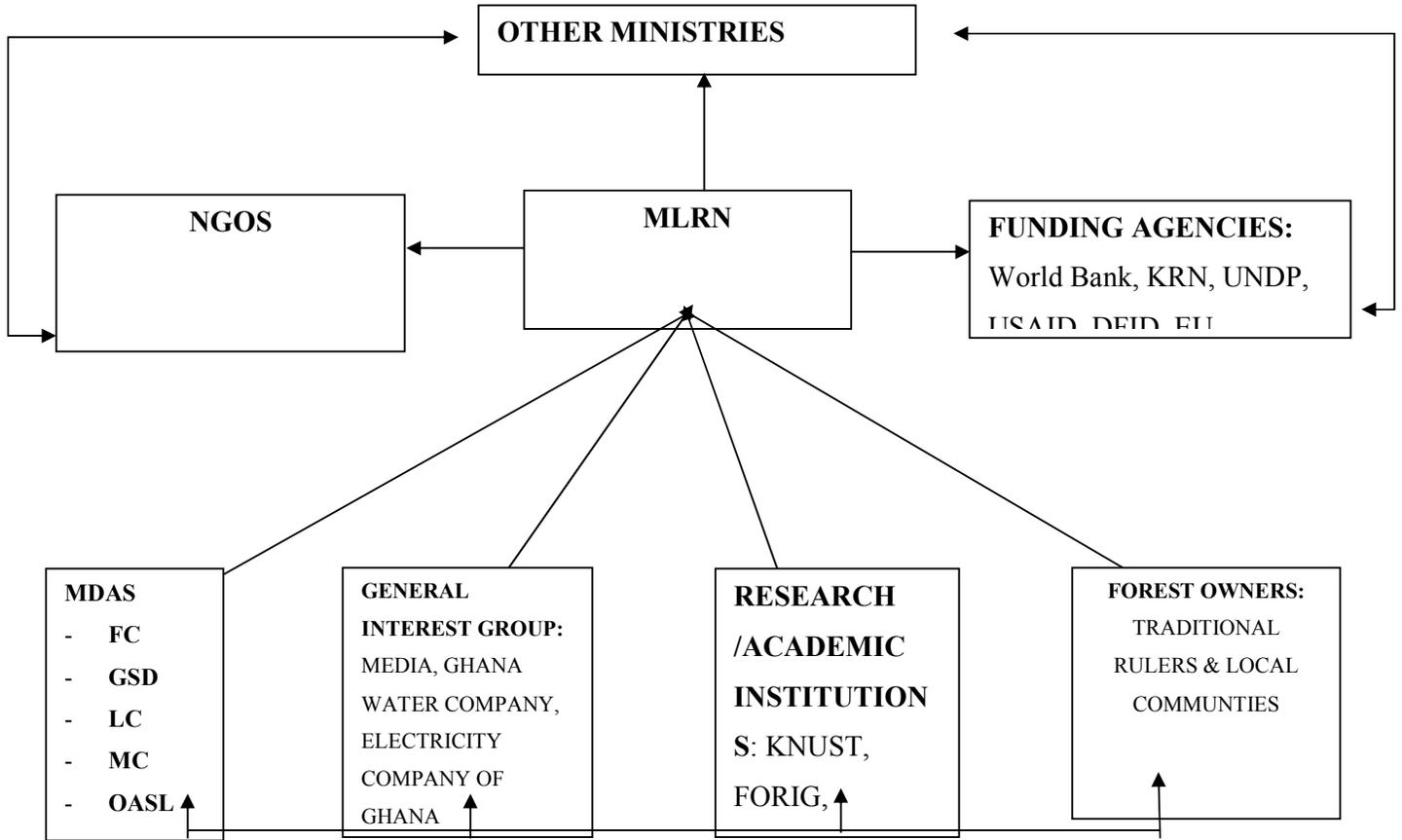
- Detailed written report
- Executive summary, summaries of evaluation findings and key Conclusions
- Brochure on the principal evaluation lessons and recommendations
- Annual report
- Article in technical or organizational newsletter
- News release
- Press conference
- Media appearance
- Public meeting, public debate
- Seminar, workshop, or group discussion
- Electronically (e-mail, Internet, websites)

9.3 Agents Involved In Disseminating M & E Results, Reports and Data

The information obtained from M & E exercises should be extended to the recipients successfully. Stakeholders co-operate to get the information across. Both top - down and bottom- up processes are involved in disseminating information effectively. Various partner organizations are given the opportunity to participate in decision making and deliberations

concerning the management of forest resources. Outcomes are extended to the other stakeholders by their representatives and structures are put in place for feedbacks to be received. This establishes a connection between all stakeholders for dissemination of results, reports and data.

9.4 Framework of Information Transmittance



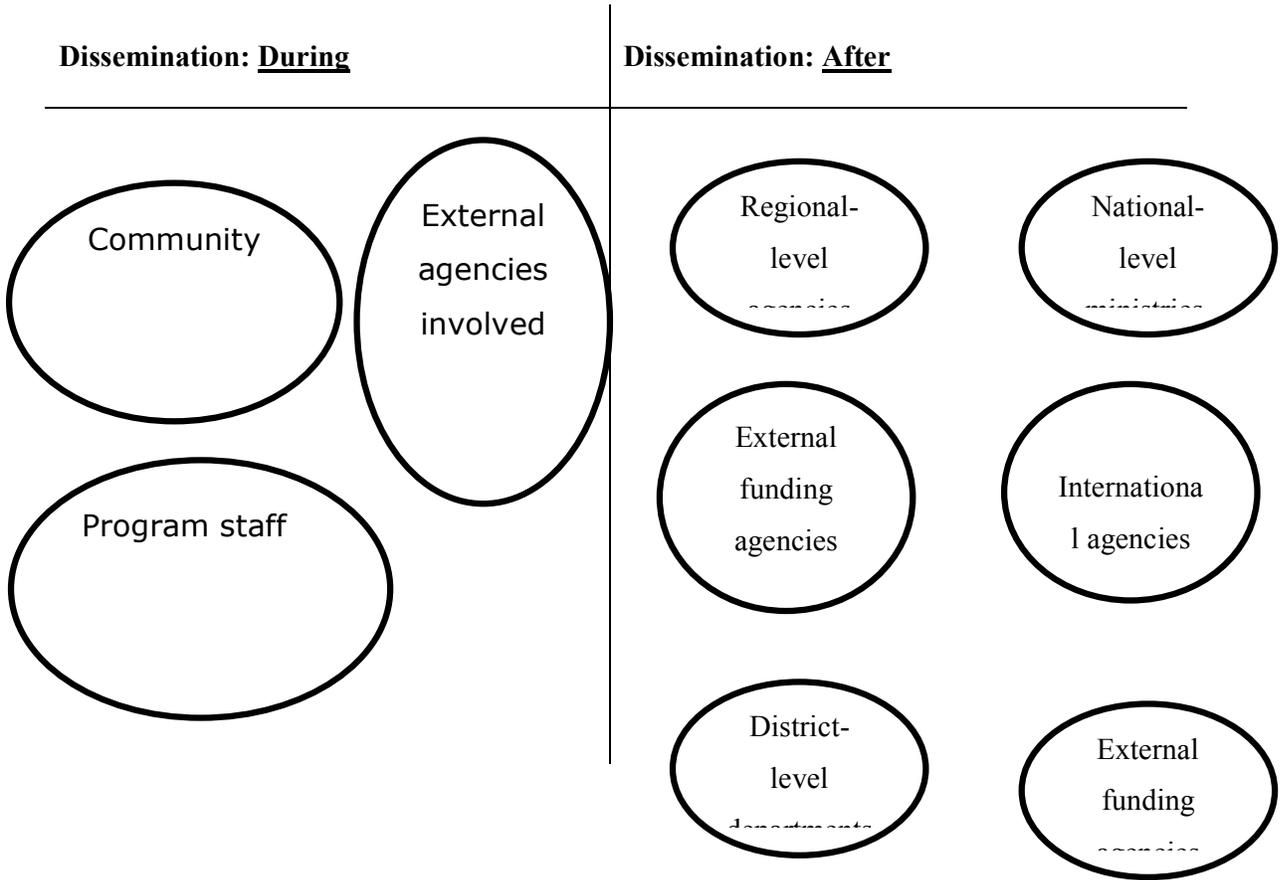
9.5 Elements for Effective Dissemination of M & E Results Data and Reports

DESIRED OUTCOME	What do you want to happen?	<ul style="list-style-type: none"> Promote sustainable management and protection of Environment and Natural Resources. Improve livelihood of stakeholders
RECIPIENTS	Who do you need to reach?	<ul style="list-style-type: none"> Various across all sectors
MESSAGE, PURPOSE	What do RECIPIENTS need to know?	<ul style="list-style-type: none"> Efficient use of resources Equitable distribution of resources Decisions and deliberations that affect their activities Innovations that will improve their livelihoods.
MEDIUM/ FORMAT	What medium fits best each group/ message	<ul style="list-style-type: none"> Reports, Seminars, Internet, Media, Meetings etc.
TIMING	When should the results be disseminated?	<ul style="list-style-type: none"> Results should be disseminated at the right time for effective adoption and implementation.
RESOURCES	What resources are available and required to disseminate M&E results?	<ul style="list-style-type: none"> The availability of resources (financial, time, human) should be considered and a budget should be designed and be committed to.
PRECAUTION	What are the possible impacts will the dissemination have?	<ul style="list-style-type: none"> Sensitivity of results. Suitability of disseminative channel to the content of message. Cultural background

9.6 Timing of Dissemination of M& E Results

Dissemination can occur during and after operational activity depending on what the activity involves. Timing of when to deliver findings to audience depends on the impact of the outcomes, urgency of feedback and involvement of various stakeholders. Dissemination during project implementation depends on how stakeholder involvement will influence your findings and introduce follow- up actions.

Sharing M & E results may be limited to afterwards when the data analysis is completed when the need for objectivity: providing factual and solid data and information is paramount.



9.7 Recipients Of Disseminated Results

It is important to know who your audiences are, what they want and need to know. This will influence effective adoption of findings and recommendations.

Audience	Role In M&E And Follow-Up	Which Results They Need To Get And Why	How They Can Get The Results And When
Community	Plays a small part in answering questionnaires and carrying out M & E	Summary of results to create support for the programs and projects.	Meetings, discussions, mass media, pictures, newsletters. (During and after)
Program staff	Co-ordinates and facilitates community decision-making and action	Full results and recommendations to help put them into action	Through participation in meetings, study or report. (During and after)
District-level departments, agencies, organizations	Receive information, disseminate lessons, support future action	Full results or summary only for analysis of lessons learned and policy decision-making	Full report or summary Discussions with evaluation co-coordinators. (After)
Regional-level agencies and departments	Receive information, disseminate lessons, support future action	Same as district-level	Summary through discussions and meetings. (After)
National-level ministries, agencies, organizations	Receive information, disseminate lessons, support future action	Full results or summary analysis of lessons learned for policy- making	Full report plus summary discussions. (After)
External funding agencies	Receive information, disseminate lessons, support future action	Full results for analysis of lessons learned and policy-making	Full report plus summary discussions. (After)
International	Receive information,	Full results for	Summary through

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Audience	Role In M&E And Follow-Up	Which Results They Need To Get And Why	How They Can Get The Results And When
agencies	help disseminate lessons, support future action	lessons learned and policy- making	discussions, meetings, networking. (After)

APPENDICES

APPENDIX 2- Stakeholder Analysis

2.1 Forestry Commission - Stakeholder Analysis

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
1. Government Organizations				
Ministry of Lands and Natural Resources (MLNR)	Primary	<ul style="list-style-type: none"> • Formulation of sector policies. • Monitoring of policy and programme implementation. 	<ul style="list-style-type: none"> • Sustainable management of forest resources. • Ensure equitable distribution of benefits from forest resources 	Ensure that all planned programs and project are executed according to time lines and schedules.
Ministry of Finance and Economic Planning (MOFEP)	Primary	<ul style="list-style-type: none"> • Approve sector budget • Provide funds to execute approved programmes. 	<ul style="list-style-type: none"> • Efficient use of financial resources. • Regulation of revenue and task. 	Monitor and evaluate financial resources.
Security Agencies	Secondary	<ul style="list-style-type: none"> • Provide protection and security of FC personnel • Involved in forest protection and law enforcement. 	<ul style="list-style-type: none"> • National security law enforcement. 	Ensure that security and safety parameters are in place and are being implemented.
2. Forest Users				
Timber Industry	Primary	<ul style="list-style-type: none"> • Provide 20% of timber production to the domestic market 	<ul style="list-style-type: none"> • Sustainable and optimum supply of timber at least cost 	Monitor and evaluate forest resources and its sustainability

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
Non-Timber Forest Products industry (Artifacts, mushroom collectors, herbalists etc.)	Primary	<ul style="list-style-type: none"> Support other units for effective management of forest resources 	<ul style="list-style-type: none"> Sustainable and optimum supply of non-timber at least cost. 	
Forest owners and Communities				
Traditional rulers	Primary	<ul style="list-style-type: none"> Collaborate with other stakeholders in decision making for effective management. Local forest governance 	<ul style="list-style-type: none"> Sustainable management of forest resources for future generations. Optimum flow of benefits from the utilization of forest resources. Cultural significance, e.g. Protection of sacred grooves. 	Involvement in the protection of forest resources (watchdogs).
Local communities and inhabitants	Primary	<ul style="list-style-type: none"> Participate in the management and protection of forest resources. 	<ul style="list-style-type: none"> Equitable distribution of benefits from forest resources Improvement in their livelihood through forest-based livelihood activities. 	Ensure that forest resources are monitored and protected.
Non-governmental organizations	Secondary	<ul style="list-style-type: none"> Provide education and contribute to policies formulation. 	<ul style="list-style-type: none"> Sustainable management of forest resources and equitable distribution of 	Involvement in policies and procedures formulation for

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
		<ul style="list-style-type: none"> • Advocacy.. 	forest rent. <ul style="list-style-type: none"> • Better governance within the sector. 	education
Donor Organizations and development Partners (World Bank, KRN, UNDP, USAID, etc.)	Secondary	<ul style="list-style-type: none"> • Provision of technical support and funds for implementation of projects. 	<ul style="list-style-type: none"> • Efficient use of resources • Successful implementation of projects. • Sustainable forest management. 	<ul style="list-style-type: none"> • Conduct evaluations • Feedbacks • Receive reports on the state of activities and project
Research institution and universities				
Universities	Secondary	<ul style="list-style-type: none"> • Provide education and training. 	<ul style="list-style-type: none"> • Scientific research and conservation of forest reserves. 	Provide material and information for research
FORIG/ CSIR	Primary	<ul style="list-style-type: none"> • Provide education and technical training. • Provisions of viable seedlings. • Research into the improvement in the management of forest resources. • To generate and apply innovative technologies 	<ul style="list-style-type: none"> • Scientific research in forestry. 	<ul style="list-style-type: none"> • Serve as a hub for research activities. • Provide information for baseline information
3. General interest group;				
Media	Secondary	<ul style="list-style-type: none"> • Advocacy and 	<ul style="list-style-type: none"> • Educate and inform 	Provide the platform

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
		watchdog roles. <ul style="list-style-type: none"> • Promote government initiatives. • Educate the public. 	public on forest sector issues.	for communicating processes.
Ghana Water Company	Secondary	<ul style="list-style-type: none"> • Provide sustainable and continuous water to the public. 	<ul style="list-style-type: none"> • Collaborate with other stakeholders on the management and protection of forest resources. E.g., Creation of buffer strips to protect water bodies. 	
Electricity Company of Ghana	Secondary	<ul style="list-style-type: none"> • Provision of electric power 	<ul style="list-style-type: none"> • Collaborate with other stakeholders on the management and protection of forest resources for effective service delivery: e.g. Provision of poles for electricity transmission. • \ 	Ensure that power sources are adequately provided

2.2 Geological Survey

ANALYSIS OF GSD STAKEHOLDERS

	Stakeholder	Classification	Responsibility	Interest	Involvement in M & E
(a)	(b)	(c)	(d)	(e)	(f)
1	Office of the President	Primary	Policy Co-ordination	Loyalty & professionalism (internal/external)	Implementation & feedback
2	Parliament	Primary	Legislative framework	Loyalty, professionalism, resource utilization	Implementation & feedback
3	Min. of Lands & Natural Resources	Primary	Policy formulation	Loyalty & professionalism in mineral resources	Implementation & feedback, etc.
4	Min. of Energy (GNPC)	Secondary	Policy formulation	Internal co-op in identification of hydrocarbon potentials	Data collection

5	MFA & RI	Primary	Policy formulation	International co-op, liaison & professionalism	Feedback & data collection
6	Min. of Interior (NADMO), Ministry of Defence	Primary	Law Enforcement	Good buck-up in disaster management	Feedback, data collection.
7	Min. of Local Government, Min. of Chieftaincy Affairs	Primary	Policy formulation	Mineral potentials & geohazards	Data collection, Demand Reports
8	Estate Developers & Construction Industries	Secondary	Building and construction	Internal-co-op in geotechnical studies	Data collection & Reports
9	Min. of Justice & AG	Primary	Legislative framework	Law abiding, Professionalism	Legal representation
10	NDPC	Secondary	Guidelines	Efficient M&E plans	Demand reports, etc
11	MoFEP	Primary	Funding, Formulation of national Economic policy	Resource utilization	Funding, demand reports, etc

12	Ministry of Environment, Science & Technology	Secondary	Legislative framework, policy formulation	Internal co-op in geohazards monitoring & research findings	Data collection
13	Ministry of Works & Housing; Min. of Tourism	Primary	Policy formulation	Internal co-op in research findings	Data collection
14	Min. of Roads & Highways, Ghana Civil Aviation Authority	Primary	Policy formulation	Internal co-op in research findings	Data collection
15	Office of the Head of Civil Service	Primary	Guidelines	Efficient M & E plans	Demand reports, etc
16	Universities (Legon, UMaT, KNUST, UDS), Research Institutions, International Organizations	Primary	Educating & Research works	Internal co-op in geology-related research findings	Data collection & sharing
17	Minerals Commission	Primary	Promotion, regulation & mgt of mineral resources; Policy co-ordination	Data on mineral & rock resources	Data collection & sharing

18	Forestry Commission	Primary	Management of forestry resources	Data on mineral & rock resources in forest reserves	Data collection & sharing
19	Lands Commission	Primary	Land Use Management	Data on mineral & rock resources	Data collection & sharing

2.3 Lands Commission Stakeholder Analysis

NO.	STAKEHOLDERS	CLASSIFICATION	RESPONSIBILITY	INTEREST	INVOLVEMENT IN M & E
(a)	(b)	(c)	(d)	(e)	(f)
1	TCPD	primary	preparation of urban and rural layout schemes	<ul style="list-style-type: none"> • Professional Services • Certified, Cadastral and Approved Plans • Ensure conformity of Layout 	Ensure conformity of Layout Provision of Data and Information
2	OASL	primary	collection and disbursement of stool land revenues	<ul style="list-style-type: none"> • Sustainable development • Tenure security • Collaborative partnerships 	<ul style="list-style-type: none"> • Provision of Data • Provide information & feedback
3	UTILITY SERVICES	secondary	Generation and supply of utility services	<ul style="list-style-type: none"> • Provision of Services 	Ensure that utility services are adequately provided
4	Office of the President & The Parliament	secondary	Policy Formulation & Legislative Framework	<ul style="list-style-type: none"> • Timely delivery of services. • Professionalism 	<input type="checkbox"/> Provide information & feedback
5	Judicial Service (Law Courts)	secondary	delivering justice effectively and efficiently to the public	<ul style="list-style-type: none"> • Certified, Cadastral and Approved Plans • Information on Land • Legal representation. 	<input type="checkbox"/> Provide information & feedback

6	Ministries, Departments & Agencies (MDAs)	secondary	measuring progress towards achievements on how specific activities and expected results are utilized	ensuring that targets set are met	
7	Real Estate Companies	secondary	building of estate houses	provide housing	
8	Ghana Institute of Surveyors (GhIS)	primary	practising and ensuring the advancement of the profession of surveying	ensuring professionalism and standards	
9	Ministry of Finance and Economic Planning (MOFEP)	secondary	Managing our finances, and career building respectively	Efficient use of financial resources.	Efficient use of financial resources.
10	Civil Society Coalition on Land (CICOL)	secondary	empowering the rural poor by increasing their access to natural resources, especially land and by increasing their direct participation	<ul style="list-style-type: none"> • Professional Services • Certified, Cadastral and Approved Plans • Information on Land 	

			in decision-making processes		
11	Security Agencies	secondary	<ul style="list-style-type: none"> • Provide protection and security of LC personnel • Involved in Land protection and development control. 	<ul style="list-style-type: none"> • National security & law enforcement • Information on Land 	Ensure that security and safety of field personnel
12	Traditional Authorities	primary	<ul style="list-style-type: none"> • Management and control of Traditional Lands • Collaboration with other stakeholders in decision making for effective land management. 	Involvement / Participation in Land Administration	<ul style="list-style-type: none"> • Provision of Data & information • Development control & conflict resolution thru ADR
13	Individuals/Groups/Organizations	primary	Acquisition and development of land for various purposes	<ul style="list-style-type: none"> • Professional Services • Certified, Cadastral and Approved Plans 	Provision of Data & information

2.4 Minerals Commission - Stakeholder Analysis

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
1. Government Organizations				
Presidency [Office of the President, Cabinet etc]	Primary	<ul style="list-style-type: none"> • Gives Policy directives • Assents laws passed by Parliament • Ensures good governance 	<ul style="list-style-type: none"> • Sustainable management of mineral resources. • Ensures equitable distribution of benefits from mineral resources • Efficient utilization of the resource wealth for socio-economic development 	<ul style="list-style-type: none"> • Monitors policies implementation in the sector • Ensures that all planned programmes and projects are executed according to schedule.
Parliament	Primary	<ul style="list-style-type: none"> • Promulgates laws • Ratifies mineral agreements • Approves other transactions relating to mining investment • Approves sector budgets 	<ul style="list-style-type: none"> • Sustainable management of mineral resources • Efficient utilization of the resource wealth for socio-economic development 	<ul style="list-style-type: none"> • Ensures that all planned programmes and projects are executed according to schedules and beneficial to the country.

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
Ministry of Lands and Natural Resources (MLNR)	Primary	<ul style="list-style-type: none"> • Formulates sector policies. • Monitors policy and programmes implementation. 	<ul style="list-style-type: none"> • Sustainable management of mineral resources. • Ensures equitable distribution of benefits from mineral resources 	<ul style="list-style-type: none"> • Ensures that all planned programmes and projects are executed according to schedule.
Ministry of Finance and Economic Planning (MOFEP)	Primary	<ul style="list-style-type: none"> • Recommends sector budget for approval • Provides funds to execute approved programmes • Recommends for approval transactions relating to mining investment • Regulates and manages the fiscal regime for the sector 	<ul style="list-style-type: none"> • Maximisation of resource wealth • Regulation of the use of revenue 	<ul style="list-style-type: none"> • Monitors and evaluates financial resources (mobilization and utilization of revenue)
Ministry of Env. Science and Tech	Primary	<ul style="list-style-type: none"> • Formulates environmental policies. • Monitors policy and programmes implementation 	<ul style="list-style-type: none"> • Sustainable management of the environment 	<ul style="list-style-type: none"> • Monitors environmental standards in exploration and mining operations through its Agencies
Ministry of Local Govt and Rural Devt.[MMDAs]	Primary	<ul style="list-style-type: none"> • Publicizes mineral rights applications through the MMDAs • Assists in conflict resolution and management 	<ul style="list-style-type: none"> • Sustainable management of mineral resources • Consistent flow of resource wealth for socio-economic devt. 	<ul style="list-style-type: none"> • Ensures effective management of mineral resource through stakeholder consultations

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
			<ul style="list-style-type: none"> Peaceful co-existence among stakeholders 	
Ministry of Trade & Industry	Secondary	<ul style="list-style-type: none"> Development of trade and industrial sector to contribute to economic growth 	<ul style="list-style-type: none"> Establishment of industries for value addition 	Ensures standardization through its Agencies
Ministry of Justice and Attorney Generals Dept	Primary	<ul style="list-style-type: none"> Ensures application of justice Drafting of Laws and Regulations 	<ul style="list-style-type: none"> Ensures the rule of law 	Ensures effective management of mineral resources
Ministry of Interior	Primary	<ul style="list-style-type: none"> Permitting for importation and safe usage of explosives 	<ul style="list-style-type: none"> Ensures law and order 	<ul style="list-style-type: none"> Ensures sanity in mining operations [management of the usage of explosives, KPCS]
Ghana Immigration Service	Primary	<ul style="list-style-type: none"> Ensures the effective implementation of all laws and regulations pertaining to immigration and related issues 	<ul style="list-style-type: none"> Ensures sector investors abide by immigration laws 	<ul style="list-style-type: none"> Regulates and monitors the entry, residence, employment and exit of all foreigners Ensures sanity in mining operations [KPCS]
Ghana Revenue Authority [DTRD,CD]	Primary	<ul style="list-style-type: none"> Revenue mobilization 	<ul style="list-style-type: none"> Effective and efficient collection of Govt. revenue for development 	<ul style="list-style-type: none"> Ensures effective management of resource wealth
Ghana Civil Aviation	Primary	<ul style="list-style-type: none"> Provides safe, secure, efficient and effective 	<ul style="list-style-type: none"> Ensures safety in flight operations 	<ul style="list-style-type: none"> Monitors companies undertaking airborne

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
Authority		aviation regulation and air navigation and regulatory services	<ul style="list-style-type: none"> Permit aircrafts to undertake airborne geophysical surveys 	geophysical surveys
Ports and Harbours	Primary	<ul style="list-style-type: none"> Provides facilities for the transport, storage, warehousing, loading, unloading and sorting of goods passing through the Ports 	<ul style="list-style-type: none"> Efficient usage of the Ports to promote economic growth 	<ul style="list-style-type: none"> Credible statistical data available for national decision making
Ghana Railway Authority	Primary	<ul style="list-style-type: none"> Ensures efficient haulage of bulk minerals Revenue generation 	<ul style="list-style-type: none"> Efficient usage of the Rail line to promote economic growth 	<ul style="list-style-type: none"> Ensures reliability of haulage
VRA/ GRIDCO/ ECG	Primary	<ul style="list-style-type: none"> Generation, transmission and distribution of electricity for development 	<ul style="list-style-type: none"> Efficient generation transmission and distribution of electricity for socio-economic development 	Ensures effective management and utilization of electrical energy
Geological Survey Department	Primary	<ul style="list-style-type: none"> Regional mapping for the provision of geo-scientific data Seismic monitoring etc. 	<ul style="list-style-type: none"> Provides geo-scientific data for prospective investors 	Ensure effective management of mineral resources
EPA	Primary	<ul style="list-style-type: none"> Manages the environment with other stakeholders 	<ul style="list-style-type: none"> Sustainable management of the environment 	Monitors environmental standards in exploration and mining operations etc.

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
Public Procurement Authority	Primary	<ul style="list-style-type: none"> Promotes the use of public procurement as a tool for national development. 	<ul style="list-style-type: none"> Foster competition, efficiency, transparency and accountability in the public procurement process. 	Ensure that Agencies adhere to the PPA Act [Transparency in Procurement of goods, works and services]
Office of the Administrator of Stool Lands	Primary	<ul style="list-style-type: none"> Administration of mineral royalties returned to the communities 	<ul style="list-style-type: none"> Efficient distribution of mineral resource wealth 	Ensures that the right beneficiaries are paid their due royalty timely
Precious Minerals Marketing Company	Primary	<ul style="list-style-type: none"> Promotes the development of precious minerals and the jewellery industry 	<ul style="list-style-type: none"> Grade, assay, value and process precious minerals 	Ensures effective management of mineral resources [by providing ready market to operators]
Bank of Ghana	Primary	<ul style="list-style-type: none"> Pursues sound monetary and financial policies to create an enabling environment for sustainable economic growth 	<ul style="list-style-type: none"> Acts as Banker and financial adviser to the Government 	Effective management of the mineral resources [Export documentation, repatriation of funds etc]
GHEITI	Primary	<ul style="list-style-type: none"> Ensures transparency in revenue mobilization, disbursement and usage 	<ul style="list-style-type: none"> Efficient resource mobilization and usage Transparency in resource mobilization and utilization 	Ensures effective management of mineral resources [Transparency]

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
Lands Commission	Primary	<ul style="list-style-type: none"> • Advises and facilitates good land delivery system for socio-economic development 	<ul style="list-style-type: none"> • Sustainable management of land resource 	<ul style="list-style-type: none"> • Ensures proper documentation and good records keeping
Forestry Commission	Primary	<ul style="list-style-type: none"> • Efficient management of forest resources 	<ul style="list-style-type: none"> • Sustainable management of forest resources 	<ul style="list-style-type: none"> • Ensures effective management of forest resources [protection, management, regulation of forest and wildlife resources]
Water Resources Commission	Primary	<ul style="list-style-type: none"> • Regulates and manages water resources and co-ordinate government policies in relation to them. 	<ul style="list-style-type: none"> • Ensures sustainable management of water resources 	<ul style="list-style-type: none"> • Regulates and monitors operations that impact on water resources
Ghana Statistical Service	Secondary	<ul style="list-style-type: none"> • Collection, collation, compilation, analysis, publication and dissemination of official statistics 	<ul style="list-style-type: none"> • Provides credible statistical data to inform policy decision 	<ul style="list-style-type: none"> • Credible statistical data available for monitoring and evaluation purposes
National Security	Secondary	<ul style="list-style-type: none"> • Ensures security of the State • Involved in law enforcement 	<ul style="list-style-type: none"> • Law enforcement. 	<ul style="list-style-type: none"> • Ensures that security and safety parameters are in place and are being implemented.
2. Local Communities				
Traditional rulers	Primary	<ul style="list-style-type: none"> • Collaborate with other stakeholders in decision 	<ul style="list-style-type: none"> • Sustainable management of 	<ul style="list-style-type: none"> • Ensures efficient management and

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
		making for effective mineral resource management	<ul style="list-style-type: none"> mineral resources • Optimum flow of benefits from the mineral wealth 	utilization of mineral resources
Local communities and inhabitants	Primary	<ul style="list-style-type: none"> • Participates in the management of mineral resources. 	<ul style="list-style-type: none"> • Equitable distribution of benefits from mineral resources • Environmental restoration • Prompt payment of appropriate compensation 	<ul style="list-style-type: none"> • Ensures proper restoration of the environment
3. Non State Actors				
[NGOs, CSOs, Private media etc]	Secondary	<ul style="list-style-type: none"> • Provides education and contribute to policy formulation. • Advocacy 	<ul style="list-style-type: none"> • Sustainable management of mineral resources and equitable distribution of mineral royalties • Better governance within the sector. 	<ul style="list-style-type: none"> • Monitors implementation of policies
Donor Organizations and Development Partners (World Bank, RNE, EC, etc.)	Secondary	<ul style="list-style-type: none"> • Provision of technical support and financial assistance for implementation of policies, programmes and projects 	<ul style="list-style-type: none"> • Efficient utilization of resources • Effective implementation of policies, programmes and 	<ul style="list-style-type: none"> • Conducts evaluations • Receives Feedback • Reviews reports on the state of activities of policies, programmes and projects.

Stakeholder	Classification	Responsibility/ Function	Interest	Involvement in M&E
			<ul style="list-style-type: none"> • Sustainable mineral resource management. 	
4. Academic and Research Institutions				
Universities	Secondary	<ul style="list-style-type: none"> • Provides education and training 	<ul style="list-style-type: none"> • Professionals with strong knowledge base for the sector • Scientific Research 	<ul style="list-style-type: none"> • Feedback on the quality of professionals
CSIR	Secondary	<ul style="list-style-type: none"> • Provides education and training • Generates and applies innovative technologies 	<ul style="list-style-type: none"> • Scientific research 	<ul style="list-style-type: none"> • Hub for research activities and innovative technologies
5. Private Sector				
Exploration and Mining companies, Associations etc.	Primary	<ul style="list-style-type: none"> • Generates quality geo-scientific data to support exploitation • Sustainable exploitation of mineral resources • Advocacy 	<ul style="list-style-type: none"> • Good Return on Investment • Corporate social responsibility towards host communities for social license 	<ul style="list-style-type: none"> • Submission of reports for performance evaluation • Collaboration with regulatory agencies, host communities and other stakeholders for the efficient management of mineral resources

2.5 OASL – Stakeholder Analysis

No	STAKEHOLDER CATEGORY	CLASSIFICATION	RESPONSIBILITY	INTEREST	INVOLVEMENT IN M&E
1	Parliament	Primary	<ul style="list-style-type: none"> • Provision of an effective legal framework. • Performance Assessment. 	<ul style="list-style-type: none"> • Operationalization of lawful mandate. • Timely delivery of Annual reports. • Prudent utilization of resources. 	<ul style="list-style-type: none"> • Vetting accounts • Provide information & feedback
2	Ministry of Justice & Attorney General	Secondary	<ul style="list-style-type: none"> • Improving Legal Framework. 	<ul style="list-style-type: none"> • Enforcement in legal mandate. • Legal representation at all levels. 	<ul style="list-style-type: none"> • Provide information & feedback
3	Ministry of Lands & Natural Resources	Primary	<ul style="list-style-type: none"> • Provision of legal and institutional environment. • Support in mobilization of human & technical resources. • Improved Service Conditions. 	<ul style="list-style-type: none"> • Judicious resource utilization. • Sustainable land mgt. • Effective implementation of policies, programs & projects 	<ul style="list-style-type: none"> • Implementation. • Provide information & feedback
4	Ministry of Local Government & Rural Development	Secondary	<ul style="list-style-type: none"> • Policy interventions. • Legal support. • Resource utilization. 	<ul style="list-style-type: none"> • Policy Compliance. • Resource mobilization. • Local development. • Good Governance. 	<ul style="list-style-type: none"> • Programme / Project Implementation. • Stakeholder awareness • Provide information & feedback
5	Ministry of Environment, Science &	Secondary	<ul style="list-style-type: none"> • Policy formulation. 	<ul style="list-style-type: none"> • Environmental 	<ul style="list-style-type: none"> • Provide

	Technology		<ul style="list-style-type: none"> • Legal framework. • Provision of Guidelines. 	<p>Awareness.</p> <ul style="list-style-type: none"> • Planned developments. • Sustainable land mgt. • Education of Stakeholders. • Community Engagement. 	information & feedback
6	Ministry of Finance & Economic Planning	Primary	<ul style="list-style-type: none"> • Legislative framework. • Releases of Project funds / Emoluments. • 	<ul style="list-style-type: none"> • Resource mobilization and utilization. • Timely allocation of resources. • Judicious resource use. • Timely reporting on public funds. 	<ul style="list-style-type: none"> • Utilization of funds. • Financial audits. • Provide information & feedback
7	Forestry Commission	Primary	<ul style="list-style-type: none"> • Resource mobilization. • Sustainable resource management. • Information dissemination. • Policy development. 	<ul style="list-style-type: none"> • Benefits sharing. • Sustainable resource utilization. • Economic • Environmental 	<ul style="list-style-type: none"> • Benefits utilization. • Provide information & feedback
8	Minerals Commission	Primary	<ul style="list-style-type: none"> • Policy and legislative framework • Development of guidelines • Advocacy • Resource allocation 	<ul style="list-style-type: none"> • Economic development • Benefits usage • Social stability • Sustainable resource use • Research 	<ul style="list-style-type: none"> • Funds management • Provide information & feedback
9	Chamber of Mines	Secondary	<ul style="list-style-type: none"> • Business interests • Influence in policy making • Resource exploitation • Advocacy 	<ul style="list-style-type: none"> • Economic development • Social acceptability • Collaborative partnerships • Information 	<ul style="list-style-type: none"> • Community responsiveness • Provide information & feedback

				dissemination & feedback <ul style="list-style-type: none"> • Advocacy 	
10	Lands Commission	Primary	<ul style="list-style-type: none"> • Policy development • Creating standards • Sustainable management • Information sharing • Securing public interest 	<ul style="list-style-type: none"> • Sustainable development • Tenure security • Benefits sharing • Facilitating land access • Collaborative partnerships • Maximizing returns • Resolving disputes 	<ul style="list-style-type: none"> • Development control • Provision of Data • Provide information & feedback
11	Town & Country Planning Department	Secondary	<ul style="list-style-type: none"> • Legal framework • Policy formulation • Information dissemination • Creating Sustainable communities 	<ul style="list-style-type: none"> • Sustainable development • Environment, Health & Safety • Participation / Involvement • Enforcement / Control • Feedback • 	<ul style="list-style-type: none"> • Feedback on services • Provision of Data • Provide information & feedback
12	Regional Co-ordinating Councils	Secondary	<ul style="list-style-type: none"> • Legislative framework • Developing guidelines • Coordinating & Regulatory 	<ul style="list-style-type: none"> • Resource mobilization • Judicious resource utilization • Sustainable land management • Safe access • Tenure security 	<ul style="list-style-type: none"> • Financial auditing • Provision of Data • Provide information & feedback
13	Metropolitan / Municipal / District	Primary	<ul style="list-style-type: none"> • Legislative controls • Effective development 	<ul style="list-style-type: none"> • Funding • Sustainable management 	<ul style="list-style-type: none"> • Information dissemination

	Assemblies		<ul style="list-style-type: none"> • Governance 	<ul style="list-style-type: none"> • Sustainable development • Social safeguards • Resource mobilization • Information sharing 	<ul style="list-style-type: none"> • Feedback / Reporting • Provision of Data • Provide information & feedback •
14	National / Regional Houses of Chiefs	Secondary	<ul style="list-style-type: none"> • Legislative framework • Ascertainment of Customary systems • Modernity • Gazette 	<ul style="list-style-type: none"> • Effective succession • Involvement / Participation • Benefits sharing • Controlling resources • Sustainable management • Advocacy • Information dissemination & feedback 	<ul style="list-style-type: none"> • Policy implementation • Provision of Data • Provide information & feedback
15	Traditional Authorities	Primary	<ul style="list-style-type: none"> • Resource allocation • Equitable access • Customary practices • Awareness creation • Sustainable management 	<ul style="list-style-type: none"> • Custodianship roles • Resource control • Allegiance from subjects • Benefits sharing • Sustainable development • Investments 	<ul style="list-style-type: none"> • Provide Data, information & feedback
16	Customary Land Secretariats	Secondary	<ul style="list-style-type: none"> • Tenure security • Determining Land rights • Dispute settlement 	<ul style="list-style-type: none"> • Linkages with external bodies • Facilitating access 	<ul style="list-style-type: none"> • Information dissemination • Provision of Data

			<ul style="list-style-type: none"> • Community sensitization • Title documentation • Land information 	<ul style="list-style-type: none"> • Revenue mobilization • Data gathering • Community development 	<ul style="list-style-type: none"> • Provide information & feedback
17	Ghana Institution of Surveyors	Secondary	<ul style="list-style-type: none"> • Professional development 	<ul style="list-style-type: none"> • Professional competence • Sustainable land management 	<ul style="list-style-type: none"> • Provision of Data • Provide information & feedback
18	Stool Land Users [Occupiers / Developers]	Primary	<ul style="list-style-type: none"> • Judicious land use • Atonement • Registration of interest • Boundary demarcation • Feedback • Occupation and use 	<ul style="list-style-type: none"> • Security of tenure • Unimpeded access • Peaceful occupation • Collateralizing • Sustainable use • Knowledge of rights & obligations • Effective arbitration 	<ul style="list-style-type: none"> • Provision of Data • Provide information & feedback

APPENDIX 3 – M & E Needs And Capacity Index

3.1 Forestry Commission

CONSTRAINTS	SOLUTIONS	CAPACITY & RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
1. Delay preparation of M&E reports	<ul style="list-style-type: none"> Timely preparation of M&E reports 	Provision of ICT equipment	<ul style="list-style-type: none"> Reporting and facilitation skills Training in M &E and ICT 	<ul style="list-style-type: none"> M&E expert Report writing expert ICT expert
2. Selection of suitable indicators	<ul style="list-style-type: none"> Involving appropriate stakeholders in defining indicators 	<ul style="list-style-type: none"> Reporting skills Data collection and analysis 	<ul style="list-style-type: none"> Conduct M&E training for personnel. Report writing 	M&E expert
3. Feedback from monitoring and evaluation	<ul style="list-style-type: none"> Develop structures (e.g. holding meetings, sending of emails, personal contact etc)to facilitate receiving of feedback Enhance cooperation among appropriate parties/stakeholders Establishing and strengthening cross sectoral linkages 	<ul style="list-style-type: none"> Presentation skills Editorial assistance 	<ul style="list-style-type: none"> Report writing Refresher courses in M & E 	Communication expert
4. Inadequate financial and logistical support	Prioritization of M& E activities for attention to be given to critical ones.	Formalized M& E planning process	<ul style="list-style-type: none"> Budgeting skills M &E skills 	<ul style="list-style-type: none"> Planning Expert M& E expert

CONSTRAINTS	SOLUTIONS	CAPACITY & RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
5. Delays in release of funds and logistics to implement M& E	<ul style="list-style-type: none"> • Request for logistics and funds should be made in advance. • Enough funds and logistics should be budgeted and released appropriately towards M&E activities 		<ul style="list-style-type: none"> • Facilitation skills • Budgeting skills 	
6. Low capacity and motivation of M&E staff	<ul style="list-style-type: none"> • Sensitization on M& E and training of personnel • Incentive packages should be made available and accessible. 		Capacity building	<ul style="list-style-type: none"> • HRD specialist • M&E expert
7. Ineffective network among stakeholders	<ul style="list-style-type: none"> • Enhance collaboration among stakeholders • Institute periodic stakeholder review meetings for all stakeholders. 		<ul style="list-style-type: none"> • Conduct M&E training for stakeholders • Team and consensus building techniques 	HRD specialist
8. Poor data Management	Building of central data base and better management of data for easy accessibility.	<ul style="list-style-type: none"> • Computer and data base management 	Short courses: a. Data analyses b. ICT (Use	ICT specialist

CONSTRAINTS	SOLUTIONS	CAPACITY & RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
			<ul style="list-style-type: none"> of statistical softwares like SPSS and GIS) c. MIS d. Report writing 	
9. Sensitivity of results	Adopt suitable ways of addressing and disseminating results	<ul style="list-style-type: none"> • Presentation skills 	Report writing	M&E expert
10. Redundancy of logical-framework	Involve stakeholders in development of logical – framework and periodic revision to update it.	<ul style="list-style-type: none"> • Facilitation skills • Presentation skills 	M &E training	M&E expert
11. Lack of participatory approaches	Involve staff actively and encourage participation in planning and M&E processes.	<ul style="list-style-type: none"> • Managerial skills • Facilitation skills 	Refresher courses in Participatory M&E	M&E expert
12. Inadequate staff in	Training of personnel and	<ul style="list-style-type: none"> • Facilitation skills 	M&E training	<ul style="list-style-type: none"> • M&E Expert

CONSTRAINTS	SOLUTIONS	CAPACITY & RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
conducting surveys	seeking of volunteer services to reduce workload for high productivity.	<ul style="list-style-type: none"> • Reporting skills • Data collection and analysis • technical skills for sampling and designing of questionnaires 		<ul style="list-style-type: none"> • HRD Specialist
13. Selection of suitable tools and approaches for M&E exercises	Careful assessment of programmes and strategies	<ul style="list-style-type: none"> • M & E skills • Facilitation and technical skills 	M&E training	M&E expert

3.2 Geological Survey Department - M & E Needs And Capacity Index

CONSTRAINTS	SOLUTIONS	CAPACITY AND RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
Inadequate Human Resource	a. New Recruitments b. Redeployment of Staff of other Divisions	a. M & E Skills b. Presentation Skills c. Facilitation Skills	Short courses: a. Data analyses b. ICT (Use of geosoftwares like	a. Study Tours to group practice countries b. Establish cross Divisional linkages

CONSTRAINTS	SOLUTIONS	CAPACITY AND RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
	c. Provide regular training of existing and recruited staff	d. Reporting Skills	ARCGIS, GIS, MapInfo, etc) c. MIS d. Report Writing e. Refresher courses in M&E	
Inadequate Technical Skills	a. Request for Technical Assistance. b. Establish cross Divisional linkages		Same as above	
Inadequate recognition of M&E Functions and Outputs	Sensitization of Management	Technical skills in lobbying to management	Sensitization of management on relevance on M&E	NDPC to provide leadership and guidance for MDAs
Inadequate Budget Allocation	Make budget provisions for M&E and lobby for its release	Strengthening of lobbying skills		Making mandatory for GSD to set aside a specific percentage of its budget release for M&E activities
a. Inadequate ICT support- no WAN and LAN b. Inadequate Computers and Accessories	Provision of WAN, LAN and computer accessories	Training in ICT	Training in ICT, Access and Website updating	Engage consultants to fully develop ICT Architecture

CONSTRAINTS	SOLUTIONS	CAPACITY AND RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
c. No backups of M&E reports and data				
a. Inadequate office space and furniture b. Inadequate reference materials for M&E	Provision of office space and furniture	Make adequate budget provision		
Inadequate means of Transport	Acquisition or lease of vehicle(s)	Adequate budgetary provision		

3.3 Lands Commission – Capacity Needs Index

CONSTRAINTS	SOLUTIONS	CAPACITY AND RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
Inadequate Human Resource	a. New Recruitments b. Provide regular training of existing and recruited staff	a. M&E Skills b. Presentation Skills c. Facilitation Skills d. Reporting Skills	Short courses: a. Data analyses b. ICT (Use of Statistical softwares like Access, SPSS and GIS) c. Report Writing d. Refresher courses in M&E	a. Study Tours to group practice countries b. Establish cross Sectoral linkages
Inadequate of Technical Skills	a. Request for Technical assistance. b. Establish cross Sectoral linkages	Same as above	Same as above	Same as above
No Budget Allocation	Make budget provisions for M&E and insisting on its release	Strengthening the insisting force of releasing the budget on time	Nil	Making mandatory for MDAs to set aside a specific percentage of their budget release for M&E activities
a. Inadequate ICT support- no WAN and LAN and Website	Provision of adequate websites, WAN, LAN	Training in ICT	Training in ICT, Access and Website generation	Engage consultants to develop ICT Architecture

Inadequate office space and furniture	Provide office space and furniture			Engage building consultants to provide office space
a. Inadequate reference materials for M&E, b. No Laptops, computers and accessories and vehicles	Provision of the following: i. office space ii. furniture and iii. reference materials for M&E. iv. Laptops, Computers and accessories v. vehicles	Training in ICT	Training in ICT	Engage consultants to provide the items indicated

3.4 Minerals Commission Capacity Needs Index

CONSTRAINTS	SOLUTIONS	CAPACITY & RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
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14. Delay in preparation of M&E reports	<ul style="list-style-type: none"> • Timely preparation of M&E reports 	Provision of ICT equipment	<ul style="list-style-type: none"> • Reporting and facilitation skills • Training in M &E and ICT 	M&E Expert
15. Selection of suitable indicators	<ul style="list-style-type: none"> • Involving appropriate stakeholders in defining indicators 	<ul style="list-style-type: none"> • Reporting skills • Data collection and analysis 	<ul style="list-style-type: none"> • Conduct M&E training for personnel. • Technical Report writing 	M&E expert
16. Feedback from monitoring and evaluation	<ul style="list-style-type: none"> • Develop structures (e.g. holding meetings, sending of emails, personal contact etc.)to facilitate receiving of feedback • Enhance cooperation among appropriate parties/stakeholders • Establishing and strengthening cross sectoral linkages 	<ul style="list-style-type: none"> • Presentation skills • Editorial Assistance 	<ul style="list-style-type: none"> • Technical Report writing • Refresher courses in M & E 	Communication expert
17. Inadequate financial and logistical support	<ul style="list-style-type: none"> • Prioritization of M& E activities for attention to be given to critical ones. 	<ul style="list-style-type: none"> • Formalized M & E planning process 	<ul style="list-style-type: none"> • Budgeting skills • M &E skills 	Planning Expert M&E expert

<p>18. Low capacity of M&E staff</p>	<ul style="list-style-type: none"> • Sensitization on M& E and training of personnel 	<ul style="list-style-type: none"> • Recruit and train additional M & E staff 	<p>Capacity building</p>	<p>HRD specialist M&E expert</p>
<p>19. Ineffective collaboration among stakeholders</p>	<ul style="list-style-type: none"> • Enhance collaboration among stakeholders • Institute periodic stakeholder review meetings for all stakeholders. 	<ul style="list-style-type: none"> • Increase M & E budget to cater for stakeholder meetings 	<ul style="list-style-type: none"> • Conduct M&E training for stakeholders • Team and consensus building techniques 	<p>Social Expert</p>
<p>20. Poor data Management</p>	<ul style="list-style-type: none"> • Building of central data base and better management of data for easy accessibility. 	<ul style="list-style-type: none"> • Computer and data base management 	<ul style="list-style-type: none"> • Short courses: • Data analyses • ICT (Use of statistical softwares like 	<p>ICT; and Data Management Experts</p>

			SPSS and GIS) <ul style="list-style-type: none"> • MIS • Report writing 	
21. Dissemination of results	<ul style="list-style-type: none"> • Adopt suitable ways of addressing and disseminating results 	<ul style="list-style-type: none"> • Presentation skills 	<ul style="list-style-type: none"> • Report writing 	M&E expert
22. Non-existence of logical framework	<ul style="list-style-type: none"> • Involve stakeholders in development of logical framework and periodic revision to update it. 	<ul style="list-style-type: none"> • Facilitation skills • Presentation skills 	<ul style="list-style-type: none"> • M &E training 	M&E expert
23. Lack of participatory approaches	Involve staff actively and encourage participation in planning and M&E processes.	<ul style="list-style-type: none"> • Managerial skills • Facilitation skills 	Refresher courses in Participatory M&E	M&E expert
24. Selection of suitable tools and	Careful assessment of programmes and strategies	<ul style="list-style-type: none"> • M & E skills • Facilitation and 	M&E training	M&E expert

approaches for M&E exercises		technical skills		
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3.5 OASL – Capacity Needs Index

CONSTRAINTS	SOLUTIONS	CAPACITY & RESOURCE REQUIREMENTS	TRAINING	TECHNICAL SUPPORT
25. Delay in preparation of M&E reports	<ul style="list-style-type: none"> Timely preparation of M&E reports 	Establishment and strengthening of ICT unit with requisite equipment	<ul style="list-style-type: none"> Reporting and facilitation skills Training in M &E and ICT 	M&E Expert and M & E person
26. Selection of suitable indicators	<ul style="list-style-type: none"> Involving primary and secondary stakeholders in defining indicators 	<ul style="list-style-type: none"> Reporting skills Data collection and analysis 	<ul style="list-style-type: none"> Conduct M&E training for M & E Unit and personnel. Technical Report writing 	M&E expert and M & E person
27. Feedback	<ul style="list-style-type: none"> Develop structures (e.g. holding 	<ul style="list-style-type: none"> Presentation 	<ul style="list-style-type: none"> Technical Report 	Communication

from monitoring and evaluation	<p>meetings, sending of emails, personal contact etc.)to facilitate receiving of feedback</p> <ul style="list-style-type: none"> • Enhance cooperation among appropriate parties/stakeholders • Establishing and strengthening cross sectoral linkages 	<p>skills</p> <ul style="list-style-type: none"> • Editorial Assistance 	<p>writing</p> <ul style="list-style-type: none"> • Specific M & E courses • Refresher courses in M & E 	expert
28. Inadequate financial and logistical support	<ul style="list-style-type: none"> • Prioritization of M& E activities to enable most pressing needs to be solved. 	<ul style="list-style-type: none"> • Formalized and integrating M & E planning process 	<ul style="list-style-type: none"> • Budgeting skills • M &E skills 	<p>Planning Expert</p> <p>M&E expert and M & E person</p>
29. Low capacity of M&E staff	<ul style="list-style-type: none"> • Sensitization on M& E and training of personnel 	<ul style="list-style-type: none"> • Expanding M & E Unit • Recruit and train additional M & E staff 	Capacity building	<p>HRD specialist</p> <p>M&E expert and M & E person</p>
30. Low level		<ul style="list-style-type: none"> • Increase M & E 	<ul style="list-style-type: none"> • Conduct M&E 	Social

collaboration among stakeholders	<ul style="list-style-type: none"> • Establish collaboration • Enhance collaboration among stakeholders • Institute periodic stakeholder review meetings with all stakeholders. 	budget to cater for stakeholder meetings	training for stakeholders <ul style="list-style-type: none"> • Team and consensus building techniques 	Scientist/Expert
31. Poor data Management	<ul style="list-style-type: none"> • Building of central data base and better management of data for easy accessibility. 	<ul style="list-style-type: none"> • Computer and data base management 	<ul style="list-style-type: none"> • Short courses: • Data analyses • ICT (Use of statistical softwares like SPSS and GIS) • MIS • Report writing 	ICT; and Data Management Experts
32. Dissemination	<ul style="list-style-type: none"> • Adopt user friendly and suitable ways of addressing and disseminating 	<ul style="list-style-type: none"> • Presentation 	<ul style="list-style-type: none"> • Report writing 	M&E expert and

on of results	results	skills		M & E person
33. Non-existence of logical framework	<ul style="list-style-type: none"> Involve stakeholders in development of logical framework and periodic revision to update it. 	<ul style="list-style-type: none"> Facilitation skills Presentation skills 	<ul style="list-style-type: none"> M &E training 	M&E expert and M & E person
34. Lack of participatory approaches	Involve staff actively and encourage participation in planning and M&E processes.	<ul style="list-style-type: none"> Managerial skills Facilitation skills 	Refresher courses in Participatory M&E	M&E expert and M & E person
35. Selection of suitable tools and approaches for M&E exercises	Careful assessment of programs and strategies	<ul style="list-style-type: none"> M & E skills Facilitation and technical skills 	M&E training	M&E expert and M & E person

APPENDIX 4 – M&E INDICATORS

4.1 Forestry Commission Indicators

Indicator	Type of Indicator	Definition of Indicator	Baselines		Targets		
			(2009)	2010	2011	2012	2013
FOCUS AREA 2: PROTECTED AREAS							
1. Area of land under protection	Outcome	The indicator measures total land area under protection	37,462.46	37,462.46	37,462.46	37,462.46	37,462.46
2. Degraded areas within areas under protection	Outcome	The area of land within protected areas that has been encroached/destroyed by causes such as bushfires and other manmade causes expressed as a percentage of the total protected area					
3. Total number of protected area staff	Output	The indicator measures total number of staff recruited	2,849	2,349	2,349	2,349	2,349
4. Number of recorded bush fire cases	Output	Total number of recorded bush fire cases	33	37	25	15	0
FOCUS AREA 3: BIODIVERSITY							
5. National biodiversity strategy and action plan developed	Output	The completed and finalised plan of action on national biodiversity strategy	20	20	30	-	-
FOCUS AREA 4: LAND DEGRADATION AND LAND USE							
6. Cost of environmental degradation as a ratio of GDP (lands, forest fisheries)	Outcome	The value of the annual decrement of natural resources, lost wages and productivity, as well as direct medical costs due to environmental degradation expressed as percentage of GDP	10%	10%	10%	10%	10%

7. Hectares of degraded forest, mining, dry and wet lands rehabilitated/ restored a. Forest b. Mining c. Wetlands and mangroves	Outcome	Total area of lost forest, mining, dry and wetlands restored by Forestry Commission and Mining Companies	13,324 ha Na 20	30,000 ha Na 25	20,000 ha Na 30	20,000 Na 35	20,000 ha Na 40
8. Rate of Deforestation	Outcome	The rate of conversion of forest to another land use expressed in percentage. Deforestation implies the long term loss of forest cover and its transformation into another land use	1.37%	1.37%	1.36%	1.35%	1.34%
FOCUS AREA 9: COMMUNITY PARTICIPATION IN NATURAL RESOURCE MANAGEMENT							
9. Percentage of communities involved in sustainable afforestation and reforested programmes.	Output	The number of communities involved in afforestation and forested programmes expressed over the previous year's number. The Modified Taungya System (MTS) involves the establishment of plantations by the FC in partnership with peasant farmers.	2500	2500	2500		

4.2 Geological Survey Indicators

Goal:

To continuously provide and disseminate up-to-date geoscientific information in a user-friendly way to the government, industry and the public at large.

Objective:

To contribute to the continuous exploration and sustainable exploitation of rocks and mineral resources of the country

Activity	Indicators	Indicator Type	Baseline 2010	Targets 2011-2013	Data Sources	Monitoring Frequency	Responsibility
Geological Mapping	Field Sheet (Area=756.25 Sq. Km)	Output	3	9	Airborne Geophysical Survey	Quarterly	Project Leaders
Geochemical Sampling	Field Sheet (Area=756.25 Sq. Km)	Output	3	9	Airborne Geophysical Survey	Quarterly	Project Leaders
Clay Evaluation	Area=10.24 Sq. Km	Output	3	9	Bulletins & Annual Reports	Quarterly	Project Leaders
Seismic Monitoring	Number of Monitoring	Outcome	0	144	Seismic Stations	Weekly	Divisional Head

Farm Lime Production	% of Farm Lime Production	Outcome	10	70	Bulletins & Annual Reports	Quarterly	Director/Project Geologist
Exploration of Dark Minerals	Extent/Stage of Exploration	Outcome	Line Cutting & Pitting	Drilling of Targets & Resource Estimation	Airborne Geophysical Survey	Quarterly	Deputy Director/Project Geologist

4.3 Lands Commission Indicators

Activity	Indicators	Indicator Type	Baseline 2010	Targets 2011-13	Data Sources	Monitoring Frequency	Responsibility
SMTDP GOAL: To Improve and Sustain MacroEconomic Stability							
GSGDA Objectives: 1.1 Improve fiscal resource mobilization							
1.Increase revenue through fees and charges	fees revised, increased revenue	Output	GHC 10,429,681.96	50% annually	SMD, LVD, PVLMD, LRD	Quarterly	LC HQ, LSA'S

3. Stamp Duty Assessment & Collection	Stamp Duty Collection Improved	Output	GHC 13,763,926.15	50% annually	LVD	Quarterly	LC HQ, LVD
4. Introduce Fees for Rating Valuation	Fees for Rating Valuation Approved	Output	0%	15%	LVD	Quarterly	LC HQ, LVD
5. Revaluation of properties for Selected MMDAs	Valuation List Completed for Selected MMDAs	Output	28 Assemblies	40,50,80 Assemblies	LVD	Quarterly	LC HQ, LVD
2. Improve ground rent collection	Increase in ground rent collected	Output	GHC 1,901,915.90	50% annually	PVLMD	Quarterly	PVLMD
Activity	Indicators	Indicator Type	Baseline 2010	Targets 2011-13	Data Sources	Monitoring Frequency	Responsibility
<u>SMTDP GOAL:</u> To Enhance Infrastructure, Energy and Human Settlements Development							
GSGDA Objectives: 2.2.1. Integrate Land use, transport planning, development planning and service provision 2.4.2 Revamp the spatial/land use planning system in Ghana							
1. Production of Orthophoto Maps, Digital and Hard Copy Line Maps	Orthophoto maps produced	Output	20% of Orthophoto Maps produced	30%, 40%, 50%	SMD/ Consultant	Quarterly	SMD/CONTRACTOR

2. Integrate the Use of Digitized maps in Rating Valuation	Capacity of LVD in Digitized mapping improved	input	0	5, 10, 20 MMDAs	LVD	Quarterly	LC HQ, SMD, LVD
3. Production of Thematic Maps	Copies of Thematic Maps produced	Output	Maps produced over 20% of Total Area coverage	25%, 30%, 35%	SMD	Quarterly	SMD
4. National Beacon Inspection, Analysis & Primary Level Network	Inspection and Analysis Reports	Input	40%	50%, 60%, 70%	SMD	Quarterly	SMD
5. Improve Records Management System	Manual Records re-organised and digitized	Output	10% Improvement	20%, 30%, 40%	SMD, LVD, PVLMD, LRD, Consultant	Quarterly	HEAD OFFICE, LC
6. Improve security of tenure for human settlement by increasing deeds and title registration	Records Management system in place	Output	3,575 parcels registered	20% increase annually	LRD	Quarterly	HEAD OFFICE, LC
GSGDA Objectives: 3.1.1 Reduce risk associated with Agriculture production							
1. Production of Orthophoto Maps, Digital and Hard Copy Line Maps	Orthophoto maps produced	Output	20% of Orthophoto Maps produced	30%, 40%, 50%	SMD/ Consultant	Quarterly	SMD/CONTRACTOR

2. Develop and Implement Compensation Policy	Guidelines for compensation policy developed & Submitted to MLNR	input	No Policy	Policy Developed, Guidelines Issued & Implementation started	LC	Quarterly	HEAD OFFICE, LC
3. Payment of Compensation rentals	Compensation paid	Output	20% of Compensation paid	30%, 40%, 50%	PVLMD	Quarterly	LC HQ, PVLMD
4. Production of Thematic Maps	Copies of Thematic Maps produced	Output	Maps produced over 20% of Total Area coverage	25%, 30%, 35%	SMD	Quarterly	SMD
5. National Beacon Inspection, Analysis & Primary Level Network	Inspection and Analysis Reports	Input	40%	50%, 60%, 70%	SMD	Quarterly	SMD

Activity	Indicators	Indicator Type	Baseline 2010	Targets 2011-13	Data Sources	Monitoring Frequency	Responsibility

SMTDP GOAL: To Enhance Competitiveness in Ghana's Private Sector							
GSGDA Objectives: 4.1.1 Enhance efficiency and accessibility of national markets							
1. Provision of Sectional Maps, for Land Title Registration	Copies of Sectional Maps	Input	6 Sectional maps	20%, 30%, 40%	SMD / Contractors	Quarterly	SMD / Contractors
2. Increase issuance of title based on parcel plans produced by SMD	No. of Land certificates issued	Output	4000	20%, 30%, 40%	LRD	Quarterly	LRD
3. Provision of Parcel Plans and Cadastral Plans for Land Title Registration	Parcel Plans and Cadastral Plans produced	Output	7000 plans	15%, 20%, 25%	SMD	Quarterly	SMD
4. Training and Capacity Building	Trained personnels	Input	20%	25%, 30%, 35%	SMD	Half Yearly	MLNR, MFEP, BOG
SMTDP GOAL: To Promote Human Development, Employment and Productivity							
GSGDA Objectives: 5.1.1 Develop and retain Human Resource capacity at National, Regional and District levels							
1. Undertake long and short term courses in relevant field to improve the capacity of staff	Report on training	Input	5 (LRD) 2(SMD)		LSA's	Quarterly	LC HQ, MLNR, MFEP, BOG
2. Recruitment of key strategic staff	Staff recruited	Input	4 (LRD) 2(PVLMD)		LSA's	Yearly	LC HQ, MLNR, MFEP, BOG

3. Replacement of staff	Staff replaced	Input	0 (LRD)		LSA's	Yearly	LC HQ, MLNR, MFEP, BOG
5. Training and Capacity Building	Trained personnels	Input	20%	25%, 30%, 35%	LSA's	Half Yearly	LC HQ, MLNR, MFEP, BOG
SMTDP GOAL: To Observe Transparent and Accountable Governance							
<p>GSGDA Objectives: 6.1.1 Upgrade the capacity of the public and civil service for transparent, accountable, efficient, timely, effective performance and service delivery 6.3.1 Increase the capacity of the legal system to enhance speedy and affordable access to justice for all</p>							
1. Production of Orthophoto Maps, Digital and Hard Copy Line Maps	Orthophoto maps produced	Output	20% of Orthophoto Maps produced	30%, 40%, 50%	SMD/ Consultant	Quarterly	SMD/CONTRACTOR
2. Promotion of transparency, accountability and Improvement in service delivery	Reduction in turn-around time	Input	Lengthy Turn-around time: Registration: Deeds- 3months Title- 7months	Deeds -3months to 1 month. Title - 7months to 3 months. 50% increase in client satisfaction	LSA's	Quarterly	LC HQ
Develop and Implement Computer Assisted Mass Appraisal System (CAMA)	Model/Software for the implementation of CAMA developed	Input	CAMA for Rating Valuation	CAMA piloted in 3 districts	LVD	Quarterly	LC HQ, LVD

6. Establish a systematic database for land and property values	Model/Software for the data base developed	Input	Manual & Scattered Data	Database for 1 region annually	LVD	Quarterly	LC HQ, LVD
6. Production of Thematic Maps	Copies of Thematic Maps produced	Output	Maps produced over 20% of Total Area coverage	25%, 30%, 35%	SMD	Quarterly	SMD
8. Digital compilation of all court case for speedy response	Digital database of court cases	Output	manual database of court cases	20%, 35%, 50%	LRD	Quarterly	LC HQ, LRD
9. Digitize Land Registration Division Sectional Maps based on Maps produced by Survey and Mapping Division.	Digitized Sectional Maps	Output	hard copies of Sectional Maps	25%, 40%, 70%	LRD	Quarterly	LC, HQ, SMD, LRD
10. Strengthening Alternative Dispute Resolution mechanisms in Land Administration	ADR established and strengthened, report	Input	ongoing	30%, 40%, 60%	PVLMD, LRD	Quarterly	LC, HQ, PVLMD, LRD

SMTDP GOAL: To Promote Energy, Oil and Gas Development							
GSGDA Objectives: 1. Ensure that the practices of the Oil and Gas Industry are consistent with international standards of environmental sustainability							
1. Sea Level Observation & Bathymetric Mapping	Sea Level Data/ Bathymetric Maps produced and Reports	Output	Yearly Sea Level Data and 1973 Bathymetric Map of Ghana	Sea Level Observations and Conduction of Hydrographic Surveying to produce new Bathymetric Maps	SMD/Tema Tide Gauge/GPHA	Quarterly	SMD/GPHA/ CONTRACTOR
2. Standardization and Calibration of Equipment	Reports	Input	Reports on the maintenance of survey Equipments	Continuation of Standardization and Calibration of Survey Equipment	SMD	Quarterly	SMD/CONTRACTOR
3. Training and Capacity Building	Trained personnel	Input	0%	10%, 20%, 30%	SMD	Half Yearly	MLNR, MFEP, BOG

4.4 Minerals Commission Indicators:

Objective 1:	To develop and manage sustainably, Land, Forest, Wildlife and Mineral Resources							
	PERFORMANCE MONITORING PLAN							
Performance Indicators	Indicator Type	Baseline (2010)	Target (2011 – 2013)			Data Source	Freq	Responsibility
			2011	2012	2013			
1. Control the negative effects of mining (especially illegal mining)	Report	1. Activities of 15,000 illegal miners mainstreamed and educated on reclamation and rehabilitation 2. Eighteen (18) visits to nine (9) operating mines and six	1. Activities of 20,000 illegal miners mainstreamed and educated on reclamation and rehabilitation	1. Activities of 20,000 illegal miners mainstreamed and educated on reclamation and rehabilitation	1. Activities of 20,000 illegal miners mainstreamed and educated on reclamation and rehabilitation	MC	Annually	MC, ID, EPA
			2. Thirty-two (32) visits to twelve (12) operating mines and two	2. Thirty-four (34) visits to thirteen (13) operating	2. Thirty-four (34) visits to thirteen (13) operating	MC	Annually	MD, ID

2. Monitoring and Inspection visits to check compliance on safety, health & environment etc.	Pre-	(6) visits to three (3) developing mines	(2) visits to one (1) developing mine	mines	mines	MC	Annually	MC, ID
		3. Fifty-five (55) exploration companies visited	3. Visit eighty-eight (88) exploration companies	3. Visit eighty-eight (88) exploration companies	3. Visit eighty-eight (88) exploration companies	MC	Annually	MC
		4. 80 monitoring visits to Quarries, 434 monitoring visits to small scale mining concessions	4. 80 monitoring visits to Quarries, 496 monitoring visits to small scale mining concessions	4. 80 monitoring visits to Quarries, 496 monitoring visits to small scale mining concessions	4. 80 monitoring visits to Quarries, 496 monitoring visits to small scale mining concessions	ID of MC	Monthly	ID of MC
		700 visits to exploration, mining, quarrying companies	735 visits to exploration, mining, quarrying companies	770 visits to exploration, mining, quarrying companies	800 visits to exploration, mining, quarrying companies	MC	Annually	MC, GSD
3. Vigorously pursue						MC	Annually	MC, GSD

reclamation and plantation development in areas mined-out by illegal miners	feasibility report	1,000 illegal miners educated on processes of reclamation	5,000 more illegal miners educated on reclamation	5,000 more illegal miners educated on reclamation	5,000 more illegal miners educated on reclamation	MC	Annually	MC, MLNR
						MC	Annually	
4. Diversify the mineral production base of the nation to reduce over dependence on the few traditional minerals	Manual Report	Industrial mineral study report	Pre-feasibility on the potential of one industrial mineral	Pre-feasibility on the potential of one industrial mineral	Pre-feasibility on the potential of one industrial mineral	MC, GSD	Annually	MC, GSD
		Report of work done on base metals under the MSSP	Mapping for base metals and other minerals in the Buem Formation	Promote results of Mapping for base metals and other minerals	Promote results of Mapping for base metals and other minerals			
5. Develop the salt industry with emphasis on		General manual on	One (1) Educational	One (1) Educational workshop for salt producers	Review			

<p>petrochemical industry utilizing national salt reserves and petroleum products from the country's petroleum resources</p>		<p>solar salt technology</p>	<p>workshop for salt producers and other stakeholders</p> <p>Promote manual for salt production</p>	<p>and other stakeholders</p> <p>Promote manual for salt production</p>	<p>available salt technologies</p>	<p>MC, MLNR</p>	<p>Semi-annually</p>	
<p>6. Conduct social, economic, and environmental assessments for areas designated for small scale mining</p>		<p>No Report</p>	<p>Environmental Assessment Report</p>	<p>Environmental Assessment Report finalized and geologically proven area licensed to small scale miners</p>	<p>Licensing of geologically proven area to small scale miners</p>			

Objective 2:	To facilitate equitable access, benefit sharing from and security to Land, Forest and Mineral Resources							
	PERFORMANCE MONITORING PLAN							
Performance Indicators	Indicator Type	Baseline	TARGET (2011-2013)			Data Source	Freq	Responsibility
		2010	2011	2012	2013			
Strengthen the mining fiscal regime to ensure that the state and mining communities derive maximum benefit from the resource	Report	Implement Action Plan of Multi-Agency mining revenue task force and apply fiscal model to one additional mine	Implement Action Plan of Multi-Agency mining revenue task force and apply fiscal model to two additional mines	Implement Action Plan of Multi-Agency mining revenue task force and apply fiscal model to two additional mines	Implement Action Plan of Multi-Agency mining revenue task force and apply fiscal model to two additional mines	MC/GRA/MINING COMPANIES	Annually	MC/TASKFORCE
Develop multi-	Report	Guidelines for the utilization of mineral	Monitoring and evaluation of use of mineral	Monitoring and evaluation of use of mineral royalties by	Monitoring and	MC	Annually	MC

<p>agency approach to enhance resource management</p> <p>Promote actively the country's involvement in (EITI), which seeks to ensure transparency in the payment, receipts, disbursement and</p>	<p>EITI Report</p>	<p>royalty developed</p> <p>Fourth, Fifth & Sixth EITI reports (covering 2006 to 2008 and also including information on royalty payments at local level) published by EITI Secretariat (MOFEP) in</p>	<p>royalties by District and Municipal Assemblies (using annual tracking mechanisms)</p> <p>Seventh EITI report (covering 2009) published including information on royalty payments at local level) published by EITI Secretariat</p>	<p>District and Municipal Assemblies (using annual tracking mechanisms)</p> <p>Eighth EITI report (covering 2010) published including information on royalty payments at local level) published by EITI Secretariat (MOFEP) in</p>	<p>evaluation of use of mineral royalties by District and Municipal Assemblies (using annual tracking mechanisms)</p> <p>Ninth EITI report (covering 2011) published including information on royalty payments at local level) published by</p>	<p>MC, EITI Secretariat of MOFEP, GHEITI Website</p>	<p>Annually</p>	<p>MC, GHEITI Secretariat of MOFEP, multi-agency mineral revenue taskforce</p>
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utilization of extractive sector revenues		liaison with MC	(MOFEP) in liaison with MC	liaison with MC	EITI Secretariat (MOFEP) in liaison with MC			
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Objective 3:	To promote public awareness and local communities' participation in sustainable management and utilisation of forest, wildlife, land use and mineral resources							
BASIC PERFORMANCE DATA		PERFORMANCE MONITORING PLAN						
Performance Indicators	Indicator Type	Baseline as at 2010	Target (2011-2013)			Data Source	Frequency	Responsibility
		2010	2011	2012	2013			
Reduce social conflict issues in mining communities	Baseline Data	Report on baseline data on social conflicts in mining communities	Monitor and use results to compare baseline data on social conflicts in mining communities with annual tracking systems	Monitor and use results to compare baseline data on social conflicts in mining communities with annual tracking systems	Monitor and use results to compare baseline data on social conflicts in mining communities with annual tracking systems	MC	Annually	MC
	Draft Policy document on mine closure and post closure	Validation of draft policy at	Submit draft policy	Implement	Implement	MC	Annually	MC, EPA MLNR

	Draft compensation Policy	multi-stakeholder workshops	recommendations to cabinet through MLNR for adoption	adopted policy on mine closure and post closure	adopted policy on mine closure and post closure	MC	Annually	MC, Lands Commission, MLNR
	Prioritized action Plan of EIA/SEA	Validation of draft policy prepared through an open and accountable process at multi-stakeholder workshops	Submit draft policy recommendations to cabinet through MLNR for adoption	Implement adopted policy on compensation	Implement adopted policy on compensation	MC	Annually	MC, EPA
	Guidelines on Corporate Social Responsibilities	Report on Prioritized Action Plans of EIA/SEA	Implement Prioritized Action Plan prepared based on the social & environmental issues identified under the EIA/SEA project	Review Action Plan to inform way forward	Implement way forward actions based on the review	MC	Annually	MC, Mining Companies, Chamber of Mines, MMDAs
		Guidelines		Implement	Review Guidelines			

	Implementation Report	on CSR	Implement Guidelines with annual tracking mechanisms	Guidelines with annual tracking mechanisms	on CSR	MC, MLNR	Annually	MC, MLNR
		(a). 10,000 acres of Oil Palm Plantation established	(a). 2,000 acres more of Oil Palm Plantation established	(a). 2,000 acres more of Oil Palm Plantation established	(a). 2,000 acres more of Oil Palm Plantation established	MC, MLNR	Annually	MC
	Exploration Report	(b). 10,000 direct jobs created	(b). Additional 2,000 direct jobs created	(b). Additional 2,000 direct jobs created	(b). Additional 2,000 direct jobs created	MC	Annually	MC
		Exploration work to prove viability of 4 areas for	Exploration work	Proven areas licensed to	Proven areas licensed to small scale	MC		MC

<p>Improve the capacity and the operations of the small-scale mining sector, and reduce illegal artisanal mining (galamsey)</p>	<p>Established Cooperatives</p>	<p>SSM carried out</p> <p>Small Scale Mining Licensed Holders</p>	<p>to prove viability of 4 areas for SSM carried out</p> <p>Establish four (4) new SSM cooperatives on the basis of 2008 and 2009 exploration activities</p>	<p>small scale miners</p> <p>Exploration work to prove viability of four (4) additional areas for SSM carried out</p> <p>Establish 4 new SSM cooperatives on the basis of 2008 and 2009 exploration activities</p>	<p>miners</p> <p>Establish 4 new SSM cooperatives on the basis of 2010 and 2011 exploration activities</p>		<p>Annually</p>	
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Objective 4:	To promote and facilitate effective private sector participation in land service delivery, forest, wildlife and mineral resource management and utilization							
BASIC PERFORMANCE DATA				PERFORMANCE MONITORING PLAN				
Performance Indicators	Indicator Type	Baseline as at 2010	Target (2011 – 2013)			Data Source	Frequency	Responsibility
			2011	2012	2013			
Investment Attraction into mining and allied sectors	Brochures, flyers, display maps etc	Investment promotion materials	Production of investment promotion materials	Production of investment promotion materials	Production of investment promotion materials	MC	Semi-annually	MC
			Promotion of minerals through conferences	Promotion of minerals through conferences	Promotion of minerals through conferences	Promotion of minerals through conferences		
	3,000 maps scanned and captured in operational database	Electronic Storage of old maps, mine plans & reports and database continued in	Electronic Storage of old maps, mine plans & reports and database	Electronic Storage of old maps, mine plans & reports and database	Electronic Storage of old maps, mine plans & reports and	MC	Annually	MC

	Implementati on reports	operational IMS	continued in operational IMS	continued in operational IMS	database continued in operational IMS	MC	Annual ly	MC, MLNR
	Drill core depot designed and constructed	Draft Cadastre Regulations	Passage of cadastre regulations	Implement cadastre system in line with Minerals and Mining Act, 2006	Implement cadastre system in line with Minerals and Mining Act, 2006	MC	Annual ly	MC
		Location selection for national drill core depot	Location selection, and design of national drill core depot	Construction of national drill core depot	Constructio n of national drill core depot	MC, GSD	Annual ly	MC, GSD

Objective 5:	To develop and maintain effective institutional capacity and capability at the national, regional, district and community levels for land, forest, wildlife and mineral resources service delivery							
BASIC PERFORMANCE DATA				PERFORMANCE MONITORING PLAN				
Performance Indicators	Indicator Type	Baseline as at 2010	Target (2011 – 2013)			Data Source	Frequency	Responsibility
			2011	2012	2013			
Human Resource Development	Training Reports	Draft HRD Plan for mining sector agencies	Finalise HRD Plan for implementation	Participation in Seminars and Workshops	Participation in Seminars and Workshops	MC	Annually	MC
		Annual Procurement Plan	Procurement of materials and equipment needs specified in HRD Plan for training	Procurement of materials and equipment needs specified in HRD Plan for training	Procurement of materials and equipment needs specified in HRD Plan for training	MC	Annually	MC
		Training of LTU of DTRD of	Training of LTU of	Training of LTU of	Training of LTU of	MC, GRA	Annually	MC, GRA

Accelerate the formulation of a National Mining Policy and ensure the review of the Minerals Development Fund to address concerns of communities, chiefs and District Assemblies on percentage of royalty allocations.		GRA and multi agency mining revenue taskforce	DTRD of GRA and multi agency mining revenue taskforce	DTRD of GRA and multi agency mining revenue taskforce	Training of LTU of DTRD of GRA and multi agency mining revenue taskforce	MC, CD	Annually	MC, CD
		Training of CD of GRA officials on mines	Training of CD of GRA officials on mines	Training of CD of GRA officials on mines	Training of CD of GRA officials on mines	MC	Semi-annually	MC, MLNR
		Draft Mining Policy, Mining Regulations and MDF Bill.	Facilitate adoption of Mining Policy, Mining Regulations and MDF Bill.	Implementation of Mining Policy, Mining Regulations and MDF Act	Implementation of Mining Policy, Mining Regulations and MDF Act.	MC, MLNR	Annually	MC, MLNR
	Co-ordinate and harmonize	Improve coordination among	Improve coordination	Improve coordination among key		MC, MLNR, MFA	Annually	MC, MLNR

<p>policies and programmes with international , regional and member states of ECOWAS</p>		<p>key Government institutions</p> <p>Action plans prepared and budgeted in line with the existing international and regional agreements and partnerships</p> <p>Ghana-South Africa Joint Permanent Agreement</p>	<p>among key Government institutions</p> <p>Implement Action plans in line with the existing international and regional agreements and partnerships</p> <p>At least one priority action implemented in line with international and regional agreements and/or partnerships</p>	<p>Government institutions</p> <p>Implement Action plans in line with the existing international and regional agreements and partnerships</p> <p>At least one priority action implemented in line with international and regional agreements and/or partnerships</p>	<p>Improve coordination among key Government institutions</p> <p>Implement Action plans in line with the existing international and regional agreements and partnerships</p> <p>At least one priority action implemented in line with international and regional agreements and/or</p>	<p>MC, MFA MLNR</p>	<p>Annually</p>	<p>MC, MLNR, MFA</p>
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					partnerships			
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4.5 OASL MONITORING AND EVALUATION INDICATOR

Objective 1:								
PERFORMANCE MONITORING PLAN								
Performance Indicators	Indicator Type	Baseline (2010)	Target (2011 – 2013)			Data Source	Freq	Responsibility
			2011	2012	2013			
1. Control the negative effects of mining (especially illegal mining)	Report	1. Activities of 15,000 illegal miners mainstreamed and educated on reclamation and rehabilitation	1. Activities of 20,000 illegal miners mainstreamed and educated on reclamation and rehabilitation	1. Activities of 20,000 illegal miners mainstreamed and educated on reclamation and rehabilitation	1. Activities of 20,000 illegal miners mainstreamed and educated on reclamation and rehabilitation	MC	Annually	MC, ID, EPA
		2. Eighteen (18) visits to nine (9) operating large mines and six (6)	2. Thirty-two (32) visits to twelve (12) operating large mines and two (2) visits to	2. Thirty-four (34) visits to thirteen (13) operating large mines	2. Thirty-four (34) visits to thirteen (13) operating	MC	Annually	MD, ID

2. Monitoring and Inspection visits to check compliance on safety, health & environment etc.	Pre-feasibility	visits to three (3) developing mines	one (1) developing mine		mines	MC	Annually	MC, ID
		3. Fifty-five (55) exploration companies visited	3. Visit eighty-eight (88) exploration companies	3. Visit eighty-eight (88) exploration companies	3. Visit eighty-eight (88) exploration companies	MC	Annually	MC
		4. 80 monitoring visits to Quarries, 434 monitoring visits to small scale mining concessions	4. 80 monitoring visits to Quarries, 496 monitoring visits to small scale mining concessions	4. 80 monitoring visits to Quarries, 496 monitoring visits to small scale mining concessions	4. 80 monitoring visits to Quarries, 496 monitoring visits to small scale mining concessions	ID of MC	Monthly	ID of MC
		700 visits to exploration, mining, quarrying companies	735 visits to exploration, mining, quarrying companies	770 visits to exploration, mining, quarrying companies	800 visits to exploration, mining, quarrying companies	MC	Annually	MC, GSD
			5,000 more					

3. Vigorously pursue reclamation and plantation development in areas mined-out by illegal miners	report	1,000 illegal miners educated on processes of reclamation	5,000 more illegal miners educated on reclamation	illegal miners educated on reclamation	5,000 more illegal miners educated on reclamation	MC	Annually	MC, MLNR
	Manual		Pre-feasibility on the potential of one industrial mineral	Pre-feasibility on the potential of one industrial mineral	Promote results of Mapping for base metals and other minerals	MC, GSD	Annually	
4. Diversify the mineral production base of the nation to reduce over dependence on the few traditional minerals	Report	Industrial mineral study report	Mapping for base metals and other minerals in the Buem Formation	Promote results of Mapping for base metals and other minerals	Promote results of Mapping for base metals and other minerals	MC,	Semi-	MC, GSD
		Report of work done on base metals under the MSSP		One (1) Educational workshop for salt producers and other				

<p>5. Develop the salt industry with emphasis on petrochemical industry utilizing national salt reserves and petroleum products from the country's petroleum resources</p> <p>6. Conduct social, economic, and environmental assessments</p>		<p>General manual on solar salt technology</p> <p>No Report</p>	<p>One (1) Educational workshop for salt producers and other stakeholders</p> <p>Promote manual for salt production</p> <p>Environmental Assessment Report</p>	<p>stakeholders</p> <p>Promote manual for salt production</p> <p>Environmental Assessment Report finalized and geologically proven area licensed to small scale miners</p>	<p>Review available salt technologies</p> <p>Licensing of geologically proven area to small scale miners</p>	<p>MLNR</p>	<p>annually</p>	
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for areas designated for small scale mining								
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Objective 2:	To facilitate equitable access, benefit sharing from and security to Land, Forest and Mineral Resources								
	PERFORMANCE MONITORING PLAN								
Performance Indicators	Indicator Type	Baseline	TARGET (2011-2013)				Data Source	Freq	Responsibility
		2010	2011	2012	2013				
Strengthen the mining fiscal regime to ensure that the state and mining communities derive maximum benefit from the resource	Report	Implement Action Plan of Multi-Agency mining revenue task force and apply fiscal model to one additional mine	Implement Action Plan of Multi-Agency mining revenue task force and apply fiscal model to two additional mines	Implement Action Plan of Multi-Agency mining revenue task force and apply fiscal model to two additional mines	Implement Action Plan of Multi-Agency mining revenue task force and apply fiscal model to two additional mines	MC/GRA/MINING COMPANIES	Annually	MC/TASKFORCE	
Develop multi-agency	Report	Guidelines for the utilization of mineral royalty	Monitoring and evaluation of use of mineral royalties by	Monitoring and evaluation of use of mineral royalties by District and	Monitoring and evaluation of	MC	Annually	MC	

<p>approach to enhance resource management</p> <p>Promote actively the country's involvement in (EITI), which seeks to ensure transparency in the payment, receipts, disbursement and utilization of extractive</p>	<p>EITI Report</p>	<p>developed</p> <p>Fourth, Fifth & Sixth EITI reports (covering 2006 to 2008 and also including information on royalty payments at local level) published by EITI Secretariat (MOFEP) in liaison with</p>	<p>District and Municipal Assemblies (using annual tracking mechanisms</p> <p>Seventh EITI report (covering 2009) published including information on royalty payments at local level) published by EITI Secretariat (MOFEP) in liaison with</p>	<p>Municipal Assemblies (using annual tracking mechanisms</p> <p>Eighth EITI report (covering 2010) published including information on royalty payments at local level) published by EITI Secretariat (MOFEP) in liaison with</p>	<p>use of mineral royalties by District and Municipal Assemblies (using annual tracking mechanisms</p> <p>Ninth EITI report (covering 2011) published including information on royalty payments at local level) published by EITI Secretariat</p>	<p>MC, EITI Secretariat of MOFEP, GHEITI Website</p>	<p>Annually</p>	<p>MC, GHEITI Secretariat of MOFEP, multi-agency mineral revenue taskforce</p>
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sector revenues		MC	MC	MC	(MOFEP) in liaison with MC			
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Objective 3:		To promote public awareness and local communities' participation in sustainable management and utilisation of forest, wildlife, land use and mineral resources						
BASIC PERFORMANCE DATA		PERFORMANCE MONITORING PLAN						
Performance Indicators	Indicator Type	Baseline as at 2010	Target (2011-2013)			Data Source	Frequency	Responsibility
		2010	2011	2012	2013			
Reduce social conflict issues in mining communities	Baseline Data	Report on baseline data on social conflicts in mining communities	Monitor and use results to compare baseline data on social conflicts in mining communities with annual tracking systems	Monitor and use results to compare baseline data on social conflicts in mining communities with annual tracking systems	Monitor and use results to compare baseline data on social conflicts in mining communities with annual tracking systems	MC	Annually	MC
	Draft Policy document on mine closure and post closure	Validation of draft	Submit draft policy recommendation	Implement	Implement	MC	Annually	MC, EPA MLNR

	Draft compensation Policy	policy at multi-stakeholder workshops	s to cabinet through MLNR for adoption	adopted policy on mine closure and post closure	adopted policy on mine closure and post closure	MC	Annually	MC, Lands Commission, MLNR
	Prioritized action Plan of EIA/SEA	Validation of draft policy prepared through an open and accountable process at multi-stakeholder workshops	Submit draft policy recommendations to cabinet through MLNR for adoption	Implement adopted policy on compensation	Implement adopted policy on compensation	MC	Annually	MC, EPA
	Guidelines on Corporate Social Responsibilities	Report on Prioritized Action Plans of EIA/SEA	Implement Prioritized Action Plan prepared based on the social & environmental issues identified under the EIA/SEA project	Review Action Plan to inform way forward	Implement way forward actions based on the review	MC	Annually	MC, Mining Companies, Chamber of Mines, MMDAs
				Implement	Review			

Improve the capacity and	Implementation Report	Guidelines on CSR	Implement Guidelines with annual tracking mechanisms	Guidelines with annual tracking mechanisms	Guidelines on CSR	MC, MLNR	Annually	MC, MLNR
		(a). 10,000 acres of Oil Palm Plantation established	(a). 2,000 acres more of Oil Palm Plantation established	(a). 2,000 acres more of Oil Palm Plantation established	(a). 2,000 acres more of Oil Palm Plantation established	MC, MLNR	Annually	MC
		(b). 10,000 direct jobs created	(b). Additional 2,000 direct jobs created	(b). Additional 2,000 direct jobs created	(b). Additional 2,000 direct jobs created	MC	Annually	MC
	Exploration Report	Exploration work to prove viability of 4 areas for	Exploration work to prove	Proven areas licensed to small scale	Proven areas licensed to	MC		MC

<p>the operations of the small-scale mining sector, and reduce illegal artisanal mining (galamsey)</p>	<p>Established Cooperatives</p>	<p>SSM carried out</p> <p>Small Scale Mining Licensed Holders</p>	<p>viability of 4 areas for SSM carried out</p> <p>Establish four (4) new SSM cooperatives on the basis of 2008 and 2009 exploration activities</p>	<p>miners</p> <p>Exploration work to prove viability of four (4) additional areas for SSM carried out</p> <p>Establish 4 new SSM cooperatives on the basis of 2008 and 2009 exploration activities</p>	<p>small scale miners</p> <p>Establish 4 new SSM cooperatives on the basis of 2010 and 2011 exploration activities</p>		<p>Annually</p>	
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Objective 4:		To promote and facilitate effective private sector participation in land service delivery, forest, wildlife and mineral resource management and utilization						
BASIC PERFORMANCE DATA				PERFORMANCE MONITORING PLAN				
Performance Indicators	Indicator Type	Baseline as at 2010	Target (2011 – 2013)			Data Source	Frequency	Responsibility
			2011	2012	2013			
Investment Attraction into mining and allied sectors	Brochures, flyers, display maps etc	Investment promotion materials	Production of investment promotion materials	Production of investment promotion materials	Production of investment promotion materials	MC	Semi-annually	MC
	3,000 maps scanned and captured in operational database	Electronic Storage of old maps, mine plans & reports and database continued in	Promotion of minerals through conferences	Promotion of minerals through conferences	Promotion of minerals through conferences	Promotion of minerals through conferences		
			Electronic Storage of old maps, mine plans & reports and database continued in	Electronic Storage of old maps, mine plans & reports and database continued in	Electronic Storage of old maps, mine plans & reports and database	MC	Annually	MC

	Implementati on reports	operational IMS	operational IMS	operational IMS	continued in operational IMS	MC		MC, MLNR
	Drill core depot designed and constructed	Draft Cadastre Regulations	Passage of cadastre regulations	Implement cadastre system in line with Minerals and Mining Act, 2006	Implement cadastre system in line with Minerals and Mining Act, 2006	MC	Annual ly	MC
		Location selection for national drill core depot	Location selection, and design of national drill core depot	Construction of national drill core depot	Constructio n of national drill core depot	MC, GSD	Annual ly	MC, GSD
							Annual ly	

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Objective 5:	To develop and maintain effective institutional capacity and capability at the national, regional, district and community levels for land, forest, wildlife and mineral resources service delivery							
BASIC PERFORMANCE DATA				PERFORMANCE MONITORING PLAN				
Performance Indicators	Indicator Type	Baseline as at 2010	Target (2011 – 2013)			Data Source	Frequency	Responsibility
			2011	2012	2013			
Human Resource Development	Training Reports	Draft HRD Plan for mining sector agencies	Finalise HRD Plan for implementation	Participation in Seminars and Workshops	Participation in Seminars and Workshops	MC	Annually	MC
		Annual Procurement Plan	Procurement of materials and equipment needs specified in HRD Plan for training	Procurement of materials and equipment needs specified in HRD Plan for training	Procurement of materials and equipment needs specified in HRD Plan for training	MC	Annually	MC
				Training of LTU of	Training of LTU of DTRD of	Training of	MC, GRA	Annually
							Annually	MC, CD

Accelerate the formulation of a National Mining Policy and ensure the review of the Minerals Development Fund to address concerns of communities, chiefs and District Assemblies on percentage of royalty allocations.	Training of LTU of DTRD of GRA and multi agency mining revenue taskforce	DTRD of GRA and multi agency mining revenue taskforce	GRA and multi agency mining revenue taskforce	LTU of DTRD of GRA and multi agency mining revenue taskforce	MC, CD	Semi-annually	MC, MLNR
	Training of CD of GRA officials on mines	Training of CD of GRA officials on mines	Training of CD of GRA officials on mines	Training of CD of GRA officials on mines	MC	Annually	MC, MLNR
	Draft Mining Policy, Mining Regulations and MDF Bill.	Facilitate adoption of Mining Policy, Mining Regulations and MDF Bill.	Implementation of Mining Policy, Mining Regulations and MDF Act	Implementation of Mining Policy, Mining Regulations and MDF Act.	MC, MLNR	Annually	MC, MLNR
Co-ordinate and harmonize policies and programmes with	Improve	Improve coordination among key	Improve coordination among key Government	Improve	MC, MLNR, MFA		MC, MLNR,

international , regional and member states of ECOWAS		coordination among key Government institutions Action plans prepared and budgeted in line with the existing international and regional agreements and partnerships Ghana-South Africa Joint Permanent	Government institutions Implement Action plans in line with the existing international and regional agreements and partnerships At least one priority action implemented in line with international and regional agreements and/or partnerships	institutions Implement Action plans in line with the existing international and regional agreements and partnerships At least one priority action implemented in line with international and regional agreements and/or partnerships	coordination among key Government institutions Implement Action plans in line with the existing international and regional agreements and partnerships At least one priority action implemented in line with international and regional agreements and/or partnerships	MC, MFA MLNR	Annually	MFA
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		Agreement						
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APPENDIX 5 – SECTOR M&E CALENDAR AND BUDGET

5.1 Forestry Commission

MONITORING AND EVALUATION CALENDER OF ACTIVITIES							
ACTIVITY	TIME FRAME				ACTORS		COST
	2010	2011	2012	2013	LEAD		21,000.00
Develop M&E Plan						DIVISIONS/UNITS	
• Develop M&E Framework	Sept				CPME	DIVISIONS/UNITS	
• Select indicators	Oct				CPME	DIVISIONS/UNITS	
• Set Targets for the Unit	Oct				CPME	DIVISIONS/UNITS	
• Define reporting system, Develop data Utilization and dissemination of plan		Jan			CPME	DIVISIONS/UNITS	
• Plan for Mid-Corse adjustments of plan development		Jan			CPME	DIVISIONS/UNITS	
• Define elements to be monitored and evaluated		Feb			CPME	DIVISIONS/UNITS	
• Assign roles and responsibilities to managements and staff		Mar			CPME	DIVISIONS/UNITS	
Collate Annual Progress Report from the Divisions		Apr			CPME	TIDD/FSD/WD	
Review and Evaluate Annual Reports		Mar			CPME		
Annual review reports		Mar	Mar	Mar	CPME		2,000.00
Analyze First Quarter Report		Mar			CPME		
Conduct M&E meeting		Apr			CPME		22,450.00
International training in M&E key staff		Apr			CPME		41,500.00

MONITORING AND EVALUATION CALENDER OF ACTIVITIES							
ACTIVITY	TIME FRAME			ACTORS		COST	
Conduct field visit FSD/WD/TIDD		May			CPME	TIDD/FSD/WD	2,500.00
Undertake M&E Training for Business Planning Managers		June			CPME	TIDD/FSD/WD	4,934.00
Provide inputs for meet the press		Jun			CPME	MLNR/ Divisions	2,000.00
Review and Analyse Second quarter report		Jul			CPME		
Implement M&E Plans		Augst			CPME	All Division	1,000.00
Conduct M&E Sensitisation workshop on the new M&E Plan		July			CPME	All Divisions	37,860.00
Strengthening M&E functions					CPME	Consultant	20,000.00
<i>Define roles of the M&E Unit</i>		July			CPME		
<i>Create awareness of the Unit and our Core functions</i>		July			CPME		
<i>Mainstream Existing M&E systems</i>		Augst			CPME		
Develop/ purchase M&E application software		Augst			CPME	ICT	30,000.00
Training in report writing		Spt			CPME	ICT Procurement	7,850.00
Implement M&E application software		Spt			CPME		17,850.00
Conduct field visit TIDD/FSD/WD		Oct			CPME	ICT	2,500.00
Training workshop for key staff on M&E plans		Oct			CPME		3,000.00
Develop training manuals on the M&E Plans		Nov			CPME		3,300.00

MONITORING AND EVALUATION CALENDER OF ACTIVITIES							
ACTIVITY	TIME FRAME				ACTORS		COST
Evaluate quarter reports of the Divisions		Nov	Nov	Nov	CPME		
Conduct field visit WD/FSD/WD		Dec	Dec	Dec	CPME	TIDD/FSD/WD	3,000.00
TOTAL							222,744.00

5.2 Geological Survey

ACTIVITIES	TIME FRAME				ACTORS		BUDGET
	2010	2011	2012	2013	LEAD	COLL.	GH¢
<u>(A) MTDP Evaluations</u>						Reg. Directors	
1. Mid Term Review			10-Jan		PPMED	Proj. Leaders	1,500.00
						Reg. Directors	
2. Quarterly Field Visits			Quarterly (March, June, Sept. Dec)		PPMED	Proj. Leaders	4,000.00
<u>(B) Quarterly Reports Preparation</u>							
						Reg. Directors	
1. Preparation of Quarterly Reports			Quarterly (March, June, Sept. Dec)		PPMED	Proj. Leaders	2,500.00
<u>C. Annual Progress Report (APR) Preparation</u>						Reg. Directors	

ACTIVITITES	TIME FRAME				ACTORS		BUDGET
	2010	2011	2012	2013	LEAD	COLL.	GH¢
1 Preparation of Draft APR			15-Jan		PPMED	Proj. Leaders	2,500.00
						Reg. Directors	
2. Review of Draft APR by Management			31-Jan		PPMED	Proj. Leaders	2,500.00
						Reg. Directors	
3. Printing of Final APR			20-Feb		PPMED	Proj. Leaders	2,000.00
						Directorate	
4. Submission of Final APR to NDPC			1-Mar		PPMED	NDPC	
(D) Training of M & E Staff			15-Mar		PPMED	Proj. Leaders	6,000.00
(E) Dissemination of APR							
1. Workshop for Stakeholders including the Press			30-Mar		PPMED	All Stakeholders	4,500.00
						GRAND TOTAL	<u>GH¢</u> <u>25,500.00</u>

5.3 Lands Commission

MONITORING AND EVALUATION CALENDER OF ACTIVITIES								
ACTIVITY		TIME FRAME				ACTORS		COST/ GHC
		2010	2011	2012	2013	LEAD	COLL	
1	Develop M&E Plan							25,000.00
1.1	<i>Develop M&E Framework</i>	Oc t-Dec				M & E Unit	LC DIVISIONS	
1.2	<i>Select indicators</i>	Oc t-Dec				M & E Unit	LC DIVISIONS	
1.3	<i>Set Targets for the Unit</i>	Oc t-Dec				M & E Unit	LC DIVISIONS	
1.4	<i>Define reporting system, Develop data Utilisation and dissemination of plan</i>		Jan-Feb			M & E Unit	LC DIVISIONS	
1.5	<i>Plan for Mid-Corse adjustments of plan development</i>		Jan-Feb			M & E Unit	LC DIVISIONS	
1.6	<i>Define elements to be monitored and evaluated</i>		Feb-Mar			M & E Unit	LC DIVISIONS	
1.7	<i>Assisgn roles and responsibilites to managements and staff</i>		Feb-Mar			M & E Unit	LC DIVISIONS	
2	Collate Annual Progress Report from the Divisions		Jan-Feb			M & E Unit	LC DIVISIONS	3,500.00
3	Review and Evaluate Annual Reports		Jan-Feb			M & E Unit	LC DIVISIONS	
4	Analyse First Quarter Report		Aprl			M & E Unit	LC DIVISIONS	
5	Conduct M & E evaluation meeting		Aprl			M & E Unit	LC DIVISIONS	22,500.00
6	International Training in M&E key staff					M & E Unit	LC DIVISIONS	

MONITORING AND EVALUATION CALENDER OF ACTIVITIES								
	ACTIVITY	TIME FRAME				ACTORS		COST/ GHC
		2010	2011	2012	2013	LEAD	COLL	
								60,000.00
7	Conduct field visits		Quarterly			M & E Unit	LC DIVISIONS	4,000.00
2,	Provide inputs for meet the press		Jun			M & E Unit	MLNR/ LC	2,000.00
9	Review and Analyse Second quarter report		Jul			M & E Unit	LC DIVISIONS	1,000.00
10	Conduct M&E Sensitisation workshop on the new M & E Plan		Jul			M & E Unit	LC DIVISIONS	3,000.00
11	Implement M&E Plans		Aug			M & E Unit	LC	2,000.00
12	Strengthening M&E functions		Aug-Sept			M & E Unit	LC, Consultant	35,000.00
12.1	<i>Define roles of the M&E Unit</i>		Aug-Sept			M & E Unit	LC, Consultant	
12.2	<i>Creat awarenes of the Unit and our Core functions</i>		Aug-Sept			M & E Unit	LC, Consultant	
12.3	<i>Mainstream Existing M&E systems</i>		Aug-Sept			M & E Unit	LC, Consultant	
13	Develop/ purchase M&E application software		Aug			M & E Unit	LC, Consultant NDPC and Procurement	30,000.00
14	Implement M&E application software		Spt			M & E Unit	LC, NDPC Consultant	17,850.00
15	Training in report writing		Sept			M & E Unit	LC, NDPC Consultant	10,500.00

MONITORING AND EVALUATION CALENDER OF ACTIVITIES								
	ACTIVITY	TIME FRAME				ACTORS		COST/ GHC
		2010	2011	2012	2013	LEAD	COLL	
16	Training workshop for key staff on M&E plans		Oct			M & E Unit	LC, NDPC Consultant	3,000.00
17	Develop training manuals on the M&E Plans		Nov			M & E Unit	LC, NDPC Consultant	3,500.00
18	Evaluate quarter reports of the Divisions		Nov			M & E Unit	LC, DIVISIONS	1,000.00
19	TOTAL COST							223,850.00

5.4 Minerals Commission

MONITORING AND EVALUATION CALENDER OF ACTIVITIES							
ACTIVITES	TIME FRAME				ACTORS		COST (GH)
		2011	2012	2013	LEAD	COLL.	
Complete the Development of M&E plan		4th wk of March 2011					15,500
<i>Develop M&E Framework</i>		4th wk of Feb. 2011			MC Secretariat	ID	
<i>Select Indicators</i>					MC Secretariat	ID	
<i>Set Targets for the Unit</i>					MC Secretariat	ID	
<i>Define reporting system, Develop data Utilisation and dissemination of plan</i>					MC Secretariat	ID	
<i>Plan for Mid-Course adjustments of plan development</i>					MC Secretariat	ID	
<i>Define elements to be monitored and evaluated</i>					MC Secretariat	ID	
<i>Assign roles and responsibilities to managements and staff</i>					MC Secretariat	ID	

Collate Annual Progress Report from the Divisions		1st wk in May			MC Secretariat	ID	1,000
Review and Evaluate Annual Reports		2nd wk in May			MC Secretariat	ID	1,000
Printing of reviewed annual reports		1st wk June			MC Secretariat	ID	2,000
Analyse First Quarter Report		4th wk May			MC Secretariat	ID	1,000
Conduct M&E evaluation meeting		4th wk May			MC Secretariat	ID, COM	10,000
International training in M&E key staff			August		MC Secretariat	ID	60,000
Conduct field visits		May	August	November	MC Secretariat	ID, COM	5,000
Provide inputs for meet the press			June		MC Secretariat	ID	2,000
Review and Analyse Second quarter report			August		MC Secretariat	ID	1,000
Implementation of the M&E Plans		April to November			MC Secretariat	ID, COM	
Strengthening M&E functions		April to November			MC Secretariat	ID	
<i>Define roles of the M&E Unit</i>			MC Secretariat		MC Secretariat	ID	
<i>Create awareness of the Unit and our</i>			MC		MC Secretariat		

<i>Core functions</i>			Secretariat			ID, COM	
<i>Mainstream Existing M&E systems</i>			MC Secretariat		MC Secretariat	ID, NDPC	
Develop/ purchase M&E application software			July		MC Secretariat	ID, NDPC, Consultant	20,000
Implement M&E application software			July		MC Secretariat	ID, NDPC, Consultant	10,000
Training workshop for key staff on M&E plans (Training of Trainers)				October	MC Secretariat	ID, NDPC, Consultant	3,000
Develop training manuals on the M&E Plans				October		ID, NDPC, Consultant	3,300
TOTAL							149,800

5.5 OASL

OASL - MONITORING AND EVALUATION CALENDER OF ACTIVITIES AND BUDGET							
ACTIVITES	TIME FRAME			ACTORS		COST GHC	
		2011	2012	2013	LEAD		COLL
Complete the Development of M&E plan		March			M & E Unit	Regional Offices	18,500
<i>Develop M&E Framework</i>		February			M & E Unit	Regional Offices	
<i>Select Indicators</i>					M & E Unit	Management	
<i>Set Targets for the Unit</i>			February	February	M & E Unit	Management	
<i>Define reporting system, Develop data Utilization and dissemination of plan</i>					M & E Unit	Management	
<i>Plan for Mid-Course adjustments of plan development</i>					M & E Unit	Management and Regional Offices	
<i>Define elements to be monitored and evaluated</i>					M & E Unit	Management	

<i>Assign roles and responsibilities to managements and staff</i>			February	February	M & E Unit	Management	
Collate Annual Progress Report from the Regions and Departments		May	May	May	M & E Unit	Regional offices	1,500
Review and Evaluate Annual Reports		May	May	May	M & E Unit	Management and Regional Offices	1,500
Printing of reviewed annual reports		June	June	June	M & E Unit	Management	2,500
Analyze First Quarter Report		May	May	May	M & E Unit	Management	1,500
Conduct M&E evaluation meeting		July	July	July	M & E Unit	Management	20,000
International training in M&E for key staff		Jan - Dec	Jan - Dec	Jan - Dec	M & E Unit	Management	55,000
Conduct field visits		May	August	August	M & E Unit	Regional Offices	10,000
Provide inputs for meet the press			June		M & E Unit	Regional offices, Communication Focal Persons	2,500

Review and Analyse Second quarter report			August		M & E Unit	Management	1,000
Implementation of the M&E Plans		April - November			M & E Unit	Management	5,000
Strengthening M&E functions		April - November			M & E Unit	Management	15,000
<i>Define roles of the M&E Unit</i>					M & E Unit	Management	
<i>Create awareness of the Unit and our Core functions</i>					M & E Unit	Regional Offices	
<i>Mainstream Existing M&E systems</i>						Management	
Develop/ procure M&E application software		June			M & E Unit	Management	30,000
Implement M&E application software		July			M & E Unit	Regional Offices	10,000
Training workshop for key staff on M&E plans (Training of Trainers)		August			M & E Unit	Management	3,000
Develop training manuals on the M&E Plans		September			M & E Unit	Management	5,500
TOTAL							182,500

