

MINISTRY OF TRADE AND INDUSTRY



REPUBLIC OF GHANA

MONITORING AND EVALUATION PLAN

OF

SECTOR MEDIUM TERM DEVELOPMENT PLAN

UNDER

THE GSGDA 2010 TO 2013

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List of Acronyms & Abbreviations

AGI	Association of Ghana Industries
APR	Annual Progress Report
BOG	Bank of Ghana
CEDECOM	Central Regional Development Cooperation
CEPS	Customs Excise & Preventive Service
CSO	Civil Society Organisation
DP	Development Partner
EDIF	Export Development and Investment Finance
GIPC	Ghana Investment Promotion Centre
GLSS	Ghana Living Standards Survey
GPHA	Ghana Ports and Harbours Authority
GPRTU	Ghana Private Road Transport Union
GSDA	Ghana Shared Growth and Development Agenda (2010-2013)
GSS	Ghana Statistical Service
HIPC	Highly Indebted Poor Country (initiative)
JS	Judicial Service
M&E	Monitoring and Evaluation
MASLOC	Micro and Small Loans Centre
MDAs	Ministries, Departments and Agencies
MLGRD	Ministry of Local Government and Rural Development
MMDA	Metropolitan, Municipal and District Assembly
MMDAs	Metropolitan, Municipal and District Assembly
MoFEP	Ministry of Finance and Economic Planning
MOTI	Ministry of Trade and Industry
MOWAC	Ministry for Women and Children's Affairs
MTEF	Medium Term Expenditure Framework
NBSSI	National Board for Small Scale Industries
NDPC	National Development Planning Commission
NGO	Non-Governmental Organisation
NTE	Non-Traditional Exports
OHCS	Office of the Head of Civil Service
PM&E	Participatory Monitoring and Evaluation
PPME	Policy Planning, Monitoring and Evaluation
RCC	Regional Coordinating Council
REP	Rural Enterprise Project
RGD	Registrar General's Department
RPCU	Regional Planning Coordinating Unit
RUMSEC	Rural Micro Enterprises Cooperatives
SMTDP	Sector Medium-Term Development Plan
STI	Science Technology & Innovation
TA	Traditional Authority
VC	Venture Capital
WB	World Bank

CHAPTER ONE

• INTRODUCTION

The Ministry of Trade and Industry (MOTI) draws its functions from the PNDC Law 327, and assists the executive to formulate and implement all policies and programmes related to trade, industry and private sector development. In fulfilment of its legal mandate, MOTI has prepared a Sector Medium Term Development Plan (SMTDP) for the period 2010 to 2013. This Monitoring and Evaluation (M&E) Plan is primarily a road map for tracking the progress of implementing the programmes and projects in the SMTDP.

SECTOR GOAL

The sector goal is to develop a vibrant, technology driven, competitive trade and industrial sector that significantly contribute to employment creation and economic growth towards achieving the MDGs and middle income status.

OBJECTIVES OF THE SECTOR PLAN

- Diversify and increase export base
- Ensure increased access of industries to reliable and adequate energy supply
- Promote the application of science, technology and innovation in industry
- Increase competitiveness and enhanced integration into domestic and international markets
- Ensure the creation of enabling environment to enhance industrial growth and provide the momentum to achieve global competitiveness.
- Improve Ghana's position in global and regional markets
- Ensure the health, safety and economic interest of consumers
- Strengthen firms' competency and capacity to operate effectively and efficiently.
- Develop and strengthen Ghana's creative industry to actively participate in international trade.
- Enhance women's access to economic resources.
- Enhance Government capacity for private sector policy formulation, implementation, and monitoring and evaluation
- Accelerate economic integration with other regional and/or sub-regional states
- Accelerate development of strategic sectors

PURPOSE OF THE M&E PLAN

M&E is necessary for the Ministry to achieve evidence-based policy making, prudent budget decisions, sound management and accountability. It also guides the Ministry on how to generate progress reports that would feed into the national Annual Progress Report (APR).

The purpose of the M&E Plan is, therefore, to monitor activities in the Sector Medium Term Development Plan.

Structure of the Plan

This Plan commences with a diagnosis of the MOTI M&E functions and examines its strengths and weaknesses in terms of the conduct, supply (M&E results) and demand (the actual use of the M&E results). It further identifies the material and human resource requirements for effective M&E at the Ministry. It then recommends ways of creating the necessary supporting conditions and capacities as well as assigning M&E responsibilities. The M&E indicators and Matrix provided is based on the Ministry's goal and objectives. A work plan and budget covering all the proposed M&E activities of the Ministry completes the design phase of the plan.

The second phase of the plan places emphasis on how to collect M&E data, analyse and utilize the information generated. It stipulates the reporting times and formats and the kind of reports to generate.

The last section of the plan specifies the evaluations and participatory M&E the Ministry ought to conduct.

A communication strategy in the SMTDP specifies how the M&E results would be communicated and disseminated to all stakeholders to achieve the desired impact.

CHAPTER TWO
2.0 MONITORING AND EVALUATION ACTIVITIES

2.1 STAKEHOLDER IDENTIFICATION AND ANALYSIS

Identification of MOTI Stakeholders

This section focuses on how MOTI can use stakeholder identification, analysis and involvement to help meet its mandates, fulfil its development objectives and create public value. MOTI stakeholders are individuals, communities, groups or organisations with interest in the outcome of the Ministry’s policy objectives and their implementation. Based on how individuals and groups are affected (direct or indirect), stakeholders of MOTI could be divided into two broad groups:

Primary stakeholders

Primary stakeholders are all those (individuals and groups) who are involved or affected by an intervention. They include the initiators, implementers, funders, direct beneficiaries as well as those adversely affected by the intervention. Primary stakeholders of MOTI will include the following: implementers and beneficiaries of MOTI policies, programmes and projects, users of MOTI M&E results, funders, other MDAs, law makers, private sector actors, etc.

Secondary stakeholders

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

Table 2.1 List of MOTI Stakeholders

Institution/organisation/individual	Classification
1. Office of the President (OoP)	Primary
2. Parliament • Select Committee on Trade, Industry and Tourism	Primary
3. Government Ministries, Departments and Agencies • MoFEP, GSS, MoE, MoFA, MoST, MLGRD, MoWAC, MoC, MEMD, OHCS, CEPS, Etc.	Primary
4. Metropolitan, Municipal and District Assemblies • DPCUs	Primary
5. Regional Co-ordinating Councils • RPCUs	Primary
6. Private Sector Organisations • Private Enterprise Foundation (PEF) • Ghana Chamber of Commerce and Industry (GNCCI) • Association of Small Scale Industry (ASSI) • Federation of Association of Ghanaian Exporters (FAGE) • Association of Ghanaian Industries (AGI) • Ghana Union of Traders Association (GUTA)	Primary
7. Development Partners include: • DFID, GTZ, UNDP, AfDB, DANIDA, World Bank, JICA, UNIDO, SEDCO, EU Delegation, USAID, etc.	Primary
8. The Electronic and Print Media • GTV, TV3, METRO TV, Daily Graphic, Ghanaian Times, etc.	Primary
9. Individual Resource Persons • Consultants	Primary

<ul style="list-style-type: none"> Facilitators, etc. 	
10. Civil Society Organisations <ul style="list-style-type: none"> Non- governmental organizations – NGOs Community Based Organisations – CBOs 	Secondary
11. Academia and Research Institutions <ul style="list-style-type: none"> Universities, Council for Scientific and Industrial Research (CSIR), etc. 	Secondary
12. Traditional Authorities <ul style="list-style-type: none"> Chiefs and Queen Mothers 	Secondary

Stakeholders Analysis

Stakeholder analysis of MOTI aims to:

- Identify and define the characteristics of key stakeholders;
- Assess the manner in which they might affect or be affected by SMTDP policy objectives;
- Understand the relations between stakeholders, including an assessment of the real or potential conflicts of interest and expectation between stakeholders;
- Assign responsibilities to the different stakeholders.

Table 2.2 Analysis of MOTI Stakeholders

Stakeholders	M&E Needs/Responsibilities	Involvement in M&E
1. Office of the President	<ul style="list-style-type: none"> Use M&E results to evaluate the performance of the Ministry and demand accountability & transparency Ensure quality goods and services delivery from trade and industry Provide incentives for M&E at MOTI 	<ul style="list-style-type: none"> Reporting Dissemination
2. Parliament	<ul style="list-style-type: none"> Use M&E results to brief constituents on trade and industry activities. Deliberate on M&E results Use M&E results to ensure there is accountability & transparency and to perform other oversight responsibilities Ensure appropriate allocation and use of resources in the Ministry Approve MOTI budget (M&E included) 	<ul style="list-style-type: none"> Reporting Dissemination Budget Preparation Procurement of goods, works and services
3. MDAs	<ul style="list-style-type: none"> Collaborate in policy formulation Release of implementation funds Provide secondary data Share M&E Reports Provide M&E incentives Provide feedback on M&E results Support capacity building & training in M&E 	<ul style="list-style-type: none"> Data Collection and validation Data analysis and use of GhanaInfo database and GCNet database Reporting Dissemination Participatory M&E Evaluations and studies M&E workshops and capacity building
4. MMDAs	<ul style="list-style-type: none"> Provide timely and accurate data on trade and industry for effective 	<ul style="list-style-type: none"> Data Collection and validation Data analysis and use of

Stakeholders	M&E Needs/Responsibilities	Involvement in M&E
	decision and policy making <ul style="list-style-type: none"> • Produce district M&E Reports (Quarterly/Annually) for submission to the RPCUs and MDAs • Provide feedback on M&E Reports • Disseminate MOTI M&E Results 	GhanaInfo database and GCNet database <ul style="list-style-type: none"> • Dissemination • Participatory M&E • Evaluations and studies • M&E workshops and capacity building
5. Regional Co-ordinating Councils	<ul style="list-style-type: none"> • Ensure the timely availability of accurate & reliable data from the districts • Produce regional M&E Reports • Provide feedback on M&E reports • Disseminate M&E Results • Supervise District M&E activities 	<ul style="list-style-type: none"> • Reporting • Dissemination • Participatory M&E • Evaluations and studies • M&E workshops and capacity building seminars
6. Private Sector Organisations	<ul style="list-style-type: none"> • Input for policy formulation • Provide M&E data • Disseminate M&E results 	<ul style="list-style-type: none"> • Dissemination • Participatory M&E • Evaluations and studies • M&E workshops and capacity building seminars
7. Development Partners	<ul style="list-style-type: none"> • Provide funds, logistics and technical assistance for M&E • Demand for M&E Results • Ensure accountability & transparency 	<ul style="list-style-type: none"> • Reporting • Dissemination • M&E workshops and capacity building seminars
8. The Media	<ul style="list-style-type: none"> • Disseminate M&E results • Information to the general public • Ensure Transparency & accountability 	<ul style="list-style-type: none"> • Dissemination • Participatory M&E • Evaluations and studies • M&E workshops and capacity building seminars
9. Resource Persons	<ul style="list-style-type: none"> • Professional services in policy formulation, skills training, etc. 	<ul style="list-style-type: none"> • Preparation of the M&E plan • Evaluations and studies • M&E workshops and capacity building seminars
10. CSOs	<ul style="list-style-type: none"> • Demand transparency & accountability • Demand and use M&E data/results for advocacy • Disseminate M&E results • Demand quality, reliable and affordable goods and services 	<ul style="list-style-type: none"> • Dissemination • Participatory M&E • Evaluations and studies • M&E workshops and capacity building seminars
11. Academia and research institutions	<ul style="list-style-type: none"> • Link research institutions to the needs of industry • Sharing development information • Conduct studies and evaluations • Provide technical assistance • Utilize M&E data/results 	<ul style="list-style-type: none"> • Dissemination • Participatory M&E • Evaluations and studies • M&E workshops and capacity building seminars
12. Traditional Authorities	<ul style="list-style-type: none"> • Sharing development information • Demand quality, reliable and affordable services • Disseminate M&E results 	<ul style="list-style-type: none"> • Dissemination • Participatory M&E • M&E workshops

• 2.2 MONITORING AND EVALUATION CONDITIONS AND CAPACITIES

Introduction

The M&E capacity assessment of MOTI is an analysis of current capacities against desired future capacities which generates an understanding of capacity assets and needs.

It has been done to ensure that the appropriate capacity and incentives are provided to enable MOTI meet its M&E obligations.

M&E Staff Position

The required M&E staff for the trade and industry sector is 50. Currently there are 34 staff out of which 10 have developed skills and competencies in M&E. Thus; the M&E staffing situation within the sector is inadequate.

Diagnosis of M&E conditions and capacities

The table below summarises the human and material resource conditions at MOTI.

Current situation	Recommendations
1. Staff Development	
Inadequate staff/capacity in respect to M & E functions.	<ul style="list-style-type: none"> Recruitment of 16 M&E experts and training of 24 staff for M&E functions is recommended.
Not all the PPME Division staff have the requisite M&E knowledge and skills.	<p>Continuous training would be required for staff to update their skills on new and emerging issues in M&E. E.g. in:</p> <ul style="list-style-type: none"> Project Management Development Planning Team and consensus building techniques Database management and other computer programs Report writing Facilitation skills <p>Recommended capacity building institutions in the country include:</p> <ul style="list-style-type: none"> Institute of Statistical Social and Economic Research (ISSER), University of Ghana; Ghana Institute of Management and Public Administration (GIMPA), Greenhill, Achimota; Institute of Local Government Studies (ILGS), Etc. <p>Foreign programmes in M&E include:</p> <ul style="list-style-type: none"> International Programme for Development Evaluation Training (IPDET) at Carleton University in Canada; International NGO Training and Research Centre (INTRAC), United Kingdom IMA International, United Kingdom, RIPA, United Kingdom, etc
2. Motivation and incentives	
Despite the high calibre of M&E staff required, current motivation and incentives are very poor.	To attract and retain the high calibre of professionals, there must be competitive remuneration and better conditions of service than what pertains now.

Current situation	Recommendations
3. Office Accommodation	
Accommodation for staff remains inadequate within the sector.	M&E staff should be allocated more spacious and better furnished offices.
4. Documentation Centre	
There is no documentation centre.	A documentation centre be set up as soon as possible and a qualified librarian recruited to manage it. It should also be furnished with up-to-date reading materials: periodicals, acts and legislative instruments, development plans, guidelines, manuals, etc.
5. Computer and accessories (printer, scanner, LCD, etc.)	
Inadequate stationer, computers and accessories	Provide the unit with computers, printers, LCD Projectors, photocopiers, scanners and flip charts.
6. Vehicle	
No specific vehicles for M&E field work.	At least two vehicles should be allocated to the PPME Division for M&E field work.
7. Financial resources	
Inadequate budgetary support for M&E	Sufficient budgetary allocation to cover the key functions of M&E outlined in the M&E calendar and budget.

2.3 M&E INDICATORS

The Ministry, guided by its functions and objectives, has developed several indicators to measure the achievement of its policy objectives under the SMTDP. The Table below presents a list of the key indicators:

Table 2.3 Key SMTDP Indicators

OBJECTIVES	INDICATORS - OUTPUT	INDICATORS - OUTCOME
1. Diversify and increase export base	<ul style="list-style-type: none"> • % increase in volume of exports. • % increase in NTEs. • % increase of manufacturing share in total export. 	<ul style="list-style-type: none"> • % increase in foreign exchange earnings • Improvement in balance of trade
2. Ensure increased access of industries to reliable and adequate energy supply.	<ul style="list-style-type: none"> • % increase in the number of industries connected to the national grid. • the share of total energy consumed by industry 	<ul style="list-style-type: none"> • Percentage increase in industrial production
3. Promote the application of Science, Technology and Innovation (STI) in industry	<ul style="list-style-type: none"> • No. of STI incubators established. • Increase in the no. of industries that are provided with STI services. • No. of business incubators established • National ICT part established 	<ul style="list-style-type: none"> • Percentage increase in volume of industrial production
4. Increase competitiveness and enhance integration into domestic and international markets	<ul style="list-style-type: none"> • % increase in manufactures to GDP • % increase in NTEs 	<ul style="list-style-type: none"> • Percentage increase in foreign earnings • Increase in market share at regional, sub regional levels.
5. Ensure the creation of enabling environment to enhance industrial growth and provide the momentum to achieve global competitiveness	<ul style="list-style-type: none"> • Improvement in the World Bank's Ease of doing business ranking. • Reduction in number of days and cost of registering businesses • Increase in the number of commercial courts 	<ul style="list-style-type: none"> • Percentage increase in number of businesses registered • Improved access to commercial justice • Percentage reduction in cost of doing business
6. Improve Ghana's position in global and regional market	<ul style="list-style-type: none"> • Total trade as a % of GDP • Trade balance • Total exports value 	<ul style="list-style-type: none"> • Reduction in the cost of doing business • Increase in foreign direct investment

OBJECTIVES	INDICATORS - OUTPUT	INDICATORS - OUTCOME
	Share of exports in sub-Saharan Africa.	
7. Ensure the health, safety and economic interest of consumers	<ul style="list-style-type: none"> • National Consumer policy developed and implemented. • Establishment of consumer protection agency. • No. of consumer complaints resolved. 	<ul style="list-style-type: none"> • Percentage increase in the awareness of consumer rights among the populace
8. Strengthen firms competency and capacity to operate effectively and efficiently	<ul style="list-style-type: none"> • Increase in management training programmes and advisory services offered to firms 	<ul style="list-style-type: none"> • Increased access to BDS by firms/enterprises • Increased access to long term financing to SMEs
9. Develop and strengthen Ghana's creative industry to actively participate in international trade	<ul style="list-style-type: none"> • Appropriate legal framework developed and implemented on creative industry. • Industry cluster associations formed. 	<ul style="list-style-type: none"> • Share of export earnings from the industry
10. Enhance government capacity for private sector policy formulation, implementation and M&E.	<ul style="list-style-type: none"> • Increase in the number of existing personnel trained in policy formulation, planning and M&E • Additional M&E staff recruited • Increased number of refresher courses offered to the trained personnel 	<ul style="list-style-type: none"> • Improved and timely delivery of projects and programmes • Private sector perception of the government's private sector policy formulation and implementation performance(% respondents reporting satisfaction , %dissatisfaction,) • Private sector perception(AGI) on recommendations that are adopted in the government decision making(survey)
11. Enhance women's access to economic resources	<ul style="list-style-type: none"> • Increase in the number of business management training offered to women • Number of women accessing credit from NBSSI, REP and MASLOC. 	<ul style="list-style-type: none"> • Improvement in the income of women entrepreneurs
12. Accelerate economic and social integration with regional and or sub-regional states	<ul style="list-style-type: none"> • Reduction in turn-around time. • Reduction in days used in clearing goods • Reduction in the days for exporting 	<ul style="list-style-type: none"> • Reduction in the cost of doing business • Increase in foreign direct investment
13. Accelerate development of Strategic Sectors	<ul style="list-style-type: none"> • % increase in the volume of investment in the strategic sectors • % increase in output of the strategic sectors 	<ul style="list-style-type: none"> • % increase in export earnings from the strategic sectors • % increase in FDIs to the strategic sectors

OBJECTIVES	INDICATORS - OUTPUT	INDICATORS - OUTCOME
	<ul style="list-style-type: none">• % increases in resources (capital and human employed by the strategic sectors)	

• 2.4 M&E MATRIX

Introduction

The Monitoring and Evaluation matrix presents outcomes and impacts for each objective in the SMTDP. It further indicates the link between SMTDP and GSDA policies, sources of data, frequency of monitoring and institutions, departments and agencies responsible for data collection.

Table 2.4 M&E matrix of the plan

MTDPF Goal: The goal of the MTDPF (2010-2013) is to address the economic imbalances, re-stabilize the economy and place it on the path of sustained accelerated growth and poverty reduction towards achieving the MDGs and middle income status.

Indicators	Indicator Type	Baseline 2009	Targets 2010 - 13				Data Sources	Monitoring Frequency	Responsibility
			2010	2011	2012	2013			
Objective 1: Diversify and increase export base									
% increase in volume of exports for 10 leading products.	Output						GEPC, BOG, WB	Annually	MOTI/ GEPC
% increase in NTEs.		(4.9)	20.58	27.30	31.15	35.24	GEPC, BOG	Quarterly/ Annually	MOTI/ GEPC
% increase of manufacturing share in total exports.		32.4%	33	35	40	50	BOG, WB	Annually	MOTI
% increase in foreign exchange earnings	Outcome						BOG	Annually	MOTI
Improvement in balance of trade							BOG	Annually	MOTI
Objective 2: Ensure increased access of industries to reliable and adequate energy supply									

Indicators	Indicator Type	Baseline 2009	Targets 2010 - 13				Data Sources	Monitoring Frequency	Responsibility
% increase in the number of industries connected to the national grid.	Output						AGI, ECG	Annually	MOTI
Share of total energy consumed by industry							ECG	Annually	MOTI
Percentage increase in industrial production	Outcome						GSS, BOG	Annually	MOTI
Objective 3: Promote the application of Science, Technology and Innovation in industry									
No. of STI incubators established.	Output	1	2	4	4	4	CSIR, MEST	Annually	MOTI
Increase in the no. of industries that are provided with STI services.		25	50	100	100	100	AGI	Annually	MOTI
No. of business incubators established							NBSSI, REP, GRATIS	Annually	MOTI/ NBSSI/ REP/ GRATIS
National ICT park established		0	1	1	1	1	MOC	Annually	MOTI
Percentage increase in volume of industrial production	Outcome						BOG, GSS	Annually	MOTI
Objective 4: Increased competitiveness and enhanced integration into domestic and international markets									

Indicators	Indicator Type	Baseline 2009	Targets 2010 - 13				Data Sources	Monitoring Frequency	Responsibility
			7	7	8	10			
% increase in manufactures to GDP	Output	6.8	7	7	8	10	GSS, BOG, WB	Annually	MOTI
% increase in NTEs		(4.9)	20.58	27.30	31.15	35.24	GEPC, BOG	Quarterly/ Annually	MOTI/ GEPC
Percentage increase in foreign earnings	Outcome						BOG	Annually	MOTI
Increase in market share at regional, sub regional levels.		2.3%	3%	3.5%	4%	5%	GCNet, GSS	Annually	MOTI
	7.9%	8%	8.5%	9%	10%				
Objective 5: Ensure the creation of enabling environment to enhance industrial growth and provide the momentum to achieve global competitiveness.									
Improvement in the World Bank's Ease of doing business ranking.	Output	92	70	65	60	50	WB	Annually	MOTI
Reduction in number of days and cost of registering businesses		5-10 days	5-7 days	3-5 days	2-3 days	1-2 days	RGD	Annually	MOTI
Increase in the number of commercial courts		5	12	20	25	30	MOJA	Annually	MOTI
Percentage increase in number of businesses registered	Outcome	45,032	50,000	55,000	60,000	65,000	RGD	Annually	MOTI

Indicators	Indicator Type	Baseline 2009	Targets 2010 - 13				Data Sources	Monitoring Frequency	Responsibility
Improved access to commercial justice							MOJA	Annually	MOTI
Percentage reduction in cost of doing business							RGD, CEPS, MMDAs	Annually	MOTI
Objective 6: Improve Ghana's position in global and regional markets									
Total trade as a % of GDP	Output						BOG, WB	Annually	MOTI
Trade balance		(\$2,830.2m)					BOG, WB	Annually	MOTI
Total exports value							WB, BOG, GSS	Annually	MOTI
Share of exports in sub-Saharan Africa.		32.72%	33%	33.7%	35%	37%	BOG, WB, GSS	Annually	MOTI
Increase in foreign direct investment	Outcome	\$109.23m					GIPC, BOG	Annually	MOTI
Objective 7: Ensure the health, safety and economic interest of consumers									
National Consumer policy developed and implemented.	Output	0	1	1	1	1	MOTI	Annually	MOTI
Establishment of consumer protection agency.							MOTI	Annually	MOTI
No. of consumer complaints							MOTI	Annually	MOTI

Indicators	Indicator Type	Baseline 2009	Targets 2010 - 13				Data Sources	Monitoring Frequency	Responsibility
resolved.									
Percentage increase in the awareness of consumer rights among the populace	Outcome						MOTI	Annually	MOTI
Objective 8: Strengthen firms' competency and capacity to operate effectively and efficiently.									
Increase in management training programmes and advisory services offered to firms	Output						NBSSI, REP, RUMSEC, MDPI, CEDECOM	Annually	MOTI/ NBSSI/ REP/ RUMSEC/ CEDECOM
Increased access to BDS by firms/enterprises	Outcome						NBSSI	Annually	MOTI/ NBSSI
Increased access to long term financing to SMEs							EDIF, VCF, EXIM	Annually	MOTI/ EDIF
Objective 9: Develop and strengthen Ghana's creative industry to actively participate in international trade. Enhance women's access to economic resources.									
Appropriate legal framework developed and implemented on creative industry.	Output	0	1	1	1	1	MOTI	Annually	MOTI
Industry cluster associations		0	0	5	8	10	MOTI, AGI	Annually	MOTI

Indicators	Indicator Type	Baseline 2009	Targets 2010 - 13				Data Sources	Monitoring Frequency	Responsibility
formed.									
Share of export earnings from the industry	Outcome						BOG, WB	Annually	MOTI
Objective 10: Enhance Government capacity for private sector policy formulation, implementation, and monitoring and evaluation.									
Increase in the number of trained personnel in policy formulation, planning and M&E	Output	25	25	30	30	30	MOTI	Annually	MOTI
Recruit additional M&E staff		34	40	40	45	50	MOTI, OHCS	Annually	MOTI
Offer periodic refresher courses to the trained personnel		2	1	1	4	4	MOTI	Annually	MOTI
Improved and timely delivery of projects and programmes	Outcome						MOTI	Annually	MOTI

Indicators	Indicator Type	Baseline 2009	Targets 2010 - 13				Data Sources	Monitoring Frequency	Responsibility
Private sector perception of the government's private sector policy formulation and implementation performance(% respondents reporting satisfaction , %dissatisfaction,)							MOTI	Annually	MOTI
Private sector perception(AGI) on recommendations that are adopted in the government decision making(survey)							MOTI, AGI	Annually	MOTI
Objective 11: Enhance women's access to economic resources.									
Increase in the number of business management training offered to women	Output						NBSSI, REP, MDPI, RUMSEC , CEDECOM	Annually	MOTI/ NBSSI/ REP/ RUMSEC/ CEDECOM

Indicators	Indicator Type	Baseline 2009	Targets 2010 - 13				Data Sources	Monitoring Frequency	Responsibility
Number of women accessing credit from NBSSI, REP and MASLOC.							NBSSI, RUMSEC, MASLOC, REP	Annually	MOTI/ NBSSI/ RUMSEC/ REP
Improvement in the income of women entrepreneurs	Outcome						NBSSI, REP, RUMSEC	Annually	MOTI/ NBSSI/ REP
Objective 12: Accelerate economic integration with other regional and/or sub-regional states									
Reduction in turn-around time.							GPHA	Annually	MOTI
Reduction in days used in clearing goods		2 days (seaport) 5hrs (airport)	2 days (seaport) 5hrs (airport)	2 days (seaport) 5hrs (airport)	2 days (seaport) 5hrs (airport)	2 days (seaport) 5hrs (airport)	GPHA, CEPS	Annually	MOTI
Reduction in the days for exporting							CEPS, GEPC	Annually	MOTI/ GEPC
Reduction in the cost of doing business							RGD, CEPS, MMDAs,	Annually	MOTI
Increase in foreign direct investment							GIPC, BOG	Annually	MOTI
Objective 13: Accelerate development of strategic sectors									
% increase in the volume of investment in the strategic sectors	Output						GIPC	Annually	MOTI

Indicators	Indicator Type	Baseline 2009	Targets 2010 - 13				Data Sources	Monitoring Frequency	Responsibility
% increase in output of the strategic sectors							GIPC, MOTI, GSS	Annually	MOTI
% increases in resources (capital and human employed by the strategic sectors)							GIPC	Annually	MOTI
% increase in export earnings from the strategic sectors							BOG	Annually	MOTI
% increase in FDIs to the strategic sectors	Outcome						GIPC, BOG, GSS	Annually	MOTI

• 2.5 M&E CALENDAR

The M&E Calendar provides a detailed schedule of activities to be carried out during the period (2010-2013); how the activities will be carried out as well as how the activities relate to the common objectives and goal of the trade and industry sector.

ACTIVITIES	TIME FRAME	BUDGET
MOTI M&E Plan		Gh¢
Meeting to draw a budget and conduct stakeholder analysis	August 30, 2010	3,000
1 st workshop to prepare the design phase of the plan	September 15, 2010	51,000
2 nd workshop to prepare the implementation phase	September 30, 2010	51,000
Prepare M&E plan first draft	October 2010	51,000
Internal review of the draft plan	October 2010	6,000
Review the draft plan with stakeholders	November 2010	51,000
Prepare final draft plan	January 2011	5,000
Print the plan	February 2011	800
MOTI Quarterly Progress Reports		
Commence the collation of quarterly reports	First week of April, July and October	6,000
Collate quarterly reports from the implementing agencies and regions	Second week of April, July and October	6,000
Harmonise reports from the implementing agencies and regions	Third week of April, July and October	6,000
MOTI Annual Progress Report – APR		
Commence the collation of APRs	Second week of January each year	500
Collate the APRs from the implementing agencies and regions	First week of February each year	500
Validate the collated APRs	Last week of February each year	5,000
Prepare the 1 st draft MOTI APR	First week of March each year	51,000
Internal review of the draft APR	Second week of March each year	5,000
Prepare the final draft APR	Third week of March each year	5,000
Print the APR	Last week of March each year	800
Participatory Monitoring and Evaluation (PM&E)		
Prepare for PM&E with stakeholders (team building, budget, choice of methodology, etc.)	Second week of April 2012	48,000
Design and review data collection instruments	Third week of April 2012	6,000
Train personnel for fieldwork	Fourth week April 2012	5,000
Conduct pre-testing	May 2012	5,000
Conduct PM&E	June/ July 2012	20,000
Collect, collate and analyse data	August 2012	6,000
Internal review of PM&E report	First week Sept. 2012	4,000
Stakeholders review of the report	Weeks 2 & 3 Sept. 2012	12,000
Print final PM&E report	First week October 2012	800
M&E Capacity Building		

Compile M&E capacity and needs assessment	August 2010	12,000
Design M&E skills training programme	September 2010	12,000
Conduct M&E skills training	October – November 2011	25,000
Overseas training of MOTI M&E staff (12 officers trained)	February – October 2012	150,000
Evaluate impact of the M&E skills training programme	November 2013	5,000
Evaluations and Studies		
Mid-term evaluation of SMTDP	June 2012	24,000
Terminal evaluation of SMTDP	January 2014	24,000
Dissemination		
Disseminate SMTDP	Two weeks after producing the plan	123,000.00
Disseminate the APRs	First to last week of April each year	123,000.00
Disseminate PM&E reports	Two weeks after producing the report	123,000.00
Disseminate the evaluation reports of SMTDP	Two weeks after producing the report	123,000.00

• 2.6 M&E BUDGET

In preparing the budget, a careful consideration was given to key M&E activities which include; training and capacity building, APR preparation, participatory M&E for mid-term and terminal evaluation of the SMTDP. The table below gives a detailed breakdown of the financial resources needed by MOTI to monitor and evaluate the SMTDP activities.

ACTIVITIES	QUANTITY or No. of days	FREQUENC Y	UNIT COST GH¢	AMOUNT GH¢
MOTI Sector M&E Plan Preparation				
Hotel accommodation	2*30	4	180.00	43,200.00
Feeding – snacks & meals	2*30	4	45.00	10,800.00
T&T Allowance	2*30	4	20.00	4,800.00
Cost of facilitators	2*2	4	500.00	8,000.00
Hire workshop venue	-	-	-	-
Print copies of final report	100	1	8.00	800.00
Cost of resource persons	-	-	-	-
Cost of drivers	2*6	4	24.00	1,152.00
Cost of rapporteurs				
SUB-TOTAL				80,944.00
Stakeholder review of the SMTDP, including M&E Plan				
Cost items same as above				80,944.00
SUB-TOTAL				80,944.00
Mid-Term Evaluation of SMTDP				
Engage consultants	1*40	1	600.00	24,000.00
Accommodation for participants	-	-	-	-
Feeding – snacks & meals	1*50	1	45.00	2,250.00
T&T for participants	1*50	1	200.00	10,000.00
Hire workshop venue	1	1	1,400.00	1,400.00
Print copies of final report	60	1	8.00	480.00
Cost of resource persons	-	-	-	-
Cost of drivers	10	1	24.00	240.00
Cost of secretaries	2	1	24.00	48.00
Cost of rapporteurs	3	1	500.00	1,500.00
SUB-TOTAL				39,918.00
Production of MOTI APR				
Data collection costs	14*3	1	300.00	12,600.00
Data validation costs				32,418.00
Stationery	-	-	-	-
Printing costs	10	1	8.00	80.00
SUB-TOTAL				45,098.00
Dissemination of MOTI APR				
Hotel accommodation	5*2	4	180.00	7,200.00
T&T for participants	50*2	4	200.00	80,000.00

ACTIVITIES	QUANTITY or No. of days	FREQUENC Y	UNIT COST GH¢	AMOUNT GH¢
Feeding – snacks & meals	55*2	4	45.00	19,800.00
Facilitation Allowance	5*2	4	250.00	10,000.00
Hire workshop venue	1*2	4	750.00	6,000.00
SUB-TOTAL				123,000.00
Capacity building training workshops				
Cost items same as above				123,000.00
SUB-TOTAL				123,000.00
Conduct Participatory M&E				
Similar cost items as above				123,000.00
GRAND TOTAL				615904.00

• 2.7 HOW DATA WILL BE COLLECTED, VALIDATED AND COLLATED

Data on Programmes and Projects

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

Primary Data

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

- Data on business enterprises, socio-economic data and others as may be requested by the Ministry and other stakeholders.
- Process data on operations of the Ministry and its implementing agencies and decentralised structures, tendering and contract awards, compliance with audit recommendations, etc.
- Input data on budget releases and other funds from development partners, MDAs, NGOs, IGF, etc.
- Output data (goods and services provided) on construction projects undertaken, business and marketing trainings conducted, etc.
- Outcome/impact data (changes in livelihood as a result of certain interventions) such as increase in export incomes, etc.

Secondary Data

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

Data Validation

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

M&E Information System

A well functioning IT-based monitoring information system is required by the Ministry for effective data entry, efficient data processing and easy access to information on the SMTDP implementation. The Ministry will acquire an MIS and train staff on how to use the system. Some of the data will be exported to the GhanaInfo database hosted by GSS.

• 2.8 HOW DATA WILL BE ANALYSED AND THE RESULTS UTILIZED

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

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

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

• 2.9 HOW AND WHEN TO REPORT ON PROGRESS

Quarterly and Annual Progress Report (APR)

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

• 2.10 HOW AND WHEN EVALUATIONS WILL BE DONE

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

2.10.1 MOTI Evaluation Process

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

- 1) Assess the need for an evaluation.
- 2) Develop clear ideas on the rationale and objectives of the evaluation.
- 3) Determine the type of evaluation to undertake.
- 4) Specify the methods, scope and timing of the evaluation.
- 5) Identify and analyse stakeholders.
- 6) Consider the costs involved (budget).
- 7) Prepare the Terms of Reference (TOR) and contractual agreement based on items 1 to 4. The preparation of the evaluation exercise will start with the elaboration of the TOR. This will be prepared by the PPME Division in collaboration with stakeholders.
- 8) Discuss the TOR with key stakeholders. The Ministry will always have a broad consultation and agreement on the TOR that will form the basis of each evaluation.
- 9) Recruit a consultant or a team in accordance with the provisions of the Procurement Act, Act 663 of 2003.
- 10) Commission the evaluation.

- 11) Constitute a technical committee to review the work and reports of the consultant.
- 12) Disseminate the results and act on the findings and recommendations.

2.10.2 Proposed Evaluations for the Ministry

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

The Ministry will conduct the following:

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

2.9.3 Evaluation Norms and Standards at MOTI

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

• 2.10 HOW PARTICIPATORY M&E WILL BE DONE AT MOTI

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

MOTI will follow the steps below in conducting PM&E:

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