

**MINISTRY OF WOMEN AND
CHILDREN'S AFFAIRS (MOWAC)**

**MONITORING AND EVALUATION (M&E)
PLAN**

2010-2013

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1.0 INTRODUCTION

1.1 Profile

The Ministry of Women and Children's Affairs (MOWAC) was established by an Executive Instrument [EI 18] in January, 2001. The primary objective for its establishment was to have a Ministry responsible for policy formulation for women and children's issues. The Ministry is responsible for championing the cause of women and children through the promotion of gender equity and equality, the survival, development and protection of children within the context of national development agenda.

The establishment of MOWAC brought together the National Council on Women and Development (NCWD) and the Ghana National Commission on Children (GNCC) under one national institutional framework to coordinate national efforts in promoting and advancing the rights of women and children in Ghana. The laws governing the two bodies have been repealed and now operate as departments of the Ministry; namely Department of Women (DOW) and Department of Children (DOC) with regional offices throughout the country.

MOWAC is in the process of strengthening its structures for advancing the status of women and children; development and protection of the rights of women and children; mainstreaming gender issues in all aspect of development policies, programmes and projects.

1.2 Mandate

The mandate of MOWAC is to initiate/formulate policies and promote gender mainstreaming across all sectors that will lead to the achievement of gender equality and empowerment of women; survival, development and growth of children as well as the protection of the rights of women and children.

1.3 Mission

MOWAC exists to promote the development of women, gender equity and equality, the survival, protection, development and participation of children through policy formulation, legislation, programme implementation with a well motivated staff.

1.4 Vision

The vision of the Ministry is to ensure a harmonious functioning society in which equity and equality between the sexes are guaranteed and where the survival, protection and development of the child are assured.

1.5 Core Values

The vision of the Ministry shall be guided by the following core values:

- Commitment and excellence
- Transparency and accountability
- Social Justice, equality and equity
- Respect and discipline

1.6 Functions

The functions of the Ministry are premised on national laws and national development policy frameworks as well as related international conventions, treaties and agreements Ghana is committed to.

The functions of the Ministry include:

- Formulation of a gender and child specific development policy framework, guidelines and advocacy strategies for use by all MDAs and for collaboration with Ghana's Development Partners
- Planning and the facilitation of the integration of women and children's policy issues into National Development Agenda
- Monitoring and evaluation of programmes and projects on women and children being implemented
- Provision of guidelines and advocacy strategies for all MDAs and other development partners for effective gender mainstreaming
- Provision of the necessary platform and mechanism to implement government's commitments expressed at international fora towards improving the status of women and children
- Co-ordination of all gender related programmes and activities at all levels of development.

1.7 Sector Goals

The main goal is: "Ensuring Development of Women and Children by Promoting Gender Equality, Equity and Mainstreaming gender and children Issues within the context of national development agenda.

The Ministry therefore seeks to:

- Promote the development of women and children to contribute to sustainable development in Ghana
- Ensure equity and equality between men and women through effective gender mainstreaming in all sectors of the economy
- Mainstream women issues in the development process to enhance their status in society
- Promote and raise awareness on child rights and develop the potential of all children.

1.8 Sector Objectives

The objectives of MOWAC are to:

- Ensure policy formulation, coordination, execution, and monitoring of programmes and activities relating to women and children
- Ensure gender sensitivity in sectoral policies, plans and business promotion, programmes and projects
- Promote collaboration with Development Partners (DPs), Civil Society Organizations (CSOs) and other relevant organizations/stakeholders to facilitate the integration of women and children issues into national development
- Design and carry out research with the view of advancing women and children issues to enhance their contribution towards national development
- Facilitate the implementation of government policies and plans that relate to women and children, and
- Ensure compliance with Ghana's International Obligations that relate to women and children.

1.9 Purpose of the M&E Plan

The purpose for developing the M&E Plan for MOWAC is to systematically measure the outcome, impact and output of MOWAC and its stakeholders in their interventions targeting gender and child related issues. Apart assessing the performance it is further anticipated to identify implementation gaps and prompt measures designed to enhance intervention mechanisms in the plan. It is further noted that the Plan would identify stakeholders in women and child related issues which would promote collaboration, networking and partnership and thus facilitate performance of MOWAC and its stakeholders. The plan is further expected to provide qualitative and quantitative data / information on the situation of women and children in Ghana. This information MOWAC

and stakeholders justify the need to allocate adequate resources to implement interventions for the welfare of women and children in Ghana.

The main purposes of the M&E Plan are to:

- Provide a road map for carrying out any M&E in the Ministry.
- Analyze MOWAC's performances in the implementation of programmes and projects spelt out in the SMTDP to enable the Ministry take informed decision to enhance its performance.
- Evaluate the impacts of projects and programmes on the targeted beneficiaries.
- Make the Ministry focus on its core mandate as a policy making and M&E institution.
- Enhance performance in timely delivery of programmes and activities.

PLAN PREPARATION PROCESS

NO	PLAN PREPARATION ACTIVITIES	PARTICIPANTS	KEY OUTPUTS
1	1 st Meeting after the guidelines orientation workshop to map out the way forward, draw a budget and do stakeholders analysis	PPME, Chief director, Sector Minister, other Heads of Department.	<ul style="list-style-type: none"> ▪ Budget for the M&E plan preparation. ▪ Stakeholders identified and analyzed.
2	2 nd Meeting to assess the M&E needs and conditions in the sector.	PPMED, other Heads of Departments and representatives from key stakeholder groups	<ul style="list-style-type: none"> ▪ M&E challenges and solutions identified and discussed.
3	Two-day workshop to select sector specific indicators, establish baselines and targets and to produce the M&E matrix.	PPMED, other Head of Departments and representatives from stakeholder groups (with knowledge on the subject). It is very important to have a facilitator who is up to the task.	<ul style="list-style-type: none"> ▪ Complete list of the sector indicators (both core and sector specific indicators) ▪ The sector M&E matrix.
4	Two-day workshop to develop the M&E calendar and the budget.	PPMED, other Heads of Departments and representatives from stakeholder groups (with knowledge on the subject). It is very important to have a facilitator who is up to the task.	<ul style="list-style-type: none"> ▪ M&E calendar (work Plan) ▪ M&E budget for the SMTDP.
5	Two-day workshop to work on steps 7 to 10, evaluations and participatory M&E; i.e. how to collect, collate, validate and analyze data. How to use M&E results, report and disseminate the reports, etc.	PPMED, other Head of Departments and representatives from stakeholder groups (with knowledge on the subject). It is very important to have a	<ul style="list-style-type: none"> ▪ Write-up on steps 7,8,9 and 10 ▪ Write-up on evaluations and the M&E to be carried out ▪ Dissemination strategy

		facilitator who is up to the task.	
6	Collation of all the reports from the meetings and workshops into the draft M&E Plan.	Secretary (from PPME)	▪ 1 st M&E Draft Plan
7	A meeting to review the first draft	PPMED, Chief director, Sector Minister, other Head of Department.	▪ 2 nd M&E Draft Plan
8	Meeting with a wide range of stakeholders to present the 2 nd draft plan.	Secretary and representatives from all stakeholder groups	▪ 3 rd M&E Draft Plan
9	Public hearing on the 3 rd M&E Draft Plan	PPMED, other heads of Departments and general public.	▪ 4 th M&E Draft Plan
10	4 th M&E Draft Plan submitted to NDPC	Secretary	▪ Feedback from NDPC
11	Comments discussed and amendments made to the draft.	PPMED, other heads of Departments and general public.	▪ Final M&E Draft Plan
12	Draft submitted to sector Minister for approval (together with the SMTDP)	Chief director and Sector Minister.	▪ APPROVED SMTDP AND M&E PLAN
13	M&E Plan implementation	PPMED, other heads of Departments and Stakeholders	▪ Quarterly and Annual Progress Report.

1.10 Implementation Status of the SMTDP

The Sector Medium Term Development Plan (SMTDP) (2010 – 2013) was initiated by the Ministry as a four-year Development Plan based on the National Medium Term Development Agenda for 2010 to 2013 (Ghana Shared Growth and Development Agenda). The plan has been developed to provide a policy framework and a new direction that would guide MOWAC in the implementation of its mandate for the next four years.

The principal methodology adopted in the preparation of the plan was participatory and interactive. This is anchored on the principles of consensus-building, by all stakeholders to enhance collective ownership, commitment and effective plan implementation and monitoring.

The six (6) Sector Policy Objectives which are based on relevant National medium Term Policy Objectives are as follows:

1. To promote Gender mainstreaming and Gender Responsive Budgeting (GRB) in MDAs and MMDAs through capacity building
2. To improve the socio-economic status of women and children, the vulnerable and marginalized groups through targeted interventions

3. To enhance evidence-based decision-making on gender equality and women empowerment through gender and sex-disaggregated data
4. To promote the development and the rights of women and children through awareness creation
5. To assess progress on the implementation of women and child related programmes and projects and evaluate policy outcomes and impact through effective monitoring and evaluation framework
6. To support the implementation of government development policies affecting women and children in Ghana.

The Sector Medium Term Development Plan seeks to address among others the following key issues:

1. Low participation of women in decision making at all levels
2. Violence against women and children
3. Low access to credit and support facilities for women
4. Poor enforcement of child related laws
5. Harmful socio-cultural practices affecting women and children
6. Increasing number of kayayees/streetism in urban areas
7. Inadequate disaggregated data (gender, sex and age)
8. Inadequate capacity (technical, financial and human) of institutions to implement programmes for women and children
9. Inadequate shelters for women and children in extremely difficult situation
10. Commercial sex exploitation of women and children
11. Weak policy coordination on women and children issues
12. Inadequate physical infrastructure.

The Plan is organized into four chapters. The first chapter is an introduction which highlights the methodology used and an overview of the previous Strategic Implementation Plan (SIP) and its implementation challenges. Chapter two is the situation analysis on women and children in Ghana. The third chapter focuses on the development goals, objectives and strategies of the plan and the fourth chapter captures the programme of action and implementation strategies. Chapter four also includes the Annual Plans of Action for 2010 to 2013 which are expected to contribute to the attainment of the sectoral goals and objectives.

CHAPTER TWO

M&E ACTIVITIES

2.1 Stakeholders Identification and Analysis

Gender is cross cutting in nature. This means that the assessment of activities identified in the plan could be effectively implemented in collaboration and partnership with MOWAC's stakeholders. The preparation of the plan actively involved stakeholders.

Due to the participator nature of the M&E Plan, there is the need to involve stakeholders. The active involvement of all the identified stakeholders is expected to lead to a sustained capacity building, dissemination and the demand for monitoring and evaluation results.

MOWAC recognizes the important role of Development Partners in the implementation of the SMTDP. The Ministry will submit reports on M&E activities especially those funded by the DPs as a way of collaboration.

MOWAC will also update DPs on the implementation status of DP funded programme/projects in the SMTDP.

The purpose of the analysis is to identify core stakeholders with interest in gender equality and equity, women economic empowerment and the development of children which forms the core mandate of the Ministry. MOWAC identified and classified these organizations and institutions into primary and secondary stakeholders based on their level of involvement in activities of the Ministry.

The identified stakeholders will be involved in:

- Monitoring of projects and programmes (participatory monitoring)
- Evaluating project and programme outcomes and impacts
- Sharing and dissemination of M&E reports, results and information
- Assist in building M&E capacities of MOWAC

MOWAC identified and classified organizations and institutions with interest in gender equality as well as the development of children in Ghana. The active involvement of all the identified stakeholders is expected to lead to a sustained capacity building, dissemination and the demand for monitoring and evaluation results.

NO	STAKEHOLDERS	CLASSIFICATION	RESPONSIBILITY
1	National Development Planning Commission (NDPC)	Primary	Ensure the alignment of sector plan with National plan and monitor progress of implementation of SMTDP.
2	Development Partners	Primary	Provide funds and support implementation of SMTDP activities.
3	Ghana Statistical Service (GSS)	Primary	Collaborate in the collection of disaggregated data
4	Members of Parliament (MPs)	Secondary	Inform constituents on programmes/projects
5	Women Groups (in agro processing)	Secondary	Ensure efficient use of agro-processing machines and repayment of credits.
6	MDAs/MMDAs	Secondary	Ensure efficient GDOs and support gender activities.
7	MASLOC/micro-credit institutions	Primary	Provide credit facility for women.
8	GRATIS Foundation	Primary	Provision of Agro-processing machines
9	NGOs, CSOs	Secondary	Advocate for transparency and accountability/education of communities on programmes/projects
10	The Media	Secondary	Dissemination of information to the general public, demand accountability and transparency.
11	Local Communities/Traditional Authorities	Secondary	Demand for development projects and collaborate in M&E

2.2 M&E CONDITIONS AND CAPACITIES

2.2.1 Sector Medium Term Development Plan (SMTDP)

The previous Strategic Implementation Plan (2005-2008) reflected a policy framework that was directed primarily towards the attainment of a status of decentralized national machinery with the capacity to reform policies, initiate innovative programmes and collaborate with stakeholders to advance the status of women and children. The present sector Medium Term Development Plan (2010-2013) is designed to provide a policy framework with a new direction that will guide the Ministry to implement successfully its mandate for the next four years. Such a far-reaching change in the focus of development policy is therefore placed in the Medium Term Development Plan.

The Sector Medium Term Development Plan (2010-2013) identifies the development issues and challenges that confront the Ministry against the background of the situational analysis of women and children and the outstanding issues in the 2005 –

2008 Strategic Implementation Plan. Six (6) strategic objectives are identified in addressing these issues

2.2.2 Human Resource

The PPME Directorate has the responsibility for M&E. However the knowledge and skills of the staff in M&E needs to be enhanced. There would be the need to train PPME staff in the following areas:-

- ❖ Monitoring and Evaluation
- ❖ Policy Development and Analysis
- ❖ Development Planning
- ❖ Computer Programmes and Database management

2.2.3 Management Information System (MIS)

MOWAC has no effective Management Information System. However with the setting up of the Research Statistics and Information Management (RSIM) Directorate, an MIS is expected to be in place.

2.2.4 Logistics

MOWAC lack adequate logistics to carry out M&E. For effective M&E, the underlisted logistics would be needed:

- Computers
- Printers
- Fax Machines
- Photocopiers
- Scanner
- LCD projector
- Monitoring vehicle

2.2.5 Stakeholders

The Sector Medium Term Development Plan was prepared with the active participation of our stakeholders and they also brought to bare their technical skills and inputs in the preparation of the SMTDP

2.2.6 Recommendations

It is recommended that management of the Ministry make enough budgetary allocation to address the needs identified especially in the area of logistics and human resource training for effective M&E.

2.3 MONITORING INDICATORS

Indicators are benchmarks set for measuring the efficacies of interventions. This means that in the design of a programme or project certain objectives are set to achieve results for the targeted beneficiaries. Indicators therefore are score sheets which determine whether or not the objectives in a project or programme are achieved within the specified period of implementation. For this reason indicators are tools that are used to measure performance. These tools could measure the process, input, impact, output, outcome of intervention.

The indicators in this M&E Plan will define matters relating to gender mainstreaming, gender equality and equity, women empowerment, child survival, protection, development and participation issues, resource requirements, stakeholders involvement and other related issues that would promote and protect the interest of women and children in Ghana.

In defining the most appropriate indicators for the M&E Plan, the Ministry set up realistic targets that are achievable within the plan period but which directly related to the SMTDP goals and objectives.

2.4 M&E MATRIX

The matrix provides a format for presenting the indicators, indicator type, baseline, targets, monitoring frequency and disaggregation for each SMTDP objective. It is a summarization of the whole M&E plan and also shows the linkage of the SMTDP to National Medium Term Development Plan Policy Objectives as shown in ***Appendix 1.***

2.5 M&E CALENDAR (WORK PLAN) WITH BUDGET

The M&E calendar or work plan indicates the time frame, the actors and the budget relating to each activity. The calendar shows when each activity is supposed to be undertaken and therefore makes it easier for carrying out M&E.

M&E CALENDAR WITH BUDGET

ACTIVITIES	TIME FRAME								TOTAL BUDGET	ACTORS	
	2010		2011		2012		2013			LEAD	COLL.
	Timeframe	Budget	Timeframe	Budget	Timeframe	Budget	Timeframe	Budget			
<u>(A)SMTDP Evaluations</u>											
1. Mid-term Review	February	6,250.00	February	6,250.00	February	6,250.00	February	6,250.00	25,000.00	PPMED	MDAs, DPs, NGOS, CSOs
2. Terminal Evaluation									25,000.00	PPMED	MDAs, DPs, NGOS, CSOs
3. Specific Evaluation Studies (HT & DV)	June	10,000.00	June	10,000.00	June	10,000.00	June	10,000.00	40,000.00	PPMED	MDAs, DPs, NGOS, CSOs
4. Joint M&E with IPs and Opinion Leaders	November	15,000.00	November	15,000.00	November	15,000.00	November	15,000.00	60,000.00	PPMED	IPs, DPs, TRA. AUT
5. Monitoring of Projects and Programmes	March June September December	28,000.00	March June September December	28,000.00	March June September December	28,000.00	March June September December	28,000.00	112,000.00	PPMED	DOW, DOC
6. Purchase of Vehicle (4X4 Pick-up)			April	50,700.00					50,700.00	PPMED	DPs
7. Purchase of office Equipments (computers and accessories)			April	5,800.00					5,800.00	PPMED	DPs
8. Quarterly field visits	March June September	20,000.00	March June September	20,000.00	March June September	20,000.00	March June September	20,000.00	80,000.00	PPMED	DOW, DOC

	December		December		December		December				
<u>(B) Data collection and review meetings</u>	March June September December	20,000.00	March June September December	20,000.00	March June September December	20,000.00	March June September December	20,000.00	80,000.00	PPMED	GSS, ISSER
1.Collection of disaggregated data											
2.Data validation meeting	March June September December	10,000.00	March June September December	10,000.00	March June September December	10,000.00	March June September December	10,000.00	40,000.00	PPMED	MDAs, DPs, NGOS, CSOs
3.Preparation of quarterly reports	April July October December	8,000.00	April July October December	8,000.00	April July October December	8,000.00	April July October December	8,000.00	32,000.00	PPMED	DOW, DOC.
<u>(C) APR Preparation</u>	10 th Jan.	8,000.00	32,000.00	PPMED	DOW, DOC						
1.Data collation											
2.Preparation of draft APR	31 st Jan.	3,000.00	12,000.00	PPMED	DOW, DOC						
3.Review of APR by Management	10 th Feb.	500.00	2,000.00	PPMED	All Directorate heads						
4. Review of draft APR by stakeholders.	15 th Feb.	15,000.00	60,000.00	PPMED	MDAs, DPs						
5. Technical Assistance	20 th Feb.	24,000.00	96,000.00	PPMED	NDPC						
6. Printing of final APR	28 th Feb	5,000.00	20,000.00	PPMED	NGOs, CSOs						
7. Submission of final APR to NDPC	1 st March			PPMED	NDPC						

(D) Dissemination of APR											
1. Training Events	15 th March	7,560.00	30,240.00	PPMED	DP, NGOs,						
2. Workshop for NGOs and CSOs	29 th March	5,000.00	20,000.00	PPMED	CSO, NGO						
3. Seminar for sector working Group (DPs)	15 th April	4,500.00	18,000.00	PPMED	DPs						
4. Seminar for Gender and Children Select Committee of Parliament	20 th April	10,000.00	40,000.00	PPMED	Parliament						
5. Meet the Press	30 th April	2,500.00	10,000.00	PPMED	Media						
6. Regional, District and Community Forums	May	20,000.00	May	20,000.00	May	20,000.00	May	20,000.00	80,000.00	PPMED	MMDAs, T.A.
7. Workshop for collaborating MDAs	10 th May	10,000.00	40,000.00	PPMED	MDAs						

GRAND TOTAL - GH¢ 1,010,740.00

2.6 M&E BUDGET

The sector M&E budget was prepared through a participatory process. Based on the fact that, M&E has not been given the desired attention by the Ministry in the past, the M&E budget will require special attention and approval by the Sector Minister.

Table 3.1 SUMMARY OF M&E BUDGET FOR 2010-2013

NO	DESCRIPTION OF ACTIVITIES	QTY.	FREQ.	UNIT COST GH¢	TOTAL COST GH¢
1	Mid-term Review		4	6,250.00	25,000.00
2	Terminal Evaluation		1	25,000.00	25,000.00
3	Specific Evaluation Studies (HT &DV)		4	10,000.00	40,000.00
4	Joint M&E with IPs and Opinion Leaders		4	15,000.00	60,000.00
5	Monitoring of projects and programmes		4	28,000.00	112,000.00
6	Purchase of vehicle (4x4 pick-up)	1	1	50,700.00	50,700.00
7	Purchase of office Equipment (computers)	2	1	5,800.00	5,800.00
8	Quarterly field visits	4	8	20,000.00	80,000.00
9	Collection of disaggregated data	4	8	20,000.00	80,000.00
10	Data validation meeting	4	8	10,000.00	40,000.00
11	Preparation of quarterly reports	4	8	8,000.00	32,000.00
12	Data collation		4	8,000.00	32,000.00
13	Preparation of draft APR		4	3,000.00	12,000.00
14	Review of APR by Managements		4	500.00	2,000.00
15	Review of draft APR by stakeholders		4	15,000.00	60,000.00
16	Technical Assistance		4	24,000.00	96,000.00
17	Printing of final APR		4	5,000.00	20,000.00
18	Submission of final APR to NDPC		4	-	-
19	Training Events		4	7,560	30,240.00
20	Workshop for NGOs and CSOs		4	5,000.00	20,000.00
21	Seminar for sector working Group (DPs		4	4,500.00	18,000.00
22	Seminar for Gender and Children Select Committee of parliament		4	10,000.00	40,000.00
23	Meet the Press		4	2,500.00	10,000.00
24	Regional, District and Community Forums		4	20,000.00	80,000.00
25	Workshop for collaborating MDAs		4	10,000.00	40,000.00

GRAND TOTAL – GH¢ 1,010,740.00

2.7 DATA COLLECTION, VALIDATION AND COLLATION

2.7.1 *Data on programmes and projects.*

The Ministry through the PPME and the RSIM Directorates will compile a register of all ongoing programmes and projects under the Ministry. The Departments of Women and Children as implementing agencies of the Ministry will play an important part in the compilation and regular update of this register. The register will contain details on each activity in terms of start-date, cost, location, implementation status, source of funding and expected completion date. In addition the data will show the extent to which the programmes and projects are contributing to the achievement of the sector goals and objectives.

2.7.2 *Primary Data*

Both quantitative and qualitative data will be gathered by the Ministry. This will ensure that demographic, socio-economic, revenue; expenditure and others are included to be of assistance to both the Ministry and its stakeholders.

Sources of primary data will include tendering and contract awards, audit recommendations, transfers of GoG and Donor funds, programmes and projects undertaken and their impacts on targeted communities etc.

2.7.3 *Secondary Data*

Secondary data is as well very important in M&E. Data from other stakeholders such as NGOs, Research Institutions and MDAs will be gathered and analyzed for a credible result to be achieved.

2.7.4 *Data Validation*

A validation forum on both primary and secondary data collected will be organized to assess the data in ensuring that errors, misinformation and inconsistencies are eliminated from the final data.

2.7.5 *M&E Information System*

MOWAC has two departments; Departments of women and children respectively. These two Departments have effective Information Research, Advocacy and Dissemination

(IRAD) Units which periodically collect and collate information and data on women and child related issues. The Research Units of the Departments further conduct studies on the situation of women and children. This information are mostly used to report to statutory bodies both nationally and internationally on Ghana's efforts in promoting gender and child welfare issues. Currently, MOWAC has set up a Research Statistics and Information System (RSIM) Directorate to coordinating all information relating to women and children. The Directorate links up with the Departments' Research Units to collect collate and analyze data on women and children. Data collection on women and children will take the form of research studies on situation of women and children, gathering of secondary data on women and children, and qualitative research on women and children.

The Ministry will ensure that the Research, Statistics and Information Management Directorate is well equipped with equipment, technical personnel and appropriate software to facilitate data collection, processing, analysis and storage. It will enhance quick retrieval of information for timely and accurate policy planning and decision making.

2.8 DATA ANALYSIS AND USE OF THE RESULTS

Validated data will be analyzed to highlight key areas of concern and to identify interventions for development in the Ministry. The basis will be for reporting on the progress of each indicator towards meeting the goal, objective and targets of the SMTDP and the Ghana Shared Growth and Development Agenda (GSGDA). MOWAC will ensure that in spite of the information needs and aspirations of stakeholders, focus will not be lost on identifying linkages between the various projects/programmes and the goals and objectives of the SMTDP and the GSGDA.

Data will be categorized into various issues to facilitate interpretation. Statistical software such as Excel, SPSS, etc will be adopted for the purposes of presenting the various issues identified in the exercise. This could be in the form of graph or tables or any other statistically known model. The next stage will involve interpretation of the data collected. This will be intended to bring out the findings and results emanating from the process. The final step in analyzing this data will be drawing conclusions based on the findings.

2.9 REPORTING

The PPMED will ensure that reports on monitoring exercises are prepared on time and circulated among stakeholders involved. The report will give details of all projects and programmes monitored. Heads of MMDAs, Presiding Members, Assembly Members,

Traditional Authorities and Opinion Leaders will be briefed on all M&E activities taking place within their jurisdiction.

This system focuses on gathering feedback from the implementation of the plan. The feedback gathered is expected to identify key issues, implementation status, gaps, best practices and recommendations for possible review of the plan to meet its objectives. Regional offices of the departments of women and children under the MOWAC will be tasked to submit detailed quarterly reports on the implementation of the M&E Plan to the PPME. Regional offices of MOWAC would be entreated to collaborate with stakeholders in the plan for the preparation of their reports. Regional reports will be collated identifying critical issues, processes involved in implementing issues contained in the plan, outcome, output and impact of the interventions and recommendations. These regional reports will be collated by PPME into the sector M&E Report. The report will further identify implementation gaps and recommendations that may possibly review the plan to achieve its objectives.

After its monitoring exercises our two implementing departments, relevant communities, and project actors as well as our stakeholders involved would be made aware of the key observation and findings. The regional departments of the Department of Women and Children collecting data at the regional level would be made to brief the Minister in the M&E Team on the progress of work, observations and gaps identified and challenges. This will allow all stakeholders to take the necessary actions that would be required to be addressed before the next monitoring exercise. The PPME will include all the findings and reactions in its quarterly and annual progress report which sum up all the M&E activities throughout the year.

3.0 INFORMATION DISSEMINATION

MOWAC having realized the importance of information sharing in modern day development will not hesitate in disseminating M&E information with relevant stakeholders and decision makers. Aside the Annual Progress Report and quarterly reports which will be shared with MDAs and NDPC, MOWAC will strategically disseminate information on M&E to other stakeholders identified through the following:

- Workshop for NGOs and CSOs.
- Seminar for the sector working group
- Seminar for the Parliamentary Select Committee on Gender and Children
- Meet the press
- Regional, District and community forums
- Workshops for collaborating agencies.
- Media discussions

- Announcements, discussions and broadcast in the print and electronic media e.g. local FM Station, local newspapers, etc.
- Meeting with traditional authorities and other opinion leaders and tasking them to take the messages back to their communities.
- Holding of workshops and community meetings on sector issues

Dissemination on the plan mainly is to create awareness on the Plan, solicit support for the implementation of activities in the plan and to design other mechanisms that would promote the effectiveness of the M&E Plan. The dissemination exercise will not only target implementing partners but most importantly beneficiaries in the plan. The essence of the dissemination is sensitize partners on the plan so as to ensure active participation of all stakeholders its implementation. MOWAC will collaborate with stakeholders at all levels to educate and sensitize them on the plan and to solicit their support for the effective implementation of the plan.

A mechanism for providing feedback to the PPMED will be built so that lessons learned can be applied to planning and decision making. Dissemination will target all the stakeholders identified.

3.1 EVALUATION

An important feature of MOWAC's development effort is a strong commitment to conduct evaluations. Mid Term and Terminal evaluations of the SMTDP will be conducted to assess the performance of each project and ascertain whether the intervention has achieved its original objectives.

Evaluation refers to the systematic and objective assessment of the design, implementation and results of an on-going or completed project, programme or policy. Evaluation of any project, programme or activity allows for stocktaking and to address necessary gaps where they are identified. MOWAC therefore is committed to conducting both mid-term and terminal evaluations, specific and joint evaluations with stakeholders on the SMTDP with the ultimate purpose of assessing the performances of each project and programme and to ascertain whether the interventions have achieved their original objectives.

3.2 THE EVALUATION PROCESS

The following is an outline of some key steps to be followed in conducting an evaluation:

- Assess the need for an evaluation
- Develop clear ideas on the rationale and objectives of the evaluation

- Determine the type of evaluation to undertake
- Specify the methods, scope and timing of the evaluation
- Identify and analyze stakeholders
- Consider the cost involved
- Prepare the Terms of Reference (TOR) as basis of the evaluation exercise and more importantly, the formal reference for the consultant or team of consultants to be recruited.
- Discuss the TOR with key stakeholders
- Recruit a consultant or a team in accordance with the provision of the Law
- Commission the evaluation
- Disseminate the results and act on the findings and recommendations.

Other evaluation to be conducted includes:

- Mid-term evaluation
- Terminal evaluation
- Ex-post evaluation
- Specific evaluation studies (HT & DV)

3.3 PARTICIPATORY M&E

M&E requires the active involvement of all stakeholders in its design and implementation. Participation of both implementing institution (MOWAC) and identified stakeholders in carrying out effective monitoring and evaluation is therefore crucial in enhancing collaboration, transparency, accountability and trust between MOWAC and its stakeholders. Participatory M&E is not only to enhance collaboration but also to develop strategies to facilitate the implementation of the M&E Plan track the progress of their own development.

Participatory M&E will also involve key stakeholders in data analysis, implementation of the findings and dissemination of the results. The PPMED (MOWAC) will use participatory M&E to track perceptions and assess whether interventions through programmes/projects have met the expectations of the targeted group

MOWAC will adopt two Participatory M&E approaches;

1. Participatory Rural Appraisal (PRA), which will have the beneficiaries asking questions on programmes and projects.
2. Community Score Card (CSC), which have communities rating projects based on derived benefits

These two approaches recognize the importance of local knowledge in promoting successful community development, help release creativity in people and also enable people to take a more active role in community projects.

MOWAC will strengthen partnership with stakeholders especially CSOs, NGOs and CBOs that are already engaged in participatory M&E to build capacity of MOWAC M&E system.

CHAPTER THREE

M&E MATRIX

The M&E Matrix of the M&E Plan is attached in Appendix I.

M&E PLAN FOR THE IMPLEMENTATION OF THE SMTDP (2010 - 2013)

SMTDP OBJECTIVE 1: To assess progress on the implementation of women and child-related programmes and projects and evaluate policy outcomes and impacts through effective monitoring and evaluation framework.

GSGDA I OBJECTIVE: Deepen on-going institutionalization and internationalization of policy formulation, planning and M&E System at all levels.

Indicator	Definition of Indicator	Indicator Type	Baseline 2009	Source	Target				Monitoring Frequency	Disaggregation	Resp.
					2010	2011	2012	2013			
M&E Plan in place .	M&E Plan based on NDPC Guidelines.	Output	Lack of effective M&E Plan in place.	MOWAC/ NDPC	Draft M&E plan in place.	Final M&E Plan in place.	Final M&E Plan in place.	Final M&E Plan in place.	4 years.	National, Regional District, Sex, Age.	MOWAC, NDPC, GSS
Annual M&E Report.	Annual M&E Report based on M&E Plan.	Output	M&E Report not based on M&E Plan.	MOWAC	Annual M&E report submitted	Annual M&E Report based on M&E Plan	Annual M&E Report based on M&E Plan	Annual M&E Report based on M&E Plan	Annual	National, Regional District, Sex, Age.	MOWAC NDPC, GSS
Annual Progress Report (APR).	APR based on guidelines from NDPC.	Output	APR not fully meeting NDPC requirement.	MOWAC/ NDPC	APR partially (80%) meeting NDPC requirement.	APR fully meet NDPC requirement.	APR fully meet NDPC requirement.	APR fully meet NDPC requirement.	Annual	National, Regional District, Sex, Age	MOWAC/ NDPC.

SMTDP OBJECTIVE 2: To improve the socio-economic status of women and children, the vulnerable and marginalized groups through targeted interventions.

GSGDA I OBJECTIVE: Enhance women's access to economic resources.

Indicator	Definition of Indicator	Indicator Type	Baseline 2009	Source	Target				Monitoring Frequency	Disaggregation	Resp.
					2010	2011	2012	2013			
1. Number of women groups linked to micro-credits.	Number of identified women groups accessing micro-credit from participating financial institutions.	Output	100 women groups.	MOWAC (BSU)	150	200	250	300	Annual	National, Regional District, Sex	MOWAC
2. No. of women provided with agro-processing machines.	Number of identified women groups provided with agricultural processing machines.	Output	40 agro-processing machines	MOWAC (BSU)	50	60	70	80	Annual	National Regional, District, Sex	MOWAC
3. Identified women in public office/decision-making.	Women in senior management positions in public sector. Women in district assemblies, Parliaments and political positions.	Output	30% of women	OHCS, GSS MLGRD, Parliament PSC.	35	40	45	50	Annual	National, Regional District, Sex	MOWAC OHCS, GSS

M&E PLAN FOR THE IMPLEMENTATION OF THE SMTDP (2010 - 2013)

SMTDP OBJECTIVE 3: To promote Gender Mainstreaming and Gender Responsive budgeting in MDAs and MMDAs through capacity building

GSGDA I OBJECTIVE: Introduce and strengthen gender budgeting.

Indicator	Definition of Indicator	Indicator Type	Baseline 2009	Source	Target				Monitoring Frequency	Disaggregation	Resp.
					2010	2011	2012	2013			
1. Number of MDAs, MMDAs trained in GM and GRB.	Training workshop in GM and GRB	Output	19 MDAs trained in GRB	MOWAC, MOFEP	25 MDAs and 15 MMDAs	25 MDAs and 50 MMDAs.	30 MDAs and 100 MMDAs	30 MDAs and 170 MMDAs.	Annual	National, Regional District, Sex	MOWAC MOFEP
2. Number of MDAs, MMDAs, whose budget are gender responsive.	MDAs/MMDAs with GRB.	Output	No baseline data.	MOWAC, MOFEP MLGRD	3 MDAs and 5 MMDAs.	5 MDAs and 10 MMDAs.	10 MDAs and 20 MMDAs	15 MDAs and 50 MMDAs.	Annual	National, Regional District, Sex	MOWAC, MOFEP
3. GRB monitoring unit in place and functional.	GRB Unit established and performing its functions.	Output	Lack of GRB Monitoring Unit	MOWAC	GRB Unit in place and functioning.	GRB Unit in place and functioning.	GRB Unit in place and functioning.	GRB Unit in place and functioning.	Annual	National, Regional District, Sex	MOWAC MOFEP
4. Proportion of national budget allocated to women issues.	Percentage of MDAs/MMDAs budget allocated to specific interventions for women. Percentage of MOWAC 's Budget Allocation in relation to the National Budget.	Output	No baseline data.	MOWAC, MOFEP MLGRD.	5% allocated to specific interventions for women.	10% allocated to specific interventions for women.	15% allocated to specific interventions for women.	25% allocated to specific interventions for women.	Annual	National, Regional District, Sex	MOWAC MOFEP

SMTDP OBJECTIVE 4: To promote the development of the rights of women and children through awareness creation.

GSGDA I OBJECTIVE: Empower women and mainstream gender into the socio-economic development.

Indicator	Definition of Indicator	Indicator Type	Baseline 2009	Source	Target				Monitoring Frequency	Disaggregation	Resp.
					2010	2011	2012	2013			
1. Number of reported Domestic Violence cases.	Cases of Domestic Violence reported by DOVVSU.	Output		DOVVSU					Annual	National, Regional District, Sex, Age	DOVVSU, DV SEC.(MOWAC)
2. Number of reported Human Trafficking cases.	Cases of Human Trafficking reported by the Anti Human Trafficking Unit of the Ghana Police Service & the Human Trafficking Secretariat.	Output		Ghana Police Service, Human Trafficking Sec.					Annual	National, Regional District, Sex, Age	HT Secretariat (MOWAC). MESW.
3. Number of reported cases of Worst Form of Child labour.	Cases of Worst Form of Child Labour reported by the Department of Social Welfare.	Output		Department of Social Welfare. Department of Children.					Annual	National, Regional District, Sex, Age	MESW, Dept. of Children (MOWAC)
4. Number of shelters in place	Shelters provided by government and NGOs.	Output		HT Secretariat and DV Secretariat.					Annual	National, Regional District	MOWAC, MESW

M&E PLAN FOR THE IMPLEMENTATION OF THE SMTDP (2010 - 2013)

SMTDP OBJECTIVE 5: To support the implementation of Government Development policies affecting women and children in Ghana.

GSGDA I OBJECTIVE: Effective public awareness creation on laws for the protection of vulnerable and excluded.

Indicator	Definition of Indicator	Indicator Type	Baseline 2009	Source	Target				Monitoring Frequency	Disaggregation	Resp.
					2010	2011	2012	2013			
1. Level of public awareness on laws affecting women and children.	Knowledge of the public on these laws.	Output	20% awareness	MOWAC	30%	40%	50%	60%	Annual	National, Regional District, Sex, Age	MOWAC
2. Copies of the laws distributed.	Copies of Acts, simplified, abridged versions of the Act.	Output	2000 copies	MOWAC	5000 Copies	7000 copies	8000 copies	12000 copies	Annual	National, Regional District, Sex, Age	MOWAC

SMTDP OBJECTIVE 6: To enhance evidence-based decision-making on gender equality and women empowerment through gender and sex-disaggregated data.

GSGDA I OBJECTIVE: Improve accessibility and use of existing data-base for policy formulation, analysis and decision making.

Indicator	Definition of Indicator	Indicator Type	Baseline 2009	Source	Target				Monitoring Frequency	Disaggregation	Resp.
					2010	2011	2012	2013			
1. Number of MDAs/ MMDAs with evidence of disaggregated data.	Collection of relevant disaggregated data.	Output	Lack of sufficient disaggregated data.	NDPC	5 MDAs and 15 MMDAs	10 MDAs and 50 MMDAs	15 MDAs and 100 MMDAs.	23 MDAs and 170 MMDAs	Annual	National, Regional, District, Sex, Age	MOWAC NDPC, GSS

