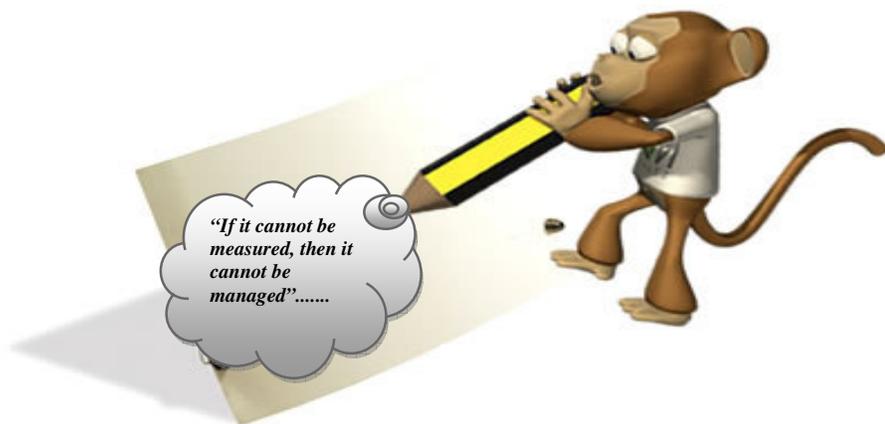


GROWTH AND POVERTY REDUCTION STRATEGY (GPRS II)



REPUBLIC OF GHANA

NATIONAL MONITORING AND EVALUATION PLAN (2006 – 2009)



NATIONALDEVELOPMENT PLANNING
COMMISSION

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ABBREVIATIONS AND ACRONYMS

APRM	Africa Peer Review Mechanism
BOG	Bank of Ghana
CG	Consultative Group
CMAs	Central Management Agencies
CSPGs	Cross Sectoral Planning Groups
CWIQ	Core Welfare Indicator Questionnaire
DACF	District Assemblies Common Fund
DAs	District Assemblies
DMGs	District Monitoring Groups
DPCUs	District Planning Coordinating Units
DPs	Development Partners
DSD	District Sector Departments
EBPM	Evidence Based Policy Making
GoG	Government of Ghana
GPRS I	Ghana Poverty Reduction Strategy
GPRS II	Growth and Poverty Reduction Strategy
GSS	Ghana Statistical Service
HIPC	Highly indebted Poor Country Initiative
IPT	Intermittent Preventive Treatment
MDAs	Ministries, Departments and Agencies
MDBS	Multi-Donor Budgetary Support
MDGs	Millennium Development Goals
MLGRDE	Ministry of Local Government, Rural Development and Environment
MMDAs	Metropolitan, Municipal and District Assemblies
MoFEP	Ministry Finance and Economic Planning
MOH	Ministry of Health
MOWAC	Ministry of Women and Children Affairs
MTEF	Medium Term Expenditure framework
NDPC	National Development Planning Commission
NIPMG	National Intra-Agency Poverty Monitoring Groups
NYEP	National Youth Employment Programme
OHCS	Office of Head of Civil Service
OoP	Office of the President
PAC	Public Accounts Committee
PCMEU	Monitoring and Evaluation Unit
PMM	Prevention Maternal Mortality Programme
PNDC	Provisional National Defence Council
PPMEDs	Policy Planning, Monitoring and Evaluation Departments
PRSC	Poverty Reduction Support Credit
PRSP	Poverty Reduction Strategy Paper
PSIAs	Poverty and Social Impact Analysis
RBME	Result-Based Monitoring and Evaluation
RCC	Regional Coordinating Council
RMGs	Regional Monitoring Groups
RPCUs	Regional Planning Coordinating Units
RSD	Regional Sector Departments
SAPR	Sector Annual Progress Report
SMTDP	Sector Medium Term Development Plan
VAST	Vitamin A Supplementation Trials

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

The Government of Ghana has adopted the Ghana Poverty Reduction Strategy (GPRS) as its medium term national development policy framework since 2003. The first medium term development Strategy (GPRS I) was developed against the policy environment where most of the macroeconomic indicators including inflation, depreciation of the cedi, national debt (both external and domestic), and foreign reserves were all pointing in a negative direction. To enable Ghana benefit from a significant measure of debt relief under the Highly indebted Poor Country Initiative (HIPC) and to position the country in an improved macroeconomic environment to address critical issues of poverty on an emergency basis, GPRS I was formulated to be implemented over the period 2003 - 2005.

Following the successful implementation of the GPRS I and the positive results achieved, especially in the area of attaining macroeconomic stability; improved environment for doing business; and improved political governance, a successor national development policy framework, the Growth and Poverty Reduction Strategy (GPRS II: 2006-2009) was formulated. While GPRS I focused on poverty reduction programmes and projects, the emphasis of GPRS II is on growth-inducing policies and programmes which have the potential to support wealth creation and poverty reduction.

As part of the process of implementing the GPRS I, a comprehensive Monitoring and Evaluation (M&E) Plan was adopted with the goal of facilitating the tracking of progress of policy implementation and effectiveness, as well as to identify bottlenecks associated with the implementation of the strategies for early resolution. The output from the M&E effort was expected to be documented and widely disseminated through the Annual Progress Reports (APRs).

The key elements of the M&E system for the GPRS I included:

- developing an institutional arrangements that can support a sustainable monitoring and evaluation processes;
- establishment of special indicators to facilitate tracking of the HIPC and Millennium Development Goals (MDGs);
- studies to enhance the knowledge and data base for the conduct of objective impact analysis (i.e. PSIAs) ; and
- ensuring a holistic and participatory approach to M&E.

In addition, efforts to implement the M&E Plan under the GPRS I were expected to focus on strengthening institutional capacities to link M&E results to national policy and decision-making and budgeting.

However, after four years of implementing the M&E plan for the GPRS I, the M&E system continues to be challenged by severe institutional and technical capacity constraints and fragmented set of uncoordinated information, both at the national and sub-national levels. The two key institutions, the National Development Planning Commission (NDPC) and the

Ghana Statistical Service (GSS), continue to depend on the existing systems of MDAs, who are the primary sources of information. These systems which have been in place over different time spans reflect a variety of approaches to sector specific monitoring and varying degrees of success.

To overcome these challenges and strengthen the current M&E system for an effective tracking of key policy outcomes, a number of strategies have been proposed under the GPRS II and these are expanded in the remaining sections of this document.

The GPRS II Monitoring and Evaluation Plan provides a coherent framework for tracking progress towards the achievement of an agreed set of national objectives. It outlines the institutional arrangement to guide the monitoring and evaluation process, the key M&E activities to be undertaken, the use of the output of the national M&E system to influence policy at the national, sector and sub-national levels, and the mechanism designed to disseminate the findings from the Monitoring and Evaluation. It also defines the role and responsibilities of all stakeholders at each stage of the monitoring and Evaluation process.

1.2 GUIDING PRINCIPLES OF THE GPRS II MONITORING AND EVALUATION PLAN

The GPRS II Monitoring and Evaluation Plan is designed based on the following set of principles:

- national ownership;
- leadership by government;
- stakeholder participation;
- easy access to information; and
- harmonization of information and alignment to national processes.

National Ownership: National ownership of the M&E system ensures the participation of stakeholders and subsequently guarantees the credibility of the information generated by the M&E system.

Leadership by Government: Government leadership of the M&E system ensures the institutionalization of M&E in the national development planning system and subsequently the use of M&E outcomes to influence national development policy management.

Stakeholder Participation: Stakeholders' participation in the M&E process promotes public accountability and ensures transparency in public policy management. It also ensures broad based ownership of the M&E process and its outcome.

Easy Access to Information: Complete access to quality and reliable data on regular basis ensures the credibility and relevance of M&E information, which eventually enhances dialogue on public policy. The implementation of the GPRS II is likely to be more effective if stakeholders know what it sets out to do and how much progress is being made towards the attainment of the objectives.

Harmonization of information and alignment to national process: The primary means of influencing policy management with M&E outcomes is through the national budget. For it to

be successful in influencing policy, the M&E outcomes under the GPRS II have to be designed to target each stage of the policy management cycle.

1.3 THE SCOPE OF M&E

The GPRS II is a broad-based policy framework for accelerated growth and poverty reduction. It covers a wide range of government policies and programmes on which expenditures are made. It integrates, otherwise disparate sectoral commitments as well as Ghana's international commitments. It is the basis for the preparation of sector and district medium-term development plans and influences sector and district budgets through the Medium Term Expenditure framework (MTEF).

As a result the GPRS II M&E system is expected to monitor the progress in the implementation of overall government policies and programmes, using a set of agreed core national indicators. The approach is to encourage the sectors and districts to monitor their respective medium term development plans over the long-term. However in the interim, the National Development Planning Commission (NDPC) in collaboration with the ministries/sectors and districts will adopt the Cross Sectoral Planning Groups (CSPGs) arrangement as a mechanism to monitor progress towards the implementation of the GPRS II, until an efficient M&E system is developed at the sectoral and district levels. It is intended that M&E will be institutionalized by the end of the plan period, 2009.

In addition the M&E system will monitor progress of implementation of international agreed development goals and other partnership agreements such as the MDGs, APRM, and MDDBS/PRSC triggers and targets. The outcome of the national M&E system is expected to provide the single most important source of information on progress towards all these partnership agreements, thereby reducing the transactions costs associated with government policy dialogues with development partners.

1.4 STRUCTURE OF THE NATIONAL M&E PLAN

Chapter 1 gives the background to the M&E plan for the GPRS II. The rest of the document is arranged as follows:

- i. Chapter two focuses on the Institutional Framework, Roles, Relationships and Information Flows for monitoring the GPRS II implementation, as well as the mechanism to strengthen the M&E capacity at the Sector and District Levels;
- ii. Demand for and expectations of the M&E system; and the key Monitoring and Evaluation activities expected to be undertaken annually are presented in Chapters three and four respectively, while selected indicators to track progress of implementation follows in Chapter five;
- iii. A review of the current system for storing information/data is presented in Chapter six;
- iv. Chapter seven concludes the M&E plan with programmes and activities outlined to disseminate the findings of the M&E activities on a regular basis.

CHAPTER TWO

THE INSTITUTIONAL ARRANGEMENTS FOR MONITORING AND EVALUATION OF THE GROWTH AND POVERTY REDUCTION STRATEGY (GPRS) II

2.1 REVIEW OF THE INSTITUTIONAL ARRANGMENTS UNDER GPRS I

Monitoring and Evaluation (M&E) has served as an essential management tool under the GPRS I, and provided an additional impetus both in the pursuit of policy, programme and project effectiveness, as well as ensuring accountability, responsiveness and transparency in the allocation of resources.

A comprehensive GPRS Monitoring and Evaluation Plan showing how mechanisms and systems were to be integrated to ensure the availability of reliable and comparable information at the national, regional and district levels for policy makers and planners was adopted under GPRS I. Institutional arrangements for coordinating the system, including analyses and mode of reporting on the GPRS progress to different stakeholders, including the Government of Ghana, Private Sector, and Civil Society in its various forms as well as development partners, were set up.

The following groups were expected to be established to support the implementation of the GPRS I Monitoring and Evaluation Plan: (i) The National Intra-Agency Poverty Monitoring Groups (NIPMG) chaired by representatives of MDAs (ii) GPRS Dissemination Committee; and (iii) The PSIA Technical and Advisory Committees.

However this arrangement has suffered some difficulties during implementation. With the exception of the five NIAPMG established at the national level based on the GPRS I thematic areas, the GPRS Dissemination Committee; the PSIA Technical and Advisory Committees and the Regional Poverty groups envisaged under the plan could not function effectively due to severe institutional and technical capacity constraints.

2.2 MEASURES TO STRENGTHEN THE INSTITUTIONAL ARRANGMENTS FOR GPRS II

To help overcome these constraints and strengthen the capacity of the M&E system under the GPRS II to achieve its objective, the following strategies have been proposed:

- reinforcing the institutional arrangements with adequate capacity to support and sustain effective monitoring and evaluation;
- strengthening, harmonizing and effectively coordinating existing mechanisms for monitoring and evaluating the effectiveness of public sector service delivery;
- evolving an efficient system for generating relevant, reliable and timely quantitative and qualitative information;
- managing an effective feedback mechanism that makes statistical information available in useable form to government, private sector and civil society;

- ensuring a holistic approach to M&E that would include monitoring of inputs (notably resource allocation and use), as well as processes and outputs, in addition to evaluating the outcomes of programmes/ projects;
- fostering participatory M&E; and
- improving coordination between CMAs and MDAs to strengthen demand for M&E.

Reinforcing institutional arrangements

The key institutions which will be involved in the M&E system under the GPRS II includes: Office of the President, Parliament, NDPC, Ministry of Finance and Economic Planning, Ghana Statistical Service, PPMEDs of MDAs, Cross Sectoral Planning Groups (CSPGs¹), Regional Monitoring Groups, District Monitoring Groups and Civil Society Organisations. The National Development Planning Commission will continue to provide technical coordination of the system with active collaboration with GSS.

To ensure improved implementation of the M&E plan the institutional arrangements currently in place have been reviewed to give greater responsibility to the PPMEDs of MDAs and the Regional and District Monitoring groups. These institutions will be required to monitor the key indicators and prepare annual reports on their performance. The NDPC will then be responsible for collating, synthesising and harmonising these reports into a national Annual Progress Report (APR).

Strengthening and effective coordination of existing mechanisms

Greater coordination is needed between the key central government agencies including the Office of President, NDPC, MOFEP, GSS, MLGRD. This includes better information flow and incentives for monitoring and evaluation at all levels. There is therefore the need to build the capacities and develop the expertise in these key institutions for effective coordination and sustainability of the M&E system.

Evolving an efficient system for evidence-based monitoring and evaluation

Adopting an evidence-based M&E system will mean ensuring a holistic approach to M&E that would include monitoring of inputs (notably resource allocation and use), as well as processes and outputs, in addition to evaluating the outcomes of programmes/ projects. Essential to the M&E plan is the selection of core indicators to be used in tracking the performance of the GPRS II implementation. Indicators will be disaggregated to a level appropriate for proper tracking of differential impacts of poverty with respect to districts, gender, and ecological zones.

A crucial component of evidence-based M&E is the management of effective feedback mechanisms which is in turn contingent upon a good data dissemination system founded on a comprehensive database. At present, though the Ghana Statistical Service does not produce enough statistics to meet the wide range of needs, the limited data available through censuses

¹ The conversion of the NIAPMG under the GPRS I to CSPGs is to, first and forth most, comply with National Development Planning Systems Act 1994, (Act 480) that prescribes CSPGs as the arrangement for the preparation and monitoring the implementation of national policy frameworks.

and surveys are underutilized. More concerted effort would be needed to harness the potentials of these rich sources of data.

Ensuring participatory monitoring and evaluation

A participatory M&E mechanism which begun under the GPRS I will be continued to complement the other forms of monitoring and evaluation mechanisms. However the implementation will involve the deployment of the knowledge resources of a wide range of stakeholders than observed under the GPRS I. This will include central and local governments, NGOs, civil society organisations, the private sector, the academic community and, especially, local communities in the monitoring and evaluation processes. This will be achieved through consultative mechanisms including Citizen's Report Cards and independent assessment through the African Peer Review Mechanism (APRM) which periodically assesses the performance of Government interventions and their impact on growth and poverty reduction.

2.3 INSTITUTIONAL ARRANGEMENTS

2.3.1 Institutional Framework for National Monitoring & Evaluation

The institutional arrangements for monitoring and evaluation of government policies and programmes are derived primarily from the country's political and administrative system, which in itself is anchored on the country's constitution. For instance, under the 1992 Constitution of the Republic of Ghana, NDPC is charged with the responsibility for coordinating the preparation and ensuring the effective implementation of approved national development policies, plans and strategies, and coordinating the monitoring and evaluation of these plans and strategies within a decentralised political system (the National Development Planning Commission Act, 1994 (Act 479) and the National Development Planning (Systems) Act, 1994 (Act 480)).

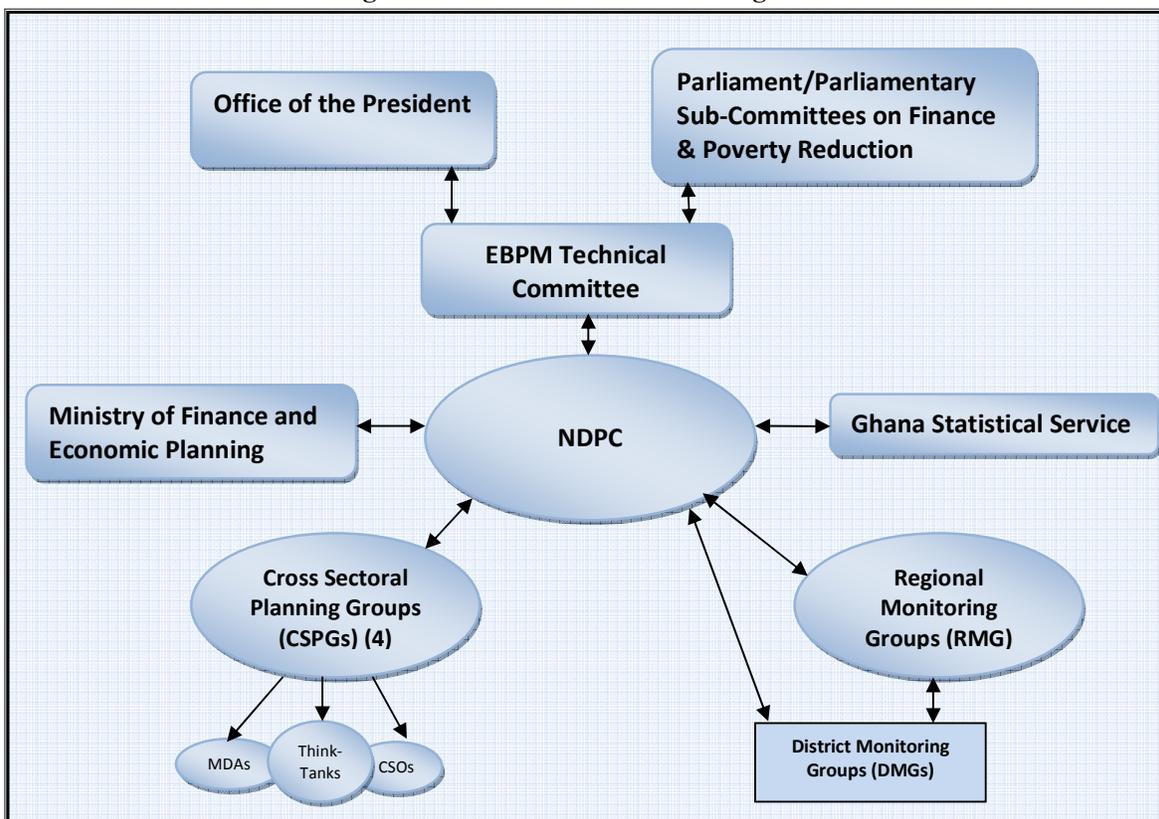
The organogram below (Figure 1) shows the institutional arrangements designed to monitor and evaluate the implementation of GPRS II at the national level.

i. National Development Planning Commission (NDPC):

The National Development Planning Commission (NDPC) is mandated by Articles 86 and 87 of the 1992 Constitution of the Republic of Ghana to guide and coordinate the formulation of development plans and to undertake the Monitoring and Evaluation (M&E) of the country's development efforts. The NDPC advises the President and Parliament on the performance of public policy and programmes, their impacts and on the need for policy reforms.

As a result of this unique role and responsibility the technical responsibility for coordinating the M&E system rests with NDPC in collaboration with GSS and MOFEP.

Figure 1: M&E Institutional Arrangement



ii. Evidence Based Policy Making (EBPM) Technical Committee:

The EBPM Technical Committee is made up of representative of key Central Management Agencies including; NDPC, Office of the President (OoP), MoFEP, and GSS. The role and responsibility of the Technical Committee are to:

- promote greater coordination and harmonization of M&E activities across all levels of government;
- ensure better information flows to improve the GPRS monitoring and evaluation system;
- strengthen the capacity of key CMAs (i.e. NDPC, OOP, MoFEP, MLGRD, GSS and OHCS)/MDAs to generate, analyse and disseminate M&E information; and
- improve communication across all levels of government and the wider stakeholder community about M&E processes by addressing the systemic deficiencies in M&E data collection and information flows.

iii. Office of the President:

As a key recipient and user of M&E information, the Office of the President plays a key role in ensuring that M&E is adequately resourced and taken seriously by ministries, departments and agencies. It is also one of the Central Management Agencies and a member of the EBPM Technical Committee.

iv. Parliament:

Parliament as one of the key arms of government, plays an important role in monitoring government policies and programmes. The Parliamentary Select-Committees on Finance and Poverty Reduction have the oversight responsibility of making recommendations to the entire Parliament for approval and it influences government policies on poverty reduction through the annual budget and regular interaction with Civil Society Organisations. Also members of Parliament are key players in disseminating government policies, programmes and projects, as well as using the outcome of M&E to influence government policies.

v. Ministry of Finance and Economic Planning (MoFEP):

As the key government institution responsible for mobilization, allocation and management of financial resources through the annual national budget; and monitoring government expenditure, including HIPC funds and other discretionary expenditures, MoFEP plays a significant role in:

- ensuring that MDAs are held accountable for resource use;
- strengthening the capacity of key CMAs/MDAs to generate, analyse and disseminate financial data; and
- ensuring that the feedback from the M&E system are fed into policy formulation and implementation through the annual budget.

vi. Ghana Statistical Service (GSS):

The Ghana Statistical Service is the main constitutional body mandated to oversee data collection, analysis, compilation and dissemination activities across government institutions, including all major surveys and systematic compilation of statistics and indicators from all major sources of data (i.e., censuses, sample surveys, and administrative records). As a Central Management Agency and a member of the M&E Technical Committee, GSS produces the data from which most of the indicators for the monitoring and evaluation of the GPRS II are derived. It also supports the M&E system by helping in the design of the methodologies, approaches and the instruments employed in collecting data at the national, regional and district levels.

vii. Non-Governmental Organisations (NGOs)/Civil Society Organisations (CSOs):

As partners in social and economic development, NGOs and CSOs provide an independent view on formulating, implementing and monitoring the implementation of policies/programmes of government. Specifically the NGOs and CSOs play an important role in the current M&E framework by:

- serving on the Cross Sectoral Planning Groups (CSPG), which is part of the framework for preparing the Annual Progress Report;
- collaborating with RPCUs and DPCUs to undertake policy, programme and project review/performance assessment of services that affect the poor;
- undertake social audits of budget releases, DACF, Funds from Development Partners and internally generated funds targeted for the delivery of services to the poor; and
- assist NDPC, sectors and Districts to disseminate National Annual Progress Reports on the implementation of the GPRS II to stakeholders.

viii. Cross Sectoral Planning Groups (CSPGs):

The Cross Sectoral Planning Group (CSPGs) which comprises stakeholders from MDAs, DPs, Private Sector and NGOs/CSOs at the national level, is the framework within which the Annual Progress Report is prepared.

Consistent with the practices adopted throughout the GPRS I period the CSPGs will act as the monitoring groups at the national level.

The CSPGs will review performance of the GPRS II thematic areas, with particular attention to the indicators selected. They would also make suggestions on the conduct of evaluations including impact assessment and participatory M&E as well as provide relevant input into the policy formulation process.

As part of the processes to strengthen the commitment of MDAs at the very senior level to the M&E process, meetings will be held with Chief Directors and Directors of PPMEDs on a regular basis.

Similarly Regional Monitoring Groups (RMGs) and District Monitoring Groups (DMGs) will conduct and report on M&E activities at the regional and district levels respectively along the lines of the national monitoring system.

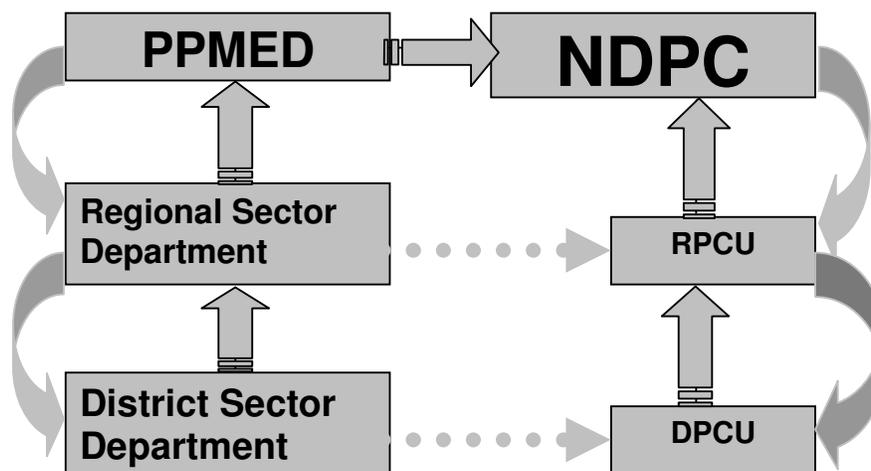
In the interim, while capacity constraints are being addressed, the activities of these monitoring groups will be coordinated by a team of experts, who will be selected on the basis of their professional competencies in a given thematic area of the GPRS II.

2.3.2 Institutional Framework for Sector Monitoring & Evaluation

Achieving the objective of the national M&E system requires a process of cultural change within the MDAs and MMDAs, particularly, with respect to adhering to common timeframes for performance review and reporting to government. To respond to this need it is important to develop the appropriate institutional structure that will allow an efficient and timely flow of information and data collection at the operational level. The institutional arrangements for the sector M&E process have been designed to facilitate active participation of stakeholders to ensure that policy recommendations are relevant and actually contribute to policy formulation and efficient resource allocation and use.

The key stakeholders who are involved in the process include MDAs (at regional and district levels), Regional Planning Coordinating Units and the District Planning Coordinating Units. Development Partners and Civil Society Organizations (CSOs) are integral part of all the groups operating at all levels, particularly with the advent of sector dialogues under the MDDBS arrangement. Figure 2 below illustrates the proposed structure for sector M&E.

Figure 2: Institutional Framework for Sector Monitoring & Evaluation



The responsibilities for M&E are different at each level of the structure above.

2.3.2.1 Roles and Responsibilities of the Policy Planning, Monitoring and Evaluation Division (PPMEDs)

Section 12, sub-section 1(b) of the Civil Service Law, 1993, PNDC Law327, established the Policy Planning, Monitoring and Evaluation Division (PPMED) to coordinate and monitor programmes of the Ministries under Section 12, 29(b) of the same Law. In addition, Section 10, sub-section 6 and 7 of the National Development Planning System Act 1994, Act 480 requires the Ministry/ Sector to monitor the implementation of the Sector Medium Term Development Plan (SMTDP) and submit a monitoring report at intervals in the prescribed form to the National Development Planning Commission.

The PPMED has oversight and support responsibilities at the sector level with the following roles:

- undertake M&E needs assessment to support capacity building in the decentralised departments;
- develop baseline and sector-specific programme indicators and define the indicators for measuring change, especially on cross-cutting issues, gender, environment and social protection;
- receive from NDPC the National core indicators and data collection instruments;
- establish the sector targets for all relevant objectives in the SMTDP;
- establish a list of sector programmes/ projects to be carried out by the MDAs that will contribute to the indicator achievement;
- monitor progress of sector projects and programmes in the district at regular intervals;
- collect and collate relevant data on indicator achievement as the sector monitoring of indicators demands;
- collate and analyze sector data for reporting to NDPC;
- undertake quarterly and annual performance review/ impact assessment of SMTDP policies, programmes and projects with all sector stakeholders;

- support GSS to conduct national surveys and provide inputs into the GhanaInfo database;
- disseminate SAPR information obtained from data collected to all stakeholders; and
- facilitate the evaluation of the SMTDPs and make recommendations for policy review.

2.3.2.2 Roles of the Regional Sector Department (RSD)

The RSD has an important function in providing the link between the districts and the national level. A regional department acts as a major clearinghouse that validates and verifies information on projects and indicator achievement from district level, before forwarding it to the Regional Planning Coordinating Units (RPCU) and PPMED. The monitoring tasks of the RSDs can be summarized as follows:

- receive from PPMED the National core indicators and data collection instruments;
- obtain project information from the District Sector Departments (DSD), making sure that the projects planned by the districts are capable of achieving the targets of the District Medium Term Development Plan (DMTDP);
- coordinate the collection of indicator achievements and programme/ project status from the DSD;
- consolidates and validates district sector related information;
- undertake quarterly Performance Review / Impact Assessment of programmes and projects in the region with all sector stakeholders and submit report to NDPC;
- produce and submit regionally coordinated and harmonized District Sector APR to RPCUs and PPMED;
- support Ghana Statistical Service (GSS) to conduct national surveys and provide inputs into the GhanaInfo database; and
- support district based participatory M&E;
- disseminate SAPR information to all regional stakeholders.

2.3.2.3 Roles of the District Sector Department (DSD)

The roles and responsibilities of the DSD will include the following:

- directly responsible for the development and implementation of the District Sector M&E Work Plan;
- convene quarterly DMTDP performance review meetings with all stakeholders. It is important that representatives of the PPMED and RSD attend the quarterly meetings;
- undertake project site inspections and provide corrective actions;
- liaise with lead PPMED/ RSD to agree on goals, targets and define indicators and baselines;
- determine the frequency of monitoring and monitor progress of projects and programs in the district;
- collect district sector indicator achievement information;
- collate and coordinate feedback from the sub-district levels for onward transmission to RSD;
- support GSS to conduct national surveys and provide inputs into the GhanaInfo database;
- support district based participatory M&E;
- disseminate and create public awareness about national development agenda and its implementation, the Annual Progress Report and other documents from the mainline ministry at the district and sub-district levels;

- provide support to GSS to undertake district level CWIQ and other national surveys and censuses and provide data for the GhanaInfo database; and
- produce and submit District Sector Annual Progress Report and make recommendations for policy review to RPCUs and Regional Sector Departments.

2.3.3 Institutional Framework for Decentralised M&E System

Another important component of the national M&E system is the District M&E system. An efficient M&E system at the district level will enhance the availability of timely and efficient data at the regional, sector and national levels. This will also allow for effective analysis of data on geographical basis.

2.3.3.1 Monitoring and Evaluation Mandate and Functions of the RPCU

Section 143, Sub-section 2 of the Local Government Act, 1993, Act 462, established the Regional Planning Coordinating Unit to provide a secretariat for the Regional Coordinating Council (RCC) to perform its coordination, monitoring, evaluation and harmonization functions specified under Section 8 of the National Development Planning (Systems) Act, 1994, Act 480.

The composition of the RPCU derives its source from Section 143, Sub-section 3 of the Local Government Act, 1993, Act 462. The RPCU shall consist of 11 members (Box 1). To perform its M&E functions effectively, the RPCU should co-opt other sector agency heads, persons from the private sector and civil society organizations who has special expertise in a given field. The Regional Coordinating Director shall convene all meetings, issue circulars to the regional sector agencies, etc. The Regional Economic Planning Officer shall manage the RPCU secretariat; maintain the documentation centre, lead monitoring visits, etc. This core staff will also serve as a link between the RPCU and the RCC. There shall be gender balance in the membership of the group.

To fulfil its M&E functions, the roles and responsibilities of the RPCU include the following:

- Provide guidance to the districts in the development and implementation of their M&E Plans
- Demand, receive and collate data from district level M&E for onward transmission to the NDPC and other stakeholders
- Assess, recommend and support capacity building and other M&E needs of the District Assemblies
- Review data on indicators and verify inconsistencies
 - Support GSS formal survey interventions relating to GPRS II
 - Verify data on indicators submitted from the district through workshops
 - Periodically visit key project sites and report on development progress in the districts
 - Facilitate dissemination of GPRS II and other M&E reports to all the districts and stakeholders

Box 1: Members of the Regional Planning Coordinating Unit

1	Regional Coordinating Director (as Head)
2	Regional Economic Planning Officer (as Secretary)
3	Regional Budget Officer
4	Regional Local Government Inspector
5	Regional Director of Health
6	Regional Director of Education, Science and Sports
7	Regional Director of Agriculture
8	Chief Works Superintendent
9	Regional Town and Country Planning Officer
10	Regional Statistics Officer
11	Regional Coordinating Council Nominee

- ix. Ensure that gender equity indicators are clearly outlined in the M&E Plans and the information analysed from a gender perspective
- x. Hold annual review workshops of all DAs within the region for cross district GPRS II policy recommendations
- xi. Review and collate the district Annual Progress Reports (APRs) to produce the Regional APR
- xii. Facilitate evaluation of the DMTDPs and make recommendations for policy review

2.3.3.2 Monitoring and Evaluation Mandate and Functions of the DPCU

Section 46, Sub-section 3 of the Local Government Act, 1993, Act 462 established the District Planning Coordinating Unit (DPCU) to assist the District Assembly to execute designated development planning functions. The National Development Planning (Systems) Act, 1994, Act 480 defines the DPCU’s planning, programming, monitoring, evaluation and co-ordinating functions.

In line with Section 46, Sub-section 4 of the Local Government Act, 1993, Act 462, the DPCU shall be made up of a minimum of eleven officers (Box 2). To perform its M&E functions effectively, the DPCU shall co-opt representatives from other sector agencies, persons from the private sector and civil society organizations whose has relevant expertise in a given area. The District Coordinating Director shall lead the group and be responsible for convening meetings, issuing of circulars to the decentralised sector agencies, etc. The District Planning Officer shall act as the secretary and be responsible for documenting all M&E working sessions, ensuring participation of all stakeholders, etc. There shall be gender balance in the membership of the group.

To fulfil its M&E functions, the DPCU shall perform the following roles and responsibilities:

- i. Directly responsible for the development and implementation of the District M&E Plan
- ii. Convene quarterly DMTDP performance review meetings with all stakeholders. It is important that representatives of the NDPC and RPCU attend the quarterly meetings.
- iii. Undertake periodic project site inspections
- iv. Liaise with RPCU to agree on goals and targets
 - v. Define indicators for measuring change, especially on gender equity and other cross-cutting themes in GPRS II, such as vulnerability, exclusion and social protection
- vi. Collect and collate feedback from the sub-district levels for preparation of the District APR
- vii. Facilitate dissemination and public awareness creation on GPRS II, the Annual Progress Reports and other documents from NDPC at district and sub-district levels.²

Box 2: Members of the District (Metropolitan/Municipal) Planning Coordinating Unit	
1	District coordinating Director
2	District Planning Officer
3	District Budget Officer
4	District Finance Officer
5	District Director of Health Services
6	District Director of Education
7	District Director of Agriculture
8	District Director of Social Welfare or Community Development
9	District Physical Planning Director
10	District Director of Works or Engineer
11	Nominee of the District Assembly

² There is an on-going initiative involving the Ministry for Public Sector Reform, Ministry of Information and National Orientation and the National Development Planning Commission to coordinate the dissemination of Government information within the framework of Development Communication. Under this initiative, Development Communication

- viii. Provide support to GSS to undertake district level CWIQ and other national surveys and census
- ix. Produce District Annual Progress Reports and make recommendations for policy review
- x. Conduct Mid-term and Terminal Evaluations of the DMTDP

2.3.3.3 The Regional Ministers and District Chief Executives

The Regional Ministers, District Chief Executives and their Coordinating Directors are requested to facilitate the work of the RPCUs and DPCUs by ensuring that:

- M&E capacities of the core staff of the RPCU and DPCU are developed to the required standard.
- RPCU/DPCUs are adequately resourced with a vehicle and the necessary logistics to enable them collect, analyse information and generate reports in an accurate and timely manner.
- All programmes and projects in the districts are systematically monitored and evaluated.

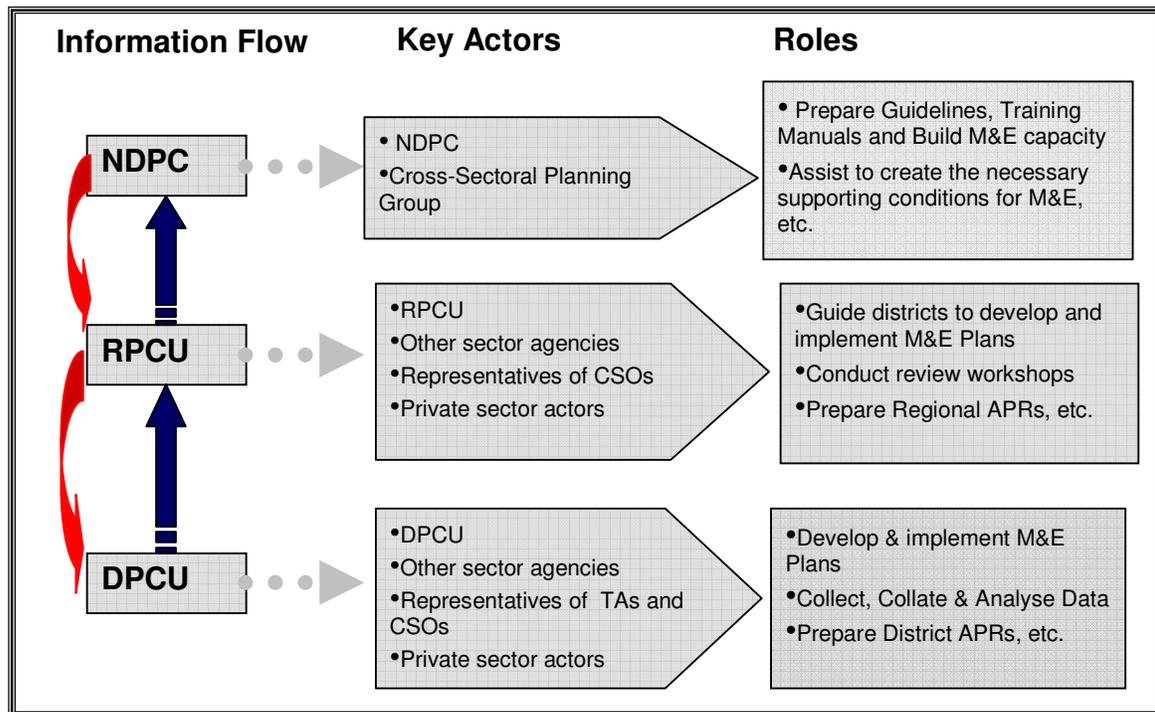
2.3.3.4 Traditional Authorities (TAs) and CSOs

Traditional Authorities (Chiefs and Queen Mothers) and Civil Society Organizations (non-government organizations - NGOs, Community Based Organisations - CBOs, voluntary, professional and religious associations, universities, research institutes, think tanks, the media etc.) can play several roles in M&E as users and producers of M&E information. The participation of Traditional Authorities (TAs) and CSOs in the DMTDP monitoring can add value to the process itself and its policy outcomes. TAs and CSOs have contacts with the grassroots and are therefore well positioned to express the views and experiences of people whose needs the DMTDP aim to address. Despite the limitations of information gathering and analytical base, TAs and CSOs can be the source of independent and useful information and perspectives on how the District Assemblies (DAs) and other key government officials are performing. On the whole, TAs and CSOs can contribute to hold DAs more accountable for the delivery of goods and services as well as exposing malpractices, corruption and choices which do not benefit those whose needs the DMTDP are supposed to address. TAs and CSOs will be involved in the various steps of preparing the M&E Plan and throughout its implementation.

The institutional and reporting framework outlined above is summarised in Figure 1.

Units are to be established in all MDAs and MMDAs with the Ministry of Information as the coordinating institution, supported by Regional and District Communications Teams, of which RPCUs and DPCUs are members.

Figure 3: Decentralised M&E institutional and reporting framework



In order to strengthen the capacities of the sectors, regions, and districts to respond to the current M&E needs at the national level, M&E guidelines have been developed for the sectors and Districts to develop their respective M&E plans. The objective of this is to ensure that all sectors and districts prepare Annual Progress Reports on the implementation of their sector and district plans respectively, based on agreed set of indicators. These APRs will then be harmonised and synthesized into a National Annual Progress Report (APR) on the implementation of the GPRS II by NDPC. This represents a departure from the arrangements under the GPRS I, where data is collated from all the sectors and districts for the National APR to be prepared by NDPC at the national level.

2.4 IMPLEMENTING THE GPRS II M&E ARRANGEMENTS

The implementation of the current M&E arrangements will follow a relatively gradual approach, beginning with a series of pilots in a small number of agencies, and extended to the remaining MDAs over the lifespan of the GPRS II. The current M&E arrangements is part of the long term objective to institutionalize M&E within the government public policy management process.

The process will involve NDPC providing guidelines to all sectors and District Assemblies to prepare their M&E plans; building their capacity to implement the M&E plans through the provision of training, technical assistance, and other support; and improving the M&E coordination at the national level. In the first year of the implementation of the national M&E plan, four key MDAs including Ministry of Food and Agriculture, Ministry of Health, Ministry of Education, Science and Sports, and the Ministry of Transport will be required to prepare their respective sector Annual Progress Report (APR). This will be expanded

annually until all MDAs are capable of producing their own APRs. These will then be harmonized by NDPC into a national M&E report on an annual basis. It is expected that this process of preparing annual Sector/District APR will improve the capacities of the MDAs and District Assemblies, increase ownership of the M&E process, and institutionalize M&E process in the national development policy management.

CHAPTER THREE

DEMAND FOR, AND EXPECTATIONS OF THE M&E SYSTEM: *The Annual Progress Report (APR)*

3.1 INTRODUCTION

Demand for M&E has become an integral part of policy formulation and implementation in Ghana, at least, since the implementation of the GPRS I in 2003. A number of state and non-state institutions require the output of M&E process for:

- monitoring progress towards attainment of objectives and targets;
- informing national development planning;
- supporting sector policy and programme design;
- informing the budget allocation process;
- enhancing transparency and accountability in the management of national resources;
- encouraging continuous improvement in management of public policy; and
- policy dialogue within government and with development partners and civil society organisations.

Given the varied expectations from M&E, an efficient M&E system is required to harmonize and respond to these needs adequately.

3.2 KEY USERS OF THE OUTPUT OF THE M&E

The main users of the output of the APR, which is the main output of the M&E system in Ghana are the Executive, Parliament, Development Partners, Civil Society Organisation (CSOs), and the Think-Tanks/Research/ Academic institutions.

The Executive:

Key institutions of government who use the APR include Ministry of Finance and Economic Planning, The office of the President, MDAs and District Assemblies.

The Primary use of the APR is to influence national policy and the annual budget which is the tool for implementing the GPRS II. The feedback and recommendations from the M&E process is expected to be fed into the annual budgeting process and enhance the capacity of responsible institutions to allocate and use resources efficiently.

As the key institutions responsible for coordinating the implementation of government policies and programmes, and allocating resources to all MDAs on an annual basis, NDPC collaborates with Ministry of Finance and Economic Planning (MoFEP) to issue budget guidelines to MDAs outlining key areas that programmes and projects should focus in a particular year. The feedback obtained from the M&E conducted by NDPC and the recommendations outlined in the APR are incorporated into the guidelines to fine-tune the

existing sector programmes and projects. In order to improve on the management of policy implementation on continuous basis, policy and technical hearings are organised for MDAs to justify the selection of programmes and projects for implementation within a budget year. At this stage the outputs of M&E activities including the APR are used to further prioritize activities that have been submitted by MDAs for budgetary allocation.

Since a key function of NDPC is to advise the President on development planning policy, it follows that the President is expected to be informed on the progress made towards the implementation of the national development policy framework. The output of the national M&E system is used by the Office of the President and Cabinet particularly in deciding on the various policy choices that lay before them and resource allocation on an annual basis.

The Cabinet is the final authority that decides on the various budget resources that go to each MDA. For an informed decision to be taken, Cabinet is required to be equipped with the relevant information regarding progress of implementation of the GPRS II and where shortcomings exist. Under the GPRS I, the practice was to distribute copies of the M&E reports to the President and all Cabinet members for their information. However, as an innovation, NDPC will explore the possibility of holding a dissemination session with Cabinet to discuss the APR. Also the process of holding a dissemination workshop with the staff of Office of the President and all MDAs which started under the GPRS I will be deepened.

The Parliament:

According to the Constitution of the Republic of Ghana, only the Parliament of Ghana can authorize public expenditures (Article 178), impose and waive taxes (Article 174), and authorize, grant or receive loans (Article 181). In effect the annual budget prepared by the Executive is expected to gain approval from the Legislature before it is implemented. To enhance this process and develop their capacity to make informed decisions, Parliament depends on information made available by the national M&E system including the APR.

As part of its oversight responsibilities, Parliament is required by the Standing Orders (part 20) to have a minimum of eleven Standing Committees including the Finance Committee, Public Accounts Committee (PAC), and the Parliamentary Select Committee on Poverty. All these committees have been involved in the national M&E process. Members of these Committees have been engaged in various fora to discuss the findings of the APR of GPRS I on an annual basis. This enriches debates on the floor of Parliament and improves public policy management. Under the GPRS II this process will be deepened in order to improve the capacity of parliament to deliver on its mandate.

Development Partners:

Ghana's development efforts in recent years have benefitted greatly from her development partners. As part of the arrangements to provide financial support to the country, Ghana's development partners have demanded results as a basis for more support to the country in line with the principles of the Paris Declaration which underlines the current relationship between government and its development partners. The APR therefore provides the basis for managing the relationship between government and its development partners.

Since the inception of the PRSP process, Government has adopted the Consultative Group/Partnership meetings and the Multi-Donor Budgetary Support (MDBS) as the main framework for donor coordination as well as policy dialogue and reforms. The APR is a key feature of these policy dialogues and this is expected to be strengthened under the GPRS II. As part of the processes to deepen the dialogue between the government and DPs under the MDBS arrangement, APR is expected to be used as the key framework for assessing progress of implementation of the national development policy. In addition it is expected to continue to form the key input for the sector dialogue adopted under the holistic assessment framework of the MDBS.

Civil Society Organisations (CSOs)/Think Tanks/Academic and Research Institutions:

Civil Society Organisations (CSOs) play essential roles in ensuring social accountability and transparency by engaging government in policy dialogue and holding government accountable, both at the national and sub-national levels. Similarly, think tanks, academic and research institutions help in providing policy alternatives and options, as well as recommendations to enhance the capacity of government to manage public policy effectively. All these functions require a well organized M&E system to generate relevant, reliable, timely and quality information that informs the policy dialogue.

Under the GPRS I, the practice was to engage the Civil Society Organisations (CSOs), think-tanks, academic and research institutions in the M&E processes, particularly in the preparation and validation of the M&E reports. Some CSOs and think-tanks, academic and research institutions undertake independent studies and monitoring activities, whose results are brought to bear on the preparation of the M&E reports. This practice will be continued under the GPRS II.

An important policy objective under the GPRS II is to increase ownership and participation in the development process. This therefore requires the involvement of the general public in the formulation, implementation, and monitoring and evaluation of the GPRS II. An informed citizenry can engage in constructive dialogue and participate more effectively in the development process. In this regard the involvement of more Civil Society Organisations (CSOs), think-tanks, academic and research institutions at each stage of the monitoring and evaluation process is important in ensuring ownership and participation of the development process at the community level.

3.3 EXPECTATION OF THE M&E SYSTEM BASED ON DEMAND:

The main challenge of the current M&E system is its full institutionalization, so that it will continue to thrive and support good governance. This will require strengthening of both the demand and supply for M&E. On the supply side, it will entail further improvements in the quality and credibility of monitoring information, a reduction in the costs of data supply, and an increase in the volume and breadth of evaluations which are conducted.

The demand side will be strengthened by promoting greater awareness of, and confidence in, the monitoring information and evaluation findings which the system produces. This will also require that the Central Management Agencies play leading and effective roles in championing the use of the M&E information. This support will need to go beyond simple advocacy to include steps to ensure the utilization of the M&E information to support budget

and national planning decision-making and social accountability. Sector ministries will also have an important role to play in ensuring utilization of M&E information.

CHAPTER FOUR

KEY MONITORING AND EVALUATION ACTIVITIES

4.1 INTRODUCTION

The systems approach to M&E will be based on a combination of monitoring and evaluation activities, as well as thematic studies. Monitoring will consist of the periodic or continuous assessment of performance based on selected indicators, while evaluation will rely on a wider variety of methods to examine the implementation of programmes and/or policies more closely, gain a better understanding of their nuances, and produce sound assessments of their consequences. Thematic studies will be conducted to assess the intended and unintended consequences of policy interventions and/or policy reforms on the well-being of stakeholders.

The key M&E activities for the GPRS II are therefore summarized as follows:

- annual monitoring of progress of implementation;
- conduct of participatory monitoring and evaluation;
- conduct of thematic studies (i.e. PSIAs) to identify the intended and unintended consequences of policy interventions and/or policy reforms on the well-being of stakeholders; and
- conduct of evaluation of the GPRS to determine the relevance, efficiency, effectiveness, impact and sustainability of programmes/projects outlined in the GPRS II.

4.2 ANNUAL MONITORING OF PROGRESS TOWARDS IMPLEMENTATION OF GPRS II

The annual tracking of progress of implementation of the GPRS II will involve monitoring of a set of pre-determined indicators, agreed upon by all stakeholders during the formulation of the GPRS II. A total of 138 core national indicators (including 24 impact indicators, 71 outcome indicators, 22 output indicators, 13 input indicators and 8 process indicators) have been identified for monitoring progress towards implementation.

The arrangement for monitoring progress of implementation of the policies and programmes will be based on what pertained under the GPRS I. This involves tracking the performance of these selected indicators against targets on an annual basis. The process will include the following stages:

- formation of Cross Sectoral Planning Groups (CSPGs) (instead of the National Inter-Agency Monitoring Groups (NIAMG) as pertained under the GPRS I) along the lines of the GPRS thematic areas
- inception meeting involving the CSPGs
- commencement of data collection
- validation of data
- drafting of reports
- validation of draft report by stakeholders
- publication of final report

All these stages are expected to be completed within 6 months, beginning in January and ending in June.

The key instrument for reporting on the progress towards achievement of the goals and objectives of the GPRS on an annual basis will be the Annual Progress Report (APR). It will serve as a single source of information on progress being made and assist in identifying weaknesses and constraints to the attainment of the goals and objectives of the GPRS II and also propose recommendations to help address the shortcomings.

The APR will report on the progress against targets in the following key thematic areas of the GPRS II:

- Economic Governance and Macroeconomic Stability,
- Private Sector Competitiveness;
- Human Resource Development; and
- Good Governance and Civic Responsibility.

In addition it will provide information on resources that would be released by government to Ministries, Departments and Agencies (MDAs) and the Metropolitan, Municipal, and District Assemblies (MMDAs) to implement key activities under the GPRS II, the overview of the financial performance of MMDAs, as well as progress being made to achieve the MDGs and APRM objectives.

The outcome of this monitoring process will primarily provide continuous and regular data for government to make informed decisions and the necessary adjustments about programme implementation and to assess whether resources are being used effectively and efficiently. It will also form the basis for policy dialogue with stakeholders, including development partners and civil society on progress government is making to achieving national development objectives.

4.3 PARTICIPATORY MONITORING AND EVALUATION (CITIZEN'S ASSESSMENT REPORT)

To complement the quantitative data obtained from the Ministries, Departments and Agencies (MDAs) and the Metropolitan, Municipal, and District Assemblies (MMDAs) in assessing the impact of key GPRS policies, the National Citizens' Assessment survey (Participatory Monitoring and Evaluation) will be undertaken periodically to provide an opportunity for citizens to participate in the monitoring and evaluation process of the GPRS II. The survey will also help to:

- obtain feedback from citizens at the grassroots about the extent to which the key objectives of the GPRS II are being met from their perspective;
- assess whether citizens are experiencing the expected impact from the gains made in the macroeconomic environment; and
- obtain views from the local communities on how to improve the implementation of the GPRS II policies to achieve maximum impact on poverty reduction.

4.4 POVERTY AND SOCIAL IMPACT ANALYSIS (PSIAs)

In addition to these two key reports, the Poverty and Social Impact Analysis (PSIAs) studies will be periodically undertaken to serve principally as a tool for evaluating the Poverty and Social impacts of the GPRS II policies, programmes and projects, as well as help to understand the underlying causes of some observed phenomenon during the annual monitoring of the GPRS II through the APR process.

Essentially the PSIA will focus on reform issues arising out of the GPRS II that impact adversely or increases the risks of individuals and vulnerable groups in the economy. It will identify complementary policy interventions needed to minimize the negative effects emanating out of the implementation of the GPRS II policy interventions, as well as analyze specific policies within a macroeconomic framework in respect of growth and stability. Under GPRS I, five PSIAs were conducted including the one on Vulnerability and Exclusion which formed the basis for the development of a Social Protection Strategy for Ghana.

The technical responsibility for coordinating the conduct of PSIAs will solely rest with NDPC, with active participation of all stakeholders including the MDAs, CSOs, and Development Partners. Selection of PSIAs topics to be studied will be done in a participatory manner and the result fed into policy formulation and implementation process.

4.5 EVALUATION OF THE GPRS II

Given the relatively low costs that it entails, monitoring can measure the performance of policies and programmes frequently. However, it is unable to provide enough elements to understand the complexity of the processes involved or to distinguish the effect of the policies and programmes being evaluated from those of external factors. On the other hand, evaluation is best equipped to establish the latter. However, given its intended objective and the high cost involved, it can only be undertaken less frequently. Since their respective strengths and weaknesses make them complementary to each other, these two approaches become most effective when combined.

Within the GPRS II framework, evaluation will be undertaken to answer specific questions to guide decision-makers and/or programme managers, and to provide information on whether underlying theories and assumptions used in programme development were valid, what worked and what did not work and why. Primarily it will aim at determining the relevance, efficiency, effectiveness, impact and sustainability of policies, strategies, programmes and projects, and will rely on data generated through the decentralized M&E system as well as information obtained from other sources (e.g., studies, research, in-depth interviews, focus group discussions, surveys, etc).

Evaluations may fulfil different needs at different times throughout the implementation cycle of policies, programmes and projects. If conducted early in the cycle, they can supply information about potential impediments; if conducted halfway through the cycle, they can suggest mid-course adjustments; and if conducted at the end, they can contribute to lessons learned that could provide a guide in the next cycle. Since some impact evaluation studies through quasi-experimental designs and sophisticated statistical analysis techniques (i.e. PSIAs) will be conducted alongside the APRs and Citizen's Assessment studies, the proposed evaluation will be ex-post (i.e. at the end of implementation). It will focus more on questions

of institutional performance, processes, changes and interrelationships, as well as the development in all sectors of the economy.

The evaluation exercise will be undertaken in collaboration with experts from academia, think tanks, research institutions and civil society organizations.

4.6 M&E ACTIVITIES IN THE CONTEXT OF THE NEW FRAMEWORK

In the long-term, MDAs and MMDAs will be empowered to undertake these four M&E activities, while NDPC coordinates and harmonizes the outputs into national Annual Progress Report (APR). This will require that all MDAs and MMDAs be supported to develop their respective medium-term development plans based on the GPRS II and their M&E plans. The capacity of MDAs and MMDAs will be strengthened to undertake these activities as part of the overall strategy to institutionalize M&E in the country. It is anticipated that this will further increase ownership of M&E outcomes, and address some of the demand and supply constraints identified with the GPRS I M&E system, including uncoordinated set of national data, and limited use of M&E outcomes to support national planning and management of public policy.

CHAPTER FIVE

SELECTED INDICATORS TO TRACK PROGRESS OF IMPLEMENTATION

5.1 INTRODUCTION

The policy interventions outlined in GPRS II are implemented by the MDAs and MMDAs through the national budget. Policies, programmes and projects implemented must necessarily relate to a specific GPRS II policy objective. Within this framework, MDAs and MMDAs define the activities to be undertaken in order to realize the objectives set in the GPRS II policy framework. The implementation of the policies and strategies outlined in the GPRS II by MDAs are expected to manifest in the outputs and outcomes of the programmes and projects, and these are monitored using a set of indicators and targets agreed upon by stakeholders. Identifying the appropriate indicators and setting the relevant targets remains one of the critical components for designing an effective M&E system.

5.2 PRINCIPLES FOR SELECTION OF INDICATORS

One of the critical steps in designing an M&E system and conducting M&E is the selection of the most appropriate indicators and setting targets for these indicators. To promote ownership of planned results and ensure accountability the selection of the indicators and targets should be as participatory as possible. The process involves linking the indicators to the strategic goals and objectives of the national development policy framework through the sector medium term development strategies.

Some of the key questions that should guide the selection of indicators are as follows:

- will the indicators measure what they are supposed to measure only?
- is the indicator specific, or too general?
- will the indicators be able to measure changes over time?
- are there alternative measures that should be considered?
- will multiple indicators be able to help clarify the results of the primary objective?
- what resources (human and financial) do the indicators require?

Key steps that ought to be followed include:

- i. Linking the indicators directly to the interventions;
- iii. Defining the input, output, outcome, and impact indicators required;
- iv. Determining the level of disaggregation the indicators require;
- v. Assessing the baseline values and targets set for each indicator;
- vi. Determining data requirements;
- vii. Determining frequency of monitoring; and
- viii. Determining the sources of data.

These were the principles and questions that guided the selection of indicators to monitor progress of implementation of the GPRS II. The indicators were selected in a participatory manner involving all stakeholders. The CSPG arrangement which was used for the preparation of the GPRS II, was used to select the indicators. Representative from key

MDAs, private sector, universities, research institutions, CSOs and DPs discussed and decided on the appropriate indicators for each thematic area of the GPRS II.

Overall, a total of 346 indicators were agreed upon for monitoring the GPRS II implementation, of which 138 are core national indicators, while 208 are sector specific indicators. The core national indicators were largely output and outcome indicators, reflecting the broad objectives of the national development policy framework. On the other hand, the sector specific indicators are largely input and output indicators, and are expected to reflect the key policy interventions undertaken at the sectoral and sub-national levels to achieve the overall objectives of the GPRS II. These two sets of indicators together provide a useful basis for the overall management of public policy at the national level, as well as decision making at the sectoral level.

The indicators are either quantitative or qualitative in nature, and therefore define the data to be collected to measure performance within a specified timeframe. They are **disaggregated** along various dimensions including geographic- (urban/rural area, administrative units, etc), gender, age, income/consumption as well socially defined groups. The appropriate type and level of disaggregation is based on the sector conditions and the indicator itself.

The **frequency** for collecting data and reporting on each indicator was determined by the nature of the indicator and the availability of a mechanism to collect data on them. Data on input indicators such as public finance and sector expenditure are tracked at least annually and, in most cases, shall be reported monthly/ quarterly as part of the budget tracking mechanisms. Output data will be tracked annually, but it is necessary to have information on key outputs mid-year to permit corrective actions. Data on some outcome indicators are also expected to be available annually, while that on impacts do not usually change rapidly therefore it takes about three to five years to collect. There may also be a time lag between the action and manifestation of its effect.

5.3 ISSUE OF ATTRIBUTION: THE POLICY CYCLE AND M&E

The overall aim of M&E is to provide continuous and regular information for government to make informed policy decisions as well as necessary adjustments about programme implementation. It also helps to assess whether resources are being used effectively and efficiently.

Results-Based Monitoring and Evaluation (RBME) attempts to link results to policies, and programmes, by observing the results directly from policies, programmes and projects. It tracks the entire results chain from input, output, outcome and impact indicators. In this regard the results so obtained could be attributed to those changes that have occurred as a result of those specific policies reforms and programmes. This is what is often referred to as attribution. However, the experience from GPRS I monitoring has shown that it becomes increasingly difficult to make attribution as analysis move toward outcomes and impacts, since the observed changes cannot be easily attributed to the policy, programme or project only.

It is this process of linking progress of implementation to the assessment of results that makes RBME most useful for public policy management. Implementing this type of M&E System allows the sectors and key stakeholders to modify and make adjustments to the implementation processes in order to effectively support the achievement of desired

outcomes and objectives. Thus a well designed M&E process ensures that those that are not working well will benefit from corrective action during the mid-year performance review.

5.4 ANALYSIS OF INDICATORS

The key thematic areas of the GPRS II are: (i) Private Sector Competitiveness; (ii) Human Resource Development; and (iii) Good Governance and Civic Responsibility. Policies and programmes in these areas have been designed to achieve the overarching goal of the GPRS II, which is to accelerate the income of the average Ghanaian to the level enjoyed by middle-income countries by 2015 within a decentralized democratic environment. In this regard, selection of indicators is done in such a way to track progress towards the attainment of this goal.

5.4.1. Overarching Indicators:

This refers to indicators which capture the effect of a number of policy interventions, as well as non-policy factors. They represent a sum of actions and trends in more than one thematic area and are fundamental to the entire policy framework. The overarching indicators under each thematic area of the GPRS II have been identified and can be disaggregated to the regional and, in some cases, the district level.

Private Sector Competitiveness:

The focus of medium-term policies outlined under the thematic area of Private Sector Competitiveness is to achieve accelerated growth through modernised agriculture, led by a vibrant and competitive private sector. Table 5.1 indicates the overarching indicators identified under this thematic area. They include:

- Real GDP Growth Rate
- Real sectoral growth rate
- Percentage contribution of sectors/sub-sectors to GDP
- Incidence of poverty
- Incidence of extreme poverty
- Unemployment Rate

Real GDP Growth Rate: It is a measure of the annual percentage change in the level of production achieved in the economy as measured in constant prices. This reflects the overall improvement in the economy. The overall goal of the GPRS II is to become a middle-income country with a per capita income of at least US\$1,000 by the year 2015. On the basis of this, the per capita GDP which was US\$492 in 2005 is expected to reach US\$686 by 2009 in order for us to be on track to achieving the overall goal. This translates to an annual real GDP growth rate of between 6%-8% per annum over the GPRS II period. Therefore monitoring this indicator helps in determining whether we are on track in achieving the overall objective of GPRS II.

Real sectoral growth rate: This is the ratio of change in sectoral output to the previous year's output, adjusted for inflation. This reflects the improvement in economic activity in a given sector and it helps in determining whether a particular sector is making progress towards the attainment of its target as envisaged under the GPRS II.

Percentage contribution of sub-sectors to GDP: It is the ratio of sector output to the total output of the economy expressed in percentage and it is a measure of the economic importance of a sector to the country's economy. As part of the policy framework, agriculture is expected to lead the growth of the economy. To be able to monitor whether the macroeconomic objective underlying the GPRS II are being achieved it is important to understand the sources of the growth by monitoring this indicator.

Incidence of poverty/Incidence of extreme poverty³: This is a basic measure of 'food poverty' and it determines the proportion of the population who are unable to meet minimum nutritional requirements. On the other hand, incidence of poverty determines the proportion of the population who are unable to meet the minimum nutritional and non-food requirements and it is a basic measure of income/consumption poverty.

The first Millenium Development Goal (MDG) is to eradicate extreme poverty and hunger. Subsequently Ghana has adopted the MDGs as the minimum set of national objective for socio-economic development. Estimates from the GLSS 3 report indicate that the proportion of people who were under extreme poverty in 1991/92 (which is the base year for the MDGs) stood at 36.5%. This implies that by 2015 the proportion of the population living below extreme poverty should not exceed 18.3%. With the average annual real GDP growth rate of 4.4% between 1991 and 1999, the annual reduction in extreme poverty is estimated at 1%. However with an average annual real GDP growth rate of between 6%-8% over the GPRS II period and improved geographical distribution of the growth, it is estimated that extreme poverty will reduce by 3% per annum, thereby exceeding the MDGs target.

Unemployment Rate: This refers to the percentage of individuals available and looking for job in relation to the labour force (where the labour force includes all persons classified as employed or unemployed in accordance with conventional definitions). This measures the extent to which the labour force is being engaged in productive activities in the economy. High unemployment leads to a loss of output (potential goods and services are lost) and it is also associated with increased poverty, social unrest and crime.

One of the key strategies under the GPRS II is to pursue an employment-centred cross sectoral development strategy for accelerated growth and poverty reduction. This is to ensure that employment expands along with production and that the benefits of growth are widely shared through better employment opportunities and enhanced incomes. Subsequently programmes and projects are carefully selected based on their ability to generate more employment and incomes within the shortest possible time.

Available data from the GLSS reports indicates that the impressive poverty reduction enjoyed by Ghana over the past 15 years has been associated with good labour market outcomes in terms of job growth, and the structure of the economy is changing relatively fast. Although it has declined slightly from 60.5% in 1991 to 56.7% in 2005, agriculture still remains the most

³ Poverty lines are defined in terms of nutritional needs and are derived based on the lower and upper levels of 2,884,700 cedis and 3,708,900 cedis per adult per year respectively (roughly \$0.9 and 1.1 per day respectively). The lower poverty line of 2,884,700 cedis is considered as the minimum nutritional requirement, thus any individual whose total spending is less than this amount is considered to be in extreme poverty. The upper poverty line of 3,708,900 cedis per adult per year incorporates both essential food and non-food consumption. Individuals consuming below this level are generally considered as poor while those consuming at levels above it can be considered able to purchase enough food to meet their nutritional requirements, and to be able to meet their basic non-food needs.

important economic activity in terms of the share of total jobs that it provides, while private wage employment, particularly in urban areas, are increasing.

The estimate on unemployment (which stood at 4.1% in 1991/92 and 5.7% in 1998/99) though does not present a serious challenge, it appears it is concentrated in the younger segment of the population (15 to 24 years old). The intended National Youth Employment Programme (NYEP) is aimed at generating a total 200,000 jobs per annum in order to change this trend.

Table 5.1: Overarching Indicators for Private Sector Competitiveness thematic Area

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
1. Real GDP Growth Rate	The growth rate after adjusting for inflation. It is often calculated by subtracting the GDP deflator rate (or inflation rate when the GDP deflator rate is not available) from the nominal growth rate	It is a measure of the annual percent change in the level of production achieved in a given country as measured in constant prices.	MOFEP, Budget statement	Annual	National
2. Real sectoral growth rate	The ratio of change in sectoral output to the previous year's output, adjusted for inflation	It is a measure of the extent of improvement in economic activity in a given sector	MOFEP, Budget statement	Annual	By sector
3. Percentage contribution of sub-sectors to GDP	The ratio of sector output to the total output of the economy expressed in percentage	Measure of the economic importance of a sector to the country's economy	GSS	Annual	By sub-sector
4. Incidence of poverty	Households unable to meet minimum nutritional and non-food requirements. - Basic measure of income/consumption poverty (<i>Definition according to GSS</i>)		GSS	Annual	By National, region, sector and gender
5. Incidence of extreme poverty	Households unable to meet minimum nutritional requirements – Basic measure of 'food poverty'. (<i>Definition according to GSS</i>)		GSS	Annual	By National, region, sector and gender
6. Unemployment Rate	The number unemployed as a percent of the labor force, where the labor force includes all persons classified as employed or unemployed in accordance with conventional definitions.	The extent to which the labour force is being used for production. High unemployment leads to a loss of output (potential goods and services are lost). It is also associated with increased poverty, social unrest and crime	GSS	Annual	By sector, gender and region

Human Resource Development:

The overall objective under the human resource development component of the GPRS II is to produce a knowledgeable, well-trained and healthy population with adequate capacity to support the accelerated economic growth and poverty reduction. Table 5.2 indicate the overarching indicators identified under this thematic area, whose outcome is as a result of a number of interactive policy interventions. They include:

- Literacy rate
- Under-five mortality rate
- Maternal mortality ratio
- HIV prevalence rate
- Population growth rate

Literacy rate: This refers to the proportion of adult population able to read write and calculate. These basic skills are needed to build and sustain livelihood and participate in society. The overall education sector policy is to achieve literacy society with the ability to participate effectively in the development process.

Under-five mortality rate: This refers to the number of deaths occurring between birth and exact age of five, per 1000 live births. It reflects the effectiveness of child survival strategies and household access to safe water and sanitation. It is one of the MDGs and Ghana is expected to achieve a reduction of under-5 mortality from 122 per 1000 live births in 1990 to 40 per 1000 live births in 2015. This has become a minimum set of objective for Ghana to achieve.

Maternal mortality ratio: It refers to the number of deaths due to pregnancy and childbirth per 100,000 live births. This generally measures the risk associated with pregnancy and the extent to which women utilize maternal health services. A number of interventions have been proposed under the GPRS II to address the major maternal health problems of women including:

- Safe-Motherhood Initiative,
- Ghana VAST Survival Programme,
- Maternal Health Project (1997/1998),
- Prevention Maternal Mortality Programme (PMM),
- Making Pregnancy Safer Initiative,
- Prevention and Management of Safe Abortion Programme,
- Intermittent Preventive Treatment (IPT),
- Maternal and Neonatal Health Programme, and
- Roll Back Malaria Programme.

The rationale for this indicator is to be able to measure progress towards the objective under these initiatives. This indicator is also one of the key MDGs and as part of the commitment, Ghana is expected to reduce Maternal mortality ratio which stood at 740 per 100,000 live births in 1990 to about 185 per 100,000 live births by 2015 (i.e. reducing maternal mortality by two-third by 2015). Accordingly this has been adopted as the minimum target to be achieved under the GPRS II.

HIV prevalence rate: The HIV prevalence rate refers to the percentage of adult population between the ages of 15-49 years who are infected with HIV virus and it is a general measure of progress towards controlling the HIV/AIDS pandemic. GPRS II recognises the serious threat it poses to the socio-economic development of the country through its potential impact on human capital development, productivity and social service delivery. This indicator will

help to monitor progress towards the policy objective of curbing the spread of HIV/AIDS infection and achieving the MDG of combating HIV/AIDS by 2015. The HIV/AIDS prevalence rate which stands at 2.7% in 2005 is expected to be reversed to its level in 1999 of about 1.5% by 2015.

Population growth rate: This refers to the annual percentage change in population. The population growth rate has a serious implication for the attainment of the overall goal of the GPRS II, which is attaining a middle income status by the year 2015. One of the underlying assumptions for designing the macroeconomic framework of the GPRS II is that the annual population growth rate should not exceed 2.6%. It is therefore important to monitor this indicator to ensure that it is on track in achieving the set target.

Table 5.2: Overarching Indicators for Human Resource thematic Area

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
1. Literacy rate	Proportion of adult population able to read, write and calculate	These basic skills are needed to build and sustain livelihood and participate in society	GSS	Annual	National Regional District Age (Adult/Youth) Sex (male/female)
2. Under-five mortality rate	Number of deaths occurring between birth and exact age five per 1000 live births	Correlated with the effectiveness of child survival strategies and household access to safe water and sanitation	GSS	5-yearly	--do--
3. Maternal mortality ratio	Number of deaths due pregnancy and childbirth per 100,000 live births	A general measure of risk associated with pregnancy and the extent to which women utilize maternal health services	GSS	Annual 5-yearly	National Region District Age (adult/youth) Sex (male/female) Marital status
4. HIV prevalence rate	Percent of adult population (15-49 yrs.) with HIV is below 3.1%	A general measure of progress towards controlling the HIV/AIDS pandemic	MOH GSS	Annual 5-yearly	National Region District Age (adult/youth) Sex (male/female) Marital status
5. Population growth rate	Annual percent change in population	Determines age/sex structure of the population which has implications for socio-economic indicators	GSS	Annual (Estimation)	National

Good Governance and Civic Responsibility:

The emphasis of GPRS II on accelerated economic growth calls for a corresponding realignment of the governance benchmarks. These include the institutionalisation and implementation of policies and legislation that protect property rights, promote savings and fidelity to contractual agreements, and the creation of an overall environment that boost investor confidence. Additionally, the quality of managing fiscal policy, monetary policy and international trade have a strong bearing on efficient use of public resource, restrain inflationary pressures and increase international competitiveness of the economy. Table 5.3 indicate the overarching indicators identified under this thematic area, whose outcome is as a result of a number of interactive policy interventions. They include:

- Increase in budgetary allocation to Parliament
- Percentage of all courts computerised
- Increase in Alternative Dispute Resolution Cases

- Reduction in rate of infraction of rules and regulation

Increase in budgetary allocation to Parliament: One of the key strategies to improve on political governance in the country is to increase resources to Parliament to enable it perform its role as an important arm of government. Resource disparity appears to be undermining the role of Parliament. As a result, increasing resources for providing offices, logistics and research capabilities for Members of Parliament will help strengthen the ability of Parliament to its exercise oversight responsibilities.

Percentage of all courts computerised: The quality of the administration of justice is central to securing the economic, social, cultural, civil and political rights of individuals. One of the major difficulties associated with the administration of justice in Ghana is the poor management system of the Courts. The GPRS II has identified court computerization as a major strategy to remove delays and reduce costs associated with administration of justice.

Percentage of Alternative Dispute Resolution (ADR) cases: This refers to the number of cases that were settled out of the court system using the ADR mechanism, in relations to cases before the court. The objective of this indicator is to track the extent to which the criminal justice system is being decongested and to minimise recourse to violent conflict as ways of dispute settlement.

Rate of infraction of rules and regulation: This measures the rate of change in cases of breach of public rules and regulations. It helps monitor changes in citizen's compliance to rules and regulations and to promote good citizenship.

Table 5.3: Overarching Indicators for Good Governance and Civic Responsibility thematic Area

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
1. Increase in budgetary allocation to parliament	Increased expenditures on providing offices, logistics and research capabilities for MP,	Aim is to strengthen ability of parliament to exercise oversight responsibilities	Annual Budget	Annual	Expenditure items
2. Percentage of all courts computerised	Number of courts computerised in relation to all courts	Promotion of faster court case management system	MOJ	Annual	Regions
3. Percent of Alternative Dispute Resolution Cases	Record of out of court cases settled	To decongest criminal justice system and to minimise recourse to violent conflict as ways of dispute settlement	MoJ	Annual	Regions, District
4. Rate of infraction of rules and regulation	Measure of decline in cases of breach of public rules and regulations	To check improvement in citizen compliance to rules and regulation and to promote good citizenship	Police, Courts, NCCE	Annual	Types of infractions (traffic regulation, littering of public places etc)

5.4.2. Key National Indicators:

These are indicators which are going to be reported on in the Annual Progress Report. They are selected on basis that they:

- are broad enough and could clearly be linked to the overall goal of GPRS II;
- represent a balance between final (impact and outcome) and intermediate (output, input, process) indicators;
- are clearly defined, measurable and easily available; and

- mechanism exists currently to obtain information on them, and where mechanism does not exist it could be developed within the GPRS II period.

The following are the details of the total number of indicators according to thematic areas.

Private Sector Competitiveness:

In this thematic area, a total of 168 indicators have been selected, of which 55 are national core indicators. Thirty-five of these national core indicators are outcome indicators, ten are impact indicators, while the remaining ten are input and output indicators. The breakdown of national core indicators according to the focus area of interventions is as follows:

<u>Focus Area</u>	<u>Number of Indicators</u>
1. Development of the Private Sector	11
2. Modernised Agriculture	8
3. Development of the fisheries industry including aquaculture	2
4. Restoration of the degraded environment and improvement in natural resource management	8
5. Promotion of trade and industrial development	3
6. Development of transport infrastructure including road, rail, water and air transport	7
7. Improvement in energy supply to industry and households	4
8. increased support to science and technology for enhancing productivity and development	1
9. Development of Information and Communication Technology (ICT)	3
10. Harnessing the revenue and employment generation potential of the tourism sector	4
11. Increased generation of employment and the improvement and expansion of the social safety nets.	4

The specific indicators as well as the remaining 113 sector-wide indicators can be obtained in Appendix IA & ID.

Human Resource Development:

In this thematic area a total of 89 indicators have been selected to track progress, of which 37 are national core indicators. Seventeen of these national core indicators are outcome indicators, while thirteen are impact indicators. Six of the remaining are output, while one is input indicator. The breakdown of these national core indicators according to the focus area of interventions is as follows:

<u>Focus Area</u>	<u>Number of Indicators</u>
1. Education	8
2. Training and skills development	1
3. Access to health care	11
4. Malaria control	3
5. HIV/AIDS prevention and treatment	3
6. Safe water and Sanitation	5
7. Population management	5
8. Housing and slum upgrading	2

The specific indicators as well as the remaining 52 sector-wide indicators can be obtained in Appendix IB & ID.

Good Governance and Civic Responsibility:

Policy interventions in this thematic area cover four main broad areas, namely:

- Political Governance;
- Economic Governance;
- Corporate Governance;
- Evidence-Based Decision Making;

Indicators have therefore been selected to cover all these areas. A total of 89 indicators have been selected, of which 46 are national core indicators. Out of these national core indicators, 1 is an impact indicator, 19 are outcome indicators, 11 are output, 7 are input, while the remaining 8 are process indicators. The breakdown of these national core indicators according to the focus area of interventions is as follows:

<u>Focus Area</u>	<u>Number of Indicators</u>
1. Political Governance	27
• <i>Strengthening practice of democracy and rule of law</i>	8
• <i>Decentralisation</i>	4
• <i>Managing public policy</i>	5
• <i>Public Safety and Security</i>	5
• <i>Women Empowerment</i>	3
• <i>Enhancing Development Communication</i>	2
2. Economic Governance	16
• <i>Fiscal Policy Management</i>	7
• <i>Monetary Policy Management</i>	9
3. Corporate Governance	1
4. Evidence Based Decision Making	2

The specific indicators as well as the remaining 43 sector-wide indicators can be obtained in Appendix IC & ID.

5.5 TRACKING PROGRESS TOWARDS INTERNATIONAL DEVELOPMENT GOALS AND OBJECTIVES

In addition to these indicators, there is a commitment by the government to report on the progress of implementation of the various country partnership agreements including the MDBS/PRSC arrangement, the Programme of Action (POA) of the Africa Peer Review Mechanism (APRM), as well as the Millennium Development Goals (MDGs). Monitoring the implementation of these international partnership agreements utilises a set of pre-determined indicators, triggers and targets. Appendix III – V provide detailed information about these partnership agreements in the context of Ghana’s national development strategy.

CHAPTER SIX

INFORMATION SYSTEM

6.1 INTRODUCTION

The information that feeds the national M&E system is provided by different institutions at national and decentralized levels. PPMEDs exist in nearly every Ministry with varying degrees of capacity and different approaches to M&E. The challenges of the current system are (i) the weak capacity to undertake M&E activities; (ii) lack of efficient database system; and (iii) the uncoordinated nature of their activities. Data auditing is often far from systematic and, in some cases, is not even a regular practice. This leads to poor control of data quality and credibility.

In Ghana, the Ghana Statistical Service (GSS) has the sole mandate (PNDC Law 135; 1985) to collect, compile, analyse and disseminate data in the country. It is also required to coordinate all statistical activities in the country. However, due to weak statistical capacities at the MDAs and MMDAs levels, who are the primary sources of information, it is unable to discharge its mandate effectively.

To address these challenges the GPRS II envisages developing an efficient system for generating relevant, reliable and timely quantitative and qualitative information. This will include:

- the development of a national strategy for the development of statistics (NSDS) for the strengthening of statistical capacities of MDAs and MMDAs; and
- the establishment of a common, centrally located database for the storage and retrieval of basic data for the country as a whole, and also by regions and districts.

6.2 NATIONAL STATISTICAL DATA STRATEGY (NSDS)

The legal instruments that set up the Ghana Statistical Service (GSS) as the sole national institution for official statistics also mandated it to collaborate with MDAs to produce official statistics. Based on the Civil Service Law of 1993, each MDA is obliged to maintain four line directorates including Policy Planning, Monitoring and Evaluation (PPME) and Research, Statistics, Information and Public Relations (RSIPR). However, most MDAs do not have functional statistics units.

To help address constraints observed at the sectoral level, and ensure the existence of a functional National Statistical System (NSS) capable of generating quality, relevant, reliable, and cost-effective data in a timely manner, it is envisaged under the M&E plan to develop a National Strategy for Development of Statistics for the strengthening of statistical capacities of MDAs and MMDAs. The overall objective of the National Strategy for Development of Statistics (NSDS) will be to develop a framework for a comprehensive, effective and sustainable development of statistics in the country. This will ensure:

- uniformity in capacity for the production and use of statistics at all levels;
- production of quality, relevant / appropriate, credible, consistent, complete, disaggregated, timely, and accessible statistical data;

- avoid duplication in data collection, statistics production and dissemination; and
- encourage networking of databanks and information sharing.

The expenditure tracking system of the Ministry of Finance and Economic Planning, once fully operational, is expected to provide information on budgetary resources allocated and disbursed to districts and on the type (purpose) of expenditure, to be made public through the District Planning and Co-ordination Units. In addition, regular Core Welfare Indicators Questionnaire (CWIQ) surveys will disseminate information on poverty, education, health and livelihood outcomes to the districts.

6.3 ESTABLISHMENT OF A COMMON, CENTRALLY LOCATED DATABASE: GHANAINFO DATABASE

To further strengthen the Monitoring and Evaluation capacity and coordination at the national, regional and district levels, the National Development Planning Commission (NDPC) in collaboration with the Ghana Statistical Service (GSS) launched the GhanaInfo Database system in 2005. The system is expected to provide a common and centrally located database for the storage and retrieval of basic data for the country as a whole, and also by regions and districts. Senior M&E staff of MDAs, some researchers and staff of selected United National Agencies have been trained in the use of this tool. To make it more effective and responsive to the data needs of the GPRS II the system will be reviewed and roll-out to all regions and districts.

6.4 THE MEDIUM-TERM EXPENDITURE FRAMEWORK AND THE BUDGET

An important innovation under the GPRS II implementation strategy, to further enhance the monitoring mechanism, is to link the GPRS II policy objectives to the budget through the MTEF. Under the GPRS I, the MTEF which was expected to provide the link between the GPRS and the budget had a major shortcoming in that while it provided a high level of detail, it did not aggregate spending into programmes, thus making it difficult to track the relationship with programme priorities as set out in the GPRS I. To overcome this constraint, a mechanism has been developed under the GPRS II to ensure that all:

- MDA objectives are properly aligned to the strategic objectives of the GPRS II;
- objectives of the current MTEF are properly aligned to the GPRS II;
- resources for financing expenditures associated with the implementation of the growth and poverty reduction strategy are consolidated and rationally allocated.

By this arrangement resources to MDAs to implement policies and programmes can adequately be tracked on annual basis.

6.5 NATIONAL EXPENDITURE TRACKING SYSTEM (NETS) AND THE GPRS M&E

To further strengthen Public Financial Management, government piloted the National Expenditure Tracking System (NETS) in 2000 with the aim of tracking budgetary resources allocated and disbursed to MDAs and MMDAs. This has proven to be an effective mechanism in providing information for analyzing efficient use of public resources. Under the GPRS II M&E framework, this system will be further enhanced and made operational across all sectors. Reporting on domestic expenditure will be based on the NETS accounting system and will be fully reconciled with Bank of Ghana (BOG) bank statements on spending (outflows) from all ministries, departments, and agencies' (MDA's).

In addition report on poverty-related expenditures will continue to be generated, including the use of funds from the enhanced Heavily Indebted Poor Countries (HIPC) Initiative for the purposes of preparing the APR.

CHAPTER SEVEN

DISSEMINATION OF M&E OUTCOMES

7.1 INTRODUCTION

The existence and availability of M&E information does not guarantee that the intended users will actually use it. The utilization of M&E outcomes will be enhanced if the system facilitates and encourages it in various ways. The primary condition for this to happen is to ensure that the reporting arrangement is tailored to meet the expected needs of each type of user. This may include the preparation of different types of reports for different users, some of which may focus on each of the assessed programmes or agencies separately, while others may present in one document a less detailed overview of all the performance assessments which have been conducted.

Another equally important component is to ensure that key stakeholders are aware of the availability of the M&E reports and have easy access to them. In order for M&E systems to serve as a public accountability and transparency instrument, it is important that the information that the systems produce is publicly visible and easily accessible. Often the internet has been used as a primary dissemination channel in the M&E systems, however this has proven to be less effective as a means to achieve public awareness of the existence of this information, particularly in a developing country like Ghana where access to internet is limited. Several systems therefore rely on other dissemination strategies including radio discussions, dialogue workshops for stakeholders and disseminating an abridged version of the M&E reports.

The M&E plan for GPRS II envisages the use of a combination of these tools to disseminate M&E outcomes. Dissemination of information on the progress of the implementation of the Growth and Poverty Reduction (GPRS II) will take the form of dialogue workshops with stakeholders, radio and television discussions, preparation of simplified version of the M&E reports and the use of internet (i.e. website).

7.2 DIALOGUE WORKSHOPS/DURBARS

The interaction among stakeholders on the results of the monitoring and evaluation is one of the key mechanisms employed to disseminate M&E outcomes. A series of workshops will be organized countrywide for the purposes of:

- promoting public awareness on the content of M&E reports;
- obtaining feedback and assessing the impact of the progress made in the implementation of key policy and programme;
- distributing copies of the M&E reports to targeted stakeholders; and
- soliciting stakeholders support and sense of ownership for M&E.

The key stakeholders that will be engaged in this process include Members of the Council of State, Members of Parliament, Ministers of State & their Deputies, Chief Directors & Head of Organizations, Women & Gender Groups, Media Houses & Journalists, and Research

Institutions/Think Tanks. Other groups will include Members of the District Assemblies, Professional Bodies, Traditional Authorities, Trade and Labour Associations, Civil Society Organizations, Faith Based Organizations, Non-Governmental Organizations, and Student Unions. These workshops and durbars will be organized at the national and regional levels. At the regional level it will be facilitated by the Regional Coordinating Council. Facilitators will adopt interactive approach with participants and discuss the extent to which the previous M&E reports influence the annual budget.

7.3 TELEVISION AND RADIO DISCUSSIONS

Television and Radio discussions have proven to be some of the efficient ways of reaching a wide range of people and engaging the populace in policy dialogue in Ghana. In the past, this mechanism has been employed in disseminating the national development policy framework and the results of national M&E. This process will continue under the GPRS II with emphasis on panel discussions on the key findings of the monitoring process. Private community radio stations will be supported to discuss the findings of the national M&E using the local language. This will improve the involvement of the marginalised in governance through access to information.

7.4 PREPARATION OF SIMPLIFIED VERSION OF M&E REPORTS

Preparation of simplified version of M&E reports has proven to be one of the useful means to overcome the difficulties that many of the intended information users (citizens, legislators, policy-makers, public managers) have had in understanding and making use of the original reports, which they found exceedingly lengthy and written in too technical a language. With the exception of the main policy document, none of the M&E reports under the GPRS I was published in a simplified form. As an improvement to the communication strategy for GPRS II, a simplified version of the Annual Progress Report (APR) will be prepared every year to offer the opportunity for the masses to participate in the monitoring process.

In the long-term other M&E reports including the Citizens' Assessment reports, Evaluation reports, and the PSIA's will be published in simplified forms as well.

7.5 DISSEMINATION IN THE CONTEXT OF NATIONAL GPRS II COMMUNICATION STRATEGY

A key mechanism for increasing the demand for the results of M&E is the quality of communication with stakeholders. Effective communication of the M&E outcomes will ensure that as many Ghanaians as possible, especially the poor, are aware of how much progress is made towards the implementation of the GPRS. The dissemination of the outcome of the M&E is expected to be based on the overall Communication Strategy for the GPRS II which entails the establishment of an Inter-sectoral GPRS Communication Technical Committee with membership drawn from Ministry of Information and National Orientation, Information Services Department, National Commission on Civic Education, National Media Commission and other strategic stakeholders. The approach expected to be adopted by the Technical Committee to communicate development outcomes to the populace include:

- Sensitization Durbars
- Regional Dissemination Workshops;
- Radio Discussions and Television Programmes
- Using the Internet as a medium to share information on the GPRS II by creating the NDPC website
- Training of Trainers to create awareness, and also to develop the mechanisms for consultations and feedback in regions and districts and
- Instituting regular interaction with selected change agents such as Journalists and programme managers from the Media to share ideas on the GPRS II and its implementation.

The overall objective of this arrangement is to institutionalize development communication as a critical component of the national development strategy. The lack of a coherent communications strategy has been identified as one of the major limitations of GPRS I. It is therefore envisaged under the GPRS II that an effective communication strategy should be developed at all levels to facilitate information flow, and the promotion and development of modern information management system including e-governance. Also the critical role of the media in enhancing development communication will be promoted.

7.6 THE M&E OUTCOMES AND THE BUDGETARY PROCESS:

The primary means of influencing public policy management with M&E outcomes is through the national budget. This is done through state institutions and governance apparatus including the Cabinet, Parliament, Ministry of Finance and Economic Planning, and NDPC.

In Ghana, the budgetary process involves seven main stages namely:

- Issuing of budget guidelines by Ministry of Finance and Economic Planning
- Preparation of respective draft budgets by MDAs
- Policy and technical hearings of MDAs draft budget submissions
- Budgetary allocations to MDAs by MoFEP
- Cabinet approval of budgetary allocation
- Parliamentary hearings on budget and approval of appropriation bill
- Implementation of budget by MDAs/MMDAs.

In the beginning of the budgeting process the Ministry of Finance and Economic Planning (MoFEP) issues budget guidelines to MDAs highlighting areas of emphasis. The budget guidelines incorporate the findings and recommendations that have come out of the annual monitoring of the implementation of the national development policy framework. MDAs subsequently prepare their budgets which are submitted to MoFEP. In order to ensure that MDAs policy objectives are properly aligned to the strategic objectives of the national development framework and have also adhered to the budget guidelines, policy and technical hearings are conducted jointly by MoFEP and NDPC for the MDAs.

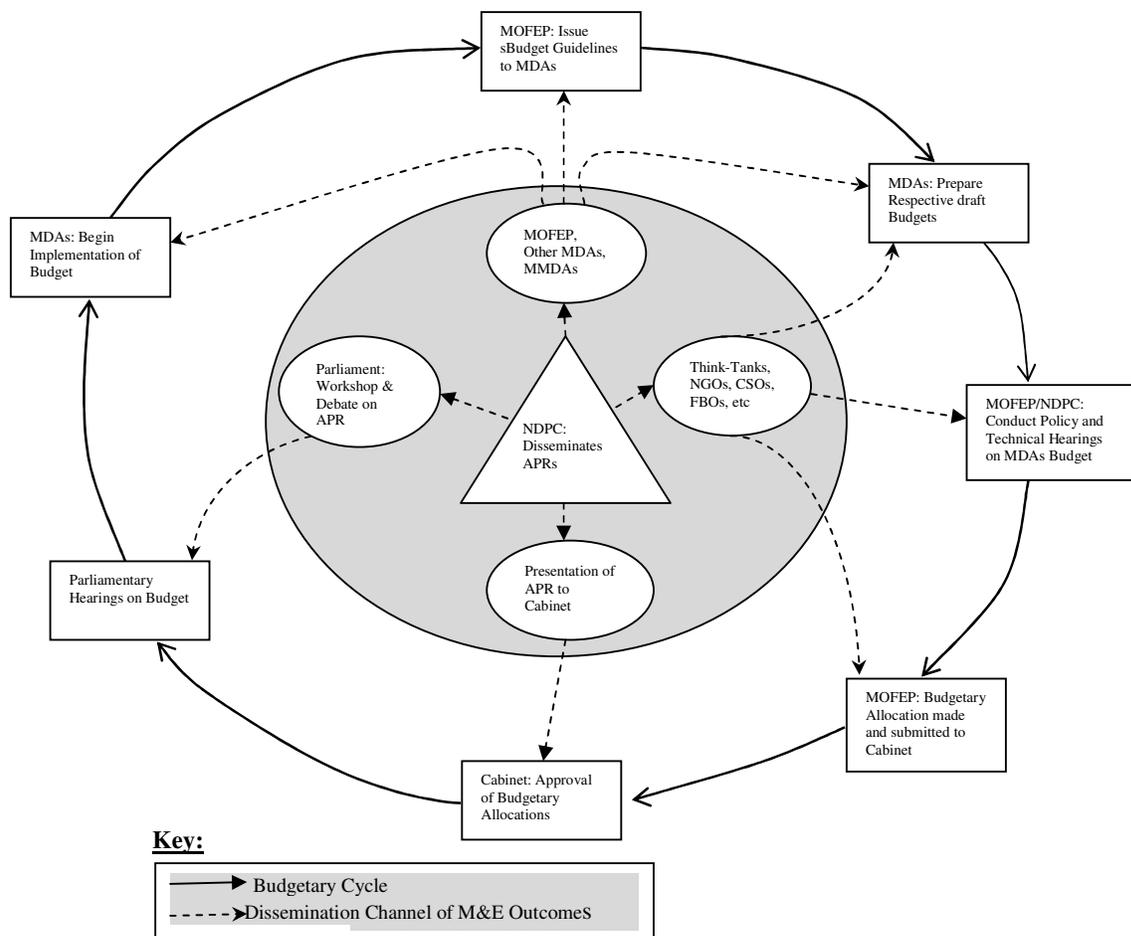
Based on the outcome of the technical hearings budgetary allocations are made and forwarded to the Cabinet for approval. The approved budgetary allocations by Cabinet are forwarded to Parliament where MDAs who have concerns with budgetary allocations from the Executive has the opportunity to make a case for a review in future. The Parliament by law does not have the mandate to review budgetary allocation upward but can impress on the Executive to review the allocation of a given MDA through the parliamentary debate and other processes including a supplementary budget.

After the parliamentary hearings for MDAs and the subsequent approval of the Appropriation Bill by Parliament, the implementation of the budgets begins by all MDAs (See figure 4 for the budgetary process).

In order to meaningfully influence the policy management process, the dissemination of the M&E outcomes under the GPRS II has been designed to target each stage of the policy management process. This includes:

- Organizing workshops and durbars for MDAs and MMDAs to share the outcome of the annual monitoring of the GPRS II;
- Incorporating the outcomes of the monitoring process in the budget guidelines
- Policy dialogue session with members of Cabinet on the outcomes of the M&E activities
- Organizing workshop for members of Parliament on the results of the M&E activities

Figure 4: Dissemination Arrangement of M&E Outcomes and Budget Cycle



The Cabinet:

Cabinet is the overall authority to approve government policies, programmes and projects, as well as annual national budgetary allocations on behalf of the Executive. Some key Cabinet members such as Minister of Finance and Economic Planning are also members of the National Development Planning Commission which is responsible for national M&E. This is

to ensure harmony and proper coordination in the management of government's development policies and programmes. In the past the practice was to forward copies of the M&E reports to the President and all members of Cabinet for their information. This appear not to have yielded the desired impact, therefore to further strengthen the capacity to utilize the M&E outcomes, it is envisaged under the GPRS II M&E plan to regularly engage Cabinet in a review session on the APR to effectively discuss its contents and recommendations.

Ministry of Finance and Economic Planning (MoFEP):

Ministry of Finance and Economic Planning is one of central management agencies and is responsible for the fiscal policy of government including coordinating the preparation of the national budget and supervising its execution. To strengthen the link between GPRS II and the national budget and facilitate the tracking of resource allocation to MDAs, the relationship between NDPC and MoFEP needs to be strengthened and roles classified. The Medium Term Expenditure Framework (MTEF) has been reviewed to ensure proper alignment of MDAs objectives to the national policy objectives. The Annual Progress Report (APR) on the implementation of the GPRS II provides adequate analysis on resource alignment to assist MoFEP to efficiently allocate resources to support GPRS II implementation. Recommendations emerging out of the APR are also incorporated into the budget guidelines to MDAs.

To ensure compliance with the budget guidelines, as well as the alignment of budget preparation and execution with the national development framework, policy hearings are held jointly by NDPC and MoFEP for all MDAs. This provides the opportunity for the dissemination of M&E outcomes and also for policy recommendations arising out of the annual monitoring process to be effectively reflected in the MDAs budgetary submissions.

Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies:

Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) are the primary agents of policy implementation. The practice under the GPRS I was to influence what these institutions budget for through sharing the outcomes the APR process in workshops and durbars. The workshop and durbars also offer the opportunity to also distribute the APR to the stakeholders. This arrangement will continue under the GPRS II. However to strengthen the process further, durbars will be organized at the MDAs level instead of the previous practice of bringing representatives of PPMEDs from various MDAs together at workshops to discuss the findings of the M&E activities. This will offer opportunity for the other members of the MDAs to appreciate their respective roles in achieving the overall government policy objectives.

The Parliament:

Parliament is the last stage of the policy cycle. It debates policies introduced by the Executive and approves the annual Appropriation Bill. It therefore provides an important mechanism to dissemination APR and influence the overall government policy. The processes involved in disseminating the APR to members of Parliament includes:

- submission of report to Parliament;

- laying of the report on the floor of Parliament and the subsequent referral to the relevant select committee; and
- workshop organized on the report from which a report is made to the house for eventual debate.

This process has been quiet beneficial in sharing the APR with Parliament under the GPRS I. However to further strengthen the feedback mechanism for policy implementation, public hearings on progress made by each MDA in achieving targets under the GPRS II is going to be held. This will further promote accountability and transparency on resource used at the MDAs and MMDAs level.

7.7 M&E OUTCOMES AND POLICY DIALOGUE WITH DEVELOPMENT PARTNERS:

Partnership between Ghana and her development partners has evolved over the years from sector dialogues, CG meetings, country review missions to Multi-Donor Budget Support (MDBS) mechanism and in recent times G-JAS. As part of the deepening process in the donor-government relations a forum for policy dialogue on strategic reforms have been introduced at various levels.

Overall, this has facilitated a shift from activity-based to a results-oriented approach to aid delivery and management. In this framework, development partners commit to provide a quantum of financial resources to support the implementation of GPRS II in return for a set of policy deliverables and outcomes on the part of Government of Ghana.

In recent times the Annual Progress Report on the implementation of the GPRS has become the single most important source of information for assessing the overall performance of government towards the attainment of its development objectives. During the annual Consultative Group/Partnership meetings, the APR serves as the main source of input for policy dialogue and consensus building. Similar arrangements exist for the MDBS assessment framework where in addition to other sector reports, the findings and recommendations of the APR are discussed and the emerging reform issues identified for policy action in subsequent years. This process has served its purpose and will continue to be improved under the GPRS II framework. The key challenge currently is the timely releases of the APR to support the process, whose result is tied to the aid disbursement schedule and the budget cycle.

7.8 CSOs/NGOs AND THE DISSEMINATION OF M&E RESULTS:

Civil Society Organizations (CSOs) and Non-Governmental Organizations (NGOs) have always been engaged in the formulation of the GPRS II, as well as in the preparation of the M&E reports. For instance various CSOs and NGOs have served on the NIAPMGs/CSPGs in the areas that they have the competency to prepare the GPRS II and the APR, and for the first time CSOs and NGOs participated in the 2005 Annual CG meeting. However, their engagements in the dissemination of the M&E results have been limited to discussing the results at the various workshops and durbars at the national and regional levels.

To further strengthen this policy dialogue and promote ownership of the development process, CSOs/NGOs will be encouraged to jointly disseminate the results of the national M&E process with NDPC, especially at the community level where they have competencies and capacity.

**APPENDIX I: CORE NATIONAL INDICATORS AND TARGETS FOR MONITORING
PROGRESS TOWARDS THE IMPLEMENTATION OF THE GPRS II**

A: PRIVATE SECTOR COMPETITIVENESS

AREA OF FOCUS	INDICATOR	DEFINITION	TYPE OF INDICATOR	BASELINE		TARGETS			
				2005	2006	2007	2008	2009	
OVERARCHING INDICATORS	1. Real GDP Growth Rate (in %)	The growth rate after adjusting for inflation. It is often calculated by subtracting the GDP deflator rate (or inflation rate when the GDP deflator rate is not available) from the nominal growth rate	OUTCOME	5.9	6.06	6.11	7.06	8.0*	
	2. Real sectoral growth rate (in %): Broad Agriculture Broad Industry Broad Services	The ratio of change in sectoral output to the previous year's output, adjusted for inflation	OUTCOME	4.1 7.7 6.9	5.24 6.11 5.75	6.71 5.83 5.90	5.18 6.06 5.99	7.6 9.8 7.7	
	3. Percentage contribution of sub-sectors to GDP (in %): Broad Agriculture Broad Industry Broad Services	The ratio of sector output to the total output of the economy expressed in percentage	OUTCOME	41.4 23.9 27.7	39.8 25.4 27.7	38.0 27.4 27.6	37.6 27.6 27.8	37.0 27.6 28.4	
	4. Incidence of poverty	Households unable to meet minimum nutritional and non-food requirements. - Basic measure of income/consumption poverty (<i>Definition according to GSS</i>)	IMPACT	39% - (2000)					
	5. Incidence of extreme poverty	Households unable to meet minimum nutritional requirements - Basic measure of 'food poverty'. (<i>Definition according to GSS</i>)	IMPACT	27% - (2002)					
	6. Unemployment Rate (%)	The number unemployed as a percent of the labor force, where the labor force includes all persons classified as employed or unemployed in accordance with conventional definitions.	IMPACT	11.5	10.0	9.0	8.5	8.2	
PRIVATE SECTOR DEVELOPMENT	1. Ease of Doing Business rank	The ease of doing business ranks economies from 1 to 155. The index is calculated as the ranking on the simple average of country percentile rankings of each of the 10 topics covered (Starting a business; Dealing with licenses; Hiring and firing workers; Registering property; Getting credit; Protecting investors; Paying taxes; Trading across borders; Enforcing contracts; Closing a business)	IMPACT	102nd	Within the first 55 countries in the world by 2009				
	2. Private fixed investment (as % GDP)	The ratio of domestic fixed investment to GDP, expressed in percentage	OUTCOME	17.0%	17.6%	18%	18.5%	19.0%	
	3. Number of days to register a Limited Liability Company	Number of days to fulfill all legal requirements and registration with the RGD	OUTCOME	14	10	6	4	3	
	4. The number of days to resolve commercial disputes	The number of days/weeks/months taken to resolve commercial dispute	OUTCOME	200 ('04)	195	185	175	160	

* Growth Projection has been revised upward to reflect the new macroeconomic framework agreed upon between government and the Development Partners under the Scaling up investment arrangement.

AREA OF FOCUS	INDICATOR	DEFINITION	TYPE OF INDICATOR	BASELINE		TARGETS		
				2005	2006	2007	2008	2009
		in court or through administrative action						
	5. Domestic credit to the private sector as ratio of GDP	The value of domestic credit to the private sector as a share of GDP	OUTCOME	13.9% Jan. 2005				19.6% by 2009
MODERNIZED AGRICULTURE	6. Percentage increase in yield of selected crops and livestock	Incremental yield realized expressed as a percentage	OUTCOME	Maize = 0.35 Rice(milled)=0.06 Cassava =0.52 Yam =0.45 Plantain = Cocoa = Pineapple = 0.10 Pawpaw = 0.07 Mango = 0.07 Banana = 0.05 Poultry = 0.11 Sheep =0.03 Goat =0.04 Cattle =0.01	0.39 1.17 0.57 0.49	0.43 1.29 0.63 0.54	0.47 1.42 0.69 0.59	0.52 1.56 0.76 0.65
	7. Percentage of cultivated lands under irrigation (Area developed for irrigation/ha)	The ratio of arable lands under irrigation to total arable land, expressed in percentage	OUTCOME	0.26% (19,000)	0.33 (23,500)	0.34 (24,200)	0.34 (24,200)	0.35 (25,000)
	8. The Share of Credit to Agriculture, forestry and Fishing by Deposit Money Banks (excluding Cocoa)	The ratio of credit to Agriculture, forestry and Fishing to total credit by Deposit Money Banks expressed in percentage	OUTCOME	6.7%	≥10%	≥10%	≥10%	≥10%
	9. Per capita supply of key staple foods (crops, livestock and fish); (in kg/Annum, except * which is in live animal/annum)	Ratio of total staple food production (crops, livestock and fish) to the population of the country	OUTCOME	Maize = 44.0 Rice(milled)= 15.0 Cassava =156.0 Yam = 43.0 Plantain = Cocoa = Pineapple = 19.0 Pawpaw = 2.0 Mango = 3.0 Banana = 3.0 Poultry* = 1.49 Sheep* =0.16 Goat* =0.20 Cattle* =0.07 Fish =0.021	45.0 25.0 160.0 45.0	54.0 33.0 157.0 44.0	63.0 46.0 154.0 43.0	74.0 55.0 158.0 44.0
	10. Farm and Non-Farm Household incomes		IMPACT					
	11. Ratio between subsistence crop/livestock and commercial crop/livestock farming	Measures changes of practices, adoption of technology and market orientation of agriculture	OUTCOME					
	12. Percentage increase in agro-processing and agro-business enterprises and micro-enterprises registration	Measures trends of modernized agriculture beyond production within the value chain	OUTCOME					
	13. Total Fish Production (mt) a. Marine b. Inland Captured fisheries c. Harvesting of Ponds d. Imports		OUTCOME					
FISHERIES DEVELOPED	14. Quantity of fish produced per hectare of pond per year	Assessing the total tonnage of fish produced from Aquaculture in the community per cycle	OUTCOME	1.5 Tons/ ha/yr	2 Tons/ ha/yr	2.5 Tons/ ha/yr	2.5 Tons/ ha/yr	3 Tons/ ha/yr
	15. Total surface water Area under fish farming	Change in output as compared to the previous years	OUTCOME	231ha	250ha	300ha	350ha	450ha
RESTORATION OF DEGRADED ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT	16. Cost of environmental degradation as a ratio to GDP (lands, forests, fisheries)	The value of the annual decrement of natural resources, lost wages and productivity, as well as direct medical costs due to environmental degradation expressed as percentage of GDP	IMPACT	5.5%	5%	4.5%	4%	3.5%
	17. Rate of deforestation	The rate of conversion of forest to another land use expressed in percentage.	OUTCOME	Current Forest cover= 5,517,000ha	(-1.3%)	(-1.0%)	(-0.8%)	(-0.6%)

AREA OF FOCUS	INDICATOR	DEFINITION	TYPE OF INDICATOR	BASELINE		TARGETS			
				2005	2006	2007	2008	2009	
		Deforestation implies the long-term or permanent loss of forest cover and its transformation into another land use			(-1.7%)				
	18. Number of Timber Utilization Contracts (TUCs) awarded a. <u>Natural Forest:</u> b. <u>Plantation:</u>	TUC is a permit document that gives the rights to harvest timber in each area on the basis of an annual Timber Rights Fee	OUTPUT	NIL	167 Consists of: Conversion to TUC's = 100 Ratified TUC's = 42 Next Comp. Bidding (Nat.Foests) = 25	125 Consists of: Conversion to TUC's = 100 Next Comp. Bidding (Nat.Foests) = 25	52 Consists of: Conversion to TUC's = 42 Next Comp. Bidding (Nat.Foests) = 10	10 Consists of: Next Comp. Bidding (Nat.Foests) = 10	18 36 30 25 10
	19. The number of Social Responsibility Contracts (SRC) signed	The SRC is a written agreement which corporate organization operating in the Mining and Forestry sub-sector are expected to commit to during the course of their operation. It specifies their obligation to the community where they operate.	OUTPUT	Forestry: 260	103 Consist of: SRA (Nat. Forests) = 67 SRA (Plantation) = 36	55 Consist of: SRA (Nat. Forests) = 25 SRA (Plantation) = 30	35 Consist of: SRA (Nat. Forests) = 10 SRA (Plantation) = 25	20 Consist of: SRA (Nat. Forests) = 10 SRA (Plantation) = 10	
	20. Percentage change in resource spent for Corporate Social Responsibility, including alternative livelihood programmes		INPUT	Mining: Na	Na	Na	Na	Na	Na
	21. Hectares of degraded forest, mining, dry and wet lands rehabilitated/restored a. Forest b. Mining c. Dry and wetland		OUTPUT	10,000 ha (Made up of Govt. plantation, FC & Private sector programmes) Small scale: 205ha Large scale: Na -----	20,000 ha	20,000 ha	20,000 ha	20,000 ha	20,000 ha
	22. Mineral Production, Employment and FDI a. Mineral Production b. Labour c. FDI d. Mineral Rights Granted	Total amount of minerals produced in ounces and the employment generated, as well as FDI attracted to the industry.	OUTPUT	Na Na Na Na	Na Na Na Na	Na Na Na Na	Na Na Na Na	Na Na Na Na	
	23. Time to register land		OUTCOME	≥12months	8mths	6mths	4mths	≤3mths	
PROMOTING TRADE AND INDUSTRIAL DEVELOPMENT	24. Percentage change in non-traditional exports (NTE)	The change in value of non-traditional exports (NTE) expressed as percentage of the previous year's value	OUTCOME	775 (..%)	10%	10%	12%	11%	
	25. Average number of days for clearing goods from the nations ports		OUTCOME	4days	3days	2days	24hrs	24hrs	
	26. Time Taken to get duty drawback		OUTCOME	6months	6wks	≤3wks	≤3wks	≤3wks	
TRANSPORT INFRASTRUCTURE: ROAD, RAIL, WATER AND AIR TRANSPORT	27. Total funds disbursed for routine maintenance, periodic maintenance, reconstruction and upgrading works, relative to the maintenance needs of each modal network		INPUT	Road =38% (\$3072mil) Rail = 3.2% Water = % Air = %	=53% = 4 % = % = %	=60% = 4.0% = % = %	=66% = 3.4% = % = %	= 57% = 5.4% = % = %	

AREA OF FOCUS	INDICATOR	DEFINITION	TYPE OF INDICATOR	BASELINE		TARGETS		
				2005	2006	2007	2008	2009
	28. Proportion/length of roads maintained/Rehabilitated		OUTPUT	67%	89%	95%	100%	100%
	<u>Trunk Roads (in km):</u>							
	a. Routine maintenance			12,127	12,168	13,000	13,130	13260
	b. Periodic maintenance			281.31	293	316	378	454
	c. Minor Rehab & Reconstruction			198.62	699	513	540	552
	d. Major Rehab & Reconstruction			209.75	200	200	200	200
	<u>Urban Roads (in km):</u>							
	e. Routine maintenance			2,972	3,950	4,024	4,598	5,173
	f. Periodic maintenance			240	235	345	360	384
	g. Minor Rehab. & Reconstruction			83	36	200	255	298
	h. Major Rehab. & Reconstruction			13	13	13	16	12
	<u>Feeder Roads (in km):</u>							
	i. Routine maintenance			17,119	25,000	25,945	26,048	26,913
	j. Rehabilitation				1,321	1,436	1,113	868
	k. Regravelling				552	552	552	0.0
	l. Spot Improvement				2,474	2,659	1,771	1,533
	m. Reconstruction				20	20	0.0	0.0
	n. Surfacing				365	363.5	316	144
	29. Annual accident statistics for each transport mode		IMPACT	10,440	10,330	10,220	10,110	10,000
	30. Passenger traffic and goods traffic by railways		OUTCOME					
	a. Passenger traffic (in 1000 passengers-km)			62,000	93,000	130,200	169,260	220,038
	b. Good traffic (1000 tonnes-km)			220	231	242.6	254.7	280.1
	31. Maritime traffic : Goods loaded and unloaded (in 1000 tonnes)		OUTCOME					
	a. Goods loaded (in 1000 tonnes)			12161.6	12769.7	13408.1	14749.0	16223.9
	b. Goods Unloaded (in 1000 tonnes)			7423.7	7794.9	8184.7	8430.2	8683.1
	32. Total air freight and number of air traffic passengers:		OUTCOME					
	a. Total air freight (Loaded and Unloaded) in thousand tonnes			44.0	45.5	46.7	49.3	51.0
	b. Number of air traffic passengers (arrival and departure) in thousand			676.7	710.5	746.0	783.3	822.4
	33. Road condition mix	The road condition mix shows the proportion of the entire national road network which are good, bad, fair, etc)	OUTCOME					
	<u>Trunk Roads:</u>			13,367km	13,367km	13,367km	13,367km	13,367km
				Good =46 %	=48%	= 50%	= 52%	= 55%
				Fair = 29%	= 30%	= 31%	= 32%	=35%
				Poor = 25%	= 22%	= 19%	= 16%	=10 %
	<u>Urban Roads:</u>		KmKmKmKmKm
				Good =50%	=56%	=60%	=62%	=65%
				Fair = 22.5%	= 21.9%	= 21.3%	= 20.9%	= 20.6%
				Poor = 27.2%	= 22.1%	= 18.7%	= 17.1%	= 14.4%
	<u>Feeder Roads:</u>			32,600Km	32,600 Km	41,000 Km	41,000 Km	41,000 Km

AREA OF FOCUS	INDICATOR	DEFINITION	TYPE OF INDICATOR	BASELINE		TARGETS		
				2005	2006	2007	2008	2009
				Good = 43% Fair = 33% Poor = 24%	= 46% = 34% = 20%	= 50% = 32% = 18%	= 56% = 29% = 15%	= 60% = 28% = 12%
ENERGY SUPPLY TO SUPPORT INDUSTRY AND HOUSEHOLDS	34. Per capita consumption of energy per annum (in Tonnes of Oil Equivalent(TOE) a. Electricity b. Petroleum c. LPG	Ratio of energy consumption to the total population	OUTCOME	0.2930 Na Na	0.2936 Na Na	0.2942 Na Na	0.2947 Na Na	0.2956 Na Na
	35. Average number of hours of electricity outage per consumer per year	This refers to the length of time the power was off. This is consistent with international measurement	OUTCOME	≥100 hours/year	≤100 hours/year	≤100 hours/year	≤100 hours/year	≤100 hours/year
	36. Percentage reduction in transmission and distribution losses: a. Transmission b. Distribution	This refers to the proportion of electricity generated that is lost during the cause of transmission or distribution.	OUTCOME	2.98% 25.5%	2.98 24.5	2.98 23	2.98 22	2.98 21.4
	37. Percentage change in Households with access to electricity	The total number of households with electricity	IMPACT	1,313,825	Increase by 12%	Increase by 12%	Increase by 12%	Increase by 12%
SCIENCE AND TECHNOLOGY TO SUPPORT PRODUCTIVITY AND DEVELOPMENT	38. Percentage change in Research and Development expenditure	Ratio of the change in the value of public investment to previous year's value, expressed in percentage	IMPACT	0.3 – 0.5%				
DEVELOPING INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)	39. Size of the ICT industry	Measured by the contribution of the ICT industry to GDP	OUTCOME					
	40. Teledensity/Penetration rate: a. Fixed Line b. Mobile	Ratio of the change in the people with telephones to previous year's value, expressed in percentage	IMPACT	15% 1.7% 13.3%	20%	24%	27%	30%
	41. Internet Access a. Subscribers b. Providers c. Number of school with internet access	This refers to access and use of internet by households and corporate entities, including government	IMPACT	23,000('03) 35 296	≥14% per annum ----- -----	≥14% per annum ----- -----	≥14% per annum ----- -----	≥14% per annum ----- -----
DEVELOPING THE TOURISM SECTOR FOR REVENUE AND EMPLOYMENT GENERATION	42. Percentage increase in tourist arrivals	Ratio of the change in the number of tourist who arrive through the nations port of entry to previous year's value, expressed in percentage	OUTCOME	10%	16%	14%	14%	14%
	43. Percentage increase in tourist receipt (Value in Million \$)	The rate of change of revenue from tourism sector per annum	OUTCOME	-836.1	17.8% 984.8	12% 1,103	12% 1,235.3	12% 1,383.6
	44. Share of tourism in GDP	The ration of the total value addition services in the tourism sector to GDP, expressed in percent	OUTCOME					
	45. Percentage change of investment (stock tourism facilities) in the tourism sector a. Accommodation Establishments (Hotels, Guest houses, lodges etc) b. Catering Establishment (Restaurants, fast food joints etc) c. Travel Agents and Tour	Ratio of the change in the value of investment to previous year's value, expressed in percentage	INPUT	18.9%. 6.4%. -1.1%	15.26% 10.09% 9.17%	15.25% 10.73% 8.89%	15.25% 10.73% 8.89%	15.25% 10.73% 8.89%

AREA OF FOCUS	INDICATOR	DEFINITION	TYPE OF INDICATOR	BASELINE		TARGETS		
				2005	2006	2007	2008	2009
	Operations Establishment d. Car Rental companies			12.2%	12.94%	13.26%	13.26%	13.26%
EMPLOYMENT GENERATION AND IMPROVEMENT AND EXPANSION OF SAFETY NETS	46. Labour Productivity and Unit Cost of Labour	Labour productivity is defined as output per unit of labour input, and unit labour cost is the labour cost per unit of output.	OUTCOME					
	47. Number of Labour Disputes	The number of labour disputes recorded by the National Labour Commission	OUTCOME	548				
	48. The number of new jobs created by sector	The number of new jobs that have been generated within the year by key economic sectors	OUTCOME	125,000	200,000	250,000	240,000	245,000
	49. Social Protection Exp as % of GDP	Ratio of change in budgetary allocation for social protection initiatives, to GDP, expressed in percentage	INPUT	1.6%('04)	≥4.42%	≥4.42%	≥4.42%	≥4.42%

B. HUMAN RESOURCE DEVELOPMENT

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	TYPE OF INDICATOR	BASELINE 2005	TARGETS			
					2006	2007	2008	2009
OVERARCHING INDICATORS	1. Literacy rate	Proportion of adult population able to read and write.	IMPACT	53.4%	60.80%	63.30%	65.80%	68.20%
	2. Under-five mortality rate	Number of deaths occurring between birth and exact age five per 1000 live births	IMPACT	111	95			
	3. Maternal mortality ratio	Number of deaths due pregnancy and childbirth per 100,000 live births	IMPACT	214	150			
	4. HIV prevalence rate	Percent of blood samples taken from pregnant women that test positive for HIV during routine sentinel surveillance at selected antenatal clinics.	OUTCOME	3.1%	3.0%	3.0%	3.0%	
	5. Population growth rate	Annual percent change in population	OUTCOME	2.7%				
EDUCATION AND SKILLS DEVELOPMENT								
Increase access to and participation in education and training	1. Gross Enrolment Rate (GER) disaggregated by gender for:	Indicates the number of pupils/students at a given level of schooling- regardless of age- as proportion of the number children in the relevant age group.	OUTCOME					
	Primary			87.50%	90.90%	93.20%	95.50%	97.80%
	JSS			72.80%	75.63%	77.22%	78.81%	80.40%
	SSS			25.58%	28.30%	29.20%	30.10%	31.00%
	2. Net Enrolment Ratio disaggregated by gender	Indicates the number of appropriately aged children (6-11 yrs.) enrolled school as proportion of children in the relevant age group.	OUTCOME		61.70%			
	Primary			59.1%				
	JSS			70.3%				
	3. Survival Rate disaggregated by gender	Proportion of pupils students who actually remains and complete school after enrolment.	OUTCOME					
	Primary 6			82.60%	84.43%	86.16%	87.89%	89.62%
	JSS 3			85.90%	87.90%	89.30%	90.70%	92.10%
TVET								
Bridge gender gap in access to education	4. Gender Parity Index (GPI) for gross enrolment:	Ratio between girls' boys' enrolment rates. The balance of parity is 1.00	OUTCOME					
	National at							
	KG			0.98	1.00	1.00	1.00	1.00
	Primary			0.93	1.00	1.00	1.00	1.00
	JSS			0.88	0.94	0.97	1.00	1.00
	Sss			43.50%	44.1%	44.7%	45.4%	46.0%
	TVET			13.9%	18.3%	22.7%	27.0%	31.4%
	Deprived Districts at			<i>Definition to be discussed.</i>				
KG	0.98	1.00	1.00	1.00	1.00			

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	TYPE OF INDICATOR	BASELINE 2005	TARGETS			
					2006	2007	2008	2009
	Primary			0.92	1.00	1.00	1.00	1.00
	JSS			0.82	0.88	0.94	1.00	1.00
Improve quality of teaching and learning	5. Proportion of students passing National Assessment Exams (B.E.C.E; S.S.C.E) with good grades	Indicates the proportion of students that actually meet educational standards, by passing the exams and acquiring formal qualifications	OUTCOME					
	B.E.C.E			61.30%	60.00%	60.00%	60.00%	60.00%
	S.S.C.E			64.00%				
	6. Percent of trained teachers in basic schools (Primary/JSS)	Minimum qualification of post-secondary Teacher's Certificate	OUTPUT					
	KG			-----	37.40%			61.50%
	Primary			72.40%	77.70%	79.70%	81.60%	83.50%
	JSS		83.50%	87.10%	88.50%	89.90%	91.40%	
Provide skills and entrepreneurial training	7. Accessibility to skills/apprenticeship and entrepreneurial training	Proportion of unemployed youth benefiting from skills/apprenticeship and entrepreneurial training	IMPACT					
HEALTH								
Impact /Outcome Indicators	8. Infant Mortality Rate by region.	Number of deaths occurring in the first year of life per 1000 live births	IMPACT	64	50			
	9. Under-five malnutrition disaggregated by region.	The proportion of children under-five whose weight for age is less than two standard deviations from the median of a reference group.	OUTCOME	33	20			
Bridge equity gaps in access to health care and nutrition services	10. Outpatient per capita		OUTCOME					
	11. Vaccination coverage. i. EPI coverage (Penta 3) ii. EPI coverage (measles)	Proportion of children 12-23 months old fully vaccinated by 12 months of age	OUTPUT	75.0%	85%			
				78.0%	90%			
12. Supervised deliveries.	Proportion of pregnant women who received skilled assistance at birth by a trained health professional	OUTPUT	53.4%	60.0%				
Ensure sustainable financial arrangement that protect the poor	13. NHIS Scheme coverage of indigents	Percent of the estimated poor issued with an NHIS card annually.	OUTCOME					
Improve quality of health services	14. Population-doctor ratio.	Number of people per doctor	OUTPUT	176153.1	16000.1			
	15. Population- nurse ratio.	Number of people per nurse	OUTPUT	1513.1	1500.1			
Input Indicator	16. Health expenditure as percentage of GDP	Consists of recurrent and capital expenditure from government budget	INPUTS	8.2%	15.0%			
MALARIA CONTROL								
Prevention and control of malaria	17. Malaria case fatality in children under five years per 10,000 population	Deaths attributed to malaria in children under five	IMPACTS	2.8%	1.0%			
	18. ITN coverage of risk groups (children under five and pregnant)	Children under five	OUTPUT	35.6% (2005 survey)				
		Pregnant women		38.5% (2005 survey)				
	19. Use of Intermittent Preventive treatment (ITP) by pregnant women.	Proportion of pregnant women who took at least 2 doses of SP/Fansidar for malaria prevention	OUTCOME	27.9% (2005 survey)				
HIV/AIDS	20. Coverage of Highly	Percent of people with						
Reduce the impact of				3.2%	13%	26%	42%	50%

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	TYPE OF INDICATOR	BASELINE 2005	TARGETS			
					2006	2007	2008	2009
HIV/AIDS related vulnerability, morbidity and mortality	Active Anti-Retroviral Therapy (HAART).	advanced HIV infection receiving antiretroviral combination therapy.						
Reduce new HIV infections.	21. HIV prevalence among the youth (proxy for new infections).	Percent of blood taken from pregnant women (15-24 years) that test positive for HIV during routine sentinel surveillance at selected antenatal clinics.	OUTCOME	2.5%/1.9%	2.3%	2.2%	2.1%	2.0%
POPULATION MANAGEMENT								
Reduce population growth rate	22. Total fertility rate	The average number of children a woman would have at the end of her reproductive life if she were to pass through the reproductive ages conforming to fertility levels of a given year.	IMPACT	4.4				
	23. Contraceptive prevalence rate	Proportion of all women currently using Contraception	OUTCOME	25.0%				
	24. Coverage of birth registration	The number of births Recorded	OUTCOME	30.0%				
	25. Coverage of death registration	The number of deaths Recorded	OUTCOME	25.0%				
WATER AND ENVIRONMENTAL SANITATION								
Accelerate the provision of safe water and sanitation/environmental sanitation	26. Percent of rural population with sustainable access to safe water sources	Share of rural population with reasonable access to adequate amount of safe water all year round	IMPACT	51.6%	57.2%	58.5%	59.4%	60.0%
	27. Percent of urban population with sustainable access to safe water sources	Share of urban population, which GWCL could serve with 80 litres/capita/day with the existing production capacity of GWCL supply networks.	IMPACT	54.5%	56.7%	57.8%	58.9%	60.03%
	28. Percentage of population with access to improved sanitation	Share of rural and urban population with access to flush toilets/KVIP/ VIP/ any sanitation facility including a pit, ventilation system and superstructure.	IMPACT					
	29. Proportion of solid waste generated properly disposed of (Major towns/cities)	Percentage of solid waste collected and disposed of in sanitary landfills in the 5 largest cities-Accra, Tema, Kumasi, Takoradi, Tamale.	OUTCOME					
	30. Incidence of guinea worm	Number of reported cases of guinea worm infections.	IMPACT	3981	2985			0.00
Urban Development, Housing and Slum Upgrading	31. Proportion of people living in slum areas (5 largest cities)	A slum area is characterized by overcrowded housing and lack of access to infrastructure (water, electricity supply, drains etc.) and poor sanitation	IMPACT	21.0%	20.7%	20.0%	19.6%	19.0%
	32. Percent of population with access to secure housing	Evidence of documentation to prove secure tenure status or perceived protection from eviction	IMPACT	11.0%	11.4%	12%	12.5%	13.0%

****Note to access to safe water:** CWSA defines access to safe water to include the following elements:

1. Ensuring that each person in a community served has access to no less than 20 litres of water per day
2. Ensure that walking distance to a water facility does not exceed 500 meters from the furthest house in the community
3. That each sprout of borehole or pipe system must serve no more than 300 persons and 150 for a hand dug well
4. The water system is owned and managed by the community
5. Water facility must provide all year round potable water to community members

C. GOOD GOVERNANCE AND CIVIC RESPONSIBILITY

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	TYPE OF INDICATOR	BASELINE 2005	TARGETS			
					2006	2007	2008	2009
OVERARCHING INDICATORS	1. Percentage increase in budgetary allocation to parliament	Increased expenditures on providing offices, logistics and research capabilities for MP.	INPUT					
	2. Percentage of all courts computerised	Number of courts computerised in relation to all courts	OUTPUT					
	3. Indiscipline Perception Index	Measure of public perception of decline in cases of breach of public rules and regulations	OUTCOME	Perception of indiscipline is almost universal				Less than 20% of polled public opinion should agree to existence of indiscipline
STRENGTHENING PRACTICE OF DEMOCRACY AND RULE OF LAW	1. Number of Private members bills introduced or laws drafted by Parliament	Determines a strengthened legislative capacity of parliament	OUTPUT	All laws are currently drafted outside parliament				At least 2 laws drafted and passed by Parliament
	2. Number of Ministers appointed from Parliament	Indicates growing independence of Parliament from Executive control	OUTPUT					Ministers are appointed from outside Parliament
	3. Amount voted for establishing an Election Fund as a proportion of total cost of elections	Election Fund from Government Budget	INPUT	Election fund not established				75 per cent of electoral costs funded by GOG
	4. Amount allocated to NCCE as proportion of Sector Expenditure	Increased proportion of national resources to NCCE	INPUT	Below 1 per cent				3%
	5. National Identification Card	Number of citizens with NI card	PROCESS	Passage of NI Bill				Registration of citizens and non-citizens initiated
DECENTRALISATION	6. Proportion of District Assemblies that produce Annual Progress report	Measures increased monitoring of plan implementation by MMDAs and Civil Society Groups	OUTCOME	No MMDAs are currently producing APRs	30% of MMDAs producing APRs	60% of MMDAs producing APRs	80% of MMDAs producing APRs	All districts producing Annual Progress Reportss
	7. Percentage increase in the number of professional staff hired at the local government level	Reports degree of autonomy gained MMDAs to hire staff at local government level	OUTCOME	Professional staff are currently transferred from the centre	25% of professional staff hired by MMDAs	40% of professional staff hired by MMDAs	50% of professional staff hired by MMDAs	60 % of professional staff hired by MMDAs
	8. Rate of increase in the number of districts employing Composite budgeting approach	Number of District practicing Composite Budgeting	OUTCOME	25 Districts (20%) are currently practicing Composite Budgeting	40%. All 138 MMDAs using Composite budgeting method	60%. All 138 MMDAs using Composite budgeting method	80%. All 138 MMDAs using Composite budgeting method	100%. All 138 MMDAs should be using Composite budgeting method.
	9. Operationalise Local Government Service Act	Determines the creation and functioning of all institutions and policies contained in the Act	PROCESS					
MANAGING PUBLIC POLICY	10. Percentage change in public sector wage in real terms		INPUT	Minimum Daily wage of \$1.50				Minimum Daily Wage of \$2.50
	11. Percentage of MDAs and SAs on Integrated Payroll and Personnel Database	Determine progress towards full participation of all MDAs and SAs in IPPD	OUTPUT	Less than 5 percent of MDAs are on IPPD	30% of MDAs on IPPD	50% of MDAs on IPPD	80% of MDAs on IPPD	All MDAs on IPPD

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	TYPE OF INDICATOR	BASELINE 2005	TARGETS			
					2006	2007	2008	2009
	12. Corruption Perception Index	Determines public view of decline or increase in corruption in the economy	IMPACT	Public perception of Corruption is currently very high.				Less than 15% of polled public opinion admitting to presence of corruption,.
	13. Annual National Dialogue	Convening of a forum on national policy	PROCESS	One national forum per year	One forum	One forum	One forum	One national forum per year
	14. Number of Performance Contracts completed by MDAs	Determines progress made in Public Sector Reforms	INPUT	Number of MDAs and SAs have signed performance contracts				All MDAs and SAs work with performance contracts
PUBLIC SAFETY AND SECURITY	15. Police citizen ratio	Measures number of police officers serving a given population	OUTCOME	1:925				1:500 (UN Police Citizen Ratio)
	16. Rate of small arms acquisition	Measures rate of decline of small arms acquisition	OUTPUT	Unavailable				Unauthorised small arms acquisition reduced to 0
	17. Rate of decline in cases of worst forms of child labour, child trafficking and child abuse	Statistics on incidence of worst forms of child labour, child trafficking and child abuse	OUTCOME	GSS indicates that 242,000 children are engaged in child labour				Total elimination of all forms of child labour and child trafficking
	18. Rate of decline in armed robberies, rape and murder	Measures improvements in public safety with relation to major crimes	OUTCOME	Data show relative increases in these major crimes				Rates reduced by 80%
	19. Social Protection Policy formulated	An approved national policy document on Social Protection	PROCESS	Inception stage				Policy formulated and operational
WOMEN EMPOWERMENT	20. Proportion of national budget allocated to women issues	To determine mainstreamed expenditure allocations to women's issues as a proportion of total discretionary budget	INPUT	0.14% of Discretionary Expenditure allocated for women's issues				5.0% of Discretionary Expenditure allocated for women's issues in conformity to international standards
	21. Proportional increase of women Chief Directors, Judges and women in Parliament and District Assemblies,	Percentage increase of women in administrative and political leadership	OUTPUT	Women Chief Directors less than 2%, Women Judges less than 5% and Women in Parliament less than 15%				40 % in all three arms of government.
	22. Additional institutional and legal aid support given to victims of domestic violence	Examines Rate of expansion of DOVVSUs in all districts and increases in number of victims receiving legal aid	INPUT	DOVVSUs present in all ten regions and only 10 police districts				DOVVSU present in all police districts and legal aid services freely and easily available to victims
ENHANCING DEVELOPMENT COMMUNICATION	23. Freedom of Information Bill	Passage of Freedom of Information Bill into law	PROCESS	Bill in Parliament				Freedom of Information Act in operation
	24. Number and type of citizen reports on policy and programme implementation	Citizen report cards and other reports on use of public resources and on policy implementation	OUTCOME	HIPC Watch by Send Foundation, Community Voices by IPA, Budget, Reports by ISODEC Participatory M&E by NDCP				Reports by non-state institutions and organisations

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	TYPE OF INDICATOR	BASELINE 2005	TARGETS			
					2006	2007	2008	2009
ECONOMIC GOVERNANCE	25. Budget deviation Index	Calculates degree of variation between allocations and actual expenditures	OUTCOME	Budget deviation index at 2004 is 18%				Deviation reduced to less than 1%
	26. BPEMS generated and reconciled fiscal reports issued monthly within 4 weeks	Reports on BPEMS implementation	OUTPUT	Currently reports are late for more than 8 weeks				Fiscal Reports by MDAs issued every 4 weeks. In compliance with the FAA
	27. Percentage change in the number of awarded contracts that are above the established threshold for small purchases		OUTCOME					
	28. Removal of Secondary Reserves	Measure of Policy/legislation that directs discontinuation of secondary reserves	PROCESS	Secondary Reserve Requirement currently at 15 per cent				Secondary reserve requirement abolished
	29. Computerization of the inter-bank foreign exchange market	Proportion of banks hooked to the computerised foreign exchange market	PROCESS	Computerisation initiated				Operational computerised foreign exchange market
	30. Establish Credit Referencing Bureau	Measure of policy and institutional arrangements required for operationalising of CRB	PROCESS					
	31. Availability of diversified financial institutions providing alternative financial services to bank products	Number of non-bank financial institutions offering alternative financing products to micro enterprises	OUTPUT					Expansion in Micro-credit programmes for SMEs
	32. End-year inflation		OUTCOME	15.1%	10.4%	8.3%	6.3%	5.8%
	33. Nominal Exchange rate of Depreciation (cedi/\$)	The change in annual exchange rate of the cedi over time, expressed in percent	OUTCOME	0.4%	Between 0.4% - 4%			
	34. The Bank of Ghana Prime Rate		OUTCOME	15.5%				
	35. Foreign remittance as a percentage of GDP	The ratio annual inflow of foreign remittances to GDP, expressed in percent	OUTCOME	40%				
	36. Gross international reserve (months of imports of goods and services)		OUTCOME	3.6months	≥3months	≥3months	≥3months	≥3months
	37. Debt service as percentage of exports of goods and service	The ratio of external debt service to the value of total export of goods and services, expressed in percent	OUTCOME	4.4%	2.3%			
	38. Domestic revenue (excluding grants) as % of GDP	The ratio of annual domestic revenue generated to the GDP, expressed in	OUTCOME	24.9%	23.5%	23.4%	23.0%	

AREA OF FOCUS	INDICATOR	INDICATOR DEFINITION	TYPE OF INDICATOR	BASELINE 2005	TARGETS			
					2006	2007	2008	2009
		percent						
	39. Budget Deficit excluding Grants/GDP	The ratio of the gap between the projected annual expenditure and domestic revenue (excl. grants), to GDP, express in percent	OUTCOME	2.4%	≤4%	≤4%	≤4%	≤4%
	40. BOG financing of Deficit/Domestic revenue (excl. grants)	Ration of Bank of Ghana's financing of the national budget to Domestic revenue (excl. grants), express in percent	OUTCOME		<10%	<10%	<10%	<10%
CORPORATE GOVERNANCE	41. Corporate Governance Score Cards	Examines citizen opinions on corporate management, quality of service and corporate social responsibility of public service organisations	OUTPUT	No citizens reports on corporate governance practices by public service organisations	Corporate Score cards by Civil Society Groups on Perceptions of Corporate performance	Corporate Score cards by Civil Society Groups on Perceptions of Corporate performance	Corporate Score cards by Civil Society Groups on Perceptions of Corporate performance	Corporate Score cards by Civil Society Groups on Perceptions of Corporate performance
PROMOTING EVIDENCE BASED DECISION-MAKING	42. Percentage of GPRS indicators reported in Ghana Info	Tracks indicators of policy recommendations in Annual Progress Reports	OUTPUT	Ghana Info does not capture GRPS indicators				All GPRS indicators are captured in Ghana Info annually
	43. Time taken to produce Annual Progress Report	Measures length of time in producing Annual Progress Reports.	OUTPUT	It takes 9 months to produce APRs	APRs are produced in 4 months			

D. COMBINED CORE NATIONAL AND SECTOR-WIDE INDICATORS

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Priority Indicators		
Sector-Wide Indicators		
HUMAN RESOURCE DEVELOPMENT	46
Priority Indicators		
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Priority Indicators		
Sector-Wide Indicators		

OTHER CORE NATIONAL INDICATORS FOR PRIVATE SECTOR COMPETITIVENESS

PRIVATE SECTOR DEVELOPMENT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
1. Ease of Doing Business rank	The ease of doing business ranks economies from 1 to 155. The index is calculated as the ranking on the simple average of country percentile rankings of each of the 10 topics covered (Starting a business; Dealing with licenses; Hiring and firing workers; Registering property; Getting credit; Protecting investors; Paying taxes; Trading across borders; Enforcing contracts; Closing a business)	It is a measure of the relative advantage for investment destination, particularly for FDI	World Bank	Annual	National
2. Private fixed investment (as % gross domestic fixed investment)	The ratio of gross private domestic investment to gross domestic fixed investment, expressed in percentage	Improved business and investment environment	BOG	Annual	By sector
3. Number of days to register a Limited Liability Company	Number of days to fulfill all legal requirements and registration with the RGD	Improved business and investment environment	MOFEP/GSS /BOG/MPSD	Annual	National
4. The number of days to resolve commercial disputes	The number of days/weeks/months taken to resolve commercial dispute in court or through administrative action	Improved business and investment environment	MPSD/MOJ	Annual	National
5. Domestic credit to the private sector as ratio of GDP	The value of domestic credit to the private sector as a share of GDP	Increased access to capital by the private sector	MPSD/GSS /BOG/MOFEP	Annual	National

MODERNIZED AGRICULTURE

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
6. Percentage increase in yield of selected crops and livestock	Incremental yield realized expressed as a percentage	Farm household incomes and food security	MOFA/SRID/FAO	Annual	By crop/livestock
7. The Share of Credit to Agriculture, forestry and Fishing by Deposit Money Banks (excluding Cocoa)	The ratio of credit to Agriculture, forestry and Fishing to total credit by Deposit Money Banks expressed in percentage	Measure of accessibility to credit	Bank of Ghana	Annual	National, Type
8. Percentage of cultivated lands under irrigation	The ratio of arable lands under irrigation to total arable land, expressed in percentage	Reduced risk to agricultural investment	GIDA, AESD, MOFA	Annual	By region
7. Per capita supply of key staple foods (crops, livestock and fish)	Ratio of total staple food production to the population of the country	Farm household incomes and food security	MOFA/FAO/ GSS	Annual	By crop/livestock
8. Farm and Non-Farm Household incomes		Measure of farm household incomes and food security	MOFA/FAO/ GSS	Annual	National
9. Ratio between subsistence crop/livestock and commercial crop/livestock farming		Measures changes of practices, adoption of technology and market orientation of agriculture	MOFA/FAO/ GSS	Annual	National, Type
10. Percentage increase in agro-processing and agro-business enterprises and micro-enterprises registration		Measures trends of modernized agriculture beyond production within the value chain	MOFA/FAO/ GSS	Annual	National, Type

FISHERIES DEVELOPED

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
11. Quantity of fish produced per unit area of pond per cycle	Assessing the total tonnage of fish produced from Aquaculture in the community per cycle	Farm household incomes and food security	GSS/MOFI	Biennial (every 2 years)	By National
12. Total surface area of water Area under fish farming	Change in output as compared to the previous years	Farm household incomes and food security	MOFI/FAO	Annually	By National

RESTORATION OF DEGRADED ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
13. Cost of environmental degradation as a ratio to GDP (lands, forests, fisheries)	The value of the annual decrement of natural resources, lost wages and productivity, as well as direct medical costs due to environmental degradation expressed as percentage of GDP	Improved environmental management and governance	ISSER/MES/ EPA/GSS	Annual	By type of natural resource (i.e. land, forest, water bodies, etc)
14. Rate of deforestation	The rate of conversion of forest to another land use expressed in percentage. Deforestation implies the long-term or permanent loss of forest cover and its transformation into another land use	Improved environmental management and governance	ISSER/MES/ EPA/GSS/ MLFM/FC	Annually	By region
15. Number of Timber Utilization Contracts (TUCs) awarded	TUC is a permit document that gives the rights to harvest timber in each area on the basis of an annual Timber Rights Fee	Improved environmental management and governance	MLFM/FC	Annual	By region
16. The number of Social Responsibility Contracts (SRC) signed	The SRC is a written agreement which corporate organization operating in the Mining and Forestry sub-sector are expected to commit to during the course of their operation. It specifies their obligation to the community where they operate.	Improved environmental management and governance	MLFM/ Chamber of Mines	Annual	National
17. Percentage change in resource spent for Corporate Social Responsibility, including alternative livelihood programmes	The annual change in resource spent by mining firms in Corporate Social Responsibility, expressed in percentage	Improved environmental management and governance			
18. Hectares of degraded forest, mining, dry and wet lands rehabilitated/restored		Degraded lands rehabilitated	MLFM/FC/ MES/Chamber of Mines	Annual	By type
19. Percentage of agricultural lands under secure title		The extent to which agricultural land ownership and use rights is made more secure	MLFM/Land Commission	Annual	By region/gender

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
20. Time to register land		The extent to which land acquisition is made less cumbersome and ownership and use rights made more secure	MLFM/Land Commission	Annual	National

PROMOTING TRADE AND INDUSTRIAL DEVELOPMENT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
21. Percentage change in non-traditional exports (NTE)	The change in value of non-traditional exports (NTE) expressed as percentage of the previous year's value	Ghana's competitiveness in international and domestic markets	MOTI/MPSD/GEPC/MOFEP/BOG	Annual	By commodity
22. Average number of days for clearing goods from the nations ports		Improvement in the business environment	MOTI/MPSD/GEPC/MOFEP/BOG	Annually	National
23. Time Taken to get duty drawbacks		Improvement in the business environment	MOTI/MPSD/GEPC/MOFEP/BOG	Annually	National

TRANSPORT INFRASTRUCTURE: ROAD, RAIL, WATER AND AIR TRANSPORT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
24. Total funds disbursed for routine maintenance, periodic maintenance, reconstruction and upgrading works, relative to the maintenance needs of each modal network		Improvement and reliability in transport infrastructure	MRT/MPHR	Annual	By type of transport infrastructure
25. Proportion of roads maintained/Rehabilitated		Improvement and reliability in transport infrastructure	MRT/MOFEP	Annual	By type
26. Annual accident statistics for each transport mode		A measure of efficiency in the management of the transport system	MRT/MPHR/MOA	Annual	By National, Region, Type

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
27. Passenger traffic and good traffic by railways		A measure of efficiency in the management of the transport system	MRT/MPHR/MOA	Annual	National
28. Maritime traffic : Goods loaded and unloaded (in 1000 tonnes)		A measure of efficiency in the management of the transport system	MRT/MPHR/MOA	Annual	National
29. Total air freight and number of air traffic passengers		A measure of efficiency in the management of the transport system	MRT/MPHR/MOA	Annual	National
30. Road condition mix	The road condition mix shows the proportion of the entire national road network which are good, bad, feeder, etc)	Improvement and reliability in transport infrastructure	MRT/MOFEP	Annual	By type

ENERGY SUPPLY TO SUPPORT INDUSTRY AND HOUSEHOLDS

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
31. Per capita consumption of energy per annum (in Tonnes of Oil Equivalent(TOE)	Ratio of energy consumption to the total population	Improved variety and reliability of energy supply and its access to the poor	MOE/EC/PURC	Annual	By type (i.e. electricity, LPG, Petroleum)
32. Average number of hours of electricity outage per consumer per year	This refers to the length of time the power was off, and not simply how many times power went off.	Electricity supply reliability	MOE/EC/PURC	Annual	By type
33. Percentage reduction in transmission and distribution losses	This refers to the proportion of electricity generated that is lost during the cause of transmission or distribution.	A measure of operational efficiency	MOE/EC/PURC	Annual	By type (i.e. both system and non-system losses)
34. Percentage change in Households with access to electricity	The total number of households with electricity	The number of people who have access to the use of electricity	EC/ MOE/PURC/GSS	Annually	By region/gender

SCIENCE AND TECHNOLOGY TO SUPPORT PRODUCTIVITY AND DEVELOPMENT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
35. Percentage change in Research and Development expenditure	Ratio of the change in the value of public and private investment in R&D to previous year's value, expressed in percentage	Application of science and research for all sectors of the economy	MES/MOFEP/WDI	Annual	By type

DEVELOPING INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
36. Size of the ICT industry	The ratio of the total value of ICT sector to GDP, expressed as percentage	Measured by the contribution of the ICT industry to GDP			
37. Teledensity/Penetration rate	Ratio of the total number of telephone lines to the total population	Utilization and integration of ICT in key sectors of economy	MOC/WDI	Annual	By type (i.e. fixed/mobile), gender, region, rural/urban
38. Internet Access	This refers to access and use of internet by households and corporate entities, including government	Utilization and integration of ICT in key sectors of economy	MOC/Service Providers/WDI	Annually	By type of consumer (i.e. Household/ business)

DEVELOPING THE TOURISM SECTOR FOR REVENUE AND EMPLOYMENT GENERATION

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
39. Percentage increase in tourist arrivals	Ratio of the change in the number of tourist who arrive through the nations port of entry to previous year's value, expressed in percentage	The extent to which the country is becoming an important tourism destination in Africa	MOT/MCC	Annually	By type
40. Percentage increase in tourist receipt	The rate of change of revenue from tourism sector per annum	Tourism contribution to employment and Foreign exchange earnings	MOT/MCC	Annual	By type
41. Share of tourism in GDP	The ration of the total value addition services in the tourism sector to GDP, expressed in percent	Measure of the importance of the sectors towards income generation and job creation	MOT/MCC	Annual	

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
42. Percentage change of investment (stock tourism facilities) in the tourism sector	Ratio of the change in the value of public investment to previous year's value, expressed in percentage	A measure of the extent to which institutional and human capacity is being built to sustain the tourism industry	MOT/MCC, MOFEP (budget)	Annually	By type

EMPLOYMENT GENERATION AND IMPROVEMENT AND EXPANSION OF SAFETY NETS

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
43. Labour Productivity and Unit Cost of Labour	Labour productivity is defined as output per unit of labour input, and unit labour cost is the labour cost per unit of output.		GEA/MMYE/GSS	Annual	By type, sector and location
44. Number of Labour Disputes	The number of labour disputes recorded by the National Labour Commission		MMYE/NLC	Annual	By National, Sector
45. The number of new jobs created by sector	The number of new jobs that have been generated within the year by key economic sectors	Gives an indication of the sectors contribution to job creation. Each sector is expected to collate data on number of jobs created	MMYE/GSS	Annual	By sector, gender and region
46. Social Protection Exp as % of GDP	Ratio of change in budgetary allocation for social protection initiatives, to GDP, expressed in percentage	Measures volume of financial resources available for social protection initiatives. It shows the level of commitment to social protection.	MOFEP, MMYE, DSW, MOWAC, WAJU, MDAs	Annually	National, sector

SECTOR-WIDE INDICATORS FOR PRIVATE SECTOR COMPETITIVENESS

PRIVATE SECTOR DEVELOPMENT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
1. Global Competitiveness Index	It is an index that measures all the factors, policies, and institutions that determine the growth experiences of global economies. It combines sub-index of the quality of the macroeconomic environment, the state of the country's public institutions and, the level of its technological readiness.	A measure of the comparative strength and weakness of the economy of Ghana in the global environment	World Economic Forum	Annual	National
2. Business competitiveness index	The Business Competitiveness Index (BCI) focuses on the underlying microeconomic factors which determine the economy's current sustainable levels of productivity and competitiveness. It specifically measures two areas that are critical to the microeconomic business environment in an economy: the sophistication of company operations and strategy, as well as the quality of the overarching national business environment in which they operate	Firm-level capacity and competence to grow businesses	World Economic Forum	Annual	National
3. Size of the informal sector	The ratio of those employed in the informal sector to the total employment in the economy, expressed in percentage.	Measure of level of vulnerability of the economy			
4. FDI net inflows	FDI inflow less outflow	Gives indication of the direction of investment in the domestic economy	MPSD/National Account	Annual	By sector
5. Gross Investment (as a % of GDP)	The value of total investment to GDP	A measure of improvement investment environment	MPSD/National Account	Annual	National

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
6. Market capitalization of listed companies	The value of the total stock traded in, at market price	Mobilization of private sector capital for investment	GSE/ MPSD/ National Account	Quarterly, Annual	By sector
7. Growth of Regional and International trade	Value of regional/ international export to total export, value of regional/ international export to GDP	Foreign trade	MOTI/ MPSD/ GEPC/ National Account	Annual	By commodity
8. Bank of Ghana Composite Index	Index of eight economic indicators	Indicator of how the environment for doing business is improving or otherwise	BOG	Quarterly, Annual	National
9. Freedom House ratings	The Freedom House Rating measures Freedom in the World, based on an annual comparative assessment of the state of political rights and civil liberties in 192 countries and 14 related and disputed territories	Country Rankings: A measures of a country's international competitiveness	Freedom House	Annual	National
10. GSE all share Index	The ratio of the total Market Capitalization and Average Market Capitalization , expressed in percentages	Gives an indication of the health of the economy. It measures the stock market performance and the private sector access to equity capital	Ghana Stock exchange, BOG	Monthly, Annual	By entire market
11. Percentage of banks loans portfolio that are long-term	The ratio of banks portfolio in long-term to entire loan portfolio, expressed in percentage	A measure of private sector access to long-term capital	BOG/MPSD	Annual	By sector
12. No. and value of public – private partnership programmes	Inventory of all public-private partnership programmes initiated	Improved business and investment environment	MPSD	Annual	By sector
13. Cost of doing business	Indicate the regulatory costs of business and can be used to analyze specific regulations that enhance or constrain investment, productivity and growth	Improved business and investment environment	MPSD/MOFEP/ PEF	Annual	National
14. Number and type long-term financing instruments	Inventory of all long-term financing instruments	Indication of availability of investment capital to the private sector	MPSD/BOG/ MOFEP	Annual	By type
15. MSME Capacity Improvement Surveys			MOTI/MPSD	Annual	National

MODERNIZED AGRICULTURE

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
16. Growth of credit to agriculture	The change in credit to agriculture activity in a given year, expressed in percentage	Reduced risk to agricultural investment	National Account	Annual	National, Regional
17. Percentage budgetary allocation (investment capital) to Agriculture	The ratio of budgetary allocation to agricultural development to total investment budget, expressed in percentage	Increased Investment in agriculture and government commit to agricultural development	National Account	Annual	National, Regional
18. Share of household incomes spent on food	Percentage of household income spent on food	Farm household incomes and food security	MOFA/FAO/MOFI/GSS	Annual	By region/gender
19. Capacity of processing industries for crops, livestock and fish	The total capacity of agro-processing firms in the country in tonnage	Reduced risk to agricultural investment	MOTI/GEPC/MOFA/MOFI/MPSD/PEF/AGI	Annual	By type of commodity
18. Percentage post-harvest losses	Losses incurred after harvest as a percentage of total production	Farm household incomes and food security	MOFA, SRID	Annual	By Crop
20. Percentage farmers adopting improved technologies and Good Agricultural Practices (GAPS)	The ratio of farmers who adopts improved technologies and Good Agricultural Practices (GAPS), to entire farmer population, expressed in percentage	Reduced risk to agricultural investment	MOFA	Annual	By gender, region
21. The extension officer farmer ratio	The ratio of the total extension officers to farmer population	Reduced risk to agricultural investment	SRID, DAES, MOFA	Annual	By gender
22. Tractor to farmer ratio	The ratio of the total number of tractors available in the country to farmer population	Reduced risk to agricultural investment	AESD, MOFA	Annual	By gender and region
23. Number of farm mechanization centres established	Inventory of all the farm mechanization centers established	Reduced risk to agricultural investment	AESD, MOFA	Annual	By region
24. Number of animal traction centres refurbished/ established	Inventory of all animal traction centres refurbished/ established	Reduced risk to agricultural investment	AESD, MOFA	Annual	By region
25. Number of extension information centres established	Inventory of all extension information centres established	Reduced risk to agricultural investment	SRID, DAES, MOFA	Annual	By region
26. Percentage reduction in mortality rates of livestock	Change in animals surviving as a percentage of total population	A measure of the extent of improvement in productivity of livestock	MOFA	Annual	By type
27. The number of irrigated schemes including small-scale dams, dug-outs rehabilitated or constructed	Inventory of all irrigated schemes including small-scale dams, dug-outs rehabilitated or constructed	Improvement of irrigation facilities	GIDA, AESD, MOFA	Annual	By type and location

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
28. Number of improved breeds of animals imported/produced and distributed to farmers	Increase in the number of improved indigenous sheep, goats, cattle and pigs reared by farmers	A measure of the extent of improvement in productivity of livestock	APD, VSD, MOFA	Annual	By type of livestock and region
29. The number of improved technologies demonstrated to farmers	Inventory of all improved technologies demonstrated to farmers	Improved production and cultural practices	RADUs, MOFA	Annual	By location
30. Quantity of drugs and vaccines imported and distributed to farmers	Access of farmers to animal health services	Availability of medication to the livestock industry	VSD, MOFA	Annual	Type of drugs and vaccines
31. The number of cold chains established	Cold storage facilities	The extent to which farmers and traders have access to these facilities for preservation	CSD, MOFA	Annual	By region
32. Level of participation in Research Extension Linkage committees (RELCs).	Number of farmers who have benefited from the programme.	Reduced risk to agricultural investment	MOFA	Annual	National, Region
33. The acreage farmlands occupied by commercial farms		Level of transformation from subsistence farming to commercial farming	GSS/MOFA	Annual	National, Region

FISHERIES DEVELOPED

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
34. Level of depletion of marine fisheries	The rate of decline of commercially important marine fish stocks.	The extent to which commercially important marine fish stocks are fully fished, overexploited, or depleted	MOFI/FAO	Annual	By type
35. The number of services available and accessible to Aquaculture enterprises	Changes in the level of technical backstopping and facilities available	Assessing the conducive environment for Aquaculture production	MOFI	Annual	By type
36. Volume of fish processed and stored by modern methods e.g. freezing, smoking and canning	This is measured in tonnage	Indicates capacity and availability of post fishing harvest management techniques	MOFI	Annual	By type
37. Fish stock density in water bodies	The number fish per unit area of water body assessed	Level of sustainability of fish stock in water bodies	MOFI	Annual	By type
38. Number of closed season and areas observed	This refers to season and areas to be closed to fishing within a year. Inventory of closed season and areas observed.	Closed season and areas implemented in capture fisheries	MOFI	Annual	By sector

39. Number of CBFMC formed and strengthened	Inventory of CBFMC formed and strengthened	Institution capacity for co-management of fisheries resources	MOFI	Annual	By location
40. Number of people trained in fish sub-sector especially women in modern processing and storage techniques	Inventory of people trained in fish sub-sector	Measures capacity building in modern storage, canning processing techniques in fishing	MOFI	Annual	By location

RESTORATION OF DEGRADED ENVIRONMENT AND NATURAL RESOURCE MANAGEMENT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
41. Rate of soil loss	The average annual rate of soil erosion that could occur	Measure of improved environmental management and governance	MOFA/ FAO/ Soil Science Dept of Univ. of Ghana	Annual	By region
42. Rate of illegal logging	This refers to the rate of change of illegitimate log production	Measure of improved environmental management and governance	MLFM/FC	Annual	By region
43. Forest reserves encroachment decreased	The rate of encroachment of forest reserves	Measure of improved environmental management and governance	MLFM/FC	Annual	By region
44. Percentage of mining firms complying with environmental safeguards, including the implementation of environmental management plans	The ratio of mining firms complying with environmental safeguard to the total number of mining firms, expressed in percentage	Measure of improved environmental management and governance	MLFM/ Chamber of Commerce/ EPA	Annual	National
45. Percentage reduction in the accident rate in the mining and mining related areas	The rate of change in mining accidents	Measure of improved environmental management and governance	MLFM/ Chamber of Commerce/ EPA	Annual	National
46. Number of community resource management centres established	Inventory of community resource management centres established	Measure of improved environmental management and governance	MLFM/FC/ Chamber of Commerce	Annual	By region
47. The number of districts with efficient industrial and domestic waste management system	Inventory of districts with efficient industrial and domestic waste management system	Measure of improved environmental management and governance	MES/MLGRD	Annual	By region
48. Rate of adoption of Best Available Technology (BAT) and Best Environmental Practices (BEP)		Measure of improved environmental management and governance	MES	Annual	
49. Area of permanent forest, nature reserves and biodiversity under conservation	Hectares of Area of permanent forest, nature reserves and biodiversity under conservation	Measure of improved environmental management and governance	MLFM/FC/ MES	Annual	By region
50. Area of new woodlots and plantations established	Hectare of new woodlot and plantation established all over the country	A measure of environmental and degraded natural resource restoration/ rehabilitated	MOE/MLFM/ FC	Annual	By region

51. Proportion of household with access to and use of affordable and sustainable non-wood fuel energy e.g. LPG	The ratio of the number of households who use non-wood fuel energy to total number of households in the country, expressed in percentage	Measure of improved environmental management and governance	MOE/PURC/GSS	Annual	Head of household
52. Number of land banks and agri-business zones created	Inventory of land banks and agri-business zones created	A measure of availability of land for agricultural and industrial purposes.	MPSD/MOFA/MOTI	Annual	By region
53. Number of customary land administration units established	Inventory of customary land administration units established	The extent to which land acquisition is made less cumbersome and ownership and use rights made more secure	MLFM/Lands Commission	Annual	By region
54. Number of registered and titled urban lands to individuals	Inventory of registered and titled urban lands to individuals	The extent to which land acquisition is made less cumbersome and ownership and use rights made more secure	MLFM/Lands Commission	Annual	By type/region/gender
55. Number of registered allodial titles to stools, skins and tendambas clans	Inventory of registered allodial titles to stools, skins and tendambas clans	The extent to which land acquisition is made less cumbersome and ownership and use rights made more secure	MLFM/Lands Commission	Annual	By type/region/gender

PROMOTING TRADE AND INDUSTRIAL DEVELOPMENT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
56. Proportion of exporters who benefited from export support services including concessionary export finance facilities	The ratio of the number of exporters who benefited from export support services to the total exporters, expressed in percentage	A measure of the extent to which the capacity of local exporters is being developed	MOTI	Annual	By type and gender
57. The share of domestic services and products in government procurements	The number of domestic services and products in government procurement to entire government procurement, expressed in percentage	A measure of the extent to which local manufacturing product or services is promoted and used	MOTI	Annual	By sector
58. Number of SMEs strengthened especially in the informal sector	Inventory of SMEs strengthened	Measures type of support in place for SMEs	MOTI, MPSD, MMYE	Annual	By region, type and gender
59. Number of craft industries that have been developed for mass production and export	Inventory of craft industries that have been developed for mass production and export	A measure of development of local capacity for export	MOTIC	Annual	By region

TRANSPORT INFRASTRUCTURE: ROAD, RAIL, WATER AND AIR TRANSPORT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
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Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
60. Share of transport cost in production	The ratio of transport cost to entire production cost, expressed in percentage	This gives an indication of the improvement in transport infrastructure and services provision	AGI/PEF/Research	Periodic (every 2years)	By sector
61. Cost of consumption of energy	The cedis cost per unit of energy consumed	A measure of affordability of energy products	MOE/PURC	Annual	By type, gender
62. Existence of road traffic Act		A measure of national preparedness to provide efficient road traffic management and increased safety in road transport	MRT	End of fourth year	National
63. Existence of National transport policy		A measure of national preparedness to provide efficient road transport infrastructure and management	MRT	End of fourth year	National
64. The number of people covered by the mass transportation system including PWDs	Inventory of people who patronize the mass transportation system including PWDs	A measure of improvement in the delivery of efficient transport system	MRT/MPHR	Annual	By type and region
65. Length of usable waterways		Improvement and reliability in transport infrastructure	MPHR/MOFEP	Annual	National
66. Length of rail track Rehabilitated/built		Improvement and reliability in transport infrastructure	MPHR	Annual	National
67. Percentage mix of total disbursements on routine and periodic maintenance, reconstruction and upgrading in road and railway		Improvement and reliability in transport infrastructure	MRT/MPHR/MOFEP	Annual	National
68. Percentage of passenger service charge and aviation fuel in proportion to regional average		Improvement and reliability in transport infrastructure	MOA	Annual	National
69. Percentage change in passenger charges for range of transport modes and situations (rural, urban, trunk/feeder, rail, water)		Improvement and reliability in transport infrastructure	MOA/MRT/MPHR	Annual	National
70. Percentage reduction in turn-around time of vessel		Improvement and reliability in transport infrastructure	MPHR	Annual	National
71. Number and percentage of overloaded vehicles identified by		Improvement and reliability in transport infrastructure	MRT	Annual	National

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
	the axle load stations or prosecuted				
72. The level of enforcement of maritime standards (measured by the number of infringements)		Improvement and reliability in transport infrastructure	MHR	Annual	National
73. Length of usable waterways		Improvement and reliability in transport infrastructure	MHR	Annual	National

ENERGY SUPPLY TO SUPPORT INDUSTRY AND HOUSEHOLDS

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
74. The proportion of electricity consumed by industry	The share of total electricity production consumed by industry	A measure of power available for industrial growth	EC/ECG/VRA	Annually	National
75. The cost recovery rate of utility	The rate at which the utilities are able to recover their costs.	A measure of their financial independence	PURC	Annually	By type
76. Energy intensity	Energy consumption relative to constant cedi shipments of manufactured products	Energy efficiency indicator	GSS	Annual	National
77. The proportion of electricity consumed by industry	The ratio of the amount of electricity consumed by industry to total electricity supply, expressed in percentage	A measure of power available for industrial growth	EC/ECG/VRA	Annual	By sector
78. Supply reliability	The ability of the electric system to supply the electrical demand and energy requirements at all times	A measure of operational efficiency and supply reliability	VRA/ECG	Annual	National
79. Ratio of renewable in the energy mix/generation mix	Proportion of energy from renewable sources	A measure of the composition of clean energy in our energy resources	EC	Annual	By type
80. Energy use index in office building	Energy per unit space of office buildings	A measure of efficiency of energy by officialdom.	Energy Foundation	Annual	National
81. Penetration rate of energy efficient appliances and equipment	The number of users of energy efficient appliances and equipment	A measure of the penetration rate of energy efficiency appliances.	Energy Foundation	Annual	By type of consumer

SCIENCE AND TECHNOLOGY TO SUPPORT PRODUCTIVITY AND DEVELOPMENT

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
82. Number of businesses assisted to adopt R&D in production	Inventory of businesses assisted to adopt R&D in production	Application of science and research for all sectors of the economy	MES	Annual	By sector
83. Rate of adoption of improved locally-packaged technologies by MSMEs	The rate of change of adoption of improved locally-packaged technologies by MSMEs	Application of science and research for all sectors of the economy	MES	Annual	By sector

DEVELOPING INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
84. Percentage change in the value of total investment in the ICT sector	Ratio of the change in the value of public investment to previous year's value, expressed in percentage	Utilization and integration of ICT in key sectors of economy	MOC/MOFEP (Budget)/WDI	Annual	By type
85. Number of schools with access to internet access	Inventory of schools with access to internet access	Utilization and integration of ICT in key sectors of economy	MOC	Annual	By gender
86. Number of PWDs friendly ICT systems in place	Inventory of PWDs friendly ICT systems in place	Indicates the promotion of access to ICT for all	MST, MOES, GES	Annual	By gender and type
87. Number of schools equipped with computers	Inventory of schools equipped with computers	Utilization and integration of ICT in key sectors of economy	MOC	Annual	
88. Number of community information centres created	Inventory of community information centres created	Utilization and integration of ICT in key sectors of economy	MOC	Annual	By region
89. Percentage change in the value of total investment in the ICT sector		Utilization and integration of ICT in key sectors of economy	MOC	Annual	By region
90. Cost of international connectivity for ICT operators		Measure of competitiveness/ efficiency in service delivery/ affordability of services	MOC	Annual	National
91. Increased access to ICT backbone infrastructure (broadband fibre optic)		Utilization and integration of ICT in key sectors of economy	MOC	Annual	National

DEVELOPING THE TOURISM SECTOR FOR REVENUE AND EMPLOYMENT GENERATION

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
92. Number of tourist sites developed	Inventory of tourist sites developed	A measure of the capacity of the sector to sustain tourism	MOT/MCC	Annual	By region
93. Number of tourism facilities registered and licensed	The inventory of tourism facilities registered and licensed	A measure of the capacity of the sector to sustain tourism	MOT/MCC	Annual	By region
94. Occupancy Rate of hotels	The percentage of all hotel rooms occupied or rented at a given time		MOT/MCC	Annual	By region

THE MUSIC AND FILMS INDUSTRY FOR GROWTH AND JOB CREATION

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
95. Total revenue generated by the Music and Films industry		A measure of the contribution of the industry to growth and employment generation	MOT/MCC MUSIGA/ COSGA	Annual	By type
95. Number of new employment created by Music and Films sector	Inventory of new employment created by Music and Films sector	A measure of the contribution of the industry employment generation and social stability	MOT/MCC MUSIGA/ COSGA	Annual	By gender
96. The level of financial assistance to the Music and film industry	Total public investment in the industry	A measure of the capacity of the industry to sustain productivity	MOT/MCC MUSIGA/ COSGA	Annual	By gender
97. The establishment of National Musical Council (NMC)		A measure of commitment to providing a more regulated industry	MOT/MCC MUSIGA/ COSGA	End of fourth year	National

EMPLOYMENT GENERATION AND IMPROVEMENT AND EXPANSION OF SAFETY NETS

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
98. The size of casual labour	The percentage of the total labour force who are casual labour	Gives an indication of the size of the labour force who are vulnerable to job insecurity	MMYE/TUC/ GEA/ILO	Annual	By type, gender and region
99. Under-employment Rate	The ratio of persons who, because of reduced or modified demand for labour or insufficient Employment, are compelled to work shorter hours, or to work in lower skilled jobs or in less productive economic	The extent to which the labour force is under-utilized for production.	GSS	Annual	By sector, gender and region

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
	units, to the labour force expressed as percentage				
100. National wage policy developed	Indicates the existence of a national wage policy	The extent to which wage issues and dispute are streamlined	GEA, TUC, MMYE, Labour Commission	End of fourth year	National
101. Wage employment index	This refers to the unit labour cost of production. It is computed from employment index and wage index.	Firm-level capacity and competence to grow businesses	MMYE/ILO	Annual	By sector
102. Percentage change in informal sector contributors to the SSNIT pension scheme	It is the ratio of informal sector employees who are registered under the SSNIT pension, to the previous year's value, expressed in percentage	It is a measure of social protection and income security for a section of the population who are vulnerable. High percentages, implies a better income security in future.	SSNIT	Annually	By gender
103. Proportion of labour in the informal sector (i.e. size of the informal sector)	The percentage of total labour force employed in the informal sector	Job and income security.	MMYE/TUC/GEA/ILO	Annual	By type, gender and region
104. National policy on apprenticeship developed and implemented	Indicates the existence of a national wage policy	The extent to which apprenticeship training is streamlined	MMYE	Annual	National
105. The number of people with access to National Labour Market Information system (LMIS)	Inventory of people with access to National Labour Market Information system (LMIS)	Job and income security	MMYE	Annual	By region
106. Women's economic empowerment and capacity building initiatives in place	Measures economic opportunities and capacity for women	The extent to which women's dependency and vulnerability are reduced	MMYE, NGOs, MOWAC, MDAs, SIF	Annual	By gender, region, district
107. Implementation of the National Labour Law	Measures level of implementation of labour law	The extent to which the capacity of labour force is enhanced	GEA, TUC, MMYE, Labour Commission, NGOs, Dept of Cooperatives	Annual	National
108. Monthly pension indexed to minimum wage	Measures minimum contribution to social security scheme	Provide enhanced income security	GEA, TUC, MMYE	Annual	gender, formal and informal sectors
109. Number of functioning public and private employment centres	Inventory of functioning public and private employment centres			Annual	By region
110. The number of people trained under the National Youth Employment programme	Inventory of people trained under the National Youth Employment programme			Annual	By gender and region
111. The number of factories inspection units established country-wide	Inventory of factories inspection units nationwide			Annual	By region

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
112. Increased resources for relevant institutions dealing with occupational safety and hazards	Measures volume of financial resources available for occupational safety and hazards	Measure of level of commitment to providing improved industrial environment	MMYE, NADMO, GNFS, MOH, Factories Inspection Division	Annual	National
113. Frequency of updating Labor market information			MMYE, Labour Department	Annual	National

OTHER CORE NATIONAL INDICATORS FOR HUMAN RESOURCE DEVELOPMENT

Education and Skills Development

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Increase access to and participation in education and training					
1. Gross enrolment ratio in kindergarten, ,primary, JSS, TVET, and SSS	Indicates the number of of pupils/students at a given level of schooling -regardless of age- as proportion of the number children in the relevant age group	Key indicator of he extent to which the education system manages to serve all children Pre-school component is pro-poor and has a positive impact on further learning, and in primary education	MOESS	Annual	National, Region Deprived districts Sex (male/female)
2. Survival rate to P6, JSS 3, SSS 3	Proportion of pupils/ students who actually remains and complete school after enrolment	Measures retention of pupils/ students at the various levels of education.	MOESS	Annual	---do----
Area of focus: Bridge gender gap in access to education					
3. Gender Parity Index (primary, JSS,SSS)	Ratio between girls' and boys' enrolment rates. The balance of parity is 1.00	Measures progress towards achieving gender parity in enrolments at the basic and SSS levels	MOESS	Annual	-----do-----
Area of focus: Improve quality of teaching and learning					
4. Proportion of students passing National Assessment Exams (B.E.C.E; S.S.C.E) with good grades	Indicates the proportion of /students that actually meet educational standards, by passing the exams and acquiring formal qualifications	A measure of educational attainment	W.A.E.C	Annual	National, Region District Sex (male/female)
5. Percent of trained teachers in basic schools (Primary/JSS)	Minimum qualification of post-secondary Teacher's Certificate	Key measure of quality of teaching. Has positive impact on learning outcomes	MOESS	Annual	National, Region District Sex (male/female)
Area of focus: Provide skills and entrepreneurial training					
6. Accessibility to skills/apprenticeship and entrepreneurial training	Proportion of unemployed youth benefiting from skills/ apprenticeship and entrepreneurial training	Expands opportunities for participation in the productive sectors of the economy. Liked to access to personal income and sustainable livelihood	GSS (GLSSS) MMYE	5-yearly	Region, District Sex (male/female) Type of trade

Health

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Impact /Outcome Indicators					
7. Infant Mortality Rate	Number of deaths occurring in the first year of life per 1000 live births	Measures general wellbeing of household. Specifically linked to effectiveness of maternal and child health interventions	GSS	5-yearly	National, Region, District Residence(urban/rural) Sex (male/female) gender of household head, wealth quintile
8. Under-five malnutrition rate	The proportion of children under-five whose weight for age is less than two standard deviations from the median of a reference group.	A general measure of the well-being of the household and an underlying cause of about 40% of child mortality.	GSS	5-yearly	--- --do-- -----
Area of focus: Bridge equity gaps in access to health care and nutrition services					
9. Proportion of population with physical access to a health facility	Proportion of people who take less than 30 minutes to reach the nearest health facility are said to have physical access	Important for monitoring progress towards increasing access to health and nutrition services.	GSS	--do--	National, Region, District Residence (urban/rural) Sex (male/female) Wealth quintile
10. Vaccination coverage	Proportion of children 12-23 months old fully vaccinated by 12 months of age	This measure is strongly correlated with child survival indicators.	GSS MOH	5-yearly Annual	National, Region, District Residence (urban/rural) Wealth quintile Sex (male/female)
11. Supervised deliveries	Proportion of pregnant women who received skilled assistance at birth by a trained health professional	Key to efforts to improve maternal and child health outcomes	GSS MOH	5-yearly Annual	National, Region, District, Residence (urban/rural) Wealth quintile
Area of focus: Ensure sustainable financial arrangement that protect the poor					
12. NHIS and Exemption Scheme coverage of indigents	Number of the poor and vulnerable covered by the NHIS and Exemption Scheme	Important for monitoring progress towards removing financial barriers to health and nutritional services for	NHIC	Annual	National,Region, District Residence (urban/rural)

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
		the poor and vulnerable.			Sex (male/female)
Area of focus: Improve quality of health services					
13. Population-doctor ratio	Number of people per doctor	Important for monitoring both access to professional health care assistance and manpower requirements of health services	MOH GSS	Annual	-----do-----
14. Population- nurse ratio	Number of people per nurse	-----do-----	-----do-----	-----do-----	-----do-----
Input Indicator					
14. Health expenditure as percentage of GDP	Consists of recurrent and capital expenditure from government budget	A measure of sustainability of financial arrangement in the health sector	MOF MOH	Annual	National

Malaria Control

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Prevention and control of malaria					
15. Malaria case fatality in children under five years per 10,000 population	Deaths attributed to malaria in children under five	Measures the importance of malaria as cause of death. An indicator of quality of case management	GHS MOH	Annual	National Region, District Residence (urban/rural)
16. ITN coverage of at risk groups (children under five and pregnant women)	Proportion of children under five and pregnant women sleeping under ITN	Measures the effectiveness of efforts to reduce malaria cases	GSS	5-yearly	National Region, District Sex (male/female) Education Wealth quintile Residence (urban/rural)
17. Use of Intermittent Preventive Treatment (IPT) by pregnant women	Proportion of pregnant women who took at least 2 doses of SP/Fansidar for malaria prevention	Provides indication of quality of malaria case management for favorable birth outcomes	GSS	5-yearly	Region, District Education Wealth quintile Residence (urban/rural)

HIV/AIDS

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
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Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Reduction of new HIV/AIDS infections					
18. Percent of pregnant women who are HIV infected reduced	Percent of blood samples taken from women that test positive for HIV	Provides overall indication of HIV prevalence in the country	MOH/NACP	Annual	Age-group National Regional, District Marital status
19. Percent of HIV infected Infants born to HIV infected mothers	Estimated from program coverage and modelling to assess progress towards program implementation to reduce the number of infants infected perinatally	Indicator linked to progress towards reducing mother-to-child transmission.	MOH GSS	Annual	National, Regional District Sex of child (male/female) Marital status of mother
Area of focus: Reduce the impact of HIV/AIDS related vulnerability, morbidity and mortality					
20. Accessibility to Highly Active Anti-Retroviral Therapy (HAART)	Percent of people with advanced HIV infection receiving antiretroviral combination therapy increased	Indicator linked to progress towards reducing mother-to-child transmission.	MOH GSS	Annual	National, Regional District Sex of child (male/female) Marital status of mother

Population Management

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Reduce population growth rate					
21. Total fertility rate	The average number of children a woman would have at the end of her reproductive life if she were to pass through the reproductive ages conforming to fertility levels of a given year.	Measures a key component of population change. It also has implications for maternal and child survival and family welfare	GSS	5-yearly	Region, District Residence (urban/rural) Wealth quintile
22. Contraceptive prevalence rate	Proportion of all women currently using contraception	Significant indicator of progress towards fertility control	GSS	5-yearly	--do--
23. Coverage of birth registration	The number of births recorded	Important for population estimation and monitoring of population growth rate	Births and Deaths Registry	Annual	Region, District Residence (urban/rural) Sex (male/female)

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
24. Coverage of deaths registration	The number of deaths recorded	Important for population estimation and monitoring of population growth rate	Births and Deaths Registry	Annual	Region, District Residence (urban/rural) Sex (male/female)

Water and Environmental Sanitation

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Accelerate the provision of safe water and sanitation/environmental sanitation					
25. **Percent of rural population with sustainable access to safe water sources	Share of rural population with reasonable access to adequate amount of safe water all year round	Linked to health indicators	CWSA GWC MWRWH	Annual	National Region, District Sex (male/female) Wealth quintile Guinea worm endemic areas
26. Percent of urban population with sustainable access to safe water sources	Share of urban population with access safe water source (piped/borehole/covered wells) all year round	Linked to health indicators	CWSA GWC MWRWH	Annual	National Region, District Sex (male/female) Wealth quintile
27. Percent of population with access to improved sanitation.	Share of rural and urban population with access to flush toilets/KVIP/household latrine	--do--	CWSA GSS District Assemblies	Annual	National Region, District
28. Proportion of solid waste generated properly disposed of. (Major towns/cities)	Percentage of solid waste collected and disposed of in sanitary landfills in the 5 largest cities-Accra, Tema, Kumasi, Takoradi, Tamale.	Correlated with health indicators and environmental sanitation	Municipal Assemblies District Assemblies MLGRD	Annual	National, Region
29. Incidence of guinea worm reduced	Number of reported cases of guinea worm infections reduced	Essential measure for ensuring that the country is guinea worm free by 2009	CWSA MWRWH MOH	Annual	National Region District

Urban Development, Housing and Slum Upgrading

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
30. Proportion of people	A slum area is characterized	Correlated with health	MWRWH	Periodic	5 largest cities

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
living in slum areas (5 largest cities)	by overcrowded housing and lack of access to infrastructure (water, electricity supply, drains etc.) and poor sanitation	and sanitation indicators	GSS		(Accra, Kumasi, Takoradi, Tamale, Tema)
31. Percent of population with access to secure housing	Evidence of documentation to prove secure tenure status or perceived protection from eviction	Measure of security of house tenure and family welfare	GSS MWH	Periodic	Region, District Residence (urban/rural) Wealth quintile

SECTOR-WIDE INDICATORS FOR HUMAN RESOURCE DEVELOPMENT

Education

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Increase Access to and participation in education and training					
1. Number of pre-schools constructed and resourced	Indicates the availability of basic infrastructures (classrooms, furniture, toilet facilities, learning materials etc.) for pre-school teaching and learning	This indicator is correlated with primary school enrolments	MOESS GES	Annual	National Region District
2. Number of basic schools Constructed/rehabilitated with facilities for the physically challenged	Number of primary and JSS schools constructed /rehabilitated with basic infrastructure (classrooms, blackboards, toilet facilities etc)	Measure of the availability of educational facilities at the basic level. Key to enhancing school enrolment, gender equity and quality indicators	MOESS GES	Annual	----do---
3. Number of JSS workshops constructed/rehabilitated with facilities for the physically challenged	Number of workshops constructed with basic infrastructure	Measures the availability of facilities for teaching technical and vocational skills at the JSS level.	MOESS GES	Annual	----do-----
4. Number of districts benefiting from school feeding	-----	Significant for improving the nutritional status of school children. Correlated with school enrolment and retention	--do--	--do--	--do---
5. Number of SSS developed to a model status	Number of senior secondary schools constructed/rehabilitated with libraries, well equipped science laboratories, ICT	Measures progress towards improving access to quality secondary education	MOESS GES	Annual	District

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
	facilities				
Area of focus: Bridge gender gap in access to education					
6. Number of scholarship/ incentive schemes	Number of pupils benefiting financial and material support (school uniform, school bags, means of transport)	Essential for improving enrolment and retention of poorest pupils	MOESS MOFEP GES District Assemblies	Annual	National Region District
Area of focus: Improve quality of teaching and learning					
7. Pupil: teacher ratio	Ratio of the number of pupils enrolled to number of teachers	Measure of progress towards improving the quality of teaching and learning	--do--	--do--	--do--
8. Pupil: core textbook ratio	Ratio of total enrolment to total core subject textbooks	Measures pupils' access to the three core textbooks (in English, Maths, Science) . The norm is three core textbooks per pupil	--do--	--do--	--do--
9. Accessibility to ICT education and training	Proportion of JSS and SSS schools with functional ICT facilities	Measures the availability of infrastructure for teaching ICT skills	MOEYS	Annual	National, Region District
10. CRT and PMT replaced with a National Quality of Education Assessment Test	-----	Key for monitoring progress towards achieving quality primary education	MOEYS	-----	-----
All basic school curricula revised to include teaching on population, gender, good health, fire safety and environment	-----	Significant for improving the relevance of content of education for social cohesion and development	--do--	-----	-----
Input indicators					
Total expenditure on service and investment as percentage of total resources envelope	Consists of recurrent and capital expenditure from government budget	Directly linked to access to quality education and training	MOF MOEYS	Annual	National

Skills and Manpower Development

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Provide skills and entrepreneurial training					
Number of Vocational Training Centers upgraded	Number of vocational training facilities constructed/ rehabilitated with basic infrastructure and equipment	Indicates the availability of basic infrastructure for vocational training	MMYE MOESS NVTC	Annual	Region, District Residence (urban/rural)
Trainee: instructor ratio	Number of trainees to vocational skills training instructors	Key to quality vocational skills training	--do--	--do--	--do--
Budget for skills and entrepreneurial development programmes	Consists of recurrent and capital expenditure from government budget	Linked directly to access to skills and entrepreneurial training	MoFEP	Annual	National
Skills training and entrepreneurial development standardized	-----	Important for monitoring the quality of skills training and certification	MMYE		
National Apprenticeship Programme developed and Implemented	-----	Significant for enhancing skills development and providing employment	MMYE, NDPC	-----	-----
Skills training related Disability law enacted	-----	Necessary to ensure equity in access to skills training of the physically challenged	MMYE	-----	-----

Health

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Bridge equity gaps in access to health care and nutrition services					
Antenatal care coverage	Proportion of pregnant women made at least four antenatal visits during pregnancy.	Important measure for reducing maternal deaths.	GSS MOH	5-yearly Annual	National, Region District
OPD attendance per capita	Indicates the number of people reporting at hospital and clinics	Important in assessing access to and utilization of health and nutritional services	--do--	--do--	National, Region District
Area of focus: Ensure sustainable financial arrangement that protect the poor					
NHIS fully operational in all districts	Number of districts where NHIS is fully operational	Measures progress in the implementation of NHIS	NHIC	-----	-----

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Enhance efficiency in service delivery					
Management of human resources decentralized, including options for decentralizing P.E	-----	Key to improving efficiency in service delivery	GSS MOH MOF	-----	-----
Health expenditure as percentage of GDP	Consists of recurrent and capital expenditure from government budget	A measure of sustainability of financial arrangement in the health sector	MOF MOH	Annual	National
Percent of health budget allocated to the private health sector	Funds available to promote private-public partnership in health care delivery	Important for encouraging private sector participation in health care	--do--	--do--	National

HIV/AIDS

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Reduction of new HIV/AIDS infections					
Use of condoms	Percent of young people aged 15-24 years reporting use of condom during sexual intercourse with a non-regular partner in last 12 months	Regular use of condom with casual partners critical for prevention of new HIV infections	GSS	4-yearly	National Regional District Sex (male/female)
Accessibility to Voluntary Counseling and Testing (VCT)	Number of centers that have at least one staff trained as a counselor providing specialized HIV counseling and testing services	The measure reflects efforts to expand counselling and testing services to the general population	MOH FHI	Annual	National Regional District
	Number of districts with at least one VCT centre	--do--	--do--	--do--	--do--
Management of STIs	Number of STI patients diagnosed and treated at health facilities	STIs known to facilitate HIV infection. Indicator important for monitoring new infections	MOH	Annual	11. Region, District Sex (male/female)
Area of focus: Reduce the impact of HIV/AIDS related vulnerability, morbidity and mortality					
Accepting attitudes towards people with HIV	Percent of women and men age 15-24 who believe that HIV can be transmitted by sharing meals with infected	A good indication of the prevailing stigma and discrimination against PLWHA	GSS	4-yearly	Region, District Sex (male/female)

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
	persons.				

Malaria Control

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Prevention and control of malaria					
Incidence of severe malaria in children under five	Percent of children under-five admitted to hospital with severe malaria	Measures the importance of malaria as cause of morbidity among children. Links to efforts to reduce child mortality	MOH GSS	Annual	National Region District Sex (male/female)
Incidence of severe malaria in pregnant women.	Pregnant women admitted to hospital with severe malaria over expected number of pregnant women	Measures the effectiveness of anti-malaria drugs	MOH GSS	Annual Quarterly	National Region District Wealth quintile
Accessibility to prompt malaria treatment of children under five years	Proportion of children under 5 years who took malaria drug same/ next day	Measures the quality of childhood malaria management. Linked to malaria fatality cases in children under five years	GSS	5-yearly	National- Regional District Sex (male/female)

Population Management

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Reduce population growth rate					
Accessibility to family planning counseling Services	Proportion of current family planning acceptors reporting access to information to make informed choice of method	Linked to sustained use of family planning method	GSS	4-yearly	--do--
Budgetary allocation for population management	Volume of financial resources available to population related agencies	Key to removing financial constraints to the implementation of population policies	MoF EP	Annual	National
Population variables integrated into district development plans	Number of district plans with population variables	Indicator of progress towards implementation of population policy	NDPC District Assemblies	Annual	District

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Operational research on barriers to contraceptive use undertaken	-----	Source of data for improving family planning programmes	GSS NDPC	-----	-----

Water and Environmental Sanitation

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Accelerate the provision of safe water and sanitation/environmental sanitation					
Number of functional water systems constructed/rehabilitated	Water systems consists of boreholes, hand-dug wells, with hand pumps and piped borne water supply schemes	Indicates the availability of infrastructure for safe water production	CWSA GWCL CONIWAS	Annual	National, Region District.
Accessibility to appropriate domestic toilet system	Number of household latrines/toilets constructed	Linked to indicators of health status and hygiene practices	CWSA MLGRD MMDAs	Annual	Region, District
Number of functional sewerage systems developed/rehabilitated	Sewerage systems consists of underground sewers linked to a treatment plant	Significant for proper disposal of liquid Waste	Municipal Assemblies MLGRD MWH MMDAs.	Annual	Region, District
Availability of solid waste treatment systems	Number of landfill sites/waste treatment plants developed	Important indicator of efforts to improve solid waste management	--do	--do	--do
Budget support for CWSA and GWCL	Consists of recurrent and capital expenditure from the budget	Linked to timely delivery of water and sanitation services	MoFEP	Annual	-----
Drainage improvement plans developed for districts	Detailed drainage designs with costs and implementation plans	--do--	District Assemblies MLGRD	-----	-----
Number of functional Water and Sanitation Boards/ Committees.	Consists of management groups responsible for water and sanitation systems	Significant for timely delivery of facilities and sustainability of water and Sanitation systems	CWSA District Assemblies	Annual	Region, District
Districts and Municipalities supported to develop sanitation plans	-----	Important measure to improve delivery of sanitation services	Municipal Assemblies	-----	-----
Bye-laws on sanitation developed and enforced	Legal instrument backing sanitation delivery community level	--do--	Municipal Assemblies District Assemblies	-----	-----

Urban Development, Housing and Slum Upgrading

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation
Area of focus: Increase access to safe and affordable shelter					
Occupancy rate	Indicates the number of people occupying a housing unit	Measure of over-crowded housing	MWH GSS	Annual Periodic	Region, District Residence (Urban/rural) Wealth quintile
Acres of serviced land acquired for housing development	A serviced land is one with basic infrastructure (water supply, electricity, roads etc.)	Key component of housing construction and delivery	--MWH--	Annual	--do--
Number of housing units constructed/rehabilitated (with emphasis in slum areas)	-----	Significant for facilitating access to housing	--do--	--do--	--do--
Proportion of households with access to mortgage finance	-----	Measure of access to housing finance	GSS Financial Institutions	Periodic Annual	--do--
Housing and land use regulations strengthened and enforced	-----	--do--	MWH MLGRD Land Registry	-----	-----
Procedures for land acquisition streamlined and improved.	-----	--do--	--do--	-----	-----
National Housing Policy reviewed and implemented	-----	Important for achieving housing policy objectives	MWH	-----	-----
At least one local building material production enterprise established in each region	-----	Key to reducing the cost of housing	MWH CSIR	-----	-----
A Mortgage Finance Institution established and operational	-----	Key for removing financial barriers to housing	Bank of Ghana MWH	-----	-----

OTHER CORE NATIONAL INDICATORS FOR GOOD GOVERNANCE AND CIVIC RESPONSIBILITY

Good Governance and Civic Responsibility

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
<i>Area of Focus: Strengthening Practice of Democracy and Rule of Law</i>							
1. Number of laws drafted by parliament	Measures how many laws parliament initiates as a legislative body	To improve performance of Parliament's legislative function	Parliament	Annual	Origin and type of laws passed by Parliament	All laws are currently drafted outside parliament	At least 2 laws drafted and passed by Parliament
2. National Identification Card	Number of citizens with NI card	To provide accurate data on citizens of Ghana for planning purposes and as a basis for producing a reliable electoral register	NIA, Electoral Commission, MDAs	Annual	Citizens and Non-citizens	Passage of NI Bill	Registration of citizens and non-citizens initiated
3. Amount voted for establishing the Fund as a proportion of total cost of elections	Defines amount of government fund allocation as a ratio of total cost of elections	To reduce risks associated with dependence on normal budgetary allocations and on external funds for national elections	Annual National Budget and Electoral Commission	Annual	Amounts allocated for National and District Assembly elections	Election fund not established	75 per cent of electoral costs funded by GOG
4. Amount allocated to NCCE as a proportion of the annual budget	Examines proportional increase in resource allocation to NCCE to national budget	To improve civic responsibilities and deepen the democratisation process	NCCE	Annual	Programme	Below 1 per cent	3%

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
<i>Area of Focus: Decentralisation</i>							
5. Percentage increase in the number of professional staff hired at the local government level	Measures annual increase in number of professional staff hired by MMDAs as a ratio of total staff strength	To promote gradual transfer of administrative decision-making responsibilities to MMDAs. This also enhances accountability of public officers to the MMDAs	MLGRD' Selected MMDAs	Annual	By type of professional staff and by MMDA	Professional staff are currently transferred from the centre	60 % of professional staff hired by MMDAs

6. Rate of increase in the number of districts employing Composite budgeting approach	Measures Number of District practicing Composite Budgeting as a ratio of total number of districts	To harmonise the process of district budgeting and promote efficiency in local resource use	MLGRD	Annual	By district	25 Districts are currently practising Composite Budgeting	100%. All 138 MMDAs should be using Composite budgeting method.
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Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Managing Public Policy							
7. Change in public sector wage in real terms	Measures Public sector salary increase in real terms	This is needed to improve public sector productivity	MPSR, MoFEP	Annual	Sector and levels	Minimum Daily wage of \$1.50	Minimum Daily Wage of \$2.50
8. Percentage decrease in wage loss due to public sector Payroll/Personnel Management problems	Examines declines in proportion of total public sector wage bill resulting from payroll/personnel management difficulties	Improve government payroll management and clean up work on payroll	MPSR MoFEP, Controller and Accountant General. Auditor General	Annual	Sector		Less than 0.5% of public wage bill lost through fraud and inefficiencies
8. Proportional increase of women Chief Directors, Judges and women in Parliament	Measure Percentage increase of women in administrative, judicial and political leadership	To achieve gender equity	MOWAC, MPSR, Public Service Commission, Judiciary and Parliament	Annual increase of 25 %	sector	Women Chief Directors less than 2%, Women Judges less than 5% and Women in Parliament less than 15%	40 % in all three arms of government.
9. Annual National Dialogue	Number of public forums on national policy held per year	Allows for national consensus on issues of national interest	MoFEP/NDPC/ Civil Society	Annual	National	One national forum per year	One national forum per year

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
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Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Public Safety and Security							
10. Police citizen ratio	Measures number of police officers serving a given population	To increase public safety	Police Administration	Annual	Net Annual Recruitment. Gender	1:925	1:500 (UN Police Citizen Ratio)
11. Reduction in rate of small arms acquisition	Measures rate of decline of small arms acquisition	To reduce threat to life and property through unauthorised use of illegally acquired small arms	Police and other Security Services	Annual	Type of arms	Unavailable	Unauthorised small arms acquisition reduced to 0
12. Rate of decline in cases of worst forms of child labour, child trafficking and child abuse	Statistics on incidence of worst forms of child labour, child trafficking and child abuse	To halt the violation of children's rights and create a healthy environment for child development	MMYE, Police, MOWAC, Ghana Statistical Service	Annual	Types of Worst forms of Child Labour and Child Trafficking	GSS indicates that 242,000 children are engaged in child labour	Total elimination of all forms of child labour and child trafficking
13. National Social Policy	Ensures the formulation of a National Social Policy covering issues of social development, vulnerability and exclusion	To define a national social development agenda and to offer guidelines to stakeholders on issues of vulnerability and exclusion	MMYE	One-off	National	Not available	Policy formulated and operational

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Women Empowerment							
14. Proportion of national budget allocated to women issues	To determine mainstreamed expenditure allocations to women's issues as a proportion of total discretionary budget	Measures gender mainstreaming and gender sensitivity of national budget. Targets reduction in inequity in resource allocation.	MoFEP, MOWAC, Civil Society Gender Budgeting Advocacy Groups	Annual	Allocations in Budget by Gender, by sector or by programme	0.14% of Discretionary Expenditure allocated for women's issues	5.0% of Discretionary Expenditure allocated for women's issues in conformity to international standards
15. Additional Domestic Violence Victim Support Units (DOVVSU)	Rate of expansion of DOVVSU s in all districts	To offer increased access to victims of violence	Police Administration	Annual	District	DOVVSUs present in all ten regions and only 10	DOVVSU present in all police districts

						police districts	
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Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Enhancing Development Communication							
16. Freedom of Information Bill	Passage of Freedom of Information Bill into law	To facilitate transparency and accountability in public policy management	Parliament	One-time		Bill in Parliament	Freedom of Information Act in operation
17. Number and type of citizen reports on policy and programme implementation	Citizen report cards and other reports on use of public resources and on policy implementation	To provide citizen feedback on policy implementation at the national and sub national levels	Civil Society Organisations, Private Sector, NDPC,	Annual	Subject, institution, organisation	HIPC Watch by Send Foundation, Community Voices by IPA, Budget, Reports by ISODEC Participatory M&E by NDPC	Reports by non-state institutions and organisations

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Economic Governance							
18 Reduce deviation from original budget of composition of expenditure by MDAs	Calculates degree of variation between allocations and actual expenditures	To promote effective implementation of government fiscal policies	MoFEP, Bank of Ghana	Bi-annually		Budget deviation index at 2004 is 18%	Deviation reduced to less than 1%
19 BPEMS generated and reconciled fiscal reports issued monthly within 4 weeks (Financial Admin Act)	Reports on BPEMS implementation	To achieve continued improvement in comprehensiveness, accuracy and timeliness of budget formulation, accounting and reporting	MoFEP, CAGD	Monthly		Currently reports are late for more than 8 weeks	Fiscal Reports by MDAs issued every 4 weeks. In compliance with the FAA
20 Percentage drop in the number of awarded contracts that are above the established threshold for	Reports on number, of contracts exceeding stated limits	To reduce misapplication of public funds and improve competition and transparency in public	Public Procurement Board, MDAs and MMDAs	Annual	Sector, value, type of procurement (goods, services)		Values of all contracts should remain in the category limits

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Economic Governance							
small purchases		procurement	and Subvented Agencies		and works)		
21 Percentage drop in Secondary reserve requirement	Measure of the progressive reduction in the secondary reserve requirement	To reduce demand on banks to hold percentage of their deposits in the form of medium-term securities	BoG/MoFEP	One time		Secondary Reserve Requirement currently at 15 per cent	Secondary reserve requirement abolished
22 Computerization of the inter-bank foreign exchange market	Proportion of banks hooked to the computerised foreign exchange market	To promote relative stability in foreign exchange market	BOG/ other banks	Over 2 year period		Computerisation initiated	Operational computerised foreign exchange market
23 Establish Credit Referencing Bureau	Measure of policy and institutional arrangements required for operationalising of CRB	To increase private sector access to credit	BoG, MoPEP, PEF, AGI	One time			
24 Availability of diversified financial institutions providing alternative financial services to bank products	Number of non-bank financial institutions offering alternative financing products to micro enterprises	To enlarge opportunity for micro-enterprises to access financing outside traditional bank system	BOG, AGI,	Annual	By institution, volumes of credit and by beneficiaries		Expansion in Micro-credit programmes for SMEs
End year inflation							
Nominal exchange rate of depreciation							
Real savings rate							
Percentage change in foreign remittance							
Gross International reserve							
Debt service as percentage of exports of goods and services							
Tax revenue/GDP							
Budget Deficit excluding Grants/GDP							

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Economic Governance							
BOG financing of Deficit/Tax revenue							
25 Number of capacity building programmes on business ethics	Reports on number type and content of programmes aimed at improving corporate management	To achieve better corporate management practices	MPSR, Public Services Commission, State Enterprises Commission	Annual	Programme types and beneficiary institutions		All leaders of existing State enterprises to have undergone training
26 Citizen score cards on service and conduct of corporate entities	Reports issued by citizen groups on quality of service and on corporate social responsibility	To promote civil society demand for accountability of the part of public agencies and boards	Identifiable Civil Society Groups	Annual	By institution	No civil society report on corporate governance are available	Social Accountability Reports by Civil Society Groups on Perceptions of Corporate performance

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Promoting Evidence Based Decision-Making							
27. Statistical Masterplan	Production of a Statistical Masterplan	To improve the collection, processing and publication of statistical data	GSS, NDPC	One time	National	Plan preparation initiated	An operational Statistical Masterplan
28. Publication of Annual Progress Report	Annual Progress Report on GPRSII	To track policy commitments and measure progress and provide policy inputs	NDPC	Annual	National and International	Annual Progress Report	GPRS Implementation Completion Report

SECTOR-WIDE INDICATORS FOR GOOD GOVERNANCE & CIVIC RESPONSIBILITY

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Strengthening Practice of Democracy and Rule of Law							
1. Strengthened legislative capacity of parliament	Training of MPs on drafting laws, introducing private members bill and managing public information	To improve performance management of Parliament's legislative function	Parliament	Annual	Program		All members of relevant committees trained
2. Resource Parity between arms of government	Shows proportional increases in resources to Parliament	To improve parliament's ability to exercise its oversight role	National budget	annual			
3. Reduced number of Ministers from Parliament	Measures number of ministers chosen from parliament	To improve attendance at parliament and improve the discharge of parliamentary functions	Parliament/Executive	annual			
4. National Identification Card	Number of citizens with NI card	To provide accurate data on citizens of Ghana for planning purposes and as a basis for producing a reliable electoral register	NIA,Electoral Commission, MDAs	Annual	Citizens and Non-citizens		Registration of citizens initiated
5. Increase in Alternative Dispute Resolution Cases	Record of out of court cases settled	To decongest criminal justice system and to minimise recourse to violent conflict as ways of dispute settlement	MoJ	Annual	Regions, District		
6. Election Fund	Amount voted for establishing the Fund	To reduce risks associated with dependence on external funds for elections	Annual Budget Electoral Commission	Annual	National and District Assembly elections		
7.Civic Awareness programmes	A counter of the number and content of civic awareness programmes mounted	To improve civic responsibilities and	NCCE	Annual	Programme		
8. Passage of Domestic Violence Bill	Passage of Bill into law by Parliament	To offer protection to victims of domestic violence	Parliament	One-off			Existence of Domestic Violence Act
9. Passage of Disability Bill	Passage of Bill into law by Parliament	To enable Persons with disability secure their rights to public goods and facilities	Parliament	One-off			Existence of Disability Law
10. Reduction in rate of infraction of rules and regulation	Measure of decline in cases of breach of public rules and regulations	To check improvement in citizen compliance to rules and regulation and to promote good citizenship	Police, Counts, NCCE	Annual	Types of infractions (traffic regulation, littering of public		

					places etc)		
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Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Decentralisation							
11. Planning and Budgeting Capacity Building Programmes	Number and type of relevant training programmes delivered for officials at local government level	Promote efficiency in public financial management at local government level	MLRD, MPSR, MoFEP, Local Govt. Service Council	Annual	Programme type and District	Institutional strengthening in 5 Metropolitan assemblies	60 % per cent of District Assemblies Strengthened
12. Selection of DCEs	Examines constitutional arrangements to choose DCEs	To promote downwards accountability of District Chief Executive	MLGRD Parliament	One off			Election of first District Chief Executives
13. Schemes and conditions of Local Govt Service	Report on new schemes and conditions for staff at local government level	Meant to hasten the implementation of the provisions of the National Decentralisation Action Plan	MLGRD (NDAP Secretariat)	annual	Types of schemes introduce		Improved organisational Structure and operational new scheme of service.
14 Restructured Sub district structures	Determines size, composition and redefined functions of Area, Zonal and Area councils	Make for more participation by local citizens in governance	MLGRD	annual			More efficient local government system
15. Number of District practicing Composite Budgeting	Rate of increase in the number of districts employing Composite budgeting approach	To harmonise the process of district budgeting and promote efficiency in local resource use	MLGRD				

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Managing Public Policy							
16. Clearly defined roles and responsibility of MDAs	Reports on delineated functions of all MDAs under the Public Sector Reform	To reduce duplication in functions of MDAs	MPSR				
17. Public sector	Change in public sector wage	This is needed to improve	MPSR,	Annual	Sector and levels	Minimum	

salary increase	in real terms	public sector productivity	MoFEP			wage	
18. Operational Integrated Payroll and Personnel Database for all MDAs and (Subvented Agencies)	Determine coverage of IPPD system in MDAs and Sas.	Deepen payroll management	MoFEP, PUFMARP, BPEMS	Annual	Sector		
19. Proportional increase of women in public life	Percentage increase of women in administrative and political leadership	Achieve gender equity	MOWAC	Annual	sector		
15. Annual National Dialogue	Convening of a forum on national policy	Allows for national consensus on issues of national interest	MoFEP/NDPC/ Civil Society	Annual			

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Public Safety and Security							
20. Police citizen ratio	Measure of police presence and response rate to crimes	To achieve UN police citizen ration of 1:500	Police Administration	Annual	Recruitment by Gender	1:925	1:500
21. Reduction in rate of small arms acquisition	Measures rate of decline of small arms acquisition	To reduce threat to life and property through unauthorised use of illegally acquired small arms	Police and other Security Services	Annual			
22. Improved institutional capacity of other security agencies	Defines increased resources to the Prisons, Fire Service and Immigration Services	Improve general security of the country	Relevant institutions	annual			
23. Early warning systems introduced	Evidence of number of early warnings systems introduced	Promote disaster preparedness	Relevant institutions				
24. Reduced participation of private security agencies in normal security duties	Shows progressive reduction of private security agencies in security duties outside watching homes	Combat rising crimes committed by officers of security agencies	Police				
25. Rate of decline in cases of worst	Statistics on incidence of worst forms of child labour,	To protect children from abuse and create a healthy	MMYE, Police, MOWAC	Annual			

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Public Safety and Security							
forms of child labour, child trafficking and child abuse	child trafficking and child abuse	environment for child development					
26. Social Protection Policy	An approved national policy document on Social Protection	To offer guidelines to stakeholders on issues of vulnerability and exclusion	MMYE	Annual			

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Women Empowerment							
27. Gender Budgeting	To determine mainstreamed expenditure allocations to women's issues as a proportion of total discretionary budget	Measures gender mainstreaming and gender sensitivity of budget. Targets reduction in inequity in resource allocation.	MoFEP, MOWAC				
28. Additional Women and Juvenile Units	Rate of expansion of WAJUs in all districts	To offer increased access to victims of violence	Police Administration		Region and District		

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Enhancing Development Communication							
29. Freedom of Information Bill	Passage of Freedom of Information Bill into law	To facilitate transparency and accountability in public policy management	Parliament	One-time			
30. Stakeholder satisfaction of access to information	Survey report on citizens ease of access to public information	To help hold duty bearers to account	Ministry of Information	Every two years			
31 Number and	Citizen report cards and	To provide citizen feedback	Civil Society	Annual	Subject		

type of citizen reports on policy and programme implementation	other reports on use of public resources and on policy implementation	on policy implementation at the national and sub national levels	Organisations, Private Sector				
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Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Economic Governance							
32 Reduce deviation from original budget of composition of expenditure by MDAs	Calculates degree of variation between allocations and actual expenditures	To promote effective implementation of government fiscal policies	MoFEP, Bank of Ghana	Bi-annually		Budget deviation index at 2004 is 18%	
33 BPEMS generated and reconciled fiscal reports issued monthly within 4 weeks (FAA)	Reports on BPEMS implementation	To achieve continued improvement in comprehensiveness, accuracy and timeliness of budget formulation, accounting and reporting	MoFEP, CAGD	Monthly			
35. Percent of the no. of awarded contracts that are above the established threshold for small purchases	Report on number, type, amounts, type of bidders and bid conditions	Improve competition and transparency in public procurement	Public Procurement Board	Annual	Sector, value, type of procurement (goods, services and works)		
36 Removal of Secondary Reserves	Measure of Policy/legislation that directs discontinuation of secondary reserves	To create conditions for sustained foreign exchange reserves	BoG/MoFEP	One time			
37 Computerization of the inter-bank foreign exchange market	Proportion of banks hooked to the computerised foreign exchange market	To promote relative stability in foreign exchange market	BOG/ other banks	Over 2 year period			
38 Establish Credit Referencing Bureau	Measure of policy and institutional arrangements required for operationalising	To increase private sector access to credit	BoG, MoPEP, PEF, AGI	One time			

	of CRB						
39 Availability of diversified financial institutions providing alternative financial services to bank products	Number of non-bank financial institutions offering alternative financing products to micro enterprises	To enlarge opportunity for micro-enterprises to access financing outside traditional bank system	BOG, AGI,	Annual			
40 Number of capacity building programmes on business ethics	Reports on number type and content of campaign	To achieve better corporate management practices	MPSR, Public Services Commission, State Enterprises Commission	Annual			
41 Citizen score cards on service and conduct of corporate entities	Reports issued by citizen groups on quality of service and on corporate social responsibility	To promote civil society demand for accountability of the part of public agencies and boards	Identifiable Civil Society Groups	Annual			

Indicator	Definition of Indicator	Rationale	Source	Frequency	Disaggregation	Baseline	Target (2009)
Area of Focus: Promoting Evidence Based Decision-Making							
42 Statistical Masterplan	Production of a Statistical Masterplan	To improve the collection, processing and publication of statistical data	GSS, NDPC	One time			
43. Publication of Annual Progress Report	Annual Progress Report on GPRSII	To track policy commitments and measure progress and provide policy inputs	NDPC	Annual	National and International		

APPENDIX II: MONITORING GPRS II AT THE DISTRICT LEVEL

Introduction

The objective of monitoring District Medium-Term Development Plans (DMTDPs) is to analyse information collected through the various channels and to assess whether or not:

- i. available resources are being used judiciously;
- ii. implementation of development programs is according to District MTDPs;
- iii. targets are being met;
- iv. service delivery is improving;
- v. the DAs are responsive to the needs of the people; and
- vi. there is transparency in functioning of DAs

What to Review at the Local Level

All programmes and projects undertaken under the auspices of the District Assembly under the Districts Development Plan, and those by the MDAs as well by Development Partners and NGOs in the district for the relevant year must be covered. Tracking of input/output and outcome/impact indicators should be undertaken to identify the contributions that the programmes and projects have made toward achieving objectives under the DMTDP.

Responsibility for M&E at the District Level

The national M&E framework assigns the responsibility for District Level M&E to Regional and District Monitoring Groups (RMGs & DMGs).

Regional Monitoring Groups (RMGs) include the Regional Heads of the Ghana Statistical Service (GSS), the Regional representatives of key MDAs, representative of NGOs and key civil society organizations engaged in poverty reduction related programs.

The District Monitoring Group (DMG) is important in the District M&E process since key data would be collected at the district level. Being at the front-line of GPRS activities their input would be quite critical for meaningful M&E. The DMG would be required to feed the Regional Monitoring Group (RMG) with the necessary information for onward transmission to the NDPC M&E Division.

Roles of Regional Monitoring Groups

Roles and responsibilities of the RMG will include the following:

- i. Provide guidance to the districts in the development and implementation of their M&E Plans
- ii. Demand, receive, collate and evaluate data from District Level M&E for onward transmission to the NDPC and other stakeholders
- iii. Evaluate, recommend and support capacity building and other M&E needs for the District Assemblies.

- iv. Review data and verify any inconsistencies
- v. Support GSS formal survey interventions relating to GPRS II
- vi. Verify through workshops, indicators submitted from the Districts
- vii. Periodically visit key project sites and report on development progress in the Districts
- viii. Facilitate dissemination of GPRS II and the APR to all the districts and stakeholders
- ix. Ensure that gender equality indicators are clearly outlined in the M&E Plans and the information analysed from a gender perspective
- x. Hold annual workshops to involve all DAs within the region for cross District GPRS II review with policy recommendations
- xi. Produce Regional Annual Progress Reports (APRs) and make recommendations for policy review

Roles of District Monitoring Groups

The roles and responsibilities of the DMG will include the following:

- i. Directly responsible for the development and implementation of the District M&E Work Plan
- ii. DMG should convene quarterly M&E meetings.
- iii. Convene quarterly MTDP performance review meetings with all stakeholders. It is important that representatives of the NDPC and RMG attend the quarterly meetings.
- iv. Undertake periodic project site inspections
- v. Liaise with RMG to agree on DMTDP goals and targets
- vi. define indicators for measuring change, especially on gender equality and other cross-cutting themes in GPRS II, such as vulnerability, exclusion and social protection
- vii. Collect and collate feedback from the sub-district levels
- viii. Facilitate dissemination and public awareness creation on GPRS II, the Annual Progress Report and other documents from NDPC at district and sub-district levels.
- ix. Provide support to GSS to undertake district level CWIQ and other national surveys and census
- x. Produce District Annual Progress Reports and make recommendations for policy review

Levels of Poverty Monitoring and Evaluation

Levels of objectives and types of indicators to be considered are summarised in the table below:

GOALS	Definition & Type of indicator
Final Goal	Impact: What response the DA intends to achieve among its communities. E.g., increase in school attendance and other changes that are fundamental and sustainable
Intermediate Goal	Effect: describes population's responses to outputs, e.g., behaviour change, reactions and perceptions; systemic changes in institutions
Output (Performance)	Output: What the DA intends to achieve in the short term as a result of the project activities. E.g. 200 farmers trained in irrigation methods, 20 pre-schools built Describe MTDP products, i.e., the direct outcome of project activities and inputs for which the project is responsible
Activity (Processes)	Process: What activities (or processes) are to be accomplished.. This is completely dependent on project inputs.
Input	Input: What resources are necessary for performing the DA activities? This is a key element in producing outputs. The fundamental objective of Input and Activity (Process) monitoring is to provide timely feedback and to produce timely reports for.

Selection of Indicators for a District Assembly

The purpose of these development indicators is to present Metropolitan, Municipal and Districts Assemblies (MMDAs) with a set of core indicators which are comparable and comprehensive and that cover the three focus areas of GPRS II, namely Human Development & Basic Services, Good Governance & Civic Responsibility, and Private Sector Competitiveness. It is also to complement the efforts by MMDAs to develop their own district-specific indicators for monitoring their DMTDPs

To select and refine district indicators the following steps should be followed.

- i. Core Indicators, which have been selected at the NDPC for district-based M&E should be included in the plan.
- ii. In addition to the above, district specific (or localized) indicators based on the District Medium Term Development Plan and centered on the most critical poverty issues affecting the district should be determined in a participatory manner.
- iii. These core and district specific indicators should be separated into intermediate (i.e. input / output) and final (i.e. outcome / impact) indicators. These indicators can further be refined into specific, measurable, achievable, realistic and time bound indicators i.e. (SMART) or Objectively Verifiable Indicators, (OVIs)
- iv. Those indicators which can be disaggregated down to the sub-district and community level should be determined and targets localized
- v. The level and frequency of monitoring for each indicator should also be determined
- vi. Data collection methods and procedures should be determined [What data to collect, Where to collect it from (secondary or primary sources), Who to collect the data]
- vii. Methods of data analysis should be determined
- viii. District baseline values should be compiled for the core (national) and localized (district specific) indicators from existing records and data sources.
- ix. Targets should be set for the indicators
- x. Where baselines do not exist they should be assessed using the appropriate data and methods.
- xi. Themes for Participatory M&E and how to collaborate with Civil Society Organisations should be arrived

Role of CSOs in District Level M&E

CSOs at the local level would be strengthened to carryout yearly monitoring of the implementation of the GPRS through the DMTDP, as well as disseminate results. This should lead to increased ownership of the GPRS at the local level and also safeguard against improper utilization of the funds and thus promote good governance.

Poverty is a multi-dimensional phenomenon and therefore requires a number of indicators for its monitoring. Monitoring is at three levels – **inputs, outputs and outcomes**. At all the

three levels of monitoring, there is a role for both government and CSOs. This is because poverty monitoring is an enormous task which cannot be entirely reduced to a **single system**.

Inputs Monitoring: The responsibility of monitoring public expenditures at the DA level is a responsibility that rest with the RMG. But CSOs can complement efforts of RMGs by setting up committees in districts to track expenditures in the DA under say the DACF or HIPC funds. The committees will track (a) whether the funds were received as disbursed from the center (b) Whether the received funds were used for the purposes for which they were meant. These committees can provide very useful information that validate reports from official sources.

Outputs Monitoring: CSOs have a key role of validating whether we are there is value for money. The key area of focus is the quality of the outputs; e.g. in drawing public attention to areas where the civil works were sub-standard.

Outcomes Monitoring: CSOs have a role to play in assisting government identify the relevant indicators for monitoring outcomes and in providing information on changes in the wellbeing of different socio-economic groups especially the vulnerable and excluded.

A Monitoring and Evaluation Planning Matrix for district level monitoring is attached in the Annexes.

Monitoring and Evaluation Planning Matrix: a *Plan for Usable Information*

Objectives	OVIs	Means of verification (MOV)			Type of activity: Monitor/evaluation	Frequency	Application (expected uses)	Circulation (dissemination to expected information users)
		Sources of information	Method for data collection	Method for data analysis				
Hierarchy of Objectives	Indicators							

District Level Indicators:
Priority Indicators Selected for District Level Monitoring of the Growth & Poverty Reduction Strategy (GPRS II)

	INDICATOR	Definition	Rationale	Indicator Type	Data Source	Monitoring Frequency	Baseline (2006)	Target (2009)
KEY AREAS OF FOCUS :- HUMAN DEVELOPMENT AND BASIC SERVICES, GOOD GOVERNANCE & CIVIC RESPONSIBILITY, PRIVATE SECTOR COMPETIVENESS								
HEALTH, WATER & SANITATION								
1	Under-Five mortality rate	Number of deaths occurring between birth and age five per 1000 live births	Correlated with the effectiveness of child survival strategies and household access to safe water and sanitation	Impact	DHMT GHS	Annual	111 : 1000	
2	Infant mortality rate	Number of deaths occurring in the first year of life per 1000 births	Measures general wellbeing of household. Specifically linked to effectiveness maternal and child health interventions	Impact	DHMT GHS	Annual	64:1000 (MOH 2005)	
3	Maternal mortality rate	Number of deaths due to pregnancy and childbirth per 100,000 live births	A general measure of risk associated with pregnancy and the extent to which women utilize maternal health services	Impact	DHMT GHS	Annual	214	
4	Under-five malnutrition rate	The proportion of children under-five whose weight for age is less than two SD from the Mean of a ref. Group	A general measure of the well-being of the household and an underlying cause of about 40% of child mortality	Impact	DHMT GHS	Annual	33%	
5	Supervised deliveries	Proportion of pregnant women who received skilled assistance at birth by a trained health professional	Key to efforts to improve maternal and child outcomes	Process	DHMT GHS	Annual	54.1% (MOH 2005)	
6	Population-Doctor ratio	Number of people per physician	Important for monitoring both access to professional health care assistance and manpower requirements of health services	Process	DHMT GHS	Annual	16000:1 (MOH 2005)	
7	Malaria case fatality in children under five years (per 10,000 population)	Deaths attributed to children under five years	Measures the importance of malaria as cause of death, and quality of case management	Impact	DHMT GHS	Annual	2.4% (MOH 2005)	
8	Percentage of population with Access to a health Facility	Proportion of people who take less than 30 minutes to reach the nearest health facility	important for monitoring towards increasing to health and nutrition services	Process	DHMT GHS	Annual		
9	Percent of rural population with sustainable access to safe water sources	Proportion of population with access to adequate and safe water sources all year round	Linked to health indicators	Impact	GWSA	Annual	57%	60%

	INDICATOR	Definition	Rationale	Indicator Type	Data Source	Monitoring Frequency	Baseline (2006)	Target (2009)
10	Percent of households with access to improved toilet / household latrines facilities	Number of households with toilet / latrines facilities	Linked to health indicators and hygiene practices	Impact	GWSA	Annual		
EDUCATION								
11	Gross enrolment ratio in pre-school and basic schools (primary/JSS)	Number of pupils / students at a given level of schooling as a proportion of the number of children in the relevant age group	Shows the extent to which the education system manages to serve all children Pre-school component is pro-poor	Impact	GES	Annual	P- 87.5% JSS- 72.8%	98 80
12	Survival rate to P6 / JSS	Proportion of pupils / students who actually remain and complete school after enrolment	Measures retention of pupils/ students at the various levels of education	Impact	GES	Annual	P- 2.6% JSS- 85.9%	90 92
13	Percent of trained teachers in pre-schools and basic schools (primary/JSS)	A minimum qualification of post-secondary teacher education	Key measure of quality of teaching. Has positive impact on learning outcomes	Process	GES	Annual	P- 72.4% JSS- 83.5%	84 92
14	Gender Parity Index (ratio of girls to boys enrolled KG, Primary, JSS, SSS TVET)	Ratio between girls & boys enrolment rates. The balance of parity is 1	Measures progress towards gender parity in enrolments at the basic and SSS levels	Process	GES	Annual	P- 0.93 JSS- 0.88	1 1
15	Proportion of JSS pupils passing national examination (BECE)	Indicates the proportion of students that actually meet educational standards and acquire formal qualifications	Measurement of educational achievement	Impact	GES WAEC	Annual	61.3%	
16	Households with electricity in the district	Percentage of households with access to electricity		Input	MoEnergy, MMDAs			
17	Accessibility to skills/apprenticeship & entrepreneurial training	Proportion of unemployed youths benefiting from skills/ apprenticeship & entrepreneurial training	Expands opportunities for participation in the productive, access to personal income and sustainable livelihood	Process	MMYE GSS			
18	Percentage of population with access to secure housing	Prove of secure tenure status or perceived protection from eviction	Measure of security of house tenure and family welfare	Impact	GSS, Social Welfare			
19	Total production of crops & Livestock	Ratio of total staple food production to the population of the district	Farm household incomes and food security	Output	MOFA	Annual		
20	Rate of decline in cases of worst forms of child labour, child trafficking and child abuse	Statistics on incidence of worst forms of child labour, child trafficking and child abuse	To halt the violation of children's rights and to create a healthy environment for child development		MMYE, Police, MOWAC GSS	Annual	GSS indicates that 242,000 children are engaged in	Total elimination of all forms of child labour and

	INDICATOR	Definition	Rationale	Indicator Type	Data Source	Monitoring Frequency	Baseline (2006)	Target (2009)
							child labour	child trafficking
21	Percentage of communities covered by telephone	Ratio of the total number of telephone lines to the total population	Utilization and integration of ICT into the economy	Input	GT, other SP, MMDAs	Annual		
22	Internet access	Proportion of Primary, JSS & SSS with access to ICT facilities	Utilization and integration of ICT in schools	Input	MOC/W DI			
23	No of Tourist sites developed	Inventory of tourist sites developed	A measure of the capacity of the sector to sustain tourism		MMDAs TDB	Annual		
DECENTRALISATION								
24	District has in place professional core staff	Measures annual increase in number of professional staff hired by MMDAs as a ratio of total staff strength	To promote gradual transfer of administrative decision-making responsibilities to MMDAs. This also enhances accountability of public officers to the MMDAs	Process	MLGRD	Annual		60 % of staff hired by MMDAs are professional
25	Percentage increase in district's Internally Generated Revenue	Amount of revenue generated locally	An indication of increased accountability, transparency		MLGRD	quarterly	2006 revenue figures	
26	Publication of district Annual Progress Report	Annual Progress Report on DMTDP / GPRSII	To track policy commitments and measure progress and provide policy inputs	Process	RMG / NDPC	Annual	Annual Progress Report	GPRS Implementation Completion Report

APPENDIX III : POVERTY REDUCTION SUPPORT CREDIT (PRSC) AND THE MULTI-DONOR BUDGETARY SUPPORT (MDBS) ARRANGEMENTS

The Multi-Donor Budgetary Support (MDBS) is the Official Development Assistance (ODA) arrangement under which a group of development partners (DPs) collectively contribute financial resources to the budget of the Government of Ghana (GOG) on an annual basis. Specifically the donors coordinate their financial support or resources to the country's medium term development strategy (i.e. GPRS II). This form of direct budget support indicates a gradual shift from the previous approach in which individual donors funded selected sectors and/or projects.

In March 2003, GoG signed a framework memorandum with nine DPs to cover the first year of budget support operation. The signatories included the Canada, Denmark, Germany, Netherlands, Switzerland, United Kingdom, European Union, the World Bank and African Development Bank. From the outset, the arrangement was designed in an inclusive manner so as to facilitate the entry of new partners. Thus, France which was initially an observer became a signatory of the Framework Memorandum and provider of budget support in 2005. Similarly, the IMF, JICA, USAID, UNDP and UNICEF have had observer status, virtually from the beginning of the arrangement.

The primary objective of the MDBS was to improve aid effectiveness through the creation of a harmonized mechanism for the disbursement of budget support to assist the implementation of the government's medium term development agenda (i.e. GPRS). It created a common structure for dialogue between the MDBS partners and government based on a programme of twice-yearly substantive discussions, including a formal annual progress assessment. It established a disbursement schedule explicitly linked to the budget cycle and created a common set of benchmarks for judging progress, based on a Performance Assessment Framework (PAF) matrix. In the first year of implementation, the World Bank disbursed against a separate PRSC matrix of policy triggers and targets but since 2004 disbursements have been based on a single harmonized PAF matrix.

A critical component of Ghana's MDBS arrangement has been the establishment of a two tranche system of disbursement, which is based upon a 'base payment' disbursed in the first quarter of the fiscal year against satisfactory outcome of the annual PRGF review in the previous year and a 'performance payment' linked to the achievement of a set of explicitly defined 'policy triggers'. A 50/50 split between these tranches was envisaged, although the performance tranche was designed to be disbursed in full or in part, depending on the number of trigger conditions fulfilled. It was explicitly agreed in the Framework Memorandum that the 'triggers for performance-based disbursement should be realistic, within the power of the GoG to achieve and limited in number.

The choice of performance triggers has been made through an annual process of negotiation between GoG and the MDBS partners. In 2003, the MDBS triggers covered Public Financial Management (PFM), the budget process, decentralisation, public sector reforms and other governance issues only. In 2004, when the MDBS and PRSC PAFs were merged, the scope of the triggers was widened to cover policy actions related to growth, income and employment as well as service delivery. These triggers comprised a

sub-set of a bigger group of policy targets, derived from the pre-existing PRSC matrix and the GPRS policy matrix.

The year 2005 was the first time in which there was an input from the GoG into the initial proposals for targets and triggers, although again these remained close to those already defined in the PRSC.

From the perspective of the GOG, the benefits of the MDBS are:

- the reduction of transaction costs associated with ODA, particularly those transaction costs arising from meeting the conditions attached to flows of ODA;
- increased predictability of ODA flows, allowing for better long-term planning;
- increased institutional capability;
- increased democratic accountability to its electorate;
- institutionalized strategic policy dialogue; and
- increased local ownership to the national development policy.

The MDBS has so far provided disbursements of an average of just under \$ 300 million per annum over 2003 to 2005. This has been divided between a base payment of approximately US\$220 million and a performance payment of approximately US\$80 million.

APPENDIX IV: THE AFRICAN PEER REVIEW MECHANISM (APRM)

In an effort to enhance the quality of governance in Africa, the Sixth Summit of the Heads of State and Government Implementation Committee (HSGIC) of the New Partnership for Africa's Development (NEPAD) held in Abuja, Nigeria in March 2003, adopted a Memorandum of Understanding (MOU) on the African Peer Review Mechanism (APRM). The HSGIC also adopted the Declaration on Democracy, Political, Economic and Corporate Governance, which had been endorsed earlier at the inaugural Summit of the African Union (AU) held in Durban, South Africa in July 2002. In addition, the Heads of State and Government adopted the main documents that outline the core principles, processes and objectives of the APRM, including the APRM Base document, the APRM Organisation and Processes document (O & P Document), and the document on objectives, standards, Criteria and Indicators for the APRM (OSCI Document).

The APRM is an instrument voluntarily acceded to by member states of the AU as a self-monitoring mechanism for African States. The mandate of the APRM is to ensure that policies and practices of participating states conform to the agreed political, economic and corporate governance values, codes and standards contained in the Declaration on Democracy, Political, Economic and Corporate Governance.

The primary purpose of the APRM is to foster the adoption of policies, standards and practices that will lead to political stability, high economic growth, sustainable development and accelerated sub-regional and continental economic integration. This is expected to be done through sharing of experiences and reinforcing successful and best practices, including identifying deficiencies and assessing the needs for capacity building.

The APRM process consists of five interrelated stages, which are briefly described below:

Stage One: The preparatory phase, both at the level of the APRM Secretariat and at the national level.

Stage Two: The country review visit by the Country Review Mission (CRM) under the leadership of the APR Panel

Stage Three: Drafting of CRM's report

Stage Four: The submission of the CRM's final report and the country's final POA to the APR Secretariat and the APR Panel. The Panel then submits them to the APR Forum of participating Heads of State and Government for consideration and formulation of actions deemed necessary in accordance with the Forum's mandate.

Stage Five: The report is formally and publicly tabled in key regional and sub-regional structures including the Regional Economic Commission to which the country belongs, the Pan-African Parliament, etc.

In 2004 Ghana constituted a National Governing Council in compliance with the requirement for participating countries to have an independent self-assessment of its governance record in the four APRM focus areas (Democracy and Political Governance; Economic Governance and Management; Corporate Governance; and Socio-Economic Development). The Governing Council comprises of highly qualified and esteemed professionals and public personalities independent of the government. The Governing Council appointed technical

review teams made up of four reputable national independent think-tanks and research institutions to undertake the country self-assessment in each of the four thematic areas of the APRM and make appropriate recommendations to guide the Council in drafting a National Programme of Action (POA). Ghana submitted its final consolidated self-assessment report and a draft National POA to the APRM Secretariat in Midrand, South Africa, in March 2005.

A sixteen member Country Review Mission (CRM) comprising experts from the APRM secretariat, partner institutions, and independent consultants, and reflecting 12 African nationalities was fielded in Ghana from 4th-16th April 2005. Extensive consultations were held with diverse stakeholders, including government officials, political parties, parliamentarians and representative of civil society organisations such as the media, academia, trade unions, business and professional bodies. The mission also ascertained whether the national assessment process was technically competent, credible and free from political manipulation. The Country Review Mission noted with great appreciation the high quality of the reports prepared by the four technical advisory teams.

By 2005 a total of twenty-three member countries have voluntarily acceded, with Ghana being the first country to be reviewed.

APPENDIX V: THE MILLENNIUM DEVELOPMENT GOALS (MDGs)

In the face of economic stagnation, poverty and deprivation in most developing countries, the international community took steps during the 1990s to highlight in the need to reduce the level of/or eradicate poverty. Subsequently the need for an international development agenda to guide the fight against poverty and achieve sustainable development led to the development of a common set of International Development Goals (IDGs) in 1996. The IDGs indeed were the results of an attempt by OECD Development Assistance Committee (DAC) to review past experiences and develop effective mechanisms to address the development gaps in the global economy. Building on the IDGs about 190 Heads of State and Government, including Ghana at the 2000 Millennium Summit, adopted these goals in a declaration for a common development framework to improve upon the lives of people living in extreme poverty. Ghana is signatory to the Millennium Declaration, and has since then adopted the Millennium Development Goals (MDGs) as its long-term minimum set of socio-economic objectives that have influenced the determination of the country's strategic priorities for national development and eradication of poverty and hunger.

Since 2002 conscious efforts have been made by Ghana to integrate the Millennium Development Goals (MDGs) into the national development policy frameworks, GPRS I (2003-2005) and the GPRS II (2006 – 2009). The focus was to develop and implement policies that will:

- ensure reduction in poverty and hunger;
- promote gender equality and women's empowerment;
- improve access to quality education and health, with particular emphasis on reducing child and maternal mortality;
- ensure environmental sustainability; and
- develop effective global partnership for development.

Progress towards the attainment of these goals have been monitored periodically and so far two MDGs reports have been prepared in 2002 and 2004. The 2002 report covered the period before the implementation of the first national development policy framework, **GPRS I** (2003-2005). The 2004 report was produced during the implementation of GPRS I and prior to the formulation of the second development policy framework, **GPRS II** (2006-2009) that focused on accelerated economic growth and poverty reduction. In addition a synthesis report on overall progress is presented on an annual basis in the Annual Progress Report (APR) on the Implementation of the GPRS. For each goal and corresponding indicators and targets, the report provides an analysis of the current situation; policy environment; and the challenges and opportunities underpinning achievement of targets.