



**MINISTRY OF MONITORING AND
EVALUATION**

**SECTOR MEDIUM-TERM DEVELOPMENT
PLAN (SMTDP) 2018-2021**

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LIST OF ACRONYMS

AU	-	African Union
DP	-	Development Partner
F&A	-	Finance and Administration
GoG	-	Government of Ghana
IGF	-	Internally Generated Fund
MDAs	-	Ministries Departments and Agencies
M&E	-	Monitoring and Evaluation
MMDAs	-	Metropolitan Municipal and District Assemblies
MoME	-	Ministry of Monitoring and Evaluation
MTDP	-	Medium Term Development Plan
NMTDPF	-	National Medium Term Development Policy Framework
PCME	-	Policy Coordination Monitoring and Evaluation
PNDCL	-	Provisional National Defence Council Law
SDGs	-	Sustainable Development Goals
SMTDP	-	Sector Medium Term Development Plan

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EXECUTIVE SUMMARY

The Ministry of Monitoring and Evaluation (MoME) was established by Executive Instrument 28 (February, 2017). It is mandated by law to initiate strategies to coordinate, monitor and evaluate Government High Priority Programmes and Projects.

The 2018-2021 MoME Medium Term Development Plan is derived from the focus area, broad policy objectives and strategies outlined in the Agenda for Jobs, (2018-2021) which are relevant to the mandate and functions of the Ministry.

Vision

The vision of the Ministry is to enhance Monitoring and Evaluation for transformational results.

The Ministry exists to facilitate, coordinate, monitor and evaluate programmes and projects aimed at addressing development needs of Ghana through the deployment of skilled human resources and modern technology to enhance data management, information dissemination and feedback on government programmes and projects for national development

The core values which drive the ministry are integrity, credibility, results-oriented, pro-activeness, transparency and accountability.

Purpose of the Sector MTDP

The plan is intended to serve as a guide to the monitoring and evaluation of Government High Priority Programmes. The main purpose is to enhance the operational effectiveness and efficiency of the Ministry towards the achievement of stated policy objectives and targets that are in line with broad medium-term goals and objectives of the National Medium-Term Development Policy Framework.

Structure of the Medium-Term Development Plan

In line with National Development Planning Commission (NDPC) Sector Planning Guidelines, the MoME Sector MTDP (2018-2021) is structured into six inter-related Chapters:

- Chapter one: Profile/ Current Situation/ Baseline
- Chapter two: Development Issues
- Chapter three: Development Projection, Goal, Adopted Objectives and Strategies
- Chapter four: Development Programmes and Sub-Programmes
- Chapter five: Annual Action Plans; and
- Chapter six : Implementation, Monitoring and Evaluation Arrangements

Key Development Issues

The key development issues confronting the Ministry which the plan seeks to address include:

- Ineffective M&E of implementation of development policies and plans
- Weak sanction regime
- Weak coordination of the development planning system
- Lack of a comprehensive database of public policies
- Inadequate financial resources
- Inconsistencies in the format and content of policies formulated
- Weak research capacity of MDAs and MMDAs

The interventions to be implemented are meant to resolve the development issues that underpin the achievement of stated medium-term sector ***policy goals, objectives and targets***.

In preparation of the Sector Medium Term Development Plan (SMTDP), a Sector Medium-Term Planning Committee chaired by the Hon. Minister, was formed to lead the preparation of the Sector Medium Term Development Plan 2018-2021. The committee's work was guided by the plan preparation guidelines and instructions including technical backstopping from the National Development Planning Commission (NDPC). Key stakeholders and experts of the Ministry were involved in the development of the SMTDP, 2018-2021.

To ensure that the Ministry's planned activities are in line with the National Medium- Term Development Policy Framework (NMTDPF) "**An Agenda for Jobs: Creating Prosperity Equal Opportunity for All, 2018-2021**". The MTDP focused on one Development Dimension: Governance, Corruption and Accountability based on the Ministry's prioritized issues. Against this background, two (2) adopted policy objectives, namely; Enhance

capacity for policy formulation and coordination, and deepen transparency and public accountability, and nine (5) corresponding adopted strategies have been identified for implementation during the plan period.

To operationalize the adopted strategies, key activities have been planned for implementation under the following Programmes and Sub-Programmes of the Ministry:

S/N	PROGRAMME	SUB-PROGRAMME
1	Management and Administration	<ul style="list-style-type: none"> • General Administration • Finance and Internal Audit • Human Resource Management • Procurement
2	Monitoring and Evaluation and Results Delivery	<ul style="list-style-type: none"> • Monitoring and Evaluation and Results Delivery • Policy Planning and Coordination • Management Information System

The key activities to be implemented are as follows:

- Real-time monitoring of Government High Priority Programmes
- Develop M&E Dashboard, and other data collection analytics and visualization tools
- Build M&E capacity of M&E focal persons
- Develop evaluation database
- Build M&E capacity of MoME staff
- Conduct evaluation on selected Government High Priority Programmes
- Undertake citizens assessment of Government flagship programmes
- Develop a National M&E Policy
- Design a front-line service delivery monitoring programme

It is expected that the implementation of the MTDP will achieve the following key results

- Enhanced M&E capacities for M&E focal persons and MoME staff
- Annual/ Quarterly Assessment Report on Government High Priority Programmes
- National M&E Policy

- Monitoring and Evaluation reports on Government High Priority Programmes
- Functional M&E Dashboard across MDAs.

A total of **GHC11,025,530** is needed for the full implementation of the plan. The Ministry has an indicative budget of an amount of **GHC7,153,000** from the Ministry of Finance. This document has a M&E framework to track progress on the implementation of the plan.

CHAPTER 1

PERFORMANCE REVIEW AND PROFILE/CURRENT SITUATION

1.0 Background

The Ministry of Monitoring and Evaluation (MoME) was established by Executive Instrument 28 (February, 2017). It is mandated by law to monitor and evaluate Government High Priority Programmes for purposes of addressing the implementation challenges of such high priority programmes and projects.

The plan is intended to serve as a guide to the monitoring and evaluation of Government High Priority Programmes. The main purpose is to enhance the operational effectiveness and efficiency of the MoME towards the achievement of stated policy objectives and targets that are in line with broad medium-term goals and objectives of the National Medium-Term Development Policy Framework (Agenda for Jobs, 2018-2021).

1.1 Structure of the Medium-Term Development Plan

In line with National Development Planning Commission (NDPC) Sector Planning Guidelines, the (2018-2021) MoME Sector MTDP is structured into six chapters as follows:

Chapter 1: Performance Review and Profile/Current Situation/Baseline

Chapter 2: Development Issues for 2018-2021

Chapter 3: Development Projections, Goal, Adopted Objectives and Strategies

Chapter 4: Development Programmes and Sub-Programmes

Chapter 5: Annual Action Plan

Chapter 6: Implementation, Monitoring and Evaluation

The Sector Medium-Term Development Plan is centered on:

- 1) Adopted sector issues, policy objectives and strategies from the Agenda for Jobs, 2018-2021
- 2) Sector specific strategies

- 3) Mechanisms for enhancing institutional capacity to achieving stated medium-term policy goals and objectives
- 4) Institutional coordination and collaboration mechanisms for efficient service delivery at all levels
- 5) Annual Action plan that will be implemented within the 4-year period
- 6) Monitoring and Evaluation Framework with sector specific indicators for tracking progress of plan implementation
- 7) Institutional arrangements for effective plan implementation and,
- 8) Plan implementation collaborators

Furthermore, there are five main pillars of the Coordinated Programme and the Agenda for Jobs that should guide the preparation of a Sector Medium-Term Plan. These are:

- i. Economic Development
- ii. Social Development
- iii. Environment, Infrastructure and Human Settlements;
- iv. Governance, Corruption and Public Accountability
- v. Ghana and the International Community

The “Governance, Corruption and Public Accountability” pillar and corresponding policy objectives and strategies have direct link to the mandate and functions of the Ministry and therefore forms the focus area of this plan.

1.2 Methodology

In developing the MoME (2018-2021) Medium-Term Development Plan, the following methods were used:

- Development Planning techniques
- Development Prioritization techniques, and
- Development target setting and performance tracking technique

1.3 Profile

The Ministry of Monitoring and Evaluation (MoME) was established by Executive Instrument 28 (February, 2017). It is mandated by law to monitor and evaluate

Government High Priority Programmes for purposes of addressing the implementation challenges of such high priority programmes and projects

1.4 Vision

Monitoring and Evaluation for transformational results.

1.5 Mission

The Ministry exists to facilitate, coordinate, monitor and evaluate programmes and projects aimed at addressing development needs of Ghana through the deployment of skilled human resources and modern technology to enhance data management, information dissemination and feedback on government programmes and projects for national development.

1.6 Core Values

The core values which drive the ministry are:

- Integrity
- Credibility
- Results-oriented
- Pro-activeness
- Strategic focusing
- Transparency and accountability

1.7 Core Functions

Section 13 of the Civil Service Act 1993 (PNDCL 327) states the following:

“A Ministry shall:

- a) Initiate and formulate policies, taking into account the needs and aspirations of the people;
- b) Undertake development planning in consultation with the National Development Planning Commission; and
- c) Co-ordinate, monitor and evaluate the efficiency and effectiveness of the performance of the Sector”

Based on the above framework the Ministry of Monitoring and Evaluation performs the following specific functions:

- 1) Support the public sector to develop and institutionalize integrated results-based management and M&E systems.
- 2) Drive evidence-based policy development, improvements and decision making
- 3) Use M&E findings to promote collaboration, learning and adaptation in implementation and decision-making processes
- 4) Facilitate coordination and dialogue through innovative “lab” approaches between public sector organizations, private sector and relevant stakeholders to implement government programmes
- 5) Promote real time monitoring, reporting and utilization of government results and M&E findings
- 6) Promote and implement mixed methods evaluation of government priority programmes
- 7) Improve general public understanding about the role of M&E in strengthening governance, accountability and achieving development outcomes through field monitoring, citizen engagement and outreach
- 8) Develop and implement results delivery and M&E systems and tools across the public sector
- 9) Coordinate with the National Development Planning Commission to develop National M&E policy and regulatory framework

1.8 Development Goal

The Development goal of the Ministry is to institutionalize results-based management and evaluative practice across the public sector leading to improved results delivery, evidence based policy decision making and transformational impact of government priority programmes.

1.9 Strategic Policy Objectives

The broad medium-term policy objectives adopted from the Agenda for Jobs (2018-2021) which will drive the goal in the medium to long term are to:

- Enhance capacity for policy formulation and coordination
- Deepen transparency and public accountability

1.10 Governance Structure

a) Political Leadership

The Ministry is headed by a Minister and supported by a Deputy Minister. The two personalities provide the political leadership

b) Office of the Chief Director

The Chief Director is the bureaucratic head and supervises the formulation of effective and efficient sector policies and ensures the consistent implementation of these policies and management practices within the ministry. In addition, the Chief Director is responsible for the co-ordination and monitoring of all the activities of the various Directorates and units, to ensure the achievement of sector goals and objectives.

c) The Line Directorates

The Civil Service Law provides among other things, that each Ministry must make provision for four (4) Line Directorates all reporting to the Chief Director. However, Ministries can also seek approval for the creation of additional Directorates which are technical in nature.

In accordance with this statutory requirement the organizational structure establishes positions for two (2) line Directorates and (4) specialized units as follows:

i. The Directorate for Policy Coordination, Monitoring and Evaluation (PCME)

This Directorate is responsible for the development of comprehensive and sustainable policies, legislations, plans and programmes while ensuring resource flows to the sector in collaboration with relevant stakeholders.

It caters for the design and application of monitoring and evaluation systems for the purposes of assessing the operational effectiveness of the Ministry, as well as the activities of other key stakeholders in meeting the sector's short, medium, and long-term objectives and targets. It also co-ordinates the preparation of the Sector's Budget and the Medium Term Development Plan.

The PCME Directorate has three (3) functional areas comprising the Secretariat, the Inter-ministerial Coordination and Capacity Building (CCB), Monitoring and Evaluation (M&E), and Management Information System (MIS) Unit.

II. **The Finance and Administration Directorate (F&A)**

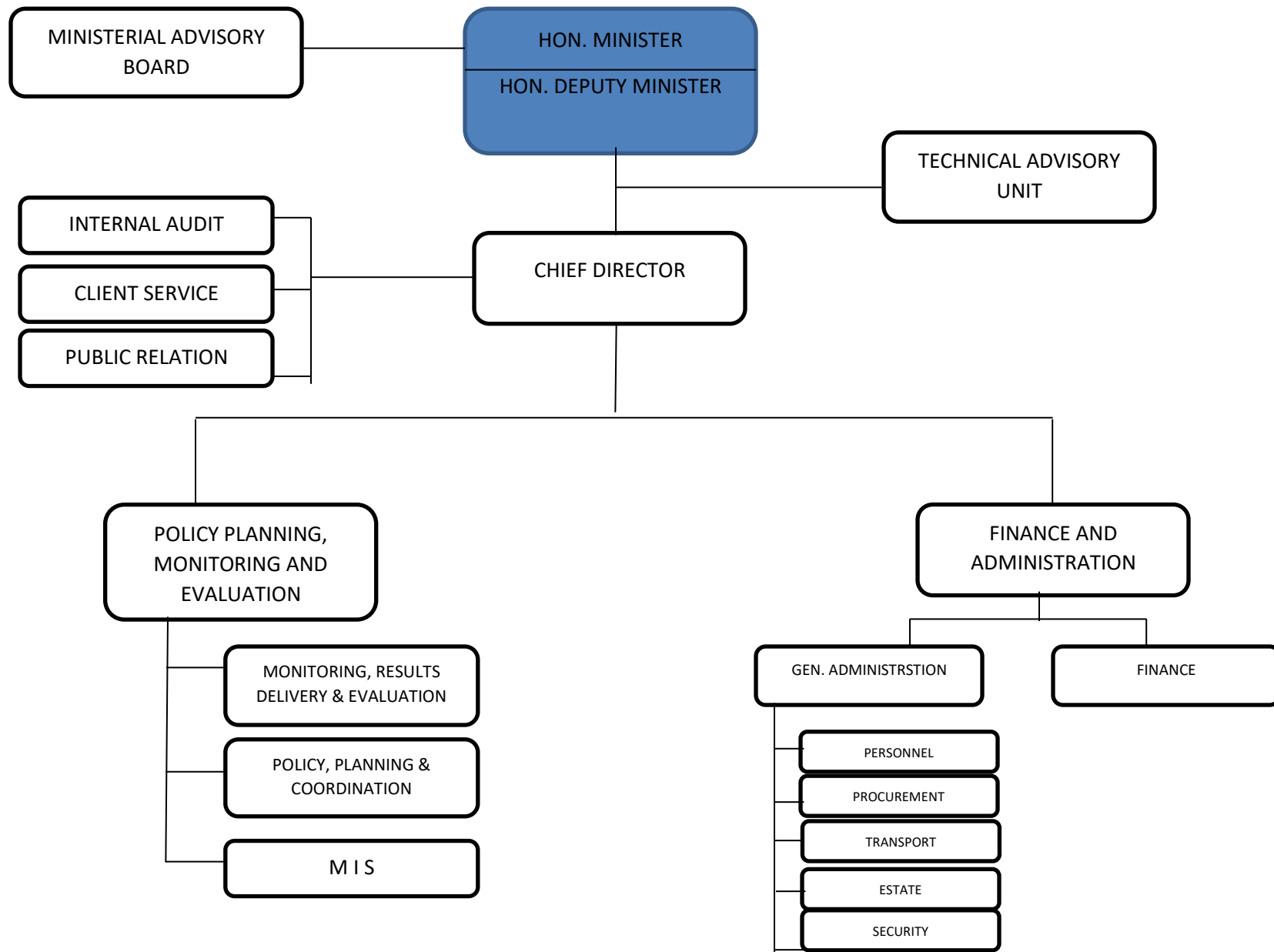
- Administration : The unit ensures that services and facilities necessary to support the administrative and other functions of the office are available(Transport, records, estate, protocol, personnel, client services, procurement and stores, among others)
- Finance (Resource Mobilization): The unit is responsible for facilitating the process for sourcing funds from government, donor partners and other stakeholders for implementing programmes and projects of the ministry. It safeguards the interest of the ministry in all financial transactions relating to revenue and expenditure, It further ensures the practice of proper financial management

III. **Specialised Units**

- Internal Audit Unit (IA): The primary function of the Internal Audit unit is to carry out audits and evaluate the activities of the ministry to ensure that the system of internal controls applicable to financial programmes, projects and the general use of resources provide reasonable assurance to management.
- Procurement Unit: Is responsible for implementing procurement procedures and guidelines for the ministry in line with national and international guidelines
- Public Relations Unit: The Unit develops, implements, and reviews communication strategies to market and communicate the Ministry's policies, programmes, projects and activities to the public and also receive and manage public responses and enquiries.

Figure 1.3: Organogram of the MoME

MINISTRY OF MONITORING AND EVALUATION ORGANIZATIONAL STRUCTURE



1.11 Analysis of Cross-Cutting Issues

I. Biodiversity, Climate change, green economy and environment in general

As a Ministry responsible for the monitoring and evaluation of Government High Priority Programmes, issues on climate change, green economy and the environment in general is keen to the Ministry. The SMTDP will focus on evaluation of the One District One Factory, One Village, One Dam and the Planting for Food and Jobs to ascertain their impact on the environment

II. Employment

Employment Creation of job opportunities for the vulnerable especially the youth is a key factor in the poverty reduction and national development. Creating sustainable jobs through effective targeting of social protection interventions such as the Nation Builders Corp (NACOP) among others, will ensure an equal opportunity for the participation of all. The Ministry will collaborate with specific Sector MDAs to monitor and evaluate the contribution of NACOP and others on employment creation.

III. Information Communication Technology

The backbone of any M&E system is an effective, efficient and reliable Management Information System to enhance data collection, collation, analysis and reporting. A provision has been made in the SMTDP to equip and also connect MDAs to a central Dashboard to enhance M&E at all levels

IV. Social Services

Issues on social services are very dear to the Ministry. In line with this, the Ministry has made an allocation in the SMTDP to monitor and evaluate the Free Senior High School Programme to ascertain its impact in the society.

CHAPTER 2

DEVELOPMENT ISSUES

2.0 Introduction

This chapter is focused on prioritized key development issues under the medium term. The issues underpin the achievement of development objectives and the overall medium to long-term sector Goal of the ministry. The strategies adopted from the Agenda for Jobs in chapter 3 and development interventions in chapter 4 are designed to arrest the key prioritized challenges to enable the ministry achieve their objectives and targets for the 2018-2021 plan period. The issues are therefore prioritized into sub-sectors using the various scenario analysis.

2.1 Harmonization of Identified Development Issues of GSGDA II, 2014-2017 with Agenda for Jobs, 2018-2021

To ensure that the issues of importance for the sector is continued in the medium-term, the Ministry harmonized its identified issues from the previous policy framework. Table 2.1 depicts the identified development issues under GSGDA II and Agenda for Jobs, 2018-2021.

Table 2.1: Development Issues Under GSGDA II and Agenda for Jobs, 2018 - 2021

GSGDA II 2014-2017		AGENDA FOR JOBS 2018-2021	
THEMATIC AREA	DEVELOPMENT ISSUES	DEVELOPMENT DIMENSION	ISSUES
Transparent Responsive and Accountable Governance	<ul style="list-style-type: none"> • Weak demand for and utilization of M&E results • Monitoring exercises driven by projects • Weak institutional capacity • Weak linkage between planning, budgeting and M&E • Limited resources and budgetary allocations for M&E • Low compliance with M&E guidelines • Weak capacity for evidence-based M&E • Under-utilisation of M&E in the planning process 	Governance Corruption and Public Accountability	<ul style="list-style-type: none"> • Weak sanction regimes • Lack of a comprehensive database of public policies • Ineffective M&E of the roll-out of development policies and plans • Inadequate financial resources • Inconsistencies in the format and content of policies formulated • Weak research capacity of MDAs and MMDAs

The corresponding adopted issues under Agenda for Jobs, 2019-2021 are listed in table 2.2.

Table 2.2 Development Dimension and Adopted Issues of SMTDP

Development Dimensions 2018-2021	Adopted Issues
Governance, Corruption and Public Accountability	
	<ul style="list-style-type: none"> • Weak sanction regimes
	<ul style="list-style-type: none"> • Ineffective M&E of implementation of development policies and plans
	<ul style="list-style-type: none"> • Lack of a comprehensive database of public policies
	<ul style="list-style-type: none"> • Inadequate financial resources
	<ul style="list-style-type: none"> • Inconsistencies in the format and content of policies formulated
	<ul style="list-style-type: none"> • Weak research capacity of MDAs and MMDAs

2.2 Prioritization of Development Issues

The Ministry as part of the process of ensuring that the adopted issues are prioritized and the most relevant ones adopted for the medium-term plan 2018-2021, subjected the adopted issues to a prioritization process. These include: Potential, Opportunities, Constraints and Challenges (POCC) Analysis, Impact and Sustainability Analysis

2.2.1 Application of Potential, Opportunities, Constraints and Challenges (POCC) Analysis

The adopted issues under Agenda for Jobs, 2018-2021 have been subjected to an analysis of the Ministry's Potential, Opportunities, Constraints and Challenges in table 2.3

Table 2.3 Potential, Opportunities, Constraints and Challenges (POCC) Analysis

S/N	KEY DEVELOPMENT ISSUES	POTENTIAL	OPPORTUNITIES	CHALLENGES	CONSTRAINTS
1	Weak sanction regimes	Commitment by political leadership	<ul style="list-style-type: none"> • Presence of CSOs • Existence of MMDAs • Availability of Tools 	Lack of interest at all levels	Apathy on the part of the citizenry
Conclusion: Weak sanction regimes could be tackled through the commitment of political leadership					
3	Lack of a comprehensive database of public policies	<ul style="list-style-type: none"> • Existence of policies • Existence of NDPC Policy Almanac 	<ul style="list-style-type: none"> • Presence of collaborative institutions • Availability of National Development Policy Frameworks and other policy documents 	<ul style="list-style-type: none"> • Lack of commitment 	Disinterest on the part of public institutions
Conclusion: Lack of a comprehensive data base on public policies could be arrested if public institutions are desirous to make it happen					
4	Ineffective M&E of implementation of development policies and plans	Existence of a Dashboard Existence of a National Evaluation Policy Strong political commitment	Existence of M&E champions Existence of the Ministry for M&E Existence of NDPC Support from DPs Existence of a Government Results Framework for High Priorities Trained staff MDAs, M&E Plan	Inadequate vehicles and logistics for M&E Inadequate budgetary allocation for M&E	Lack of dedicated funds for M&E
Conclusion: the presence of M&E champions, strong political commitment, institutional structures and adequate funding can be utilized for the delivery of M&E activities.					
6	Inconsistencies in the format and content of policies formulated	Existence of political commitment	<ul style="list-style-type: none"> • Existence of a national policy framework 		
7	Weak research capacity of MDAs and MMDAs	Existence of Research Statistics and Information Management Directorates across MDAs	<ul style="list-style-type: none"> • Assistance from GSS, ISSER and other research institutions • Funding support from Development Partners 	<ul style="list-style-type: none"> • Weak capacity of staff in research • Inadequate logistics, equipment and vehicles for data collection 	<ul style="list-style-type: none"> • Inadequate funding for research
Conclusion: With adequate funding and human resource capacity, the ministry will be able to undertake evaluation to inform decision making					

2.2.2 Impact Analysis of Issues

The impact of the issues to be considered as priorities were further analysed with respect to significant linkage effect on meeting basic needs/rights, significant multiplier effect on economic efficiency, impact the different population groups, balanced development, natural resource utilization, cultural acceptability, resilience and disaster risk reduction, climate change mitigation and adaptation and institutional reforms and issues that promote opportunities for the promotion of cross-cutting issues such as HIV and AIDS, gender equality and nutrition.

Table 2. 3 below describes the impact analysis of the prioritized issues

CRITERIA						
ISSUES	Significant linkage effect on meeting basic human needs/rights	Significant multiplier effect on economic efficiency	Impact on: a. The different population groups b. Balanced development c. Natural resource utilization d. Cultural acceptability e. Resilience and disaster risk reduction f. Climate change mitigation and adaptation g. Institutional reforms	Opportunities for the promotion of cross-cutting issues such as HIV and AIDS, Gender equality and nutrition	Total score	RANK
Ineffective M&E of the implementation of development policies and plans	3	3	3	3	12	1 st
Lack of a comprehensive database of public policies	3	3	3	3	12	1 st
Weak research capacity of MDAs and MMDAs	3	3	3	2	11	2 nd
Weak sanction regimes	3	3	3	1	10	3 rd
Inconsistencies in the format and content of policies formulated	3	3	3	2	11	2 nd
Inadequate financial resources	3	3	3	3	12	1 st

A scoring criterion was developed to determine the impact of the issue on the criteria, where very strong linkage is scored 3. Strong linkage is scored 2, weak linkage scored 1 and no linkage 0. The scores were tallied and ranked based on the total accumulated points. Although this was subjective, it enabled the Ministry to prioritize the adopted development issues. The issues are as follows:

Prioritized Issues:

- A. Ineffective monitoring and evaluation of implementation of development policies and plans
- B. Lack of a comprehensive database on public policies
- C. Inadequate financial resources
- D. Weak research capacity of MDAs and MMDAs
- E. Inconsistencies in the format and content of policies formulated
- F. Weak sanction regimes

2.2.3 Sustainability Analysis of Issues

The prioritized issues that have positive significant impact were further subjected to sustainability analysis. The focus is to determine the internal consistency and compatibility of the issues especially on how the issues support each other to achieve the objectives of the SMTDP. The alphabets are codes for each of the issues prioritized. Table---- represents the sustainability test of issues adopted by MoME in its SMTDP.

Table 2.4 Internal Consistency Matrix for the Analysis of Sector Issues

	A	B	C	D	E	F
A		x	x	x	x	x
B	x		x	x	x	x
C	x	x		x	x	x
D	x	x	x		x	x
E	x	x	x	x		x
F	x-	x	x	x	x	

The Ministry examined the interactions among the issues identified in the first row vis-à-vis the same issues in the first column. Where two issues are mutually supportive, it was marked (x) in the relevant box: where two issues had the potential to conflict with each other, this was marked (-); in an instance where there was no interaction, this was marked (o) and if the interaction was doubtful it was recorded as both (x and -). The Ministry prioritized 7 key development issues which were assessed

Table 2.5 Sustainable Prioritized Issues as categorized under Development Dimensions

DEVELOPMENT DIMENSION	FOCUS AREA OF MTDP 2018-2021	PRIORITISED SUSTAINABLE ISSUES
Governance, Corruption and Accountability	Public Policy Management	Ineffective monitoring and evaluation of implementation of development policies and plans
Governance, Corruption and Accountability	Governance, Corruption and Accountability	Weak sanction regimes
Governance, Corruption and Accountability	Governance, Corruption and Accountability	Inadequate financial resources
Governance, Corruption and Accountability	Governance, Corruption and Accountability	Weak research capacity of MDAs and MMDAs
Governance, Corruption and Accountability	Governance, Corruption and Accountability	Inconsistencies in the format and content of policies formulated
Governance, Corruption and Accountability	Governance, Corruption and Accountability	Lack of a comprehensive database of public policies

CHAPTER 3

DEVELOPMENT PROJECTION, GOAL, ADOPTED OBJECTIVES AND STRATEGIES

3.0 Introduction

This chapter is centered on the development projections, sector goal, specific policy objectives and strategies derived from the Agenda for Jobs, 2018-2021. The goal, objectives and strategies therefore constitute the backbone of the medium-term plan. The development goal of the ministry is to institutionalize, results based management and evaluative practices across the public sector, leading to improved results delivery, evidence based policy decision making of government priority programmes. The sector specific medium-term goal, a derivative of the broad goals of the Agenda for Jobs, 2018-2021 will be achieved through:

- Efficient management system
- Strategic planning, monitoring & evaluation,
- Institutional capacity enhancement for improved service delivery
- Implementing the target specific and result-based strategies of the current Plan
- Efficient utilization of available financial resources
- Ensuring sector accountability through Good Governance

3.1 Development Projection for 2018-2021

The Ministry has developed its projection for 2018-2021 to inform transparency and accountable governance within the medium term to deliver on its mandate.

Table 3.1 provides a summary of the development projection for the Ministry.

S/N	ADOPTED ISSUES	DEVELOPMENT PROJECTION (2018-2021)
	Ineffective monitoring and evaluation of implementation of development policies and plans	<ol style="list-style-type: none"> 1. Build the M&E capacity of 40 focal persons by 2020 2. Undertake 24 monitoring exercises (6 per quarter) on Government High Priority Programmes 3. Build the M&E capacity of 20 staff by 2020 4. Develop M&E Dashboard 5. Conduct 8 evaluations (two per year) by 2020 6. Develop a National M&E Policy by 2019
	Weak research capacity of MDAs and MMDAs	N/A
	Inconsistencies in the format and content of policies formulated	N/A
	Lack of a comprehensive database of public policies	

3.2 Adopted Issues, Policy Objectives and Strategies

- The broad medium-term policy objectives and strategies adopted from the Agenda for Jobs, 2018-2021 for implementation during the plan period is situated within the broad development goal of “Maintain a stable, united and safe society”

Furthermore, the medium-term sector objectives are situated within the broad development goal of Agenda for Jobs, 2018-2021, which is:

- Maintain a stable, united and safe society.

Table 3.1 below shows the linkage of (1) Goal and Development Dimension (2) Focus area (3) Key development issues (4) Policy objectives (5) Strategies (6) Plan implementation collaborating agencies and (7) Global (Sustainable Development Goals) and African Union (AU) Agenda 2063 regional linkages.

Table 3.2 Summary of Adopted Issues, Policy Objectives and Strategies

GOAL	FOCUS AREA	KEY ISSUES	POLICY OBJECTIVES	STRATEGIES	COLLABORATING AGENCIES/ INSTITUTIONS	GLOBAL/REGIONAL LINKAGES
	Public Accountability	Weak sanction regimes	Deepen transparency and public accountability	<ul style="list-style-type: none"> Strengthen the sanctions regime inherent in public accountability mechanisms Promote public interest in performance monitoring reports of public institutions Strengthen feedback mechanisms in public service delivery Strengthen feedback mechanisms in public service delivery 	Public Accounts Committee, NCCE, CHRAJ SDG	
	Public Policy Management	<ul style="list-style-type: none"> Lack of a comprehensive database of public policies Ineffective M&E of implementation of development policies and plans Inadequate financial resources Inconsistencies in the format and content of policies formulated Weak research capacity of MDAs and MMDAs 	Enhance capacity for policy formulation and coordination	<ul style="list-style-type: none"> Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting Strengthen capacity of research and statistical information management systems of MDAs and MMDAs 		SDG Target 17 (SDG Target 17.14)

CHAPTER 4

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

4.0 Introduction

This Chapter introduces the development programmes and sub-programmes and operations linked to specific policy objectives and strategies under the Agenda for Jobs, 2018-2021.

There are two (2) main Development Programmes the ministry has considered for implementation. These are:

Programme (1): Management and Administration

Programme (2): Monitoring and Evaluation and Results Delivery

The two (2) main development programmes have their specific sub- programmes. These programmes have been designed to translate the medium- term policy objectives of the ministry into measurable development results at the end of the plan period.

4.1 Development Programmes

Following the Programme-Based Budgeting process, the Ministry has formulated its programmes and sub-programmes along the lines of its core functions to achieve results and impact. Two programmes and sub-programmes were formulated. These are indicated in Table 4.1 below

Table 4.1 Adopted Policy Objectives, New Strategies, Programmes and Sub-Programmes

ADOPTED POLICY OBJECTIVES	NEW STRATEGIES	PROGRAMMES	SUB-PROGRAMMES
Deepen transparency and public accountability	<ul style="list-style-type: none"> • Strengthen the sanctions regime inherent in public accountability mechanisms • Promote public interest in performance monitoring reports of public institutions • Strengthen feedback mechanisms in public service delivery 	Monitoring and Evaluation and Results Delivery	Monitoring and Evaluation
Enhance capacity for policy formulation and coordination	<ul style="list-style-type: none"> • Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting SDG Target 17.9 • Strengthen capacity of research and statistical information management systems of MDAs and MMDAs SDG Target 17.9 	Monitoring and Evaluation and Results Delivery	Monitoring and Evaluation

4.2 Programme of Action-2018-2021

4.2.1. Medium Term Programme of Action

This section outlines (2018-2021) annual action plan for the Ministry. It establishes a direct linkage between adopted NMTDPF policy objectives and strategies on one hand and planned activities, operational location and time frame for plan implementation. Table 4.2 below depicts the medium term of action.

Table 4.2 Medium Term Programme of Action, 2018-2021

THEMATIC AREA ADOPTED MDAS GOAL(S)														
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Projects/Activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG (000)	IGF	Donor ('000) USD	Lead	Collaborating
Enhance capacity for policy coordination		Management and Administration	General Administration	Organise Management and Statutory meetings	% of recommendations utilized	5	20	30	40	20		0	F&A	Sector Directorate
				Develop MoME Service Charter	Availability of MoME Service Charter	√	Mar	√	√	20		0	F&A	Sector Directorate
				Develop MoME Manual and Handbook	Availability of Manual and Handbook	√	Mar	√	√	20		0	F&A	Sector Directorate
				Facilitate HR development training	% of staff who have acquired knowledge in HR	50	√	√	√	10		0	F&A	Sector Directorate

				programmes										
				Procure Vehicles	No of vehicles procured and in use	2	3	2	2	500		0	F&A	Sector Directorate
				Maintain Vehicles	No of road worthy vehicles	2	3	2	2	70		0	F&A	Sector Directorate
				Maintain office equipment fitting and furniture	% of equipment in use	√	√	√	√	50		0	F&A	Sector Directorate
				Provide office consumables	x	√	√	√	√	40		0	F&A	Sector Directorate
				Organise Management retreat	% of recommendations feedback into planning and policy	40	80	85	90	70		0	F&A	Sector Directorate
				Purchase Fuel and lubricants	x	√	√	√	√	130		0	F&A	Sector Directorate
				Develop MoME brochures and flyers	% of people who are aware of MoME brochures and flyers	50	70	80	√	10		0	F&A	Sector Directorate
						√	√	√	√	10		0	F&A	Sector Directorate

Strengthen research with M&E data and information systems		Management and Administration	General Administration	Publicity, publication and subscription	% by type research data used	√	√	√	√	0		0	F&A	Sector Directorate
		Management and Administration	General Administration	Develop efficient ICT system and support	Existence of a functional ICT system	√	85%	√	√	70		0	F&A	Sector Directorate
		Management and Administration	General Administration	Organise Meet the press series	Level of public awareness in M&E	√	40	65	80	5		0	F&A	Sector Directorate
		Management and Administration	General Administration	Prepare financial report	Availability of a financial report	Dec 2022	√	√	√	2		0	F&A	Sector Directorate
		Management and Administration	General Administration	Develop Annual promotion register	Availability of a promotion register	Dec	Dec	√	√	0		0	F&A Directorate	Sector Directorate
		Management and Administration	General Administration	Payment of travels, transport and per-diem allowances	No. of payment	√	√	√	√	100		0	F&A	Sector Directorate
		Management and Administration	General Administration	Develop annual leave roaster	Leave roaster	Dec	√	Jan	Jan	0		0	F&A	Sector Directorate

		Management and Administration	General Administration	Operationalize staff performance appraisal instrument	% of staff who have been appraised	60	90	100	100	0		0	F&A	Sector Directorate
		Management and Administration	General Administration	Develop mid-year and annual staff performance report	Staff performance report	Dec	Dec	Dec	Dec	0		0	F&A	Sector Directorate
		Management and Administration	General Administration	Produce monthly and annual report on staff attendance to work	Staff attendance report	Jan	√	√	√	0		0	F&A	Sector Directorate
Strengthen research with M&E data and information systems		Management and Administration	General Administration	Conduct skills assessment gap analysis	Skills assessment report	Dec	√	Dec	√	10		0	F&A	Sector Directorate
Strengthen research with M&E data and information systems		Management and Administration	General Administration	Develop HRM plan	HRM plan	√	Jan	√	√	15		0	F&A	Sector Directorate

Enhance capacity for policy coordination		Management and Administration	General Administration	Train MoME staff on the Procurement and PFM Acts	% of staff who have acquired knowledge in Procurement and PFM Acts	30	80	100	100	10		0	F&A	Sector Directorate
Strengthen research with M&E data and information systems		Management and Administration	General Administration	Prepare a procurement plan and post same on PPA website	Procurement plan	Dec	√	√	√	10		0	F&A	Sector Directorate
Enhance capacity for policy coordination		Monitoring and Evaluation	Monitoring and Evaluation	Update Government Results Framework (2017-2020)	Updated GRF (2017-2020)	Mar	Mar	Mar	Mar	150		52	PPM ED	Sector Directorate
				Organise M&E Consultative & Information Sharing meeting	% of action points implemented	60	80	100	100	200		200	PPM ED	Sector Directorate
					x	√	√	√	√	80		0	PPM ED	Sector Directorate
				National M&E Policy developed	National M&E Policy institutions	√	Dec	√	√	400		0	PPM ED	Sector Directorate

				Organise M&E training for M&E Focal persons and MoME staff	% of focal persons who have acquired knowledge in M&E No of staff who have acquired knowledge	100 4	100 15	100 15	100 20	350		220	PPM ED	Sector Directorate
				Equip M&E Units in various Ministries	Equipment in use	60	80	80	80	20		100	PPM ED	Sector Directorate
				Develop MoME Sector Medium term Development plan (SMTDP-2018-2021)	MoME Sector Medium-Term Plan (2018-2021)	Dec	√	√	√	50		0	PPM ED	Sector Directorate
				Organize Annual review of MoME Sector Medium term Development plan	Action points on annual reviews implemented		√	√	√	0		0	PPM ED	Sector Directorate
				National M&E system	% of public institution whose M&E	40	60	70	100	50		120	PPM ED	Sector Directorate

					system is functional									
Strengthen research with M&E data and information systems		Monitoring and Evaluation	Monitoring and Evaluation	Conduct physical monitoring of Government High Priority Programmes	% of recommendations implemented	60	80	85	100	200		100	PPMED	Sector Directorate
		Monitoring and Evaluation	Monitoring and Evaluation	Conduct evaluations of selected Government High Priority programmes	% of evaluation recommendations implemented	30	60	80	85	40		300	PPMED	Sector Directorate
		Monitoring and Evaluation	Monitoring and Evaluation	Organise dissemination workshops on Progress Reports	No. of dissemination workshop report	Dec	√	√	√	50		200	PPMED	Sector Directorate
				Organise Annual review of budget performance					√	30		0	PPMED	Sector Directorate
Enhance capacity for policy coordination		Monitoring and Evaluation	Monitoring and Evaluation	Organise staff training (in on ICT/E-Work	No. of MoME staff with improved knowledge and skills in	4	15	√	25	30		0	PPMED	Sector Directorate

				space application	ICT/ workspace application									
Strengthen research with M&E data and information systems		Monitoring and Evaluation	Monitoring and Evaluation	Procure software (antivirus)	x	1	1	1	1	1		0	PPM ED	Sector Directorate
		Monitoring and Evaluation	Monitoring and Evaluation	Organise payment for Annual internet subscription	x	√	√	√	√	2		0	PPM ED	Sector Directorate
Sub-Total										2,825		1240		

4.3 Indicative Financial Strategy 2018-2021

There are two main categories of resources for the Ministry, these are budgetary allocation by Government, financial support from Development Partners, such as the World Bank. The funding for programmes and activities emanate from the following sources:

- GOG – MTEF budget allocation based on Program Based Budget (PBB)
- Donor / GOG Bilateral / Multilateral arrangements for specific sector funding

The Table below provides a summary of financial projections. The Ministry will need an amount of GH¢ 11, 025, 530 to implement activities of 2018-2021 Sector Medium- Term Development Plan. The Ministry has been given a ceiling of an amount of GH¢7,153,000 based on Medium-Term Expenditure Framework (MTEF) 2018-2021 of the Ministry of Finance. This leaves a financial Gap of GHc 3,872,530 per Table 4.4.

Table 4.4: Template for Indicative Financial Strategy

Programme	Total Cost 2018 - 2021	Expected Revenue					Total Revenue	Gap	Summary of resource mobilization strategy	Alternative of course of action
		GOG	IGF	Donor	Others					
Programme 1: Management and Administration.		3,307,659	-	-	-	3,307,659				

Programme 2: M & E		7,717,871	-	-	-	7,717,871			
Total		11,025,530							

4.3.1 Resource Mobilization Strategy

The Ministry will engage with Development Partners to raise additional support through technical and financial support.

Other strategies will include:

- Lobbying of Ministry of Finance to increase budget allocation to the Ministry
- Lobbying of Parliament to advocate for budget increase on behalf of the Ministry

	SUB-PROGRAMME	ACTIVITIES	INDICATIVE BUDGET (GH¢ Thousands)											TOTAL	
			2018			2019			2020	2021					
			GOG	DONOR	IGF	GOG	DONOR	IGF	GOG	DONOR	IGF	GOG	DONOR		IGF
PROGRAMME ONE - MANAGEMENT AND ADMINISTRATION															
1.1	General Administration	Develop efficient ICT system and support	100			120			144			173			
		Procure Vehicles	500			600			720			864			
		Repair and Maintain Vehicles	150			180			216			259			
		Repair and Maintain office equipment	50			60			72			86			
		Procure Office consumables	40			48			58			69			
		Fuel and lubricants	20			24			29			35			
		Publicity, publication and subscription	0			-			-			-			
		Service of statutory meeting	20			24			29			35			

	Travels, transport and per-diem	100			120			144			173			
	Management retreat organized	70			84			101			121			
	Develop MoME Service charter	20			24			29			35			
	Develop MoME manual and handbook	20			24			29			35			
	Participate in meet the press series	5			6			7			9			
	Develop the ministry brochures and flyers	20			24			29			35			
1.2 Finance	Prepare quarterly financial report	0			-	-	-	-	-	-	-			
	Prepare annual financial report	2			2	-	-	3	-	-	3			
1.3 Human Resource Management	Train heads of directorates and units in performance management	4			5	-	-	6	-	-	7			
	Conduct executive development programmes for directors	3			4	-	-	4	-	-	5			
	Facilitate the participation of staff in scheme of service training programmes at CSTC and GIMPA	3			4	-	-	4	-	-	5			
	Conduct skills assessment gap analysis	10			12	-	-	14	-	-	17			
	Prepare human resource management and development plan	15			18	-	-	22	-	-	26			

	1.4 Procurement	Train directors/ other relevant staffs in the public procurement process(procurement Act) and the Public Financial Management Act	10			12	-	-	14	-	-	17			
		Prepare a procurement plan and post same on PPA website	10												
PROGRAMME TWO- MONITORING AND EVALUATION															
	a. Policy Planning, Monitoring and Evaluation	Prepare Government Results Framework 2017-2020	150			180	-	-	216	-	-	259			
		Conduct M&E Consultative & Information Sharing Meeting	200			240	-	-	288	-	-	346			
		Prepare National M&E Policy	400			480	-	-	576	-	-	691			
		Build M&E focal persons and MoME staff capacities	350			420	-	-	504	-	-	605			
		Equip M&E Units in various Ministries for the implementation of PSRRP	20			24	-	-	29	-	-	35			
		Conduct Physical monitoring of high priority projects	200			240	-	-	288	-	-	346			
		Conduct evaluations of selected government high priority programmes	40			48	-	-	58	-	-	69			

		Disseminate M&E Progress Reports	50			60	-	-	72	-	-	86			
		Prepare MoME sector medium term development plan (SMTDP- 2018-2021)	30			36	-	-	43	-	-	52			
		Organize annual review of budget performance	30			36	-	-	43	-	-	52			
		Organize annual review of the sector medium term development plan	50			60	-	-	72	-	-	86			
		Prepare annual budget estimates for ensuing year	30			36	-	-	43	-	-	52			
	2.1 Management Information System					-	-	-	-	-	-	-			
		Train staff in the use of ICT/E-Work space application	30			36	-	-	43	-	-	52			
		Procure relevant software (antivirus)	1			1	-	-	1	-	-	2			
		Annual internet subscription	2			2	-	-	3	-	-	3			

CHAPTER 5

ANNUAL ACTION PLAN

5.0 Introduction

This section outlines the 2018-2021 development operations (Annual Action Plan) to be executed by the Ministry. It establishes a direct linkage between adopted NMTDPF policies and strategies (outlined in Chapter 4) on one hand, and, planned activities, operational location, and time frame for execution and plan implementation collaborators on the other hand

Table 5.1: 2018 Annual Action Plan

Adopted MDAs Goal(s):													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Base-line	Output indicators	Quarterly time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG ('000)	IGF	Donor	Lead	Collaborating
	Organise Management and Statutory meetings	Accra		Number of meetings	N/A	N/A	10 meetings held	10 meetings held	20	-		F&A	Sector Directorate
	Develop MoME Service Charter	Accra		Service Charter	N/A	N/A	Preparation of Service Charter		20	-		F&A	Sector Directorate
	Develop MoME Manual and Handbook	Accra		Manual and Handbook	N/A	N/A	Preparation of Manual and Handbook		20	-		F&A	Sector Directorate

	Organise HR development training programmes	Accra		Number of staff trained by prog. and category of staff	N/A	N/A			10	-		F&A	Sector Directorate
	Procure official vehicles	Accra		Number of Vehicles by type	N/A	N/A	Initiate procurement process	Procure vehicles	500	-		F&A	Sector Directorate
	Maintain official Vehicles	Accra		Number of Vehicles by type	N/A	N/A	Prepare maintenance schedule & maintain vehicles	Maintain vehicles	70	-		F&A	Sector Directorate
	Maintain office equipment fittings and furniture	Accra		Availability of maintenance schedule	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	50	-		F&A	Sector Directorate
	Procure office consumables	Accra		Number of items bought by type	N/A	N/A	Stationary and toners purchased	Stationary and toners purchased	40	-		F&A	Sector Directorate
	Organise Management retreat	Accra		Number of management retreat organized	N/A	N/A		Management retreat	70	-		F&A	Sector Directorate
	Purchase Fuel and lubricants	Accra		Quantity of fuel (Litre)	N/A	N/A	Purchase of Fuel	Purchase of Fuel	130	-		F&A	Sector Directorate
	Develop MoME brochures and flyers	Accra		Number of brochures developed	N/A	N/A		Printing of Brochures	10	-		F&A	Sector Directorate

		Accra		Number of flyers developed	N/A	N/A		Printing of Flyers	10	-		F&A	Sector Directorate
	Publicity, publication and subscription	Accra		Number of publication	N/A	N/A			0	-		F&A	Sector Directorate
		Accra		Number of publicities	N/A	N/A			0	-		F&A	Sector Directorate
		Accra		Subscription by type					0	-		F&A	Sector Directorate
	Develop efficient ICT system and support	Accra		Efficient ICT System in place	N/A	N/A	Develop website and intranet and internet		50	-		F&A	Sector Directorate
	Organise Meet the press series	Accra		Number of meet the press series organized	N/A	N/A	Organize Meet the Press		5	-		F&A	Sector Directorate
	Prepare financial reports	Accra		Quarterly financial report	N/A	N/A	-		0	-		F&A	Sector Directorate
		Accra		Annual financial report	N/A	N/A		Preparation of Annual financial report	2	-		F&A	Sector Directorate
	Develop Annual promotion register	Accra		Annual promotion register	N/A	N/A			0	-		F&A	Sector Directorate

	Travels, transport and per-diem	Accra		Number of travels by location and type	N/A	Embark on internal and external travels	Embark on internal and external travels	Embark on internal and external travels	100	-		F&A	Sector Directorate
	Develop Annual leave roaster	Accra		Annual leave roaster	N/A	N/A		Preparation of Annual Leave roaster	0	-		F&A	Sector Directorate
	Operation-alise Staff performance appraisal instrument	Accra		Staff performance appraisal instrument	N/A	N/A	N/A		0	-		F&A	Sector Directorate
	Develop Mid-year and annual staff performance report for	Accra		Mid-year report	N/A	N/A	N/A		0	-		F&A	Sector Directorate
		Accra		Annual report	N/A	N/A	N/A	Preparation of report	0	-		F&A	Sector Directorate
	Produce monthly and annual report on staff attendance to work	Accra		Monthly report	N/A	N/A	N/A		0	-		F&A	Sector Directorate
		Accra		Annual report	N/A	N/A	N/A	Preparation of report	0	-		F&A	Sector Directorate
	Conduct skills assessment gap analysis	Accra		Skill assessment gap report	N/A	N/A	N/A	Develop Skill assessment gap report	10	-		F&A	Sector Directorate
	Develop Human resource	Accra		Human resource management and	N/A	N/A	N/A	Preparation of HRM development plan	15	-		F&A	Sector Directorate

	management plan			development plan									
	Organise training for MoME staff on the Public Procurement Act and the Public Financial Management Act,	Accra		Number of staff trained by type and category of staff	N/A	N/A	N/A	Organize Training for staff	10	-		F&A	Sector Directorate
		Accra		Number of training organized	N/A	N/A	N/A		0	-		F&A	Sector Directorate
	Prepare a procurement plan and post same on PPA website	Accra		Procurement plan posted on the PPA website	N/A	N/A	Review Procurement plan		10	-		F&A	Sector Directorate
	Update Government Results Framework (2017-2020))	Accra		Updated Government Results Framework	Request to all Ministers to update and align three high Priorities to the Budget	Review and Validation Workshop with Focal Persons on Final Draft of Govt. Results Framework	Data collation and analysis	Collate reports from MDAs, validate and produce APR. Disseminate Annual Progress Results in Color Coded Rating – to Cabinet	150	-		PPMED	Sector Directorate
	Organise M&E consultative & information sharing meeting	Accra		Number of consultative and information	Retreat on strategic prioritization & rapid	Develop MoME Dashboard Draft & Publish	Develop Sector-wide M&E Dashboard	Information Sharing Consultative Meeting with	200	-		PPMED	Sector Directorate

				sharing meetings	results delivery methodologies	MoME Opinion Piece		Sector Ministers					
	Organise Collaborative meetings	Accra		Number of collaborative meetings with NDPC	Hold Collaborative meetings with NDPC	N/A	Meeting to harmonise government results framework		80	-		PPMED	Sector Directorate
	Develop National M&E Policy	Accra		National M&E policy document	N/A	N/A	Inception workshop to design framework and structure	Completion of the National M&E Policy document	400	-		PPMED	Sector Directorate
	Organise M&E capacity building workshop for M&E Focal Persons and staff of MoME	Accra		Number of staff trained by type of training	N/A	N/A	- M&E Situational Analysis of MDAs and MMDAs - Focal Persons Training initiated	Train MoME staff and focal persons	350	-		PPMED	Sector Directorate
	Equip PPMEDs in various Ministries for PSRRP	Accra		Number of M&E Units equipped by type of support	N/A	N/A	N/A	Initiate procurement of technical support and equipment	20	-		PPMED	Sector Directorate
	Develop MoME Sector Medium Term-Development	Accra		SMTDP (2018-2021)	N/A	Develop first draft of SMTDP	Final Draft of SMTDP 2018-2021	Publish SMTDP 2018-2021	50	-		PPMED	Sector Directorate

	Plan (SMTDP-2018-2021)												
	Organise Annual review of the Sector Medium Term Development plan	Accra		Annual review of SMTDP	N/A	N/A	N/A	Annual review of action plan	0	-		PPMED	Sector Directorate
	Institutionalise National M&E system	Accra		Functional M&E system	N/A	Develop and roll-out Front Line Service Delivery and Monitoring Programme	Develop and roll-out Social Media Monitoring of government priority programmes	Develop National Evaluation Database	50	-		PPMED	Sector Directorate
	Conduct physical monitoring of high priority projects	Accra		Number of Monitoring report	N/A	N/A	Develop Sector Monitoring plan for high priority projects	Monitor selected government flagship programmes (like the port efficiency programme; passport services, etc)	200	-		PPMED	Sector Directorate
	Conduct Evaluations of selected government priority programmes	Accra		Number of Evaluations report	N/A	N/A	N/A	Conduct government led Evaluations (mid-term review of Free SHS and Planting for Food and Jobs)	40	-		PPMED	Sector Directorate

	Disseminate Progress Reports	Accra		Number of disseminations	N/A	N/A	Dissemination of Progress Reports - Media (TV, Radio) Publication on website		50	-		PPMED	Sector Directorate
	Organise Annual review of budget performance	Accra		Annual review of budget performance	N/A	N/A	N/A	Annual budget review and estimates for the ensuing year	30	-		PPMED	Sector Directorate
	Organise training for staff (in the use of ICT/E-Work space application)	Accra		Number of staff trained	N/A	N/A	N/A	Staff trained in the use of ICT/E-work space application	30	-		PPMED	Sector Directorate
	Procure software (antivirus)	Accra		Number of software by type	N/A	N/A	Purchase of antivirus software		1	-		PPMED	Sector Directorate
	Annual internet subscription	Accra		Internet Subscription	N/A	N/A		Renewal of internet subscription	2	-		PPMED	Sector Directorate

Table 5.2: 2019 Annual Action Plan

Adopted MDAs Goal(s):													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Base-line	Output indicators	Quarterly time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG ('000)	IGF	Donor	Lead	Collaborating
	Organise Management and Statutory meetings	Accra		Number of meetings	N/A	N/A	10 meetings held	10 meetings held	20	-		F&A	Sector Directorate
	Develop MoME Service Charter	Accra		Service Charter	N/A	N/A	Preparation of Service Charter		20	-		F&A	Sector Directorate
	Develop MoME Manual and Handbook	Accra		Manual and Handbook	N/A	N/A	Preparation of Manual and Handbook		20	-		F&A	Sector Directorate
	Organise HR development training programmes	Accra		Number of staff trained by prog. and category of staff	N/A	N/A			10	-		F&A	Sector Directorate
	Procure official vehicles	Accra		Number of Vehicles by type	N/A	N/A	Initiate procurement process	Procure vehicles	500	-		F&A	Sector Directorate

	Maintain official Vehicles	Accra		Number of Vehicles by type	N/A	N/A	Prepare maintenance schedule & maintain vehicles	Maintain vehicles	70	-		F&A	Sector Directorate
	Maintain office equipment fittings and furniture	Accra		Availability of maintenance schedule	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	50	-		F&A	Sector Directorate
	Procure office consumables	Accra		Number of items bought by type	N/A	N/A	Stationary and toners purchased	Stationary and toners purchased	40	-		F&A	Sector Directorate
	Organise Management retreat	Accra		Number of management retreat organized	N/A	N/A		Management retreat	70	-		F&A	Sector Directorate
	Purchase Fuel and lubricants	Accra		Quantity of fuel (Litre)	N/A	N/A	Purchase of Fuel	Purchase of Fuel	130	-		F&A	Sector Directorate
	Develop MoME brochures and flyers	Accra		Number of brochures developed	N/A	N/A		Printing of Brochures	10	-		F&A	Sector Directorate
		Accra		Number of flyers developed	N/A	N/A		Printing of Flyers	10	-		F&A	Sector Directorate
		Accra		Number of publication	N/A	N/A			0	-		F&A	Sector Directorate

	Publicity, publication and subscription	Accra		Number of publicities	N/A	N/A			0	-		F&A	Sector Directorate
		Accra		Subscription by type					0	-		F&A	Sector Directorate
	Develop efficient ICT system and support	Accra		Efficient ICT System in place	N/A	N/A	Develop website and intranet and internet		50	-		F&A	Sector Directorate
	Organise Meet the press series	Accra		Number of meet the press series organized	N/A	N/A	Organize Meet the Press		5	-		F&A	Sector Directorate
	Prepare financial reports	Accra		Quarterly financial report	N/A	N/A	-		0	-		F&A	Sector Directorate
		Accra		Annual financial report	N/A	N/A		Preparation of Annual financial report	2	-		F&A	Sector Directorate
	Develop Annual promotion register	Accra		Annual promotion register	N/A	N/A			0	-		F&A	Sector Directorate
	Travels, transport and per-diem	Accra		Number of travels by location and type	N/A	Embark on internal and external travels	Embark on internal and external travels	Embark on internal and external travels	100	-		F&A	Sector Directorate
	Develop Annual leave roaster	Accra		Annual leave roaster	N/A	N/A		Preparation of Annual	0	-		F&A	Sector Directorate

								Leave roaster					
	Operationalise Staff performance appraisal instrument	Accra		Staff performance appraisal instrument	N/A	N/A	N/A		0	-		F&A	Sector Directorate
	Develop Mid-year and annual staff performance report for	Accra		Mid-year report	N/A	N/A	N/A		0	-		F&A	Sector Directorate
		Accra		Annual report	N/A	N/A	N/A	Preparation of report	0	-		F&A	Sector Directorate
	Produce monthly and annual report on staff attendance to work	Accra		Monthly report	N/A	N/A	N/A		0	-		F&A	Sector Directorate
		Accra		Annual report	N/A	N/A	N/A	Preparation of report	0	-		F&A	Sector Directorate
	Conduct skills assessment gap analysis	Accra		Skill assessment gap report	N/A	N/A	N/A	Develop Skill assessment gap report	10	-		F&A	Sector Directorate
	Develop Human resource management plan	Accra		Human resource management and development plan	N/A	N/A	N/A	Preparation of HRM development plan	15	-		F&A	Sector Directorate
	Organise training for MoME staff on the Public Procurement	Accra		Number of staff trained by type and category of staff	N/A	N/A	N/A	Organize Training for staff	10	-		F&A	Sector Directorate

	Act and the Public Financial Management Act,												
		Accra		Number of training organized	N/A	N/A	N/A		0	-		F&A	Sector Directorate
	Prepare a procurement plan and post same on PPA website	Accra		Procurement plan posted on the PPA website	N/A	N/A	Review Procurement plan		10	-		F&A	Sector Directorate
	Update Government Results Framework (2017-2020))	Accra		Updated Government Results Framework	Request to all Ministers to update and align three high Priorities to the Budget	Review and Validation Workshop with Focal Persons on Final Draft of Govt. Results Framework	Data collation and analysis	Collate reports from MDAs, validate and produce APR. Disseminate Annual Progress Results in Color Coded Rating – to Cabinet	150	-		PPM ED	Sector Directorate
	Organise M&E consultative & information sharing meeting	Accra		Number of consultative and information sharing meetings	Retreat on strategic prioritization & rapid results delivery methodologies	Develop MoME Dashboard Draft & Publish MoME Opinion Piece	Develop Sector-wide M&E Dashboard	Information Sharing Consultative Meeting with Sector Ministers	200	-		PPM ED	Sector Directorate
	Organise Collaborative meetings	Accra		Number of collaborative	Hold Collaborative meetings	N/A	Meeting to harmonise		80	-		PPM ED	Sector Directorate

				meetings with NDPC	with NDPC		government results framework						
	Develop National M&E Policy	Accra		National M&E policy document	N/A	N/A	Inception workshop to design framework and structure	Completion of the National M&E Policy document	400	-		PPMED	Sector Directorate
	Organise M&E capacity building workshop for M&E Focal Persons and staff of MoME	Accra		Number of staff trained by type of training	N/A	N/A	- M&E Situational Analysis of MDAs and MMDAs - Focal Persons Training initiated	Train MoME staff and focal persons	350	-		PPMED	Sector Directorate
	Equip PPMEDs in various Ministries for PSRRP	Accra		Number of M&E Units equipped by type of support	N/A	N/A	N/A	Initiate procurement of technical support and equipment	20	-		PPMED	Sector Directorate
	Develop MoME Sector Medium Term-Development Plan (SMTDP-2018-2021)	Accra		SMTDP (2018-2021)	N/A	Develop first draft of SMTDP	Final Draft of SMTDP 2018-2021	Publish SMTDP 2018-2021	50	-		PPMED	Sector Directorate
	Organise Annual review of the Sector Medium Term	Accra		Annual review of SMTDP	N/A	N/A	N/A	Annual review of action plan	0	-		PPMED	Sector Directorate

	Development plan												
	Institutionalise National M&E system	Accra		Functional M&E system	N/A	Develop and roll-out Front Line Service Delivery and Monitoring Programme	Develop and roll-out Social Media Monitoring of government priority programmes	Develop National Evaluation Database	50	-		PPMED	Sector Directorate
	Conduct physical monitoring of high priority projects	Accra		Number of Monitoring report	N/A	N/A	Develop Sector Monitoring plan for high priority projects	Monitor selected government flagship programmes (like the port efficiency programme; passport services, etc)	200	-		PPMED	Sector Directorate
	Conduct Evaluations of selected government priority programmes	Accra		Number of Evaluations report	N/A	N/A	N/A	Conduct government led Evaluations (mid-term review of Free SHS and Planting for Food and Jobs)	40	-		PPMED	Sector Directorate

	Disseminate Progress Reports	Accra		Number of disseminations	N/A	N/A	Dissemination of Progress Reports - Media (TV, Radio) Publication on website		50	-		PPMED	Sector Directorate
	Organise Annual review of budget performance	Accra		Annual review of budget performance	N/A	N/A	N/A	Annual budget review and estimates for the ensuing year	30	-		PPMED	Sector Directorate
	Organise training for staff (in the use of ICT/E-Work space application)	Accra		Number of staff trained	N/A	N/A	N/A	Staff trained in the use of ICT/E-work space application	30	-		PPMED	Sector Directorate
	Procure software (antivirus)	Accra		Number of software by type	N/A	N/A	Purchase of antivirus software		1	-		PPMED	Sector Directorate
	Annual internet subscription	Accra		Internet Subscription	N/A	N/A		Renewal of internet subscription	2	-		PPMED	Sector Directorate

Table 5.3: 2020 Annual Action Plan

Adopted MDAs Goal(s):													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Base-line	Output indicators	Quarterly time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG ('000)	IGF	Donor	Lead	Collaborating
	Organise Management and Statutory meetings	Accra		Number of meetings	N/A	N/A	10 meetings held	10 meetings held	20	-		F&A	Sector Directorate
	Develop MoME Service Charter	Accra		Service Charter	N/A	N/A	Preparation of Service Charter		20	-		F&A	Sector Directorate
	Develop MoME Manual and Handbook	Accra		Manual and Handbook	N/A	N/A	Preparation of Manual and Handbook		20	-		F&A	Sector Directorate
	Organise HR development training programmes	Accra		Number of staff trained by prog. and category of staff	N/A	N/A			10	-		F&A	Sector Directorate
	Procure official vehicles	Accra		Number of Vehicles by type	N/A	N/A	Initiate procurement process	Procure vehicles	500	-		F&A	Sector Directorate

	Maintain official Vehicles	Accra		Number of Vehicles by type	N/A	N/A	Prepare maintenance schedule & maintain vehicles	Maintain vehicles	70	-		F&A	Sector Directorate
	Maintain office equipment fittings and furniture	Accra		Availability of maintenance schedule	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	50	-		F&A	Sector Directorate
	Procure office consumables	Accra		Number of items bought by type	N/A	N/A	Stationary and toners purchased	Stationary and toners purchased	40	-		F&A	Sector Directorate
	Organise Management retreat	Accra		Number of management retreat organized	N/A	N/A		Management retreat	70	-		F&A	Sector Directorate
	Purchase Fuel and lubricants	Accra		Quantity of fuel (Litre)	N/A	N/A	Purchase of Fuel	Purchase of Fuel	130	-		F&A	Sector Directorate
	Develop MoME brochures and flyers	Accra		Number of brochures developed	N/A	N/A		Printing of Brochures	10	-		F&A	Sector Directorate
		Accra		Number of flyers developed	N/A	N/A		Printing of Flyers	10	-		F&A	Sector Directorate
		Accra		Number of publication	N/A	N/A			0	-		F&A	Sector Directorate

	Publicity, publication and subscription	Accra		Number of publicities	N/A	N/A			0	-		F&A	Sector Directorate
		Accra		Subscription by type					0	-		F&A	Sector Directorate
	Develop efficient ICT system and support	Accra		Efficient ICT System in place	N/A	N/A	Develop website and intranet and internet		50	-		F&A	Sector Directorate
	Organise Meet the press series	Accra		Number of meet the press series organized	N/A	N/A	Organize Meet the Press		5	-		F&A	Sector Directorate
	Prepare financial reports	Accra		Quarterly financial report	N/A	N/A	-		0	-		F&A	Sector Directorate
		Accra		Annual financial report	N/A	N/A		Preparation of Annual financial report	2	-		F&A	Sector Directorate
	Develop Annual promotion register	Accra		Annual promotion register	N/A	N/A			0	-		F&A	Sector Directorate
	Travels, transport and per-diem	Accra		Number of travels by location and type	N/A	Embark on internal and external travels	Embark on internal and external travels	Embark on internal and external travels	100	-		F&A	Sector Directorate
	Develop Annual leave roaster	Accra		Annual leave roaster	N/A	N/A		Preparation of Annual	0	-		F&A	Sector Directorate

								Leave roaster					
	Operationalise Staff performance appraisal instrument	Accra		Staff performance appraisal instrument	N/A	N/A	N/A		0	-		F&A	Sector Directorate
	Develop Mid-year and annual staff performance report for	Accra		Mid-year report	N/A	N/A	N/A		0	-		F&A	Sector Directorate
		Accra		Annual report	N/A	N/A	N/A	Preparation of report	0	-		F&A	Sector Directorate
	Produce monthly and annual report on staff attendance to work	Accra		Monthly report	N/A	N/A	N/A		0	-		F&A	Sector Directorate
		Accra		Annual report	N/A	N/A	N/A	Preparation of report	0	-		F&A	Sector Directorate
	Conduct skills assessment gap analysis	Accra		Skill assessment gap report	N/A	N/A	N/A	Develop Skill assessment gap report	10	-		F&A	Sector Directorate
	Develop Human resource management plan	Accra		Human resource management and development plan	N/A	N/A	N/A	Preparation of HRM development plan	15	-		F&A	Sector Directorate
	Organise training for MoME staff on the Public Procurement	Accra		Number of staff trained by type and category of staff	N/A	N/A	N/A	Organize Training for staff	10	-		F&A	Sector Directorate

	Act and the Public Financial Management Act,												
		Accra		Number of training organized	N/A	N/A	N/A		0	-		F&A	Sector Directorate
	Prepare a procurement plan and post same on PPA website	Accra		Procurement plan posted on the PPA website	N/A	N/A	Review Procurement plan		10	-		F&A	Sector Directorate
	Update Government Results Framework (2017-2020))	Accra		Updated Government Results Framework	Request to all Ministers to update and align three high Priorities to the Budget	Review and Validation Workshop with Focal Persons on Final Draft of Govt. Results Framework	Data collation and analysis	Collate reports from MDAs, validate and produce APR. Disseminate Annual Progress Results in Color Coded Rating – to Cabinet	150	-		PPM ED	Sector Directorate
	Organise M&E consultative & information sharing meeting	Accra		Number of consultative and information sharing meetings	Retreat on strategic prioritization & rapid results delivery methodologies	Develop MoME Dashboard Draft & Publish MoME Opinion Piece	Develop Sector-wide M&E Dashboard	Information Sharing Consultative Meeting with Sector Ministers	200	-		PPM ED	Sector Directorate
	Organise Collaborative meetings	Accra		Number of collaborative meetings	Hold Collaborative meetings	N/A	Meeting to harmonise		80	-		PPM ED	Sector Directorate

				meetings with NDPC	with NDPC		government results framework						
	Develop National M&E Policy	Accra		National M&E policy document	N/A	N/A	Inception workshop to design framework and structure	Completion of the National M&E Policy document	400	-		PPMED	Sector Directorate
	Organise M&E capacity building workshop for M&E Focal Persons and staff of MoME	Accra		Number of staff trained by type of training	N/A	N/A	- M&E Situational Analysis of MDAs and MMDAs - Focal Persons Training initiated	Train MoME staff and focal persons	350	-		PPMED	Sector Directorate
	Equip PPMEDs in various Ministries for PSRRP	Accra		Number of M&E Units equipped by type of support	N/A	N/A	N/A	Initiate procurement of technical support and equipment	20	-		PPMED	Sector Directorate
	Develop MoME Sector Medium Term-Development Plan (SMTDP-2018-2021)	Accra		SMTDP (2018-2021)	N/A	Develop first draft of SMTDP	Final Draft of SMTDP 2018-2021	Publish SMTDP 2018-2021	50	-		PPMED	Sector Directorate
	Organise Annual review of the Sector Medium Term	Accra		Annual review of SMTDP	N/A	N/A	N/A	Annual review of action plan	0	-		PPMED	Sector Directorate

	Development plan												
	Institutionalise National M&E system	Accra		Functional M&E system	N/A	Develop and roll-out Front Line Service Delivery and Monitoring Programme	Develop and roll-out Social Media Monitoring of government priority programmes	Develop National Evaluation Database	50	-		PPMED	Sector Directorate
	Conduct physical monitoring of high priority projects	Accra		Number of Monitoring report	N/A	N/A	Develop Sector Monitoring plan for high priority projects	Monitor selected government flagship programmes (like the port efficiency programme; passport services, etc)	200	-		PPMED	Sector Directorate
	Conduct Evaluations of selected government priority programmes	Accra		Number of Evaluations report	N/A	N/A	N/A	Conduct government led Evaluations (mid-term review of Free SHS and Planting for Food and Jobs)	40	-		PPMED	Sector Directorate

	Disseminate Progress Reports	Accra		Number of disseminations	N/A	N/A	Dissemination of Progress Reports - Media (TV, Radio) Publication on website		50	-		PPMED	Sector Directorate
	Organise Annual review of budget performance	Accra		Annual review of budget performance	N/A	N/A	N/A	Annual budget review and estimates for the ensuing year	30	-		PPMED	Sector Directorate
	Organise training for staff (in the use of ICT/E-Work space application)	Accra		Number of staff trained	N/A	N/A	N/A	Staff trained in the use of ICT/E-work space application	30	-		PPMED	Sector Directorate
	Procure software (antivirus)	Accra		Number of software by type	N/A	N/A	Purchase of antivirus software		1	-		PPMED	Sector Directorate
	Annual internet subscription	Accra		Internet Subscription	N/A	N/A		Renewal of internet subscription	2	-		PPMED	Sector Directorate

Table 5.2: 2021 Annual Action Plan

Adopted MDAs Goal(s):													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Base-line	Output indicators	Quarterly time schedule				Indicative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG ('000)	IGF	Donor	Lead	Collaborating
	Organise Management and Statutory meetings	Accra		Number of meetings	N/A	N/A	10 meetings held	10 meetings held	20	-		F&A	Sector Directorate
	Develop MoME Service Charter	Accra		Service Charter	N/A	N/A	Preparation of Service Charter		20	-		F&A	Sector Directorate
	Develop MoME Manual and Handbook	Accra		Manual and Handbook	N/A	N/A	Preparation of Manual and Handbook		20	-		F&A	Sector Directorate
	Organise HR development training programmes	Accra		Number of staff trained by prog. and category of staff	N/A	N/A			10	-		F&A	Sector Directorate
	Procure official vehicles	Accra		Number of Vehicles by type	N/A	N/A	Initiate procurement process	Procure vehicles	500	-		F&A	Sector Directorate

	Maintain official Vehicles	Accra		Number of Vehicles by type	N/A	N/A	Prepare maintenance schedule & maintain vehicles	Maintain vehicles	70	-		F&A	Sector Directorate
	Maintain office equipment fittings and furniture	Accra		Availability of maintenance schedule	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	Maintain equipment fittings and furniture	50	-		F&A	Sector Directorate
	Procure office consumables	Accra		Number of items bought by type	N/A	N/A	Stationary and toners purchased	Stationary and toners purchased	40	-		F&A	Sector Directorate
	Organise Management retreat	Accra		Number of management retreat organized	N/A	N/A		Management retreat	70	-		F&A	Sector Directorate
	Purchase Fuel and lubricants	Accra		Quantity of fuel (Litre)	N/A	N/A	Purchase of Fuel	Purchase of Fuel	130	-		F&A	Sector Directorate
	Develop MoME brochures and flyers	Accra		Number of brochures developed	N/A	N/A		Printing of Brochures	10	-		F&A	Sector Directorate
		Accra		Number of flyers developed	N/A	N/A		Printing of Flyers	10	-		F&A	Sector Directorate
		Accra		Number of publication	N/A	N/A			0	-		F&A	Sector Directorate

	Publicity, publication and subscription	Accra		Number of publicities	N/A	N/A			0	-		F&A	Sector Directorate
		Accra		Subscription by type					0	-		F&A	Sector Directorate
	Develop efficient ICT system and support	Accra		Efficient ICT System in place	N/A	N/A	Develop website and intranet and internet		50	-		F&A	Sector Directorate
	Organise Meet the press series	Accra		Number of meet the press series organized	N/A	N/A	Organize Meet the Press		5	-		F&A	Sector Directorate
	Prepare financial reports	Accra		Quarterly financial report	N/A	N/A	-		0	-		F&A	Sector Directorate
		Accra		Annual financial report	N/A	N/A		Preparation of Annual financial report	2	-		F&A	Sector Directorate
	Develop Annual promotion register	Accra		Annual promotion register	N/A	N/A			0	-		F&A	Sector Directorate
	Travels, transport and per-diem	Accra		Number of travels by location and type	N/A	Embark on internal and external travels	Embark on internal and external travels	Embark on internal and external travels	100	-		F&A	Sector Directorate
	Develop Annual leave roaster	Accra		Annual leave roaster	N/A	N/A		Preparation of Annual	0	-		F&A	Sector Directorate

								Leave roaster					
	Operationalise Staff performance appraisal instrument	Accra		Staff performance appraisal instrument	N/A	N/A	N/A		0	-		F&A	Sector Directorate
	Develop Mid-year and annual staff performance report for	Accra		Mid-year report	N/A	N/A	N/A		0	-		F&A	Sector Directorate
		Accra		Annual report	N/A	N/A	N/A	Preparation of report	0	-		F&A	Sector Directorate
	Produce monthly and annual report on staff attendance to work	Accra		Monthly report	N/A	N/A	N/A		0	-		F&A	Sector Directorate
		Accra		Annual report	N/A	N/A	N/A	Preparation of report	0	-		F&A	Sector Directorate
	Conduct skills assessment gap analysis	Accra		Skill assessment gap report	N/A	N/A	N/A	Develop Skill assessment gap report	10	-		F&A	Sector Directorate
	Develop Human resource management plan	Accra		Human resource management and development plan	N/A	N/A	N/A	Preparation of HRM development plan	15	-		F&A	Sector Directorate
	Organise training for MoME staff on the Public Procurement	Accra		Number of staff trained by type and category of staff	N/A	N/A	N/A	Organize Training for staff	10	-		F&A	Sector Directorate

	Act and the Public Financial Management Act,												
		Accra		Number of training organized	N/A	N/A	N/A		0	-		F&A	Sector Directorate
	Prepare a procurement plan and post same on PPA website	Accra		Procurement plan posted on the PPA website	N/A	N/A	Review Procurement plan		10	-		F&A	Sector Directorate
	Update Government Results Framework (2017-2020))	Accra		Updated Government Results Framework	Request to all Ministers to update and align three high Priorities to the Budget	Review and Validation Workshop with Focal Persons on Final Draft of Govt. Results Framework	Data collation and analysis	Collate reports from MDAs, validate and produce APR. Disseminate Annual Progress Results in Color Coded Rating – to Cabinet	150	-		PPM ED	Sector Directorate
	Organise M&E consultative & information sharing meeting	Accra		Number of consultative and information sharing meetings	Retreat on strategic prioritization & rapid results delivery methodologies	Develop MoME Dashboard Draft & Publish MoME Opinion Piece	Develop Sector-wide M&E Dashboard	Information Sharing Consultative Meeting with Sector Ministers	200	-		PPM ED	Sector Directorate
	Organise Collaborative meetings	Accra		Number of collaborative	Hold Collaborative meetings	N/A	Meeting to harmonise		80	-		PPM ED	Sector Directorate

				meetings with NDPC	with NDPC		government results framework						
	Develop National M&E Policy	Accra		National M&E policy document	N/A	N/A	Inception workshop to design framework and structure	Completion of the National M&E Policy document	400	-		PPMED	Sector Directorate
	Organise M&E capacity building workshop for M&E Focal Persons and staff of MoME	Accra		Number of staff trained by type of training	N/A	N/A	- M&E Situational Analysis of MDAs and MMDAs - Focal Persons Training initiated	Train MoME staff and focal persons	350	-		PPMED	Sector Directorate
	Equip PPMEDs in various Ministries for PSRRP	Accra		Number of M&E Units equipped by type of support	N/A	N/A	N/A	Initiate procurement of technical support and equipment	20	-		PPMED	Sector Directorate
	Develop MoME Sector Medium Term-Development Plan (SMTDP-2018-2021)	Accra		SMTDP (2018-2021)	N/A	Develop first draft of SMTDP	Final Draft of SMTDP 2018-2021	Publish SMTDP 2018-2021	50	-		PPMED	Sector Directorate
	Organise Annual review of the Sector Medium Term	Accra		Annual review of SMTDP	N/A	N/A	N/A	Annual review of action plan	0	-		PPMED	Sector Directorate

	Development plan												
	Institutionalise National M&E system	Accra		Functional M&E system	N/A	Develop and roll-out Front Line Service Delivery and Monitoring Programme	Develop and roll-out Social Media Monitoring of government priority programmes	Develop National Evaluation Database	50	-		PPMED	Sector Directorate
	Conduct physical monitoring of high priority projects	Accra		Number of Monitoring report	N/A	N/A	Develop Sector Monitoring plan for high priority projects	Monitor selected government flagship programmes (like the port efficiency programme; passport services, etc)	200	-		PPMED	Sector Directorate
	Conduct Evaluations of selected government priority programmes	Accra		Number of Evaluations report	N/A	N/A	N/A	Conduct government led Evaluations (mid-term review of Free SHS and Planting for Food and Jobs)	40	-		PPMED	Sector Directorate

	Disseminate Progress Reports	Accra		Number of disseminations	N/A	N/A	Dissemination of Progress Reports - Media (TV, Radio) Publication on website		50	-		PPM ED	Sector Directorate
	Organise Annual review of budget performance	Accra		Annual review of budget performance	N/A	N/A	N/A	Annual budget review and estimates for the ensuing year	30	-		PPM ED	Sector Directorate
	Organise training for staff (in the use of ICT/E-Work space application)	Accra		Number of staff trained	N/A	N/A	N/A	Staff trained in the use of ICT/E-work space application	30	-		PPM ED	Sector Directorate
	Procure software (antivirus)	Accra		Number of software by type	N/A	N/A	Purchase of antivirus software		1	-		PPM ED	Sector Directorate
	Annual internet subscription	Accra		Internet Subscription	N/A	N/A		Renewal of internet subscription	2	-		PPM ED	Sector Directorate

CHAPTER SIX

IMPLEMENTATION, MONITORING AND EVALUATION

6.0 Introduction

The Government of Ghana is committed to prudent management and accountability practices within the public service that will result in effective and efficient delivery of services for the benefit of all people living in Ghana. Government is further committed to linking development resources to national development policy objectives and the delivery of tangible results. The Ministry of Monitoring and Evaluation is responsible for monitoring and evaluation of Government High Priority Programmes.

6.1 Monitoring Results Framework

This section looks at the possible/most appropriate indicators, baselines and targets that are directly related to the SMTDP goal and objectives. The appropriate indicators are needed to measure progress whilst the targets will serve as sign-post that will lead the ministry to the stated goal and objectives of the SMTDP as indicated.

Table 6.1 Results Framework

DEVELOPMENT DIMENSIONS GOAL AS ADOPTED IN SMTDP 2018-2021										
POLICY OBJECTIVE 1 (AS ADOPTED IN SMTDP 2018-2021)										
INDICATORS	INDICATOR DEFINITION	INDICATOR TYPE	BASELINE 2017	TARGET				DISSAGGREGATION	MONITORING FREQUENCY	RESPONSIBILITY
				2018	2019	2020	2021			
% of MDAs with access to M&E Dashboard	The total number of MDAs on a functional dashboard disaggregated by GRFHP, Dashboard, color-coded system, scorecards and reporting tools)	Outcome	50	60	75	85	100	Location	Quarter	PPMED
% of M&E report recommendations adopted by MDAs	The number of MDAs who have adopted M&E report recommendations as a percentage of total number of recommendations	Outcome	5	15	25	40	65		Semi-Annual	
% of M&E focal persons trained	Total number M&E focal persons trained in intermediate and advanced M&E	Outcome	50%	70%	80%	90%	100%			
No of MoME staff trained	Total number of MoME staff trained in basic, intermediate and advanced M&E	Output	50%	80%	90%	95%	100%		Annual	PPMED
% change in turn-around time of front line service delivery time	Change in average time spent for service delivery relating passport, birth and death, driving licence etc. acquisitions	Outcome	Passport-% Birth & Death certificate% Driving Licence%	X	X	X	X		Annual	PPMED

% of users with access to national evaluation database	The number of users with data on evaluations as a percentage of total number of users	Outcome	20%	30%	50%	70%	80%		Annual	
No of M&E reports disseminated	No of M&E reports disseminated to MoME key stakeholders	Outcome	2	3	4	4	5		Quarter	PPMED
Government Results Framework on High Priorities updated	Update of key performance indicators of Government High Priority Programmes	Output	First Version of Government Results Framework	Updated Results Government Results Framework (2017-2020)			Updated Results Government Results Framework (2021-2024)			
No. of Citizen's Assessment's on Gov't High Priorities conducted	Count of citizens assessment report relating to the impact of Government policies on the citizenry	Output	0	1	2	3	3		Annually	PPMED
No. of M&E assessment report produced	Count of M&E quarterly and annual assessment reports produced	Output	1	2	4	4	4		Quarter	PPMED
No. of M&E results fair organised	Count of M&E results fair organised in a given year	Output	0	1	2	2	3		Semi-Annual	PPMED

6.2 Data Collection and Collation, Analysis and Use of Results

The Ministry of Monitoring and Evaluation will collect both primary and secondary data on the activities of its Sector Medium-Term Development Plan (SMTDP) that are aimed at achieving the goals set out in the Plan. In order to have efficient, reliable, credible and valid data for decision making, MoME shall:

- Train data collection team(s); and,
- Pre – test data collection instruments and procedures.

6.2.1 Data Analysis

The Ministry will bear the responsibility of collating and analysing the data generated from the data collection reports to ensure that the appropriate results are developed and communicated to stakeholders. The data collated will be analysed using the appropriate software to ensure that the right explanations are provided for the results achieved by the planned programmes or projects for the period 2018-2021. The analysis will provide an indication on the performance of the Ministry and also help identify bottlenecks that require addressing to ensure the achievement of the Ministry's objective in the planned period.

6.2.2 Data Validation

The Ministry will ensure that all data collected and collated are reviewed and validated with stakeholders. The Ministry will also organize workshops with key stakeholders to review the draft report and incorporate their comments in the final report. This process is critical for ensuring that the data is devoid of mistakes and discrepancies.

The methods to be used for collecting and analysing data on the indicators are shown in the matrix below. The matrix also shows the source of data, frequency of collection and responsible persons. Table 6. 2 below depicts the data collection matrix.

Table 6.2 Data Collection Matrix

INDICATORS	DATA COLLECTION PERIOD	DATA COLLECTION METHOD	DATA DISAGGREGATION	RESULTS
Functional Dashboard	Weekly Quarterly	Review of documents Survey	Location	Reports produced
No. of monitoring exercise	Quarterly	Interviews Questionnaire	Region	30 Gov't High Priority programmes monitored
No. of evaluations conducted	Semi-annually	Interviews Focus Group Questionnaire	Region	10 Gov't High Priority Programmes evaluated
No of M&E Focal Persons trained	Annually	Interviews	Male Female	40 Focal persons trained
MoME 2018-2021 SMTDP developed	Every four years	Interview	Location	MoME SMTDP
National M&E Policy developed	Annually	Interview	Location	National M&E Policy
No of Focal Persons trained	Annually	Interviews	Location	15 MoME staff trained
No of M&E reports disseminated	Annually	Interviews Questionnaire	Region	20 M&E reports disseminated
No of M&E Results Fair organised	Annually	Interviews Questionnaire	Location	8 Results Fairs
M&E Assessment report produced	Quarterly Annually	Interviews Questionnaire	Location	8 M&E Assessment reports
No. of Citizen's Assessment's conducted	Annually	Survey	Region	4 Citizen's Assessment report produced
Government Results Framework on High Priorities developed	Every four years	Interview	Location	Government Results Framework
National M&E Communication Strategy developed	Every four years	Interview	Location	National M&E Communication Strategy
Rapid Service delivery tracking system developed	Quarterly Annually	Interview	Region	10 Rapid Service delivery reports
National Evaluation Database developed	Quarterly Annually	Interview	Location	National Evaluation Database
Front Line Service Monitoring Programme developed	Quarterly Annually	Interview	Location	Front Line Service report

6.3 Reporting Arrangement

The MoME shall produce Quarterly and Annual Assessment Report (APR) from its M&E activities. These reports will provide a summary of programme/project implementation status, and performance of Government High Priority Programmes. The reports will also contain findings and policy recommendations.

6.3.1 Annual Assessment Report

The Ministry will prepare annual progress reports within the plan period to show how much progress is being made in achieving the goal and objectives of the MTDP. The preparation process will commence with the collation of quarterly reports from MDAs. The Ministry shall continue to prepare the APR as the key instrument for reporting on progress towards the achievement of the goals and objectives of Government High Priority Programmes. It will serve as a single source of information on progress as well as providing policy recommendations to government. The basis for the report shall be the assessment of the status of indicators and targets adopted for monitoring the progress of Government High Priority Programmes.

6.4 Dissemination and Communication Strategy

The Communication strategy is to enable the Ministry communicate adequately to its target group on the implementation of the SMTDP. Real time M&E reports, quarterly and annual reports from the M&E of Government High Priority Programmes will be produced to provide feedback on the performance of the Ministry's activities to key stakeholders over the planned period. The reports will focus on achievements of specific targets and provide feedback on progress, with emphasis on corrective actions on operations, delivery and challenges. The report will be disseminated using a number of mechanisms targeting various key audiences. Table 6.3 provides a summary of dissemination and communication strategy for the Ministry.

Table 6.3 Dissemination and Communication Strategy

ACTIVITY	PURPOSE	AUDIENCE	METHOD/TOOL	TIME FRAME	RESPONSIBILITY
Meeting	Share M&E Results	Office of the President	Presentation Hardcopy report	Quarterly	Minister
Meeting	Share M&E report	Cabinet	Cabinet Information Paper Websites and electronic report	Quarterly	Minister
Meeting	Share M&E report	Office of the Senior Minister		Quarterly	Minister
	Share M&E report	Parliament	Presentation Electronic report	Annually	Minister
Meeting	Share M&E report	Ministry of Finance		Quarterly	Minister
Meeting	Disseminate M&E results	Other MDAs	Presentation Electronic and Hard copy of report	Quarterly Annually	PPMED
Staff Durbar	Dialogue, Discussions	Staff of Ministry of M&E	Presentation	Quarterly	Minister
Workshop	Solicit technical inputs Share M&E Report	Academia/ consultants	Presentation	Annually	Minister
Meeting	Share Information	Development Partners.	Presentation	Annually	Minister
Meet the Press	Share Information	Media	Press conference	Annually	Minister
Town Hall Meeting	Disseminate M&E results	General Public	Presentation	Annually	PPMED

Workshop	Disseminate M&E results	MMDAs	Presentation	Annually	PPMED
Meeting	Share M&E Report	NDPC	Presentation	Annually	PPMED

6.5 Evaluation

Evaluation is a critical part of planning and implementation and important for the assessment of the level of achievement of the Ministry's goals and objectives outlined in the Sector Medium-Term Development Plan (SMTDP), 2018-2021. The Ministry during the plan period, will ensure that its Government High Priority Programmes (Free SHS, Planting for Food and Jobs, One District, One Factory, One Village, One Dam etc.) are fully evaluated to ensure that they are effectively implemented to the benefit of its beneficiaries. Both qualitative and quantitative approaches will be used in the evaluation process. Furthermore, both internal and external evaluators will be tasked to conduct evaluations to ensure transparency and credibility of the evaluation results. The types of evaluations includes but not limited to: Ex-ante, Mid-term, terminal and Ex-post on Government flagship programmes.

6.6 Participatory Monitoring & Evaluation

Participatory Monitoring and Evaluation refers to the involvement of stakeholder's in the monitoring and evaluation process during programme and project implementation. The Ministry would employ participatory monitoring and evaluation tools to assess stakeholder perceptions about selected Government Flagship Programmes indicated in the Programme of Action. In undertaking the PM&E exercises, the Ministry would use PM&E tools like the Citizen Report Card and Community Score Card.