MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

REPUBLIC OF GHANA

MONITORING & EVALUATION PLAN FOR THE

SECTOR MEDIUM TERM DEVELOPMENT PLAN

UNDER

THE GHANA SHARED GROWTH AND DEVELOPMENT AGENDA

(GSGDA) 2010- 2013

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TABLE OF CONTENTS

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List of Acronyms and Abbreviations

AFD	**Agence Française de Dévelopement**
APR	**Annual Progress Report**
AIDS	**Acquired Immune Deficiency Syndrome**
ASIP	**Accra Sewerage Improvement Project**
CBRDP	**Community Based Rural Development Project**
CIFS	**Community Initiative for Food Security**

CSO	Civil Society Organisation
DCD	Department of Community Development
DA	District Assembly
DANIDA	Danish International Development Agency
DP	Development Partners
DDF	District Development Facility
DWAP	District Wide Assistance Project
EHSD	Environmental Health and Sanitation Unit
EU	European Union
EHSD	Environmental Health and Sanitation Directorate
GPRS	Growth and Poverty Reduction Strategy
GLSS	Ghana Living Standards Survey
GSDA	Ghana Shared Growth and Development Agenda (2010-2013)
GSS	Ghana Statistical Service
GSFP	Ghana School Feeding Programme
GIDA	Ghana Irrigation Development Authority
HIV	Human Immunodeficiency Virus
IDA	International Development Association
ILGS	Institute of Local Government Studies
LGSS	Local Government Service Secretariat
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MMDA	Metropolitan, Municipal and District Assembly
MoFEP	Ministry of Finance and Economic Planning
MMDAs	Metropolitan, Municipal and District Assemblies
NDPC	National Development Planning Commission
NGO	Non-Governmental Organisation
PM&E	Participatory Monitoring and Evaluation
PPMED	Policy, Planning, Monitoring and Evaluation Division
RCC	Regional Coordinating Council
RPCU	Regional Planning Coordinating Unit
SMEP	Sector Monitoring and Evaluation Plan
TA	Traditional Authority

CHAPTER 1

1.0 INTRODUCTION

The Ministry of Local Government and Rural Development belongs to the Central Management Agencies of Government Machinery whose mandate among others, can be categorised into four broad areas namely Decentralisation, Rural Development, Urban Development and Environmental Sanitation. In addition to these areas, the Ministry is also mindful of cross cutting issues of Gender, HIV and AIDS.

The Key functions of the Sector include the following:
i. design, implementation, monitoring and evaluation of policies and programmes to reform local governments;

ii. design and implementation of policies for installation of effective decentralized public administration system at the Regional, District and Sub-District level

iii. promotion of efficiency in local administration

iv. human resources development and manpower training to up-grade the performance of the local government sector;

v. promotion of participation of civil society in administration and development through community actions;

vi. facilitation of accelerated rural development;

vii. promotion of allocation of development resources to support local level development

viii. promotion of human settlement development in both urban and rural areas;

ix. registration of births and deaths to provide the statistical bases for development planning;

x. advise government on matters affecting local government

xi. promotion of environmental sanitation

1.0.1 Process of Developing the M&E Plan

The process of preparing the Sector Monitoring and Evaluation Plan (SMEP) began in a participatory manner involving all stakeholders in the Sector. The SMTDP was formulated, reviewed taking into account the Ghana Shared Growth Development Agenda (GSGDA 2010-2013) with its seven pillars. Consequently, a zero draft was developed through a number of consultations with identified stakeholders discussed in Chapter 2.

1.1 Sector Goal and Objectives

1.1.1 Sector Goal

The goal of the Sector Medium Term Development Plan is "to achieve a sustainable, equitable economic growth and poverty reduction through citizen participation and accelerated service delivery at the local level within a decentralized environment".

1.1.2 Sector Objectives

The specific objectives of the Ministry are to;

1) Ensure Political commitment to the implementation of the Decentralisation Policies and Programmes

2) Strengthen leadership and capacity at all levels of decentralized government machinery

3) Enhance Civil Society Participation in Governance

4) Promote a Sustainable, Spatially Integrated and Orderly Development of Human Settlements to Support Socio-Economic Development

5) Create an enabling environment that would enhance the development of potential of the rural areas as a measure to control / minimize rural-urban drift

6) Regularly improve demographic data base on population and development.

7) Deepen on-going institutionalisation and internalization of policy formulation, planning and M&E system at all levels.

8) Ensure the reduction of HIV/AIDS transmission, its proper management and promote healthy lifestyle.

9) Empower Women and mainstream gender into the socio-economic development.

Creating vibrant DAs is *sine qua non* to national economic growth and development. It should be realized that the performance of key sectors in the economy will have to rely on the DAs to achieve their objectives.

1.2   Purpose of the M&E Plan

The Ministry in partnership with its Development Partners commits significant resources to implement its development interventions as contained in the Sector Medium Term Development Plan (2010-2013). The SMEP has been prepared in line with the Ghana Shared Growth and Development Agenda -2010-2013 (GSGDA).
Consequently, the SM&E Plan has been designed to facilitate and track the proper execution of planned activities outlined in the Sector Medium Term Plan. The main aim of this document is to monitor the implementation of the SMTP and also ensure that set goals objectives are achieved.

The M&E plan will ultimately facilitate the achievement of the following;

- Assess whether SMTDP developmental targets were being met.
- Identify achievements, constraints and failures so that improvements can be made to the SMTDP and project designs to achieve better impact.
- To collate information for effective coordination of regional and district development interventions through decentralised M&E.
- Provide government, development partners, project management teams and the general public with better means for learning from past experience.
- Improve service delivery and influence allocation of resources to the districts and demonstrate results as part of accountability and transparency to Ghanaians and other stakeholders.
- Reinforce ownership of the SMTDP and build M&E capacity within the MLGRD and each District.
- Rejuvenate joint monitoring and evaluation of MLGRD projects and programmes and provide data and information for feedback for improved policy formulation and design of future projects and programmes
- Provide opportunity for evidence base decision making.

1.3   Implementation Status of SMTDP- 2010

In fulfilling the mandate of the Ministry through the implementation of policies and programmes that accelerate the decentralization process and facilitate balanced local level development, the following have so far been achieved in 2010.

1.3.1 District Development Facility (DDF)

- The 2010 FOAT Assessment Results was consolidated and the capacity building needs of the MMDAs were identified.
- The DDF Allocation Formula was reviewed and approved for the allocation and disbursement of funds relating to the 2010 assessment. A total amount of GH¢83,464,247.63 was disbursed to the 170 MMDAs.
- Results and allocations of funds to the MMDAs based on the 2009 performance assessment were published in the national dailies.
- In line with the Procurement Act, Consultants were procured for 2010.
- Processes for the establishment of a databank and systems to disseminate information on DDF-FOAT are on-going.

1.3.2   Enhancing Local Governance

The following have been achieved:

- The establishment of 44 District Works Departments is fully completed and functional in five Regions as part of the integration of decentralized departments as Departments of the MMDAs.
- The passage of Local Government (Departments of District Assemblies) (Commencement) Instrument 2009 L.I 1961 by Parliament for transfer of functions, resources and personnel from the Civil Service to the Local Government Service has taken place officially.
- Intensive sensitization /Public lectures in the regional capitals on the L.I.1961 have been held in Accra, Kumasi, Tamale, Cape Coast and Sekondi/ Takoradi as part of communications strategy to be conducted throughout the country for change management on the decentralization reforms.

- The District Development Facility (DDF) and Functional Organizational Assessment Tool (FOAT) as a criterion for Districts to access extra funding for Development projects entered the third phase with more Districts qualifying to benefit from the funds released from MoFEP. Districts with capacity gaps in the functional areas that were not met have been trained as part of a nationwide programme in eight thematic areas identified by the FOAT exercise as follows:
  - Documentation & Public Records Management

  - Public Procurement;

– Management and Leadership Skills,

– Reports and Minutes Writing;

1.3.3 Department of Community Development

During the period under review the Department made the following key achievements;

- 4015 youths received Vocational, Technical and Entrepreneurial Development Skills training in the 24 No. Institutions.
- One In-Service training was organized for 80 Technical Instructors on Technical Vocational and Educational Training (TVET) Reforms.
- A workshop was organized for 20 officers to review Performance and Strategic Plan and identify inputs for 2011-2013 Budget Estimates
- 420 women's group leaders were equipped with Micro Financing Management skills.
- One hundred and twenty (120) Community animators were trained in Rural Development College-Kwaso.
- Procurement processes have been completed and specific warrant issued by MOFEP to commence the investment activity for the supply of computers and office equipments.

1.3.4 Births and Deaths Registry

Achievements include the following:

- The Registry covered 55 % of expected births and   24 % of expected deaths by the third quarter of the year. Towards the end the year, the Registry was faced with shortage of registration materials and this situation is expected to affect the set targets of 75% and 35% respectively for births and deaths.
- To further promote and create awareness on infant birth registration the Registry held a joint programme in May with the Ghana Health Service during this year's Child Health and Promotion Week which was launched in Sunyani. The Registry will participate in the Integrated Maternal and Child Health Campaign by the Ghana Health Service slated for November, 2010.

- The Registry succeeded in getting support from UNICEF to install high speed scanners and computers to two of its Regional Offices in the Western and Eastern Region. This brings to five the number of Regions currently computerized. The Registry however, did not get support for the capture of backlog data as planned.
- The annual 'Births and Deaths Celebration Day' was an extended one spanning the entire month of September, 2010 with a number of activities including Radio talk shows in the Ashanti Region, TV and radio programmes on GBC, TV Africa and Net 2 TV. The high point of the celebration was held at Tepa with the Chiefs and people of Tepa in the Ahafo Ano North District in the Ashanti Region.
- The Registry received assistance from Plan Ghana to implement a mobile registration programme in five districts in Volta Region with the hope to extending to all districts in the Region depending on the success level achieved during the trial period.
- Another initiative started this year was the collaboration with Faith Based Organizations (FBOs) to increase births and deaths registration among their followers. The Registry

brought together representatives from the National Catholic Secretariat, UNICEF, Christian Council, National Council for Zongo Muslim Committee, National Association of Charismatic Christian Churches, the Ghana Statistical Service, Council of Independent Churches and traditional leaders to interact, plan, build bridges and discuss ways to secure the registration of all vital events that take place under their jurisdiction.

1.3.5 Ghana School Feeding Programme

- Nationwide Sensitization has been conducted for all key District Actors, Media Personnel, and Parliamentary Select Committee for Local Government and Rural Development about the policy and objectives of the programme.

Remedial measures taken to improve upon implementation of the programme include the following:

- To build accountability mechanisms in the implementation and management of the Programme, a Social Accountability Project has been introduced into the Programme. This has led to quarterly monitoring of the Programme.
- A Simplified Version of Operational Manual to clarify roles and responsibilities, relationships among stakeholders and general guidelines for GSFP operation has been printed and distributed to key Stakeholders to provide a quick reference/ source book to key actors or players in the smooth implementation of the GSFP.

1.3.6 Other 2010 Notable Achievements

Comprehensive Decentralization Policy

A National Stakeholder consultation on decentralization was organized. Following that, a Comprehensive Decentralization Policy and an Action Plan were developed and has been approved by Cabinet. The Policy Framework intends to deepen political, administrative and fiscal decentralization in Ghana and to reaffirm the Government's commitment to the policy of decentralization that takes into account people's participation.

1.3.7 Inter - Ministerial Coordinating Committee on Decentralization (IMCC)

An Inter Ministerial Coordinating Committee on Decentralization has been inaugurated with H.E. the Vice President as Chairman. The IMCC would facilitate cross-sectoral implementation of the decentralization policy and accelerate the envisaged processes.

1.3.8 Passage of LI 1967

The Bill (Local Government Review of Urban, Zonal, Town, Area Councils and Unit Committees) that will seek to facilitate the active involvement of citizens in decision making has been passed. From over 16,000 Unit Committees LI 1967 has reduced Unit Committees to a manageable size of 5,000 making Unit Committee Areas coterminous with electoral boundaries. Furthermore, the size of unit committee members had been scaled down from fifteen (15) to five (5).

1.3.9 Street Naming and Property Addressing Project

Draft policy and guidelines on street naming by the MMDAs have been completed. Subsequently, four zonal validation workshops on the guidelines for street naming have been organized at Tamale, Ho, Koforidua and Kumasi for stakeholders, including MMDAs. Five Technical Working Committee meetings on street naming have been held.

1.3.10 Environmental Health and Sanitation

- Developed the National Environmental Sanitation Strategy and Action Plan (NESSAP) and the District Environmental Sanitation Strategy and Action Plans (DESSAPs) for the effective implementation of the revised Environmental Sanitation Policy.
- Developed a draft Strategic Environmental Sanitation Investment Plan(SESIP)
- Developed the Ghana Compact for the Sanitation and Water for all initiatives which outlined the commitments of Ghana Government to water and sanitation for all initiative and seek to mobilize investments and support from the Development Partners. This is an initiative intended to make progress towards the MDGs for water and Sanitation.
- Cabinet approved the Revised Environmental Sanitation Policy
- Launched Revised Environmental Sanitation Policy and the NESSAP
- Organised the 1st Environmental Sanitation Conference(NESCON)
- Procured 2 No, 4WD for the Upper West and Upper East Regional Environmental Sanitation offices
- Water and Sanitation Sector Working Group Bi-Monthly Meetings Held. This group is made up of all DPs in the Water and Sanitation sector in Ghana
- National Technical Working Group on Sanitation Quarterly Meetings held
- The Community Led Total Sanitation (CLTS) Approach adopted and rolled out
- Conducted training workshops for selected District Officers in Management Supervision at MDPI.
- 1,800 Sanitation Guards deployed in all the 170 MMDAs under the NYEP Programme

1.3. 11 Support for Decentralisation Reforms (SFDR)

SFDR has successfully completed the following key tasks among others in 2010:

Completed, launched and distributed Market Management Manuals to all 10 Regions for onward distribution to all districts. In addition, SFDR has completed training for all Market Management Committees under District Towns V project. In fulfillment of a three year MOU, SFDR has successfully completed this year's training programme for parliamentary select committee on local governance.

A study tour was also organized for a group of local government practitioners, from MLGRD, ILGS, LGSS and NALAG to Germany and Holland. Subsequently, in collaboration with the French Embassy and VNG International, another study tour was organized for members of Parliamentary Select Committee to study decentralization and local governance issues in France, Germany and Holland. Technical and financial support was also provided in the formulation of the Urban Policy.

As part of the support for Civil Society Organization, Christian Mothers Association was assisted to train women representative for District Assembly election. SFDR in addition, provided technical and financial Supported to APRM District oversight committees in 20 selected districts in all 10 Regions.

1.3.13 Food Security and Environment Facility (FSEF)

FSEF has achieved the following in 2010:

- The Project Steering Committee of FSEF was inaugurated on 28th April, 2010 at Tamale in the Northern Region.

- Through a competitive bidding process, GIMPA Consultancy services was recruited as the Ghana Government Executing Agency (GGEA) which serves as a technical secretariat to provide technical support to the FSEF coordinating office (FSEF –CO). Initial Project Plan (IPP) was also developed by GGEA to guide in the initial implementation of the project.

- An Orientation Workshop for National Level stakeholders was also held on 24th October to clarify the roles of all national level stakeholders in the project management.

- The GGEA, CIDA and FSEF-CO completed RFP including the Terms of Reference for publications in the Media.

1.4 Urban Development Projects – 2010 Achievements

1.4.1 National Urban Policy

The draft National Urban Policy has been completed and validation workshops have been organized in the 10 regions of Ghana with stakeholders, including MMDAs.

Multi Sector Technical Working Group to backstop policy preparation process has been inaugurated.

Two SEA workshops on the draft National Urban Policy for environmental scoping on the policy have also been organized including 3 Technical Working Group meetings on the policy.

1.4.2 Urban Management Land Information System (UMLIS)

- UMLIS has been piloted since 2009 on 135 property bills in Low (Nima), Middle (Kanda) and High (Airport Residential) income areas and 60% out of GHC 6,049 has been realized. This is proportionally more than 20% of AMA entire property rate collected in 2009.
- The Project has increased technical and management skills of more than 70 people who received training in Information Technology (IT), Geographical Information System (GIS), data capture system development and project management.
- There has been improved coordination within AMA departments and between AMA and the land sector agencies, other government agencies, and projects like the Land Administration (LAP) and Land Use Planning and Management Project (LUPMAP)

- A digital base map for the pilot project has been established (Buildings, parcels, valuation unit, community rating zone, sub-metro, culvert, street, etc are shown on the digital map).
- UMLIS database platform and financial software has been developed. A web-based version will be completed by 2011.
- Data quality has been improved tremendously. For instance, 47 percent of specific properties (buildings) have been identified as not valued. These need to be valued to increase revenue.

1.4.3 Accra Sewerage Improvement Project (ASIP)

Contract for the construction of the sewage treatment plant at the University of Ghana, Legon has been signed and work is to commence soon. The signing of lease agreement with the University has also taken place. Other achievements are as follows:

As part of its sensitization and education campaign, a stakeholders meeting was held for stakeholders which included the media, residents of West Legon , Adentan, PRESEC, Madina , The College of Agriculture, The Medical Officers and the Development office of the University of Ghana. Again, the Mayor of Accra held a meeting with the Assembly woman and the residents of Dansoman on the state of the sewer network.

The first phase of the construction of Public Toilets in Accra has begun with a number of subprojects at different stages of completion. This is made up of sixteen (16) lots; each comprising three toilet blocks, each having a twenty seater toilet facility. Forty-eight units providing 240 WC seats for males and 240 WC seats for females shall be constructed within the Greater Accra Metropolitan areas.

1.3.3 Second Urban Environmental Sanitation Project

IDA funded Community Infrastructure Upgrading (CIU) works in Sekondi-Takoradi has been completed. The TMA CIU works in Ashaiman has been completed with that of Kpone ongoing. The original KMA Community Upgrading works in Ayigya and Old Tafo have also been completed and additional works ongoing and at different stages of completion.

Storm drainage works in Accra and Sekondi-Takoradi have been completed while the Kumasi drainage works are 80% complete. Works on the Tema drainage commenced in August 2010.

Construction of the Tema and Sekondi Sanitary landfills had commenced in 2010.

The NDF financed institutional strengthening component is ongoing in the following sector areas: i) Institutional & Project Management, ii) Legal & Regulatory, iii) Communication, iv) Financial Analysis & Planning, v) Accounting & Financial Management, vii) Billings & Collection, viii) Information Technology & Management Information Systems, ix) Solid Waste Management, x) Equipment Management & Maintenance and xi) Public Health.

The system designs of most of the sector areas have been completed and implementation of the designs is ongoing.

The Euros 25 million Agence Francaise de Developpement's component which covers the implementation of storm drainage and community upgrading works in Accra and Kumasi is ongoing and at 50% and 25% respectively.

1.5 Rural Development Projects

1.5.1 Community Based Rural Development Project (CBRDP)

- Sixty-three (63) km of feeder roads have been rehabilitated during the period under review bringing the total length of feeder roads that have been rehabilitated to 1,125 km. This has resulted in the reduction of the average travel time per kilometre on these roads from 15 minutes to 4 minutes (73% reduction in time).
- Fifty-three (53) basic school structures have been rehabilitated bringing the total number to 340. This has increased enrolment from 50,847 to 61,434 (20.8%) between 2006/2007 and 2009/2010 for 280 sampled schools. Average non-school days due to bad weather and poor school infrastructure have reduced to zero from 15 annually.

CHAPTER 2
2.0   M&E ACTIVITIES

2.1   Identification and Analysis of Stakeholders

The Ministry's stakeholders are MDAs, NDPC, RCCs/RPCUs, MMDAs, Development Partners, NGOs, CSOs and other organisations with interest in the outcome of the SMTDP objectives and their implementation. The afore-mentioned stakeholders have been duly acknowledged and consulted in the preparation of the SMEP.

Methodology
The methodology used in identifying and analysing the stakeholders were:
- Outlining the functions of the Ministry (including projects and programmes)
- Identifying the implementers, DPs and direct beneficiaries as well as those who will be adversely affected as primary stakeholders
- Identifying those who will benefit indirectly or have interests as secondary stakeholders identified
- Determining the needs and expectations of the stakeholders (partnership, ownership, transparency and accountability, learning, policy and decision making, etc)
- Determining the roles and responsibilities of all the stakeholders identified (provision of funds, capacity building, technical support, etc.)
- Listing all the M&E activities
- Determining how to involve the stakeholders in the various M&E activities

Primary stakeholders

The main stakeholders of the Ministry include MLGRD staff, Citizenry, LGSS, ILGS, MDAs, DACF, NDPC, RCCs/RPCUs, MMDAs, Parliament, Development Partners - World Bank, AfD, DFID, EU, DANIDA, JICA, CIDA, GIZ, USAID, etc and Office of the President/Government Machinery.

Secondary stakeholders

The Ministry's secondary stakeholders include the following: the media, CSOs, NGOs, Academia and Research Centres viz CERSGIS, KNUST, ISSER, UDS, GIDA, Traditional Authorities, Professional Associations eg. GIP, the general public, international organizations such as ILO, UN -HABITAT, UNDP, UNICEF etc.

The stakeholder analysis was carried out comprehensively as shown in Table 1.1 below:

Table 1.1   MLGRD Stakeholder Analysis

Stakeholders	Classification	M&E Interests/Responsibilities	Involvement in M&E
1. **Citizenry**	Primary	a) Ensure accountability & transparency b) Ensure quality service delivery	**a)**
2. **Office of the President (OoP)**	Primary	a)Demand and use M&E results b)Ensure accountability & transparency c) Ensure quality service delivery	**a)Receive and Comment on M&E Reports** **b) Monitoring**

Stakeholders	Classification	M&E Interests/Responsibilities	Involvement in M&E
		d) Provide Policy Direction e) Approves Policies, Plans and Programmes	
3. **Parliament**	Primary	a) Need M&E results to brief constituents and to debate, amend and pass laws b) Use M&E results to perform other oversight responsibilities over the Executive c) Ensure appropriate allocation and use of resources d) Ensure accountability & transparency	**a) Reporting** **b) Dissemination** **c) Budget Preparation** **d) Procurement of goods, works and services**
4. **MLGRD (Staff)**	Primary	i. Provide Policy advice to the President, Parliament, RCCs/RPCUs, MMDAs and other MDAs ii. Monitor and Evaluate Policies of the Ministry iii. Support M&E capacity building & training at the M&E Unit iv. Demand, collect, collate, analyse and document M&E Reports of the Ministry, RCCs/RPCUs and MMDAs v. Provide feedback for policy formulation vi. Facilitate the provision of incentives for effective M&E vii. Ensure that a functional Sector M&E System exists viii. Facilitate the use of M&E results for policy formulation at the Ministry	**i. Preparation, implementation, monitoring and evaluation of the SM&E Plans** **ii. Reporting and Dissemination of M&E Results**
5. **MDAs**	Primary Primary Primary	a) Ensure effective collaboration to deal with cross cutting issues b) Facilitate continuous consultations on special development areas with all relevant MDAs	a) Reporting b) Dissemination c) Participatory M&E d) Evaluations and studies
6. **MMDAs**	Primary	a) Provision of relevant data for policy formulation and review b) Monitor and Evaluate DMTDPs c) Produce M&E Reports (Quarterly & Annually) d) Ensure judicious utilization of resources at the local level e) Ensure good local service delivery and governance f) Experience sharing on M&E results g) Provision of feedback on M&E Reports	a) Data Collection and validation b) Data analysis & Reporting c) Dissemination d) Participatory M&E e) Evaluations f) M&E workshops and capacity building g) M&E Guidelines & Plan

Stakeholders	Classification	M&E Interests/Responsibilities	Involvement in M&E
			preparation
7. **DPs**		a) Provide funds, logistics and technical assistance for M&E b) Request for M&E Results c) Ensure accountability & transparency d) Ensure quality and efficient delivery of services e) Support M&E capacity building	a) Reporting b) Dissemination c) Participatory M&E d) Evaluations e) M&E workshops and capacity building
8. **All Projects**		a) Provide funds, logistics and technical assistance for M&E b) Ensure quality and efficient delivery of services c) Support M&E capacity building d) Conduct Project M&Es	a) Reporting b) Dissemination c) Participatory M&E d) Evaluations e) M&E workshops and capacity building
9. **RCCs /RPCUs**		a) Ensure delivery of timely and reliable data b) Produce M&E Reports c) Provide feedback on M&E reports h) Ensure judicious utilization of resources at the local level d) Strengthen the capacity of M&E Units in the RPCUs & MMDAs e) Monitor, supervise and coordinate MMDAs M&E activities f) Collate and harmonise MMDAs M & E Reports	a) Data collection, collation, analysis and validation b) Reporting c) Dissemination d) Participatory M&E e) Evaluations f) M&E refresher training programmes to enhance capacities of RPCUs & MMDAs
10. **CSOs**	Secondary	a) Ensure Transparency & accountability b) Demand an interface with the Ministry on M&E results for advocacy c) Ensure quality and efficient delivery of services d) Contribute inputs in the formulation and implementation of sector policies	a) Dissemination b) Participatory M&E c) Evaluations d) Organize fora to sensitise citizenry on policies, programmes and projects
11. **International Organisations**	Secondary	a) Ensure Transparency & accountability b) Demand and use M&E data/results c) Partnership in Development d) Demand quality and efficient delivery of services e) Learning from development information	a) Dissemination b) Participatory M&E c) Evaluations
12. **Academia and Research Centres**	Secondary	a) Learning from development information b) Conduct studies and evaluations c) Provide technical assistance d) Utilize M&E data/results e) Demand quality and efficient delivery of services	a) Dissemination b) Participatory M&E c) Evaluations and studies d) M&E workshops and capacity building

Stakeholders	Classification	M&E Interests/Responsibilities	Involvement in M&E
13. **Traditional Authorities**	Secondary	a) Sharing development information b) Demand quality, reliable and affordable services c) Partnership in Development i) Ensure judicious utilization of resources at the local level d) Facilitate good governance at the local level e) Mobilise both human and capital resources for development at the local level	a) Dissemination b) Participatory M&E
14. **The Print and the Electronic Media**	Secondary	a) Use M&E results to sensitise the general public b) Demand quality, reliable and affordable services c) Ensure Transparency, accountability and value for money	a) Dissemination b) Participatory M&E c) Evaluations
15. **Professional Associations**	Secondary	a) Use M&E results b) Demand professional standards and affordable services c) Ensure transparency & accountability d) Partnership in Development	a) Dissemination b) Participatory M&E c) Evaluations

The M&E activities encompass a number of activities that were carried out to formulate the SM&E Plan. The PPMED ensured that stakeholders were identified, analysed whilst assessment of needs, conditions and capacities were also executed.

2.2   M&E Conditions and Capacities

The Ministry conducted assessment of current capacity taking into account the desired future capacity needs for M&E. This was carried out to ensure that the suitable capacity and motivations are available to ensure that the Ministry meets its M&E commitments and expectations required by its mandate.

Analysis of M&E Conditions and Capacities

Various analytical tools and models have been developed to critically assess capacity needs/gaps to ascertain the strategies required to solve them. For the purposes of this Plan, the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis were used to thoroughly examine the Internal and External environment of the Ministry with the intention of developing appropriate strategies to address the challenges. Below is the Strengths, Weakness, Opportunities and Threats (SWOT) analysis of the PPME.

2.2.1 The Methodology Employed

The analaysis was carried out through brainstorming, consultations and discussions with the staff of the Ministry. Interviews were also conducted to ascertain the capacity needs of the Ministry using the SWOT approach.

2.2.2 Strengths

A wide array of favourable internal conditions exist which could be drawn upon to improve upon Policy Formulation, Planning. Some of these include:

i.   adequate human capital
ii. existence of PPMED
iii. the availability of a SMTDP

iv. existence of donor funded projects and programmes

v.   availability of some logistics for monitoring

vi. existence of M&E software

2.2.3 Weaknesses

In spite of the afore-mentioned strengths, there exist some inherent weaknesses that might hamper the smooth and successful implementation of the Activities outlined in the SM&E Plan, there are some inherent weaknesses in the Ministry and the unit for that matter that need to be addressed if the objectives of the Plan are to be achieved. The following are some of the weaknesses identified:

i.   Inadequate skills in M&E

ii. Inadequate logistical / budgetary support (ie vehicles for monitoring, scanners, photocopiers, LCD projectors, digital cameras etc)

iii. Inadequate ICT systems viz malfunctioning internet facilities, laptop computers for officers etc

iv. Absence of IT Specialist

v.   Inadequate skills in data generation and management ie Databases (especially Microsoft Access), Statistical Analysis Software (SPSS), other Microsoft Office software (Excel, Outlook, Project, Publisher), CAD systems (Autodesk AutoCAD, LandXplorer)

vi. Lack of Documentation Centre ie malfunctioning documentation centre for periodicals, Acts and Legislative Instruments, Development Plans. Despite the availability of a library, there is no professional librarian to manage it.

vii. Low recognition for M&E Unit

viii. Poor collaboration among stakeholders in M&E

ix. Limited office space

x.   Poor records management

xi. Inadequate baseline data

2.2.4 Opportunities

Opportunities are those conditions that exist outside the Ministry which it could use to further achieve its objectives. Some of these opportunities are listed below:

  i. Excellent Strategic Position of MLGRD
  ii. Demand for Mid – Year / Annual Progress Report.
  iii. Technical support from the NDPC
  iv. NDPC   M&E Guidelines and GSGDA 2010-2013 Policy Framework
  v. Favourable political environment
  vi. The existence of M&E Unit within the Presidency
  vii.   The use of SM&E Plan as a trigger by Development Partners under the MDBS

2.2.5 Threats

These are external factors that might affect the Ministry's quest to achieve its objectives outlined in the Plan of which it has little or no influence. Some of these threats are listed below:

- Budgetary constraints   to implement the SM&E Plan

- Inability to recruit directly requisite personnel to augment the staff of the Ministry

- Overdependence on external financial support

- High labour turn over

Table 2.1 M&E Conditions and Recommendations

Current Situation and Challenges	Solutions and Recommendations
Developed database for M&E	Training of PPME Staff
Low recognition for M&E	Awareness creation on the importance of M&E for all stakeholders
Poor collaboration among stakeholders in M&E	Institute periodic stakeholders meeting
Limited office space	Construction of ultra- modern state of the art office complex
Poor records management	Organise refresher courses for Record Managers
Inadequate baseline data	Conduct Research for baseline data
Inadequate skills in M&E	Training
Inadequate logistical / budgetary support	Provide logistics and budgetary support

Current Situation and Challenges	Solutions and Recommendations
Absence of IT Specialist	Procure IT Specialist
Inadequate skills in data generation and management	Train PPME staff in Statistical Analysis Software (SPSS), other Microsoft Office software (Excel, Outlook, Project, Publisher), CAD systems (Autodesk AutoCAD, LandXplorer)

2.3 Sector Development Projection Relating to Indicators and Targets Set

- Functional Fiscal Assignments between the Local and Central Government clarified and implemented by 2013

- Legal Framework for Local Governance viz Act 462, Births and Deaths Act, Reviewed and implemented by 2013

- Human Resource Management Policy implemented by 2013

- Access to sanitation improved to 25% by 2013

- Effective systems for Local Economic Development established in MMDAs by 2013

- Functional Systems of 20% of urban centres developed by 2013

- Access to basic services such as Educational, Feeder Roads, Health Water and Sanitation infrastructure in rural areas increased by 10% by 2013

2.4   SM&E Plan Indicators

In preparing the SM&E Plan, one of the critical steps is defining the most appropriate indicators and targets that are achievable and directly related to the SMTDP goal and objectives. An indicator is defined as a quantitative or qualitative variable that provides a simple and reliable basis for assessing achievement, change or performance over time. The Ministry's indicators are fundamentally meant to measure progress towards attaining the overall goal and objectives of the SMTDP. The indicators would also assist in measuring progress which would in turn give feedback for policy direction/formulation. The following indicators are therefore directly linked to the objectives of the MTDP and to the GSGDA. The Ministry, through a participatory workshop subsequently developed some Sector specific indicators for monitoring as detailed in the table below;

Table 2.2 Sector Specific Indicators

Sector Policy Objective 1: Ensure Political commitment to the implementation of the Decentralisation Policies and Programmes
• % of planned budget committed to the implementation of the Decentralisation Action Plan against estimated cost.
• % of Planned activities in the Decentralisation Action Plan implemented within the time frame set
• % of planned budget committed to the implementation of the Human Resource Management Action Plan against estimated cost.
• % of Planned activities in the Human Resource Management Action Plan implemented within the time frame set
• Annual FOAT assessment of MMDAs conducted
• % of committed budget against the estimated cost of LGS Strategic Plan.
• % of planned activities in the LGS Strategic Plan implemented within the time frame
2.   To strengthen leadership and capacity at all levels of the decentralized government machinery
• No. of MMDAs with functional Internal Audit Units
• No. of MMDAs audited annually
• Proportional reduction in adverse findings contained in MMDAs' audit reports
• The materiality of the cumulative amount involved in MMDAs' audit findings
• Proportionate reduction in the cumulative amount involved in the audit findings of MMDAs
• No. of DAs submitting timely (monthly) financial reports to MLGRD
• No. of core functionaries MMDAs trained in PFM
• No. of facilities (office accommodation, vehicles, office equipment) provided for new MMDAs (disaggregated by type of agreed facility)
• % increase in Internally Generated Fund (IGF)
• % of work done on the construction of lecture hall complex for ILGS
• % of workdone on residential accommodation for ILGS staff
• % of workdone on office accommodation for the staff of ILGS
• Staff office ratio and student lecture hall ratio as against the government norms
• completion of work on institutional and programme accreditation
• % of planned activities in the ILGS Action Plan implemented
• No. of staff trained to enhance performance at the MMDA levels
• No. of youth trained in vocational skills
• No. of RPCU and DPCU staff trained in the preparation of Community Action Plans
• No. of RPCUs submitting Quarterly Progress Reports to MLGRD (but should moved to objective 7)

3.	**Enhance Civil Society participation in Governance**

- % of MMDAs that involves civil society in the formulation of Medium term development plans
- % of DAs that incorporates the views of Civil Society in the formulation of the Medium Term Development Plans.
- No. of staff of NGOs who are members of LOGNET trained by LOGNet

4.	**Promote A Sustainable, Spatially Integrated and Orderly Development of Human Settlements to Support Socio-Economic Development**

- Proportion of Development controlled bye-laws reviewed and approved by MMDAs
- Proportion of reviewed and approved bye-laws gazetted by the Ministry.
- Number of DAs enforcing development controlled bye-laws. (through research)
- Number of sanitary cases prosecuted and sanctioned.
- Number of DAs EHSD staff trained in environmental sanitation management.
- Availability of waste management logistics at the DAs
- Number of DAs using urban development policies and national standard for planning.
- Number of Urban centres having and using strategic structure plans
- Number of urban centres developed through site and services scheme.
- Urban revenue mobilisation for infrastructure financing increased by 20%
- % increase in investment into urban infrastructure upgrading (Roads,schools,markets etc.)
- No. of projects to Improve Urban Beautification and Landscaping
- No. of staff trained to improve Urban Beautification and Landscaping
- Number of DAs staff trained in developing urban sites and services scheme.
- Number of DAs ensuring coordination among departments of the Assembly for service delivery.
- Number of DAs using standardised guidelines for the management of lorry parks and Markets.
- Number of settlement using the street naming and house numbering guidelines.
- Number of settlement having proper street naming and address system.
- No. of DAs that revalue properties using approved guidelines
- Number of slums upgraded in MMDAs.
- Number of inner cities reviewed
- Number of MMDAs rated to access the capital market under the Local Government finance arrangement.
- % increased in IGF of used for infrastructure in the MMDAs
- % of citizens public awareness of development projects by MMDAs

5.	**Create an enabling environment that would enhance the development of potentials of the rural areas as a measure to control / minimize rural-urban drift**

- Final National Rural Policy document developed
- Rural Development unit within the Ministry reactivated and functioning
- Number of personnel trained in planning, M&E of rural programmes.
- Specific number of reports received from RPCUs.
- Number of rural enterprises setup at the MMDA level.
- Number of existing and dormant rural enterprises reactivated.
- Number of rural enterprises supported by MMDAs.
- % increase in investment in rural socio-economic infrastructure upgrading.
- No. of women groups identified, trained and supported with microfinance

6.	**Regularly improve demographic data base on population and development**

- No. of Regions & DAs covered by state-of-art technology in births and deaths registration
- Number of Community Registration Centres on births and deaths established and functional
- Number of MMDAs using Community Population Register for planning

7.	**Deepen on-going institutionalisation and internalization of policy formulation, planning and M&E system at all levels**

1. No. of RPCUs submitting quarterly Monitoring and evaluation reports to the MLGRD and NDPC timely

2. Availability of harmonized Monitoring and evaluation reports

3. Mid- yr M&E validation Reports on the quarterly reports of RPCUs and APRs

4. No. of M&E software acquired and RPCUs staff trained

5. No. of RPCUs using the software

6. No. of activities on the M&E plan implemented

7. No. of programmes and projects monitored and evaluated

8. Ensure the reduction of HIV/AIDS transmission, ensure its proper management and promote healthy lifestyles

    1. No. of additional DAs implementing DRI

9. Empower Women and Mainstream Gender into the Socio-Economic Development

    1. No. of women in decision making in local governance at the DA level

    2. % change in the No. of Assembly Women in decision making at the Assembly

    3. Proportion of Assembly Women chairing the sub- committee of Assemblies

    4. Proportion of Women being Presiding Members

    5. Proportion of Women in decision making at the sub district levels

    6. No. of Women trained in special skills

    7. No. of training workshops aimed at gender mainstreaming

    8. Proportion of DAs implementing Gender Based Budgeting.

2.5   M&E Results Matrix

This is a format for presenting indicators for objectives outlined in the SMTDP of the Ministry. The indicators can categorised into input, output, outcome and impact indicators. The matrix summarizes the key M&E activities and contains some features to indicate achievements, challenges of the Plan. It will also guide the monitoring and evaluation teams who will undertake the M&E exercise The M&E matrix is as shown in the table below.

Table 2.3 M&E Results Matrix

SMTDP Goal: The goal of the Sector Medium Term Development Plan is "to achieve a sustainable,

equitable economic growth and poverty reduction through citizen participation and accelerated service delivery at the local level within a decentralized environment".						
SMTDP Objective: *1. Ensure Political commitment to the implementation of the Decentralisation Policies and Programmes*						
Indicators	**Indicator Type**	**Baseline 2009**	**Targets 2010 - 13**	**Data Sources**	**Monitoring Frequency**	**Responsibility**
% of the Decentralisation Action Plan implemented	Output			MLGRD, RPCUs, DAs & Others	biannually	IMCC Secretariat
% of the Human Resource Policy Plan implemented	Output			MLGRD, LGSS and others	Annually	HRD- LGSS
% of Intergovernmental Fiscal Policy Framework implemented	Output			MLGRD, MoFEP, others	Semi-annually	Fiscal Decentralisation Secretariat
% of Strategic Plan of LGS implemented	Output			LGSS	Quarterly	LGSS PPME
% of Strategic Plan for the Operationalisation of the sub-structures of the MMDAs implemented				MLGRD	Annually	PPME
SMTDP Objective 2: To Strengthen Leadership and Capacity at all Levels of the Decentralized Government Machinery						
% Reduction in audit queries related to PFM	Output			GAS, IAA, DDF/FOAT	Annually	F&A
No. of DAs audited	Output			GAS, IAA and others	Annually	F&A
• No. of DAs submitting timely financial reports	Output			DAs, CAGD	Monthly	Insp. Div.

• No. of District Assemblies trained in PFM	Output						LGSS, CAGD	Annually	LGSS
• No. of agreed facilities provided for newly created MMDAs	Output						RCCs , DAs , others	Annually	M&E Unit
• % increase in Internally Generated Fund (IGF)	Outcome						RCCs , DAs , others	Quarterly	Insp. Div.
• % of work done on the construction of lecture hall complex , accommodation and offices for the staff of ILGS	Output						ILGS, others	Monthly	PPME
• No. of Programmes/courses accredited for ILGS	Output						ILGS, others	Annually	PPME
• No. of strategies devised to step up the design, development and delivery of training and educational programmes	Output						ILGS, others	Annually	PPME
SMTDP Objective 3: Enhance Civil Society participation in Governance									
• No. of NGOs, CSOs & TAs sensitised on local governance issues	Output						LGSS, DAs, MLGRD, SfDR, others	Annually	Dept of Com.Dev
SMTDP Objective 4: Promote a Sustainable, Spatially Integrated and Orderly Development of Human Settlements to Support Socio-Economic Development									
• No. of bye- laws approved and gazetted	Output						DAs , MoJAG, others	Annually	DAs

• No. of DAs enforcing bye-laws	Output					DA , MoJAG, others	Biannually	DAs,
• No. of Metropolitan Assemblies with Sanitary Courts	Output Output					DA , MoJAG, others	Annually	EHSD
• No of EHSD staff trained	Output					DA , others	Annually	EHSD
• No. of DAs using policy document to prepare structure plans	Output					DA , others	Biannually	Urban Unit
• No. of urban centres with strategic structure plans	Output					DA , others	Biannually	Urban Unit
• No. of urban centers developed through site and services.	Output					DAs, others	Biannually	Urban Unit
• Urban revenue mobilization for infrastructure financing increased by 30%	Output					DAs , others	Biannually	UDU
• 30% of urban areas upgraded with infrastructure	Output						Biannually	UDU
• No. of projects to Improve Urban Beautification and Landscaping	Output					DA , others	Biannually	Parks & Gardens
• No. of DAs using coordinated service delivery approach	Output					DA , others	Annually	PPME
• % of DAs using guidelines for the management of lorry parks and Markets	Output					DAs, others	Biannually	DAs
• No. of DAs using street naming and house numbering guidelines						DAs, others	Annually	UDU
• No. of DAs that revalue properties using approved guidelines	Output							

• No. of Slums upgraded in urban centres and inner cities renewed	Output						DAs, others	Biannually	Lands Commission
• No. of MMDAs rated to access the capital market under the Municipal Finance Initiative	Output						DAs, others	Annually	UDU
	Output						DAs, others	Annually	UDU

SMTDP Objective 5: Create an Enabling Environment that would Enhance the Development of Potential of the Rural Areas as a Measure to Control / Minimize Rural-Urban Drift

• National Rural Development Policy Document	Output						DAs, others	Quarterly	RDU
• No. of trained personnel at MLGRD	Output						MLGRD, others	Annually	RDU
• No. of rural enterprises set up	Output						DAs, MOTI , others	Annually	Dept. of Com.Devt
• % of rural areas upgraded with socio-economic infrastructure eg water, road, health, education	Output						DAs, MWRWH, MRH, MOH, MOE, Dept of Com , Devt	Annually	RDU

SMTDP Objective 6: Regularly Improve Demographic Data Base on Population and Development

• No. of DAs covered by state-of-art technology in births and deaths registration	Output						DAs, others	Annually	Births & Deaths Registry

SMTDP Objective 7: Deepen On-Going Institutionalisation and Internalization of Policy Formulation, Planning and M&E System at all Levels

• Sector Mid –Year M&E Reports and APRs	Output					MLGRD, NDPC, RCCs, DAs, others	Annually	PPME
• No. of Policies Formulated	Output					MLGRD, others	Annually	PPME
• No. of RCCs/RPCUs using Monitoring and Evaluation Softwares	Output					RCCs, others	Biannually	PPME
• No. of programmes and projects evaluated	Output					MLGRD, others	Biennially	PPME

SMTDP Objective 8: Ensure Reduction of HIV/AIDS Transmission, Ensure its Proper Management and Promote Healthy Lifestyles

• No. of DAs implementing the DR	Output					MLGRD, RCCs, DAs, GAC, MOH, others	Biannually	DR Secretariat
• No. of DAs DR Reports submitted	Output					MLGRD, RCCs, DAs, GAC, MOH, others	Quarterly	DR Secretariat

SMTDP Objective 9: Empower Women and Mainstream Gender into Socio-Economic Development

• No. of women involved in decision making at DA levels	Output					MOWAC, DAs, ILGS, others	Biannually	Gender Desk Office
• No. of women in management of DAs								

2.6   M&E Calendar

As a backup for the M&E matrix it is important to indicate the date and time frame that the Monitoring and Evaluation should take place. This was prepared with participation of all stakeholders. Their consent was critically needed because they will be part of the M&E process. The table below illustrates the SM&E Calendar for the period 2010-2013 (ie GSGDA 2010-2013).

M&E Calendar				
Activities	**Timeframe**	**Actors**	**Source of Funding**	**Budget GH¢**
	2011-2013			
Review of Draft SM&E Plan	April 11-16, 2011	PPME	UPRP	
Validation Workshop(s)	19th April, 2011	PPME	UPRP	**23,560**
Organise 2No. Training Workshops for the Staff of the Ministry	20th -24th June, 2011	GIZ/PPME/ CRPCU	DPs	**72500**
Organise TOT for RPCUs	25th -29th July, 2011	GIZ/PPME	DPs	**72500**
Procurement of Equipments	14th May- 13th June, 2012	MLGRD	LGCSP	**26900**
Procurement of Vehicles	14th May- 13th June, 2012	MLGRD	LGCSP	**300,000**
Creation of Data Management Unit	16th July, 2012	MLGRD	DPs	**10,000**
Unit Monthly meetings	June 2011-December, 2011, January –December, 2012-2013	MLGRD	MLGRD	**3380 x3 = 10140**
Biannual M&E Unit Meetings	Last Wednesday in June, 2011, 2012, 2013 Last Wednesday in December,2011, 2012, 2013	MLGRD	MLGRD	**2500x3 = 7500**
Annual M&E Stakeholders Meeting	Last Wednesday in January, 2012, 2013	PPME, HoDs	MLGRD	**12600x2 = 25200**
Organise Workshops to prepare APR	15th February, 2012, 2013	PPME, Heads of Dept	MLGRD	
Seminars/Workshops/ Conferences to Disseminate APR	28th March, 2012,2013	PPME & HoDs	MLGRD	**25200x2 = 50400**
Biannual Monitoring of RCCs/DAs	2nd Nov. -16th Dec. 2011, 4th June-18th June 2012, 3rd Dec.-17th Dec., 2012, 4th June-18th June 2013, 3rd Dec.-17th Dec., 2013,	Stakeholders, PPME	MLGRD	**96200x 3 = 288600**
Organise Retreat to Collate and Consolidate Monitoring Reports	16th Jan. 2012, 2013	PPME, HoDs	MLGRD	**24200x2 = 48400**
SMTDP Mid-Term Review Workshops	4th June- 8th June, 2012	PPME, All Stakeholders	MLGRD	**192400**
Organize M&E Conferences and Exhibitions	14th August, 2012, 2013		MLGRD	**12600x2 =25200**

Conduct Evaluation of Projects /Programmes	14th June 2012		MLGRD	120600

2.7   M&E Budget

Critical to the implementation of the M&E Plan is the M&E budget. To achieve the aims and objective the PPME become cost centre in the Ministry's Budget estimates. The M&E budget is as indicated in Table 2.4

Table 2.4 M&E Budget

Item	Activities	Inputs	Qty/No. of Personnel	Freq.	Unit Cost Gh¢	Amt Gh¢
Preparation of SM&E Plan	1.Review of Draft SM&E Plan	Accommodation Conf. Package Logistics (Fuel, Stationery)	16 16	3 3	200 45	9,600 2160 1000
	2.Validation Workshop(s)	Accommodation Conf. Package Logistics (Fuel, Stationery)	40 40	1 1	200 45	8,000 1800 1000
Sub-total					**23,560**	
Capacity Building on M&E Software	1. Organise 2No. Training Workshops for the Staff of the Ministry	Facilitators Accommodation Conf. Package Logistics (Fuel)	5 20 20 -	5 5 5 -	450 200 45 -	22500 40000 9000 1000
	2. Organise TOT for RPCUs	Facilitators Accommodation Conf. Package Logistics (Fuel)	*5 20 20	5 5 5 -	450 200 45 -	22500 40000 9000 1000
	3.Procurement of Equipments	Laptop Desktop Computers Printers Photocopier LCD Projector Digital Cameras etc	2 4 2 1 1 4	1 1 1 1 1 1	1500 1200 1200 9000 4500 800	3000 4800 2400 9000 4500 3200
	4.Procurement of Vehicles	4WD Pick-ups Cross Country Vehicles	2 2	1 1	50,000 100,000	100,000 200,000
	5.Creation of Data Management Unit	Refurbishment of office-furniture, carpet, curtains,	1	1	10,000	10,000

		MIS Specialist etc				
Sub-total					**481900**	
Strategies to improve the performance of the Ministry	Monthly meetings	Stationery Meals	1 12	1 12	500 20	500 2880
	Sub-total				**3380**	
	Quarterly M&E Meetings	Stationery Meals	1 25	1 4	500 20	500 2000
	Sub-total				**2500**	
	Annual M&E Stakeholders Meeting	Conf. Package Stationery Accommodation	45 1 45	2 1 1	45 500 180	4000 500 8100
	Sub-total				**12600**	
Preparation of APR/ Dissemination of APR	Organise Workshops	Conf. Package Stationery Accommodation	45 1 45	2 1 1	45 500 180	4000 500 8100
	Seminars/W'shops/ Conferences Publication	Conf. Package Stationery Accommodation Internet	45 1 45	2 1 1	45 500 180	4000 500 8100
Sub-total					**25200**	
Production of Monitoring Reports	Biannual Monitoring of RCCs/DAs	DSA Fuel Stationery	20 4 1	14 1 1	150 1400 1000	84000 11200 1000
	Sub –total				**96200**	
	Organise Retreat to Collate and consolidate Monitoring Reports	DSA Fuel Stationery	6 4 1	5 1 1	200 1400 1000	12000 11200 1000
	Sub-total				**24200**	
SMTDP Mid-Term Evaluation	Organise Mid-Term Review Workshop	Conf. Package Stationery Accommodation	45 1 45	2 1 1	45 500 180	4000 500 8100
Sub-total					**12600**	
Conferences and Exhibitions	Organize M&E Conferences and Exhibitions	Conf. Package Stationery Accommodation	45 1 45	2 1 1	45 500 180	4000 500 8100
Sub –total					**12600**	
Evaluations	Conduct Evaluation of Projects /Programmes	Consultants Preparation of TORs Personnel Stationery	4 6 6	60 14 14	450 - 150	108000 - 12600
Sub -total					**120600**	

GRAND TOTAL:	*802740*

2.8   Data Collection and Collation Methodology

2.8.1   Data Collection

The M&E Unit of the Ministry shall be responsible for the collation and validation of data collected by the Ministry itself, collaborating MDAs, RCCs/RPCUs, MMDAs and Authorities responsible for special development areas e.g. SADA, CEDECOM etc. Data collected shall be from both primary and secondary sources as indicated in the M&E matrix above. During data collection, the M&E Division shall determine the instruments to use, where to apply each instrument, when to collect the data and how the data would be collected. The data would be gathered through the use of structured data collection instruments which include the use of templates and questionnaires, interviews, focus group discussions etc.

Box 3.1: Programmes/Projects Register Format	
1.	Programme/Project Name
2.	GSGDA Thematic Area
3.	Sector
4.	Project Description
5.	Project Location
6.	Contractor
7.	Budget, source of funding
8.	Date started
9.	Expected completion date
10.	Contract sum
11.	Expenditure to date
12.	Project implementation status
13.	Remarks

Much of the data would be collected on quarterly and annual basis. Data on projects/ programmes would be collected from RCCs/RPCUs and MMDAs through their quarterly and annual progress reports and continually through the database system to developed by the Ministry eg Projects Monitoring Software by GIZ.

Primary Data

The primary data would mainly be derived from PM&E and periodic Evaluations conducted by the Ministry. The M&E Division shall conduct PM&E biannually and produce the M&E Report. The Division shall also undertake evaluations as detailed in the Section on Evaluations. Another source of primary data shall be the programmes & projects database. The data to be captured in this database would follow the programmes/projects register illustrated in **Box 3.1** above.

Secondary Data

 To accomplish detailed and participatory M&E of decentralised programmes, quantitative and qualitative data would be gathered on demographic, socio economic, revenue, expenditure and data on other social impact projects /programmes being implemented by the Ministry and other collaborating MDAs. The data would be categorized into the following.

(1) Process data which will comprise operations of the PPME and the Ministry's tendering and contract awards, compliance with the Public Procurement Act, 2003 (Act 663)

(2) Input data e.g. government transfers (DACF, DDF, etc.) and other transfers from development partners relating to poverty reduction, decentralisation, rural and urban development as well as environmental health and sanitation, transfers from MDAs, NGOs, IGF, etc. In addition, the M&E Unit shall collate secondary data from Programmes /Projects being implemented in the Regions, MMDAs in connection with their respective MTDPs in conformity the GSGDA.

(3) Outcome and impact data on enrolment rates, BECE results, infant mortality, district HIV/AIDS prevention for comparison with the baseline.

2.8.2   Data Collation and Validation

Data collected from RCCs/RPCUs as well as MMDAs would be reviewed at a forum before collation. Again, validation workshop would be held to ensure that the data collated is relevant and accurate. During validation, experiences and ideas would be shared to equip RCCs/ RPCUs, MMDAs and MDAs which are under performing in the implementation of their programmes and projects to re-strategise and deliver.   The platform would also serve as an opportunity to explain reasons for the improvement of performance as far as the implementation of the SMTDPs were concerned, outlining the challenges and solutions to surmount the bottlenecks.

2.8.3 Management Information System

Data at the Ministry is presently scattered which makes it difficult to collate and analyse at one central point (ie M&E Unit). The Ministry would therefore institute a management information system with internet connectivity to ensure effective and efficient data storage and retrieval. This would assist in the assessment of impacts of programmes and projects implementation in the Sector, RCCs / RPCUs, MMDAs etc.

2.9 Data Analysis and Utilization

Data collected from the RCCs/RPCUs, MMDAs and some MDAs shall be collated by the Ministry. It would also be inspected, cleaned, transformed and modelled with the aim of extracting relevant information for policy direction and formulation.

Indeed, both qualitative and quantitative data will be subjected to analysis using modern data processing and analysis systems such as SPSS, MS Excel to provide feedback on policy issues. Additionally, other analytical tools would be applied to ascertain the outcomes and impacts of SMTDP and DMTDPs. Thus, the M&E data will be analysed and interpreted to highlight key areas of concern and lessons for feedback into Development Policy. It would be used to demonstrate successes chalked on all development initiatives and interventions at the RCCs and MMDAs to inform the Ministry of Policy. That notwithstanding, analysed data would lay bare how the MMDAs were performing with regard to all the indicators and all critical areas of concern. Each indicator would further be examined to show whether they were met or otherwise. The analysed data would be used to indicate progress made on all indicators. This would be done to ensure that lessons learned can be fed into the next SMTDP.

2.10 Reporting

Timelines for Reporting

The M&E Unit shall generate Monitoring Reports Biannually and Annually ie Annual Progress Report (APR) as a result of a successful implementation of the SM&EP. These reports will provide a synopsis of project implementation status, processes, performance as well as development outputs and outcomes. The reports would also include conclusions for policy formulation.

Evaluation Reports

Box 2.1: Sector M&E Report Format

Title Page

➢ Sector
➢ SM&E Report for (time Period)

Introduction

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

M&E Activities Report

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

The Way Forward

➢ Key issues addressed and those yet to be addressed

➢ Recommendations

The M&E Unit of the Ministry will conduct evaluations to determine the outcomes of policies and strategies in the SMTDP, DMTDPs and in conformity with the GSGDA-2010-2013.

MLGRD M&E Report Format

The Quarterly, Mid-Year and Annual Progress Reports shall be produced using the format provided by NDPC M&E Guidelines and reproduced in **Box 2.1.**

2.11   Dissemination of the M&E Reports

Critical to the Monitoring and Evaluation of programmes and projects based on policies formulated by the Ministry would be the dissemination to all stakeholders. The purpose is to raise their awareness, ensuring transparency and accountability, enhancing commitment and support for SMTDP, DMTDPs and the national policy framework GSGDA (2010-2013) development interventions whilst ownership and commitment of the development process is built.

A number of communication strategies would be employed to facilitate the organization of the dissemination to highlight the successes chalked and the challenges faced in the implementation of the SMTDP and DMTDPs in tandem with the GSGDA. Some of the strategies would include Meet the Press Fora, audio –visual documentaries through the electronic media, development of simplified versions of policies being pursued, flyers, internet publications, publications in the print media, radio and TV programmes through Education, Information and Communication process (EIC) etc. Besides, the M&E Unit shall target identified stakeholders' with the appropriate dissemination strategies on M&E results.
 This will be based on the standard communication intervention delivery methods:

- ➢ **Public Sensitisation** – reaching out to MMDAs, MDAs with information on the Ministry's sector plan.
- ➢ **Media Advocacy** – talk shows, discussions and advocacy on policies, programmes and projects of the Ministry on radio /TV and adverts in the press.
- ➢ **Ministerial Lobbying** - identify informal influencers in key MDAs, NGOs, Traditional Authorities (TAs) and Development Partners (DPs).
- ➢ **Programmed communication** – running public relations programs on selected campaign themes during meetings and outreaches.(Public Relations Unit)
- ➢ **Events** – promoting the campaign objectives to external stakeholders during official and community events. Others include the following;
- ➢ Local Government week celebration
- ➢ Habitat Day celebration
- ➢ Rural Development week celebration
- ➢ Review meetings with selected MDAs, MMDAs, and Development partners.
- ➢ Web site.
- ➢ Local Government Digest.

2.12   Evaluation Processes and Timelines

Evaluation is the periodic assessment and review of the extent to which the goal and objectives of an activity have been accomplished. It is also a process of determining systematically and objectively, the relevance, effectiveness and impact of activities in the light of their objectives. Evaluation can be done at the end of a phase (on-going) or at the end of the entire project. In this regard, evaluations of the policy objectives of the Ministry outlined in the SMTDP shall constitute the collection and effective analysis of available reports to assess the impacts of the SMTDP and the DMTDPs in consonance with the GSGDA framework.   This would subsequently provide feedback regularly to assist the Ministry to examine the effects, outcomes and impacts as a result of the SMTDP implementation. Evaluations will significantly serve as a proof of policy, programme and project success or otherwise. It would also encourage the PPME to stop and reflect on what has happened in the past in order to make decisions about the future.

The Ministry would therefore employ a number of methods to assess the implementation of policies and programmes/projects in the SMTDP continuously to reflect on the outcomes and impacts to subsequently formulate appropriate policies to surmount the challenges. Additionally, the Ministry would identify areas of evaluation based on the APRs and the bi-annual Monitoring Reports.

2.13 Evaluation Process

The Ministry shall use both quantitative and qualitative methodologies to conduct the evaluations. The following steps will be used in the evaluations:

1. examine the reasons for an evaluation
2. develop clear ideas on the rationale and objectives of the evaluation
3. establish the type of evaluation to undertake
4. specify the methods/approaches and specific timelines of the evaluation
5. identify and analyze stakeholders
6. Consider the cost implications ie preparation of estimates budget
7. If the services of Consultants are needed, a Terms of Reference (TOR) and contractual agreements would be prepared. The TOR can be prepared by the PPMED alone or in collaboration with stakeholders.
8. In order to ensure transparency and value for money, the TOR shall be discussed with key stakeholders through a number consultative meetings to agree on the TOR that shall constitute the benchmark   most evaluations
9. Sequel to that, depending on the magnitude of the evaluation , a Consultant or a Team in accordance with the provisions of the Procurement Act, 2003 (Act 663) might be procured to undertake the evaluation.
10. Following that, the PPME Directorate shall compose a Technical Committee constituting about 6 Senior Officers to review the work and reports of the Consultants
11. The Technical Committee shall disseminate the results and act on the findings for policy direction at the PPME Directorate.

2.14 Evaluation Methods and Approaches

The approaches of the evaluations that shall be conducted by the Ministry shall be both qualitative and quantitative. The former analysis shall rely on statistical data and their basic interpretations and analysis whilst the latter shall be based on judgmental tools such as PM&E, focus Group Discussions, Interviews, observations, etc. The anticipated challenges of the quantitative analysis are how to 'humanize' the numbers, how to consolidate data and their meaning, and how to make the report succinct and attention-grabbing. One of the main challenges is the validity and credibility of the observation and judgment made. The PPME Directorate of the Ministry would in some instances procure the services of Consultants to undertake evaluations of specific projects/programmes or policy.

2.15 Specific Evaluations to be conducted

The Ministry over the year had conducted a number of assessments on specific projects through Consultants. It should be noted however that, the previous evaluations were not conducted in a holistic manner some programmes and projects implemented by the Ministry were not evaluated either due lack of funds or commitment to conduct development evaluations. In view of that, the Ministry shall ensure that all programmes /projects being implemented or implemented under its aegis are henceforth thoroughly evaluated for policy direction. In line with the SMTDP and the GSGDA, the Ministry shall undertake the under-mentioned evaluations;

i.   Mid-term of the SMTDP
ii. Ex-ante and ex-post evaluations of SMTDP
iii. Evaluation of policies, programmes and projects of the Sector

In order to ensure that evaluation norms and standards are pursued to the letter, the Ministry shall develop specific criteria to guarantee that minimum quality standards are met by Evaluators /Consultants. Some of these standards include independence, transparency, ethics, impartiality, timeliness, relevance and above all value for money.

2.16   Participatory Monitoring and Evaluation (PM&E)

The Ministry's M&E Unit shall embark on participatory M&E to capture opinions and assess whether interventions contained in the SMTDP met expectations of all stakeholders. Awareness would also be created among all stakeholders and beneficiaries at the regional and district levels.

2.16.1 PM&E Procedures

The Ministry would conduct the PM&E as follows:

    i.   identification of key stakeholders
   ii.   decide on the need for PM&E
  iii.   PM&E method to use
  iv.   PM&E tools to use
   v.   identify a lead facilitator
  vi.   establish the resources and time available
 vii.   define a TOR for the lead Facilitator or Consultant
viii.   train the team to carry out the PM&E

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CHAPTER 3

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3.0   OTHER ISSUES OF RELEVANCE TO M&E

3.1 Monitoring and Evaluation Approaches

The importance of monitoring in the implementation of strategic   plans, programmes and projects cannot be overemphasized. M&E ensures that at each stage of implementation of a project or programme, the required inputs are delivered on time, used as intended and is producing the desired results. It also provides the necessary feedbacks to inform policy and subsequent programmes.

Consequently, in the implementation of programmes and projects in this document, the Ministry's Policy, Planning, Monitoring and Evaluation (PPME) Directorate will be responsible for the overall monitoring and evaluation of projects and programmes under the aegis of the Ministry and those being implemented by the RCCs and the MMDAs to ensure policy compliance and value for money and sustainability. However, specific project monitoring and evaluation are the responsibility of Sector Departments, Project Management Units and NGOs implementing those projects. In the implementation arrangement, the roles and responsibility of the various actors have been clearly spelt out. In most instances, the Ministry plays a facilitating role while the MMDAs actually execute the implementation of the programmes and projects. The Ministry will therefore remind the RCCs/RPCUs on their mandate to provide harmonised monitoring reports from MMDAs.

The various project management units of the Ministry shall also monitor periodically donor funded projects according to prescribed formats for monitoring and evaluation of projects by the NDPC for the sector. Monitoring and Evaluation reports should be prepared in accordance with the format recommended by the NDPC.

3.2 Institutional Arrangements of M&E

In order to strengthen institutional arrangements at the Regional and District levels, the Ministry's fundamental aim is to facilitate the institutionalisation of M&E for public policy formulation , planning and management of programmes and projects effectively at all levels. In line with that, the PPME shall facilitate the strengthening of the National M&E institutional arrangements to enhance the implementation of SMTDP under the GSGDA. Consequently, the PPME would sensitise all selected MDAs, RPCUs, DPCUs etc to give much recognition and support to M&E activities for policy direction or review. The information flow and feedback with the various stakeholders is illustrated in diagram 3.1 below.

Diagram 3.1: Institutional Arrangements of M&E
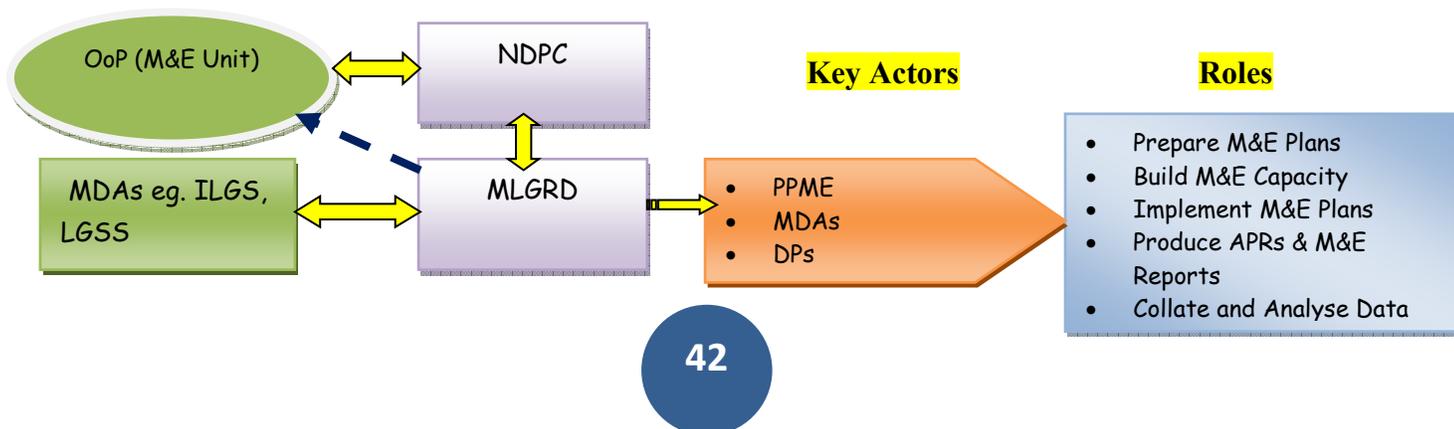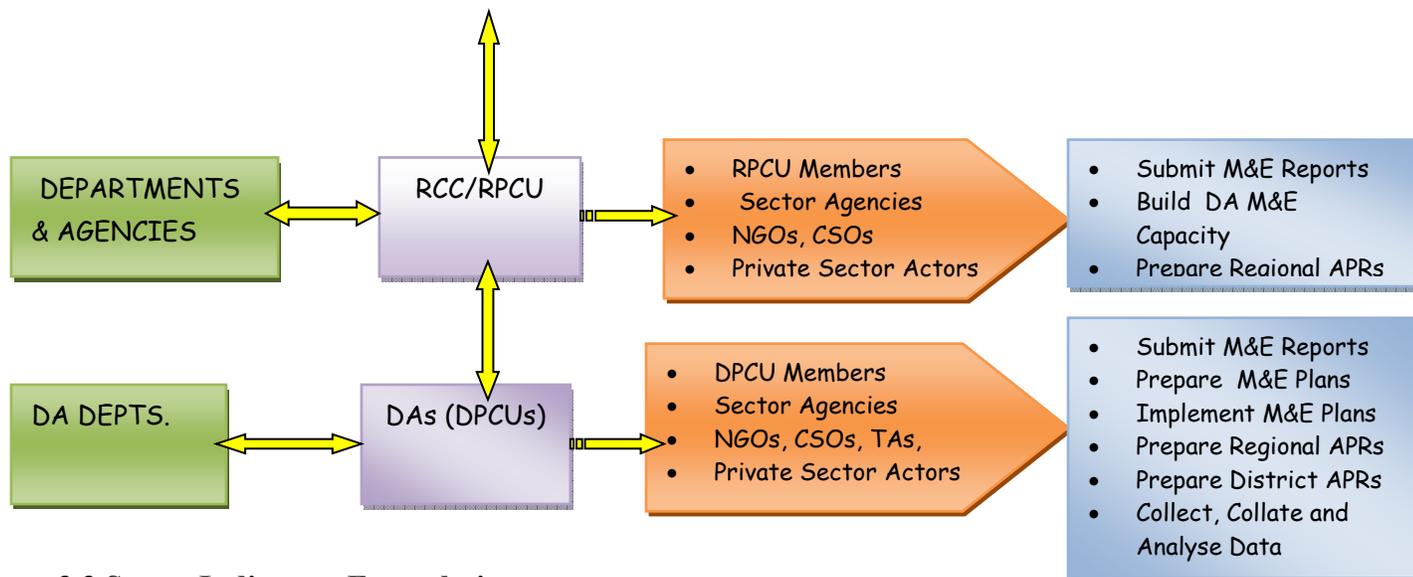
3.3 Sector Indicators Formulation

The development of indicators that are Specific, Measurable, Attainable, Realistic and Time bound (SMART) which are basic characteristics of indicators leaves much to be desired at the National, Regional and District levels. Indeed, M&E depends largely on succinct indicators that would assist in analysis of reports for policy direction. In view of this, the Ministry will embark on a number of workshops to review all indicators outlined in this plan.

3.4 Baseline Studies

In the course of plan preparation, it was observed that there was no baseline data for most of the indicators. It is therefore recommended that the Ministry should commission a Consultant or task the PPME to conduct baseline studies to establish a comprehensive baseline data.

ANNEX

Glossary of M&E Concepts and Terms in the Sector M&E Plan

Term	Definition
A	
Accountability	Obligation of government, public services or funding agencies to demonstrate to citizens that contracted work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-à-vis mandated roles and/or plans. This may require a careful, even legally defensible, demonstration that the work is consistent with the contract terms. Projects commonly focus on upward accountability to the funding agency, while downward accountability involves making accounts and plans transparent to the primary stakeholders. Ensuring accountability is one part of the function of monitoring and evaluation (learning and management are the other two).
Activity	Actions taken or work performed in a project to produce specific outputs by using inputs, such as funds, technical assistance and other types of resources.
B	
Baseline information	Information – usually consisting of facts and figures collected at the initial stages of a project – that provides a basis for measuring progress in achieving project objectives and outputs.
Benchmark	Reference point or standard against which performance or achievements can be compared. A benchmark might refer to what has been achieved in the past, by other comparable organisations, or what could reasonably have been achieved under the circumstances.
E	
Effectiveness	A measure of the extent to which a project attains its objectives at the goal or purpose level; i.e. the extent to which a development intervention has attained, or is expected to attain, its relevant objectives efficiently and in a sustainable way.

Efficiency	A measure of how economically inputs (funds, expertise, time, etc.) are converted into outputs.
Evaluation	A systematic (and as objective as possible) examination of a planned, ongoing or completed project. It aims to answer specific management questions and to judge the overall value of an endeavour and supply lessons learned to improve future actions, planning and decision-making. Evaluations commonly seek to determine the efficiency, effectiveness, impact, sustainability and the relevance of the project or organisation's objectives. An evaluation should provide information that is credible and useful, offering concrete lessons learned to help partners and funding agencies make decisions.
G	
Goal	The higher-order programme or sector objective to which a development intervention, such as a project, is intended to contribute. Thus it is a statement of intent.
I	
Impact	The changes in the lives of people, as perceived by them and their partners at the time of evaluation, plus sustainability-enhancing change in their environment to which the project has contributed. Changes can be positive or negative, intended or unintended
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable basis for assessing achievement, change or performance. A unit of information measured over time that can help show changes in a specific condition. A given goal or objective can have multiple indicators.
Information management system	A system of inputting, collating and organising data that should provide selective data and reports to assist in monitoring and controlling the project organisation, resources, activities and results.
Input	The financial, human and material resources necessary to produce the intended outputs of a project.
M	
Mid-term evaluation	An external evaluation performed towards the middle of the period of implementation of the project, whose principal goal is to draw conclusions for reorienting the project strategy.
Monitoring	The regular collection and analysis of information to assist timely decision making, ensure accountability and provide the basis for evaluation and learning. It is a continuing function that uses methodical collection of data to provide management and the main stakeholders of an ongoing project or programme with early indications of progress and achievement of objectives.
M&E matrix	A table describing the performance questions, information gathering requirements (including indicators), reflection and review events with stakeholders, and resources and activities required to implement a functional M&E system. This matrix lists how data will be collected, when, by whom and where.
O	
Objective	A specific statement detailing the desired accomplishments or outcomes of a project at different levels (short to long term). A good objective meets the criteria of being impact oriented, measurable, time limited, specific and practical.
Outcome	The results achieved at the level of "purpose" in the objective hierarchy.

Outputs	The tangible (easily measurable, practical), immediate and intended results to be produced through sound management of the agreed inputs. Examples of outputs include goods, services or infrastructure produced by a project and meant to help realise its purpose.
P	
Participation	One or more processes in which an individual (or group) takes part in specific decision-making and action, and over which s/he may exercise specific controls. It is often used to refer specifically to processes in which primary stakeholders take an active part in planning and decision-making, implementation, learning and evaluation. This often has the intention of sharing control over the resources generated and responsibility for their future use.
Participatory Monitoring and evaluation	A broad term for the involvement of primary and other stakeholders in monitoring and evaluation.
S	
Stakeholders	Stakeholders are groups or individuals involved, concerned or impacted positively or negatively in programmes and projects implementation
T	
Target	A specified objective that indicates the number, timing and location of that which is to be realised.
V	
Validity	The extent to which something is reliable and actually measures up to or makes a correct claim. This includes data collection strategies and instruments.
Validation	The process of cross-checking to ensure that the data obtained from one monitoring method are confirmed by the data obtained from a different method.