



REPUBLIC OF GHANA

MINISTRY OF SPECIAL DEVELOPEMNT INITIATIVES

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

MAY 2018

Contents

List Of Tables	4
List Of Figures	5
Acronyms.....	6
Executive summary.....	8
CHAPTER ONE	10
PERFORMANCE REVIEW&PROFILE/CURRENT SITUATION/BASELINE.....	10
1.0 Introduction	10
1.1 Vision.....	10
1.2 Mission.....	10
1.3 Mandate	11
1.4 Core Functions	11
1.5 Core values	11
1.6 Performance review.....	12
1.7 Budget Allocation and Expenditure	14
1.8 Key Problems	16
1.9 Lessons Learnt in 2017 with implications for the 2018-2021 MTDP.....	16
1.10 Analysis of Existing Situation/ Compilation of MSDI Profile.....	16
1.10.1 Institutional capacity needs	16
1.10.2 Capacity Analysis	18
1.10.3 Logistics and Infrastructure	20
Equipment Situation.....	21
Stakeholders Analysis	23
1.11 Analysis Of Cross Cutting Issues	25
Biodiversity, Climate change, green economy and environment in general	25
Migration.....	25
Employment.....	26
Poverty and Inequality	26
Water security	27
Food Security	28
Summary of Issues Identified Under GSGDA II (2014-2017).....	29
CHAPTER TWO	30
DEVELOPMENT ISSUES.....	30
2.0 Introduction	30
2.1 Harmonisation of Identified Development Issues of GSGDA II with Agenda for Jobs, 2018-2021	30
2.2 Prioritization of Development Issues	31

2.2.1 Application of Potential, Opportunities, Constraints, and Challenges (POCC) Analysis	31
Prioritisation of Development Issues	32
2.3 Impact Analysis.....	37
2.4 Sustainability/Internal Consistency	38
No.....	38
CHAPTER THREE	40
3.0 Introduction	40
3.2 Adopted Development Goal.....	41
3.3 Adopted Objectives and Strategies	41
CHAPTER FOUR.....	44
DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE MDA	44
4.0 Introduction	44
4.1 Development Programmes	44
4.2 Indicative Financial Strategy 2018-2021	65
CHAPTER FIVE	67
ANNUAL ACTION PLANS 2018-2021.....	67
5.0 Introduction.....	67
5.1 Annual Action Plans	67
CHAPTER SIX.....	81
IMPLEMENTATION, MONITORING AND EVALUATION	81
6.0 Introduction	81
6.1 Monitoring Results Framework	81
6.2 Data Collection, Collation, Analysis And Use Of Results.....	89
6.3 Data Analysis	93
6.4 Data Validation	93
6.5 Reporting Arrangement.....	93
6.5 Dissemination and Communication Strategy	94

List of Tables

Table 1.1:	Total Releases from Government of Ghana	15
Table 1.2:	All Sources of Financial Resources	15
Table 1.4:	Human Resource- Staff Strength	19
Table 1.5	Human Resource- Staff Strength of the three Development Authorities	20
Table 1.6	Ministry Equipment Situation.....	21
Table 1.7	Development Authorities Equipment Situation	21
Table 1.8	Looks at the stakeholder analysis of MSDI and its external constituent.	23
Table 1.9	Capacity and Management Index of MSDI	24
Table 1.10	Summary of Issues Identified Under GSGDA II (2014-2017).....	29
Table 2.0	Identified Development Issues under GSGDA II and Agenda for Jobs, 2018-2021	30
Table 2.1	Development Dimension and Adopted Issues of SMTDP	31
Table 2.2	POCC Analysis	32
Table 2.3	Analysis of Adopted Issues.....	37
Table 2.4	Internal Consistency Matrix for the Analysis Of Sector Issues	38
Table 2.5	Sustainable Prioritised Issues As Categorised Under Development.....	39
Table 3.0	The Ministry's Development Projection.....	40
Table: 3.2:	Adopted Objectives and Strategies.....	42
Table 4.0	Programmes and Sub-Programmes of the Ministry.....	44
Table 4.1:	Adopted Policy Objectives, Strategies, Programmes and Sub-Programmes	45
Table 4.2	Programme of Action 2018-2021	46
Table 4.3	Indicative Financial Strategy	66
Table 5.0	2019 Annual Action Plan.....	68
Table 6.0	Selected Strategic Monitoring/Results framework for MSDI	82
Table 6.1	Data Collection Matrix	89
Table 6.2	Communication Activity Matrix for MSDI SMTDP.....	95

List of Figures

Acronyms

1D1W	One District One Warehouse
1V1D	One Village One Dam
AG	Attorney General
APR	Annual Performance Report
APR.	Annual Progress Report
ARD	Agriculture and Rural Development
CDA	Coastal Development Authority
CEDECOM	Central Development Commission
CIPS	Chartered Instituted of Procurement and Supply,
CSOs	Civil Society Organisation
CSTC	Civil Service Training Centre
CWSA	Community Water and Sanitation Agency
DA	Development Authority
DAs	Development Authorities
DPs	Development Partners
EI	Executive Instrument
EPA	Environmental Protecting Agency
FBOs	Faith Based Organisations
GBSC	
GES	Ghana Education Service
GhIE	Ghana Institute of Engineers,
GIDA	Ghana Irrigation development Authority
GIMPA	Ghana Institute of Management and Public Administration
GLSS	Ghana Living Standards Survey
GSGDA II	Ghana Shared Growth Development Agenda II
HRM	Human Resource Management
IPEP.	Infrastructure for Poverty Eradication Programme
LI	Legislative Instrument
M&E	Monitoring and Evaluation
MDA	Middle Belt Development Authority
MDA	Ministries Departments and Agencies
MDG	Millennium Development Goal
MMDAs	Metropolitan Municipal District Assemblies

MOF	Ministry of Finance
MOFA	Ministry of Food and Agriculture
MOGCSP	Ministry of Gender, Children and Social Protection
MOH	Ministry of Health
MoJAD	Ministry of Justice and Attorney-General Department.
MSD	
MSDI	Ministry of Special Development Initiatives
NADMO	National Disaster Management Organisation
NDA	Northern Development Authority
NDPC	National development Planning Commission
NMTDPF	National Medium Term Development Policy Framework
OGM	Office of Government Machinery
OHCS	Office of Head of Civil Service.
PM&E	Project Monitoring and Evaluation
PNDC	Provisional National Defense Council
POCC	Potential, Opportunities, Constraints, and Challenges
PPA	Public Procurement Authority
PPME	Policy Planning Monitoring and Evaluation
PSC	Public Service Commission
RCC	Regional Coordinating Council
RSIM	Research Statistics and Information Management
SADA	Savannah Accelerated Development Authority
SDGs	Sustainable Development Goals
SMPC	Sector Medium Planning Committee
SMTDP	Sector Medium Term Development Plan,
SPSS	Statistical package for Social Science
UoG	University of Ghana
WC	Water Closet

Executive Summary

The Ministry of Special Development Initiatives (MSDI) was established by Executive Instrument (EI 28) and gazetted on 28th February, 2017 in accordance with Sections 11 & 13 of the Civil Service Act, 1993 (PNDC Law 327 and mandated to provide oversight responsibility to the three Development Authorities (Northern Development Authority, Coastal Development Authority and Middle Belt Development Authority) in the provision of basic infrastructure at the Constituency level through the Infrastructure for Poverty Eradication Programme (IPEP). IPEP is an innovative intervention of Government which aims at allocating to each constituency, the Cedis equivalent of US\$ 1 million annually to be invested in priority development infrastructure needs of the Constituency.

The Ministry is responsible for policy formulation, research and programme support and M&E to its implementing agencies (the three Development Authorities) to eradicate poverty at constituency and local levels for the achievement of sustainable development.

In preparation of the Sector Media Term Development Plan (SMTDP), a Sector Medium 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.

This MTDP is client focus and tailored towards the execution of projects identified under the community needs assessment in all 275 constituency in the country.

The MTDP is a six chaptered document:

- Chapter one: Performance Review and Profile/Current Situation/Baseline
- Chapter two: Development Issues
- Chapter Three: Development Projection, Goal, Adopted Objectives and Strategies
- Chapter Four: Development Programmes and Sub-Programme
- Chapter five: Annual Action Plans
- Chapter Six: Implementation, Monitoring and Evaluation

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 and Equal Opportunity for All, 2018-2021***", MSDI MTDP focused on two Development

Dimensions. They are; (i) Economic Development and (ii) Social Development based on the Ministry's prioritised issues.

The Ministry have adopted Six (6) Policy Objectives and Nine (9) strategies all linked to the Sustainable Development Goals with key focus areas in; Agriculture and Rural Development, Water and Environmental Sanitation, Health And Health Services, Poverty And Inequality

As a Ministry with focus on alleviating poverty, providing a social protection system to the vulnerable and building a prosperous society, key programmes and projects to be implemented in the Medium term include:

- One village one dam
- One district one factory
- Water for all project
- Toilet for all
- One constituency one ambulance
- One district one warehouse

Within the 2018-2021 period, it is expected that the implementation of the MTDP under the IPEP programme will achieve the following key results:

- Create jobs in the Agriculture and commercial sector of the economy
- Reduce of extreme poverty
- Increase agriculture yield
- Bridge the import-export gap of food product
- Make basic health services available to all Ghanaians
- Improve sanitation and household toilet deficit
- Build a resilient productive economy

As part of the MTDP implementation, a data collection and analysis matrix and monitoring and evaluation framework have been developed to track progress of the execution of the Plan. A communication and dissemination strategy is also included in the plan to inform stakeholders of progress of Government's priority projects.

A total **GH¢3,136,684,000** is needed for the full implementation of the plan. The Ministry has an indicative budget of an amount of **GH¢5,353,619,688** from the Ministry of Finance.

CHAPTER ONE

PERFORMANCE REVIEW&PROFILE/CURRENT SITUATION/BASELINE

1.0 Introduction

The benefits of record level economic growth experienced over the past decade have gone overwhelmingly to the wealthy. Inequality is higher than it has ever been in Ghana, while almost one-quarter of the population lives in poverty and one person in every twelve lives in extreme poverty (Source: United Nations' Special Rapporteur on Extreme Poverty and Human Rights in Ghana, April 2018)

Government aims at eradicating poverty and minimising inequality among socio-economic groups within geographical areas through direct provision of basic infrastructure at the constituency level, especially in rural and deprived communities. To attain this, Infrastructure for Poverty Eradication Programme (IPEP) will be the main vehicle to direct capital expenditure towards constituency-level specific infrastructure and economic development priorities.

Under IPEP, each of the 275 constituencies will be allocated the equivalence of US\$1 million annually to be invested in infrastructure development and also to support other government initiatives, including One Village, One Dam; Agricultural infrastructure (warehouses and markets), "Water for All" Projects; and Sanitation Projects.

To achieve this, the Ministry of Special Development Initiative (MSDI) was established to formulate policies, strategies and programmes on basic infrastructure development at the rural, peri-urban and deprived communities across the country.

1.1 Vision

The vision of the Ministry is to eradicate poverty at constituency and local levels for the achievement of sustainable development.

1.2 Mission

The Ministry exists to develop policies and programmes aimed at accelerating the provision basic socio-economic infrastructure to ensure balance development in all the two hundred and seventy five (275) constituencies under the three development authorities, namely, Northern Development Authority (NDA), Middle Belt Development Authority (MBA), and Coastal Development Authority (CDA)

1.3 Mandate

The core mandate of the Ministry is to formulate and implement policies, plans and programmes for the implementation of governments' priority initiatives and flagship projects through its Development Authorities.

1.4 Core Functions

The core functions of the Ministry are provided below.

- a) Translate priority policies and programmes into strategies and projects for implementation by the three Development Authorities namely the Northern, the Middle-Belt and the Coastal Development Authorities.
- b) Initiate policies and co-ordinate the implementation of plans, programmes and projects of the three Development Authorities.
- c) Facilitate the improvement of the state of basic infrastructure at the constituency level, especially in rural and deprived communities.
- d) Ensure the compatibility of plans, programmes and projects of the three Development Authorities with the National Medium Term Development Policy Framework and the President Coordinated Programme for Economic and Social Development Policies 2017=2024
- e) Facilitate the establishment of mechanisms for the development authorities in ensuring a transparent and accountable usage of resources in the development and implementation of initiatives; and
- f) Monitor and evaluate the implementation of plans, programmes and projects of the three development authorities National Medium Term Development Policy Framework.

1.5 Core values

Partnership: Poverty Eradication is multi-dimensional in nature and therefore requires partnerships. Partnership with Ministries, governmental and non-governmental agencies, communities and funding agencies is required in planning and collaborating for delivering the basic infrastructure needed to eradicate poverty.

Equity: The Ministry of Special Development Initiatives is committed to developing the appropriate structures and systems to ensure that such basic infrastructural services are enjoyed by all Ghanaians irrespective of where they are located or financial situation.

Accountability: The Ministry of Special Development is committed to accounting for its stewardship to the general population. This is would be reflected in its annual review

process where stakeholders would review progress and together chart a new course with the view to improving the lives of the people.

Sustainability: The Ministry is committed to ensuring continuity in its projects and programmes. It would therefore ensure that initiatives introduced can stand the test of time and is sustainable over a long period.

- **Accountability:** A Ministry that ensures that poverty is eradicated through empowerment and participation of citizens in projects and programmes implementation processes
- **Inclusion:** A Ministry that ensures that women, marginalized and excluded groups are stakeholders in development processes.
- **Equality:** A Ministry that ensures that development is equally distributed across all regions of the country.
- **Innovation:** A Ministry that adopts innovative approaches in ending poverty

1.6 Performance review

IPEP is a new development approach which has allocated the cedi equivalent of US\$1 million each of the 275 constituencies annually, to be invested in infrastructure development. The priority areas through which IPEP projects selected are One Village, One Dam; Agricultural Infrastructure (covering One District One Warehouse and local markets); Water for All Projects; and Sanitation Projects as well as constituency priority projects. The main agencies for implementing IPEP in a coordinated manner are the Northern Development Authority (NDA), the Middle Belt Development Authority (MBA) and Coastal Development Authority (CDA).

In 2017, the Ministry pursue the following development activities in line with its mandate.

1. Prepared an Organizational Structure to render the Ministry operational

This activity entailed the development of the Ministry's organisational manual which indicated the immediate staffing requirements and hierarchical relationships between various grades and categories of staff required to be able to effectively deliver on its mandate. This activity was also essential in determining the immediate logistical needs for the operationalization of the Ministry.

2. Development of Annual Work Plan and Budget for the Ministry

To effectively commence the implementation IPEP, the Ministry designed a set of activities with timelines attached as a guide to organize or utilise the allocated resources for the year. This document was instrumental in developing the budget for the Ministry

3. Establishment of the three Development Authorities

In view of the fact that, the Development Authorities are the main vehicles for the implementation of IPEP and other local constituency initiatives in a coordinated manner, the Ministry in collaboration with the Office of the President Delivery Unit, Attorney Generals Department and other key stakeholders prepared relevant Bills for the establishment of the Development Authorities.

Parliament subsequently passed the three Development Authorities Acts namely Northern Development Authority Act 2017,(Act 693), the Middle-Belt Development Authority Act 2017, (Act 692) and the Coastal Development Authority Act, 2017 (Act 691). The new NDA Act repealed the Savannah Accelerated Development Authority (SADA) Act. His Excellency, the President assented to the laws for establishment of the three Development Authorities. The Ministry is in the process of ensuring the full operationalization of the development authorities to take over the direct implementation of IPEP projects.

4. IPEP Provisional Implementation Guidelines

Pending the establishment and full operationalization of the three Development Authorities, Cabinets approved provisional arrangements for the immediate implementation of IPEP. This provided guidelines on institutional, financial, projects eligibility, procurement, monitoring and evaluation as well communication arrangements for immediate implementation of IPEP. Additionally, the arrangement mandated the Ministry to commence the implementation of the under listed Government priority projects in all the 275 constituencies.

- 1,000 ten-seater water closet institutional toilets with solar mechanised boreholes and;
- 1,000 limited solar powered mechanised boreholes;
- 50 No. 1,000 metric tonne prefabricated warehouses;
- 570 small dams and dugouts; and
- Constituency priority infrastructure needs.

Also, the guidelines permitted the Ministry to constitute ten-member regional teams' in all the 10 regions to assist in the implementation of IPEP in 2017.

5. Consolidated Constituency Needs Report

The Ministry constituted, inaugurated and organised orientation workshops for ten-member regional IPEP teams to among others, conduct constituency infrastructure needs assessments.

This assessment was used to identify priority infrastructure needs of each of the 275 constituencies to be implemented under IPEP.

6. Procurement

The Ministry, in accordance with the Public Procurement (Amendment) Act, 2016 (Act 914), followed all the procurement processes required to facilitate the award of contracts for the construction of 1,000 Ten-Seater Water Closet Institutional Toilets; 1,000 Community-based water system; 570 small dams and dugouts; and fifty (50) 1,000 metric tonne warehouses. The processes included the formation of the Ministry's Entity Tender Committee with representation from the Chartered Instituted of Procurement and Supply (CIPS), the Ghana Institute of Engineers (GhIE), and Ministry of Justice and Attorney-General Department (MoJAD).

In summary, the Ministry's performance in line with its mandate of implementing Government flagship initiatives under IPEP is consistent with the Medium Term Development Policy Framework Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (MTDPF 2018-2021).

1.7 Budget Allocation and Expenditure

The MSDI was established in 2017 and was budgeted for the Office of Government Machinery. In the 2017 fiscal period the Ministry was allocated a total amount **One Million Ghana Cedis (GH¢ 1,000,000.00)** for Goods and Services. Actual release as at December 2017 was **Two Hundred and Twenty-Six Thousand, Four Hundred and For Ghana Cedis. (GH¢226,404.00)**. An amount of **Forty-One Million, Five Hundred and Fifty-Five Thousand, Five Hundred and Five Ghana Cedis (GH¢ 41,555,505.00)** was released for CAPEX out of which **One Million, Five Hundred and Fifty-Five Ghana Cedis, Five Hundred and Nine Ghana Cedis was disbursed (GH¢ 1,555,509.00)**. Again, a total amount of **Fifty-Three Thousand, Three Hundred and Twenty-Five Thousand Ghana Cedis and Seven Pesewas (GH¢ 53,325.07)** was disbursed in relation to compensation to employees.

Table 1.1: Total Releases from Government of Ghana

PERSONNEL EMOLUMENTS (wages and salaries)							
Year	Requested As planned	Approved As per ceiling	Released	Deviations		Actual Expenditure	Variance
	A	B	C	A-B	B-C	D	C-D
	GH¢	GH¢	GH¢	GH¢	GH¢	GH¢	GH¢
2014	-	-	-	-	-	-	-
2015	-	-	-	-	-	-	-
2016	-	-	-	-	-	-	-
2017						53,325.07	
CAPITAL EXPENDITURES/ASSETS							
Year							
2014	-	-	-	-	-	-	-
2015	-	-	-	-	-	-	-
2016	-	-	-	-	-	-	-
2017			41,555,505.00			1,555,509.00	
GOODS AND SERVICES							
2014	-	-	-	-	-	-	-
2015	-	-	-	-	-	-	-
2016	-	-	-	-	-	-	-
2017		1,000,000.00	226,404.00			226,404.00	

Table 1.2: All Sources of Financial Resources

Sources	2014			2015			2016			2017		
	Planned GH¢	Actual received GH¢	Variance GH¢	Planned GH¢	Actual received GH¢	Variance GH¢	Planned GH¢	Actual received GH¢	Variance GH¢	Planned GH¢	Actual received GH¢	Variance GH¢
GoG (MoF)											1,835,238	
IGF												
DACF (Common Fund)												
DPs												
Total												

1.8 Key Problems

During the 2017 implementation period, key challenges faced by the Ministry include:

- Initial challenge of the development of the structures, systems and operational processes of the Ministry.
- Inadequate staff (both technical and administrative)
- Limited office accommodation
- Lack of logistics
- Untimely released of funds from GOG

1.9 Lessons Learnt in 2017 with implications for the 2018-2021 MTDP

A number of lessons have been learnt in the development of the structures, systems and processes of the Ministry as regards the procurement of goods and services, coordination of activities with already existing government institution, avoiding duplication. Awareness creation through the sensitization of the general public and stakeholders on the mandate of the Ministry enhance the acceptance of the need for a special need for a Ministry Government development Indicatives.

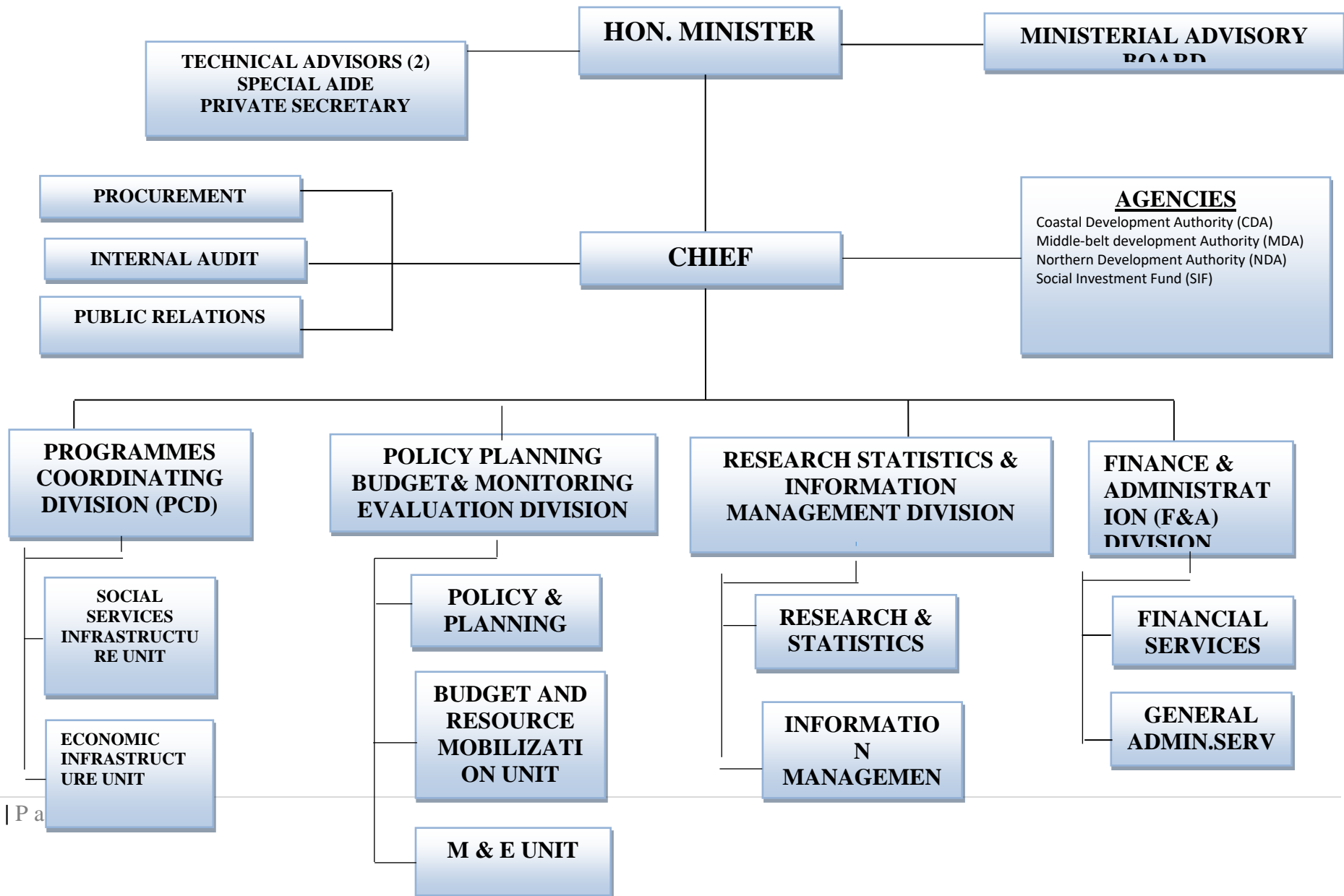
1.10 Analysis of Existing Situation/ Compilation of MSDI Profile

1.10.1 Institutional capacity needs

The Ministry of Special Development Initiatives is a special project Ministry responsible for coordinating and implementing Government's flagship programmes and projects. The headquarters of the Ministry is responsible for policy formulation and research whiles the Development Authorities are responsible programmes and projects implementation.

The organogram of the Ministry is represented in figure 1.0 below.

Figure 1.0 Organogram of the MOGCSP



The Ministry is politically headed by a Minister and assisted technically by the Chief Director. There are four main line Directorates established under civil service law, these are:

1. Finance & Administration
2. Planning, Policy, Monitoring and Evaluation
3. Research, Statistics and Information Management/Public Relations
4. Programme Coordination

These four directorates report directly to the Chief Director. All other Units under the Directorates report to their Directorate Heads through the Chief Director to the Minister.

The agencies under the Ministry are:

1. Northern Development Authority (NDA),
2. Middle Belt Development Authority (MBA),
3. Coastal Development Authority (CDA)

1.10.2 Capacity Analysis

The capacity analysis of the Ministry of Special Development Initiatives are captured under the following:

- Human Resource
- Logistics and Infrastructure

Human Resource- Staff Strength

The Ministry of Special Development Initiatives currently has a staff strength of Eighty-Two (82). This is made up of Twenty-Five (25) staff of the main Ministry, and fifty-Seven (57) staff of the Three Development Authorities namely: Northern Development, Middle Belt Development and Coastal Belt Authorities.

However the Ministry have a proposed establishment level which requires Five Hundred and Fifty-Five (566) staff by current having Eighty-Two leaving a variance requirement of Four and Ninety-Seven (497) staff.

It must be noted that the Ministry is working with a draft Establishment level as Organizational Manual of the Ministry is undergoing approval process by the Office of Head of Civil Service. The table below gives further information about the gaps in the staff strength of the Ministry based on the draft Organizational Manual.

Table 1.4: Human Resource- Staff Strength

GRADE	ESTABLISH MENT	NUMBER AT POST		TOTAL AT POST	VARIANCE	AGE DISTRIBUTIO N
		MALE	FEMALE			
Chief Director	1	1	0	1	0	57 yrs
Technical Advisors	2	2	0	2	0	50-55yrs
Director	4	0	0	0	4	
Deputy Director	4	0	1	1	3	41 yrs.
Assistant Director I	6	0	0	0	6	
Assistant Director IIB	10	0	0	0	10	
Chief Accountant	1	1	0	1	0	54 yrs
Chief Internal Auditor	1	0	0	0	1	
Principal Budget Officer	1	1	0	1	0	43 yrs
Principal Accountant	1	0	0	0	1	
Senior Procurement officer	1	0	0	0	1	
Senior Accountant	2	1	0	1	1	35 yrs
Senior budget Officer	1	0	0	0	1	
Senior Internal Auditor	1	0	0	0	1	
Accountant	1	1	0	1	0	
Principal Executive Officer	1	1	0	1	0	33 yrs
Senior Accounts Technician	1	1	0	1	1	40 yrs
Senior Planning Officer	3	0	1	1	2	37yrs
Programme Officers	2	2	0	2	0	30-37yrs
Research Officers	1	0	1	1	0	43 yrs
Monitoring & Evaluation Officer	1	1	0	1	0	35 yrs
Information Management Officer	1	0	0	0	1	
Public Relations Officer	1	1	0	1	0	
Asst. Records Officer	1	0	1	1	0	37 yrs
Asst. Planning Officer	3	0	1	1	1	28 yrs
Asst. Internal Auditor	1	0	1	1	0	30 yrs
Asst. Programmer	5	1	0	1	4	37 yrs
Asst. Research Officer	1	1	0	1	0	31 yrs
Private Secretary	2	0	0	0	2	
Stenographer Secretary	4	0	2	2	2	38-39yrs
Heavy Duty Driver	1	0	0	0	1	
Driver Gd I	1	1	0	1	0	54 yrs
Driver Gd II	2	1	0	1	1	
Total	69	17	8	25	44	

Table 1.5 Human Resource- Staff Strength of the three Development Authorities

GRADE	ESTABLISHMENT	NUMBER AT POST		TOTAL AT POST	VARIANCE	AGE DISTRIBUTION
		MALE	FEMALE			
CHIEF EXECUTIVE OFFICER	3	3		3	0	45-68
DEPUTY CHIEF EXECUTIVE OFFICER	10	7	3	10	0	35-58
DIRECTOR	36	4	2	6	30	47-62
DEPUTY DIRECTOR	72	9	2	11	61	35-59
EXECUTIVE ASSISTANTS	13	1		1	12	
PRINCIPAL OFFICER	72	5	1	6	66	35-53
SENIOR OFFICER	72	1	2	3	69	32-41
ASSISTANT OFFICER	72	4	1	5	67	36-46
CHIEF ASSISTANT	72	1	1	2	70	26-38
PRINCIPAL ASSISTANT	72	7	0	7	65	29-30
SENIOR ASSISTANT	3	2	1	3	0	36-56
TOTAL	497	44	13	57	440	

1.10.3 Logistics and Infrastructure

The Ministry is currently located at the Christiansburg Castle, Osu. The Ministry therefore has no offices of its own. Additionally, most office logistics are for the Office of the President.

The Ministry, since its establishment in February 2017 is yet to procure any office equipment. All equipment currently being used are either from the Office of the President or donated by development partners.

Equipment Situation

Table 1.6 Ministry Equipment Situation

EQUIPMENT	TYPE	EXISTING			TOTAL NO. EXISTING (A)	NUMBER REQUIRED (B)	VARIANCE B-A
		POOR	FAIR	GOOD			
COMPUTERS AND ACCESSORIES	DESKTOP			6	6	13	7
	LAPTOPS			8	8	23	15
	PRINTERS			7	7	17	7
	SCANNERS				0	0	0
	PHOTOCOPIERS			1	1	3	2
	LCD PROJECTORS			1	1	2	1
	FAX MACHINES				0	1	1
	PAPER SHREDDERS			2	2	4	2
	TELEPHONES			1	1	5	4
	VIDEO CONFERENCE EQUIPMENT				0	1	1
	DELEGATE MICS				0	1	0
	UPS			6	6	13	7
	TABLET				0	6	6
	VOLTAGE STABILIZERS(AVR)				0	2	2
ELECTRICALS	GENERATOR				0	0	0
	AIR CONDITIONERS		2	10	12	15	3
	REFRIGERATORS		2	2	4	6	2
VEHICLES	SALON CARS				0	15	15
	CROSS COUNTRY -4x4				0	6	6
	PICK-UPS				0	10	10
	MOTOR BIKE				0	3	3

Table 1.7 Development Authorities Equipment Situation

EQUIPMENT	TYPE	EXISTING			TOTAL NO. EXISTING (A)	NUMBER REQUIRED (B)	VARIANCE B-A
		POOR	FAIR	GOOD			
COMPUTERS AND ACCESSORIES	DESKTOP	0	0	38	38	138	100
	LAPTOPS	2	7	29	38	108	70
	PRINTERS	4	0	25	29	56	27
	SCANNERS	0	0	15	15	38	22
	PHOTOCOPIERS	1	0	3	4	17	13
	LCD PROJECTORS	1	0	8	9	25	16
	FAX MACHINES	0	0	1	1	3	2
	PAPER SHREDDERS	0	0	13	13	38	25
	TELEPHONES	0	0	25	25	135	110

	VIDEO CONFERENCE EQUIPMENT	0	0	2	2	14	12
	DELEGATE MICS	0	0	1	1	63	42
	UPS	0	0	30	30	130	100
	TABLET	0	0	65	65	105	40
	VOLTAGE STABILIZERS(AVR)	0	0	8	8	113	105
	LCD PROJECTOR SCREEN	0	0	3	3	9	6
	CAMERAS	0	0	2	2	12	10
	HARD DRIVE DUPLICATOR	0	0	1	1	1	0
	NE WORKING ATTACHED STORAGE	0	0	1	1	1	0
	WIRELESS ACCESS POINTS	0	0	7	7	21	14
	TRIMBLE GPS	0	0	18	18	18	0
	D-LINK DWR 555 3G ROUTER WIRELESS	0	0	1	1	1	0
	PHUSICAL SERVERS	0	0	3	3	3	0
	PAPER CUTTERS	1	1	0	2	9	9
	COMB BINDERS	0	0	4	4	5	10
ELETRICALS	GENERATOR	1	0	2	3	16	13
	AIR CONDITIONERS	0	20	41	61	126	65
	REFRIGERATORS	0	5	18	23	48	25
VEHICLES	SALON CARS	1	0	13	14	37	23
	CROSS COUNTRY -4x4	1	2	3	6	14	8
	PICK-UPS	1	11	6	18	46	28
	MOTOR BIKE	0	0	1	1	196	196
	30-SEATER BUS	0	0	0	0	0	3

About 70% of staff are yet to be allocated with equipment (computers and printers) to work with. The Ministry has a major challenge with office space resulting in our inability to request for key staff. In addition to the above challenges, the Ministry does not have a single vehicle for official assignments.

The MTDP will focus on securing a suitable office accommodation for the Ministry and its agencies, equipping its offices at national and regional level with needed human resources and equipment.

Stakeholders Analysis

Table 1.8 Looks at the stakeholder analysis of MSDI and its external constituent.

Stakeholder	Classification	Needs/Interest	Involvement in Planning, M&E Activities
Office of the President	Primary	Implementation of Government IPEP priorities	Coordinated programme for Social and Economic Development, National Development Policy framework formulation and M&E results
NDPC	Primary	Policy framework, Issuance of Planning guidelines, Preparation of MTDP, APR and M&E reports	Technical assistance on policy framework and Preparation of sector/District medium term plan
Ministry of Finance	Primary	Budget Preparation and provision of resources to sectors and districts for plan implementation	Issuance of Budget guidelines Budget and provide orientation to sectors and districts, M&E and Budget reporting
Office of the Local Government service	Primary	Collaborating on poverty reduction interventions	Planning, including Supervision, project inspection, evaluations, M&E results reporting and dissemination.
Parliament	Primary	Use M&E report to exercise oversight responsibility of MSDI projects and programmes Ensure transparency and Accountability of IPEP implementation	Oversight responsibility for Policy framework formulation, Implementation and M&E results
Ministry of Monitoring and Evaluation	Primary	Monitoring of Government flagship initiatives	Government results framework Annual, quarterly and monthly reports
Other MDAs	Primary	Collaboration, Advisory services, technical assistance, monitoring and evaluation	Planning, including Supervision, project inspection, evaluations, M&E results reporting and dissemination
MMDAs	Primary	collaboration and management of services	Planning, including Supervision, project inspection, evaluations, M&E results reporting and dissemination.
Development Authorities	Primary	Policy Implementation, job creation and Ensuring PM&E	Planning, including Supervision, project inspection, evaluations, M&E results reporting and dissemination
Civil Service Organizations (CSO)	Secondary	Advocacy, financial and material resources, transparency and accountability	M&E seminars & meetings, supervision, project inspection, PM&E, data collection, M&E results reporting.

Consultants	Secondary	Technical Assistant, implementation of IPEP programmes	Planning M&E preparation, PM&E
RCC	Primary	collaboration, annual reports	M&E preparation, PM&E, data collection, M&E seminars & meetings, supervision, project inspection, M&E results reporting and dissemination.
Traditional Authorities	Primary	involvement and ownership of IPEP programmes	M&E preparation, PM&E, data collection, M&E seminars & meetings, supervision, project inspection, M&E results reporting and dissemination
Media	Secondary	Dissemination of M&E information Transparency and accountability in the implementation of IPEP programmes.	M&E seminars & meetings, supervision, project inspection, PM&E, data collection, M&E results reporting

As part of the institutional capacity assessment, a sector capacity and management assessment was carried out using table 1.9 to ascertain the current state of the Ministry in carrying out its activities.

Table 1.9 Capacity and Management Index of MSDI

Indicators	Score
Qualification of Personnel	5.0
Staff Compliment	1.4
M&E Skills & Knowledge	2
Availability of Funds	7.0
Utilization of Funds	10
Timely Access to funds	6.0
Leadership	8.0
Management	5.0
Workload	1
Motivation and Incentives	5.0
Equipment/Facilities	1
Total Score	51.4
Management Index	4.6

The Capacity and Management Index of 4.6 brings to the fore, the need to do more to improve on the capacity of staff in terms of technical competencies, Staff compliment, infrastructure and logistics, M&E skills and knowledge and motivation. This MTDP will focus on measures to ensure adequate staff, capacity building in areas of policy development, project M&E and

financing and equipping the sector with the necessary facilities and logistics to deliver on its mandate.

1.11 Analysis Of Cross Cutting Issues

Biodiversity, Climate change, green economy and environment in general

The Ministry of Special Development Initiatives is responsible for providing cutting edge solutions to local communities to alleviate poverty through the provision of social, Agriculture and infrastructure. Climate change and environmental degradation would have negative influence on our projects beneficiaries in diverse ways, as most of our project beneficiaries are into subsistence farming saddled with; limited access to safe drinking water, high rate of open defecation and are dependent on rain fed agriculture practices which are seriously affecting the quality of lives of our targeted beneficiaries' constituents.

However, the introduction of projects under the Infrastructure for Poverty Eradication Programme (IPEP) such as small dams and dugouts will provide the opportunity for these vulnerable small holder farmers to be able to farm all year round; water for all projects to improve access to safe drinking water and WC toilet facilities to reduce open defecation.

These would create an opportunity for the vulnerable in society to take part in the preservation of the environment and ecosystems to ensure environmental sustainability. And also contribute to improved agriculture practices and food security. The MTDP will focus on alleviating poverty through the provision of social and economic infrastructure for rural communities.

Migration

The dimensions of contemporary migration call for global action, which must be comprehensive, bringing together humanitarian and development responses. Poverty, food insecurity, lack of employment, climate change and environmental degradation are among the root causes of migration. Many individuals and families migrate from rural areas for economic reasons as they see no viable option for moving out of poverty within their own communities. Ghana is faced with the teeming youth migrating from the rural area to the urban areas in search for non-existing jobs. This has therefore developed into a developmental and social challenge for the country to tackle. Such persons do not have access to good housing, health, education and sanitation. Agriculture and rural development (ARD) are key to addressing the root causes of migration. To address these menaces, the MTDP will focus on the implementation of one Village one Dam (1V1D) and one District one Warehouse (1D1W) programs and the

implementation of other projects under IPEP by type across the country that would provide alternative livelihood for the youth.

Employment

Creation of job opportunities for local people especially the youth is key to poverty reduction and national development. Creating sustainable jobs through effective targeting of social and agriculture infrastructure programmes would ensure an equal opportunity for all. Opportunities within the SMTDP will include the utilization of local artisans and technicians for the construction and management of the all the ministry's facilities in collaboration with the development Authorities District and metropolitan assemblies.

The provision of community mechanized water systems and Toilet facilities will create temporary jobs while small dams and dugouts is expected to create a lot more jobs permanent jobs in the farming communities. However, the major challenge would be budgetary allocation to undertake activities related to the above job creation opportunities.

Poverty and Inequality

In recent years, Ghana's economic progress has been laudable. According to the Ghana Poverty and Inequality Report (2016), the country has experienced steadily increasing growth of over 7% per year on the average since 2005. In 2006, Ghana achieved the Millennium Development Goal (MDG 1) target of halving the proportion of people living in extreme poverty well ahead of the target date of 2015. Following the country's attainment of middle income status in 2010 and discovery of offshore oil reserves, per capita growth in the country has remained relatively high. This has resulted in the country continuously making significant progress in reducing poverty. Results of the 2012/2013 Ghana Living Standards Survey (GLSS 6) showed that overall poverty fell to 24.2 percent in 2013 from 31.9 percent in 2006, while extreme poverty declined from 16.5 percent to 8.4 percent over the same period.

This MTDP will focus on the implementation of the Infrastructure for Poverty Eradication Programme (IPEP) which has been adopted as an initiatives in providing holistic approach in addressing poverty in the country. The programme is the main vehicle for tackling infrastructural challenges confronting the nation and increasing opportunities across the country with the aim of ensuring balanced development in the country.

Water security

In Ghana, The percentage of the population with access to safe drinking water in urban areas increased from 55.9 percent in 2014 to 76 percent in 2016, while access in rural areas decreased from 64.0 percent in 2014 to 62 percent in 2016. The proportion of districts benefiting from safe water services in the country improved from 88 percent to 92 percent over the same period.

About six million Ghanaians (6,000,000), lack access to safe drinking water. Major challenges in the water sector include: meeting the increasing water demand; intermittent water supply; high level of unaccounted for water; poor planning for water supply at MMDAs; inadequate maintenance of facilities; weak institutional coordination in water service delivery, and unreliable drinking water quality.

The majority of households without access to safe water and sanitation lack the upfront funds needed to invest in their own solutions. Consequently, those living in poverty often pay up to ten times more per liter for water service from private vendors than their middle-class counterparts connected to piped water services. These water costs can be reduced through investments in improved household water assets such as connections, rainwater harvesting equipment, wells, and latrines. Unfortunately, this requires up-front investments that, without access to financing, are unrealistic for most of these people.

Government intervention that is implemented over the medium term will aim at expanding access to safe drinking water supply for all.

It is therefore imperative to expand access to safe water supply services: Strategies to be implemented to improve access to water supply services include the following.

- Improve access to safe drinking water
- Improve water production and distribution systems
- Promote efficient water use
- Develop capacity to self-maintenance of the infrastructure at community level

The Ministry of Special Development Initiatives (MSDI) undertook steps to construct 1000 units of community water system (solar mechanized boreholes) across all the constituencies in Ghana in 2017. During the said period, the Ministry took the procurement steps to construct the community water system. This provision is in line with sustainable development goal (SDGs) goal 6 and target 1, 6 and 9 of the United Nation Sustainable Development Goals.

Food Security

Food security is the availability, accessibility and utilization of food. It is a major concern for all countries, especially in the current era where climate change, land degradation, limited availability of arable land and the decline in the agricultural labour force is impeding food production. It is important therefore to ramp up food production efforts in an innovative manner to meet the increasing rise in population.

The Ministry's approach to addressing food insecurity in this SMTDP, is through the implementation of the One Village One Dam and the One District One Warehouse initiatives. The One District One Warehouse initiative emphasis on the construction of warehouse in each district in the country. The initiative will improve food security in the country by adopting best practices in food safety and food management system and post-harvest management techniques to ensure continuous inflow and demand of seasonal goods in the country, reduce post-harvest losses often confronted by the farmers in the country. The initiative will also create employment and increase the income of smallholder farmers.

The construction of dams in all villages in the three northern regions will provide water for all year round farming and thus boost agriculture production in the northern part of the country which will in tend increase the food basket of the country.

Summary of Issues Identified Under GSGDA II (2014-2017)

The summary of key development issues from the performance review and profile are as follows:

Table 1.10 Summary of Issues Identified Under GSGDA II (2014-2017)

GSGDA II 2014-2017	
THEMATIC AREA	DEVELOPMENT ISSUES
Ensuring and sustaining Macro-Economic Stability	<ul style="list-style-type: none">• Dependent on rain fed agriculture practices• Climate change
Human Development, Productivity and Employment	<ul style="list-style-type: none">• Limited access to safe drinking water• High rate of open defecation• Poverty and inequality• Food insecurity• Lack of employment• Environmental degradation• Poverty and inequality

CHAPTER TWO DEVELOPMENT ISSUES

2.0 Introduction

Chapter two deals with the issues contained in the next phase of the MTDP (2018-2021). It focus on the transition of issues identified under the situational profile and cross cutting review the GSGDA II, 2014-2017 to the Agenda for Jobs, 2018-2021. These key development issues are prioritized based on POCC analysis, impact analysis and internal consistency and compatibility.

2.1 Harmonisation of Identified Development Issues of GSGDA II with Agenda for Jobs, 2018-2021

The Ministry harmonized its identified issues under in the situational analysis with those issues identified from the Agenda for Jobs, 2018-2021. The identified issues in the situational analysis and Agenda for Jobs, 2018-2021 are presented in Table.....

Table 2.0 Identified 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
Ensuring and sustaining Macro-Economic Stability	<ul style="list-style-type: none"> Dependent on rain fed agriculture practices Climate change 	Economic Development	<ul style="list-style-type: none"> Low proportion of irrigated agriculture Erratic rainfall patterns Poor storage and transportation systems
Human Development, Productivity and Employment	<ul style="list-style-type: none"> Limited access to safe drinking water High rate of open defecation Poverty Food insecurity Lack of employment Environmental degradation Poverty and inequality 	Social Development	<ul style="list-style-type: none"> Poor sanitation and waste management Inadequate emergency services Disparity in rate of decline of poverty across the country and among different population groups Unequal spatial distribution of the benefits of growth Rising inequality among socio-economic groups and between geographical areas

Table 2.1 Development Dimension and Adopted Issues of SMTDP

AGENDA FOR JOBS 2018-2021	
DEVELOPMENT DIMENSION	ISSUES
Economic Development	<ul style="list-style-type: none">• Low proportion of irrigated agriculture• Erratic rainfall patterns• Poor storage and transportation systems
Social Development	<ul style="list-style-type: none">• Poor sanitation and waste management• Inadequate emergency services• Disparity in rate of decline of poverty across the country and among different population groups• Unequal spatial distribution of the benefits of growth• Rising inequality among socio-economic groups and between geographical areas

2.2 Prioritization of Development Issues

The Ministry as part of measures to ensure effective use of resources and to address immediate national issues scrutinized the adopted issues to a POCC analysis to ensure that the adopted issues are prioritized.

These include: POCC analysis, Impact analysis 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 potentials, opportunities, constraint and challenges in table

Prioritisation of Development Issues

Table 2.2 POCC Analysis

ISSUES	POTENTIAL	OPPORTUNITY	CONSTRAINT	CHALLENGES
Low proportion of irrigated agriculture	<ul style="list-style-type: none"> Northern Development Authority Act, 2017 Act 963 Availability of specialized Skilled Personnel Available Commercial Agricultural master plan 	<ul style="list-style-type: none"> 11 Million irrigatable land available Increased Expressed interest by investors Traditional Rulers and Land owners willing to release land All year around farming Increase in Household income 	<ul style="list-style-type: none"> Storage and marketing of agricultural produce Unavailable data base on potential investors 	<ul style="list-style-type: none"> Low Investment in Agriculture Inadequate and delays in releasing funds by MOEPF Low level of high-tech adaptability
<p>Conclusion: To increase the proportion of irrigated agricultural land, there already exist a commercial agriculture “Master Plan”, and specialized skills which are opportunities that can be utilized to increase productivity. The recent increase in investment interest and the willingness of the traditional Rulers and Land Owners to make land available ways that can minimize the constraints, in storage, marketing, and data base availability.</p>				
Poor storage and transportation systems	<p>Skilled Human Resources</p> <p>Institutional Framework</p> <p>Middle Belt Development Authority Act 962</p>	<p>Youthful Population</p> <p>Presence of Inland port at Boankra</p> <p>Availability of National Buffer Stock</p> <p>National Cocoa Roads program</p> <p>Revamping of the National Rail System</p> <p>Availability of primary Processing plants</p> <p>Existence of E-agriculture (Farmer line, essoko and farm radio international)</p>	<p>Inadequate logistics</p> <p>Inadequate funding</p>	<p>- Undue delay of budget releases</p> <p>- Inadequate warehouses</p> <p>- Bad road network</p> <p>-</p>
<p>Conclusion:</p> <p>Poor storage and transportation are critical issues that need urgent attention. But skilled human resource, institutional and regulatory framework at the Ministry provide the potential to tackle the issues. The Ministry will capitalize on the youthful population and existing infrastructure such as the Boankra Inland Port, Warehouses being built, ongoing revamping of rail system and</p>				

innovative technologies to improve storage and transportation systems in the Middle Belt of Ghana. This will contribute to the revitalization of the agricultural sector and create jobs for the youth.				
Erratic rainfall patterns	<ul style="list-style-type: none"> Available Master Plan (Irrigation) 	<ul style="list-style-type: none"> Multi-purpose Dams Investment tours of advanced countries 	<ul style="list-style-type: none"> Low public /private in investment Limited funds for planned investment tours 	<ul style="list-style-type: none"> Tight Investors conditionalities Investors not keeping their promises
Conclusion: To address the erratic rainfall to encourage large scale agriculture, there exist irrigation” Master Plan” to facilitate the investment in the construction of multipurpose dams. However, there is the need to create the enabling environment and fiscal space for both public and private investment in the construction of dams				
Poor sanitation and waste management	<ul style="list-style-type: none"> Solid management team. Strong stakeholder base, (section 30 of the Coastal Development Act (Act 961) 	<ul style="list-style-type: none"> Liaising with other MMDCEs for the provision of certain services on waste management (Section 3L of Act 961). Donor funding, Compulsory acquisition of land (Act 961), public education, Appointment of consultants Media presence 	<ul style="list-style-type: none"> Lack of logistics, Lack of technical expertise, Lack of finances, 	<ul style="list-style-type: none"> Poor attitudes of citizens, Acquisition of land fill sites for waste disposal, Anticipation of environmental and health hazards,
CONCLUSION: Management utilizing the opportunities available to mitigate the challenges and the provision or availability of funds and logistics coupled with rigorous public education will help address this issue.				
IMPACT ANALYSIS: Creation of jobs, increase in income and poverty reductions, reduction of environmental degradation, impacts positively on the general health of the individual and community at large.				
Inadequate emergency services	<ul style="list-style-type: none"> A solid management team Strong stakeholder base 109 ambulances acquired 	<ul style="list-style-type: none"> Liaising with MDAs and MMDAs Donor funding Engagement of technical expertise 	<ul style="list-style-type: none"> Lack of technical Expertise Inadequate logistical support Poor road infrastructure 	<ul style="list-style-type: none"> Poor maintenance culture Poor address systems Poor communication network Inaccessible areas
CONCLUSION: Management should increase its fleet of ambulances available and engage technical expertise, and provide other logistics for rescue operations in inaccessible areas like the high seas, and to manage and maintain the ambulances, road infrastructure and enhance communication network for emergency cases .				
IMPACT : Job creation, increase in income, poverty reduction, quality in health care delivery				

Rising inequality among socio-economic groups and between geographical areas	<p>Skilled Human Resources</p> <p>Existence institutional framework</p> <p>National Development Agenda</p>	<p>National Intervention ministry of Gender, Children and Social Protection (LEAP, School Feeding, NSPS etc.)</p> <p>Planting for food and jobs</p> <p>Free SHS</p> <p>1D1F</p> <p>Funding from development partners</p> <p>Other National Interventions (MASLOC, NEIP, YEA etc.)</p>	<p>Inadequate funding</p>	<p>- Low emphasis on Vocational and Technical Training and Skills Development</p> <p>- Poor Co-ordination of National Interventions targeted at inequalities</p>
<p>Conclusion: The MSDI will use its institutional framework and the newly established development initiatives to deal with the problem of inequality among socio-economic groups and between geographical areas. The Ministry will work through its Development Authorities and Special Development Initiatives to develop strong partnership and coordinate more effectively with other initiatives that are under the auspices of other Ministries, Departments and Agencies to achieve socio economic equality among geographical areas and vulnerable and marginalized groups. To do this the Ministry will align its initiatives with other interventions such as LEAP, School Feeding within the National Social Protection Strategy (NSPS) framework, Planting for food and jobs, Free SHS, 1D1F, MASLOC, NEIP, YEA, etc.</p>				
Unequal spatial distribution of the benefits of growth	National Development Agenda	<p>SDG's goal -</p> <p>District Medium Term Development Plan</p> <p>National Poverty reduction initiatives</p> <p>Donor funding targeting poverty reduction</p>	<p>Inadequate funding</p> <p>Late release of funds</p>	- Lack of robust and current data on spatial inequalities
<p>Conclusion: Even though Ghana has over the years experienced some relative economic growth, there exist unequal spatial distribution of the growth benefits. This creates economic and social inequalities which hamper efforts towards poverty reduction and sustainable development. The national development agenda dubbed: Coordinated Programme for Economic and Social Development (i.e. the agenda for jobs: creating prosperity and equal opportunity for all – 2018 to 2021) as well as other national poverty reduction initiatives, donor funding and the national commitment to the Sustainable Development Goals provide ample opportunity to reverse the trend. The three Development Authorities also serve as an excellent opportunity to pursue grassroots development in partnership with MMDAs to achieve equal spatial distribution of the benefits of growth</p>				

Disparity in rate of decline of poverty across the country and among different population groups	-Solid management team -Stakeholder consultations	-Procurement of consultants, liaising with NGOs (Section 3L & M of the Coastal Development Act 961) -Donor funding -Liaising with MDAs and MMDAs (Act 961) -Education -Job creation and other interventions (Act 961)	-Illiteracy -Disparity in resource allocation -Disparity in geographical location of different peoples -Gender inequality -Cultural practices of various population groups Land tenure system	- Inadequate data -
CONCLUSION: The provision of adequate data to know the exact disparities to ensure fair distribution of resource allocation, reduction of illiteracy rates through mainstream education and public education.				
IMPACT: Poverty reduction, reduction in disparity among different population groups, Creation of jobs.				

- Prioritisation

The Ministry at its stakeholder meeting to prepare the Medium term development plan identified issues from the policy framework, Agenda for Jobs. These issues were prioritized based on the POCC analysis:

1. Rising inequality among socio-economic groups and between geographical areas
2. Low proportion of irrigated agriculture
3. Erratic rainfall patterns
4. Poor storage and transportation systems
5. Poor sanitation and waste management
6. Inadequate emergency services

7. Disparity in rate of decline of poverty across the country and among different population groups
8. Unequal spatial distribution of the benefits of growth

2.3 Impact Analysis

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

Table 2.3 Analysis of Adopted Issues

ISSUES	CRITERIA				total score	RANK
	significant linkage effect on meeting basic human needs/rights	significant multiplier effect on economic efficiency	Impact on: a. The different population groups (e.g. girls, aged, disabled); b. Balanced development; c. Natural resource utilisation; 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 Nutrition.		
Low proportion of irrigated agriculture	2	2	2	2	8	1
Poor sanitation and waste management	2	2	2	1	7	6
Poor storage and transportation systems	2	2	2	2	8	1
Erratic rainfall patterns	2	2	2	2	8	1
Rising inequality among socio-economic groups and between geographical areas	2	2	2	2	8	1
Disparity in rate of decline of poverty across the country and among different population groups	2	2	2	2	8	1
Inadequate emergency services	2	1	2	2	7	6
Unequal spatial distribution of the benefits of growth	2	2	2	1	7	6

2.4 Sustainability/Internal Consistency

Analysis of the Ministry's prioritized issues using Internal Consistency Matrix – in adherence with the NDPC MTDPF Sector Guidelines is presented table 6 below. The issues were matched against each other to determine whether addressing each prioritized issue will either conflict or support the Ministry's attain its medium term objective.

The findings presented in table reveal that six out of the eight prioritized issues are mutually supportive while the remaining two are neutral and do not pose any conflict. The mutually supportive issues have been marked "X" and neutral issues have been marked "O" in the table 2.4 The neutral issues suggest that we do more in-depth studies to identify possible areas of conflict during implementation.

Table 2.4 Internal Consistency Matrix for the Analysis Of Sector Issues

No.	Adopted Issues	1 Low proportion of irrigated agriculture	2 Erratic rainfall patterns	3 Poor storage and transportation systems	4 Poor sanitation and waste management	5 Inadequate emergency services	6 Disparity in rate of poverty decline across the country and among different population groups	7 Unequal spatial distribution of the benefits of growth	8 Rising inequality among socio-economic groups and between geographical areas
1	Low proportion of irrigated agriculture		X	X	O	O	X	X	X
2	Erratic rainfall patterns	X		X	O	O	X	X	X
3	Poor storage and transportation systems	X	X		O	O	X	X	X
4	Poor sanitation and waste management	O	O	O		X	X	X	X
5	Inadequate emergency services	O	O	O	X		X	X	X
6	Disparity in rate of decline of poverty across the country and among different population groups	X	X	X	X	X		X	X
7	Unequal spatial distribution of the benefits of growth	X	X	X	X	X	X		X
8	Rising inequality among socio-economic groups and between geographical areas	X	X	X	X	X	X	X	

Table 2.5 Sustainable Prioritised Issues As Categorised Under Development Dimensions

DEVELOPMENT DIMENSION	FOCUS AREA OF MTDP 2018-2021	PRIORTIZED SUSTAINABLE ISSUES
Economic Development	Agriculture and Rural Development	Low proportion of irrigated agriculture
		Poor storage and transportation systems
		Erratic rainfall patterns
Social Development	Poverty And Inequality	Rising inequality among socio-economic groups and between geographical areas
		Disparity in rate of decline of poverty across the country and among different population groups
	Health And Health Services	Inadequate emergency services
	Poverty And Inequality	Unequal spatial distribution of the benefits of growth
Social Development	Water and Environmental Sanitation	Poor sanitation and waste management

CHAPTER THREE

DEVELOPMENT PROJECTION, GOALS, ADOPTED OBJECTIVES AND STRATEGIES

3.0 Introduction

This chapter presents the Ministry's adopted development goals, objectives and strategies that are linked to IPEP and underpinned in the MTNDPF (2018-2021).

3.1 Development projects for 2018 – 2021

Table 3.0 The Ministry's Development Projection

Development Issues	Indicators	Indicator Definition	Baseline		Projections		Data Source
			Year	Data	2018	2021	
<ul style="list-style-type: none"> Disparity in rate of decline of poverty across the country and among different population groups Unequal spatial distribution of the benefits of growth Rising inequality among socio-economic groups and between geographical areas 	Number of special development initiatives/mechanisms established	The number of special development authorities/initiatives created by the government to address development challenges of particular areas	2016	2 development authorities (SADA and CEDECOM)	Law for establishing three Special Development Authorities, namely Northern Development Authority (NDA), Middle-Belt Development Authority (MDA) and Coastal Development Authority (CDA) passed by Parliament	The Northern Development Authority (NDA), Middle-Belt Development Authority (MDA) and Coastal Development Authority (CDA) Become functional	MSDI
<ul style="list-style-type: none"> Low proportion of irrigated agriculture Erratic rainfall patterns Poor storage and transportation systems Poor sanitation and waste management Inadequate emergency services 	Number of IPEP projects Implemented by type.	The number of infrastructure projects undertaken under the IPEP per annum at the constituency-level	2016	0	Regional team to oversee the Implementation on of the IPEP Constituted and Infrastructure needs of all 275 constituencies conducted.	>2,750 projects implemented	MSDI

3.2 Adopted Development Goal

The Ministry's adopted development goal connected to the social and economic development dimension as indicated in the MTNDPF (2018-2021) are as follows.

- a. build a prosperous society
- b. Create opportunities for all Ghanaians

The programmes and project been implemented under IPEP will significantly contribute to the attainment of the above mention national development goal.

3.3 Adopted Objectives and Strategies

The adopted objectives and strategies are shown in table 3.1 below

Table: 3.2: Adopted Objectives and Strategies

Focus Area	Key Issues	Policy Objectives	Strategies
<i>Development Dimension: Economic Development</i>			
1. Agriculture and Rural Development	<ul style="list-style-type: none"> • Low proportion of irrigated agriculture • Erratic rainfall patterns 	1.1 Improve production efficiency and yield	1.1.1 Implement the government's flagship intervention of "One village, One dam" to facilitate the provision of community-owned and managed small-scale irrigation, especially in the Afram Plains and northern savannah (SDG Targets 1.1, 1.4, 1.5,2.3, 2.4)
	<ul style="list-style-type: none"> • Poor storage and transportation systems 	1.2 Improve post-harvest management	1.2.1 Facilitate the provision of storage infrastructure with drying systems at district level, and a warehouse receipt system (SDG Targets 2.3, 12.1, 12.3, 12.a)
<i>Development Dimension: Social Development</i>			
2. Water and Environmental Sanitation	<ul style="list-style-type: none"> • Poor sanitation and waste management 	2.1 Enhance access to improved and reliable environmental sanitation services	2.1.1 Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2)
3. Health And Health Services	<ul style="list-style-type: none"> • Inadequate emergency services 	3.1 Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	3.1.1 Revamp emergency medical preparedness and response services (SDG Target 3.d)
4. Poverty And Inequality	<ul style="list-style-type: none"> • Disparity in rate of decline of poverty across the country and among different population groups • Unequal spatial distribution of the benefits of growth 	4.1 Eradicate poverty in all its forms and dimensions	4.1.1 Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4) 4.1.2 Strengthen the capacity of oversight institutions regarding poverty reduction (SDG Target 16.6)

	<ul style="list-style-type: none"> • Rising inequality among socio-economic groups and between geographical areas 	4.2 Reduce income disparities among socio-economic groups and between geographical areas	4.2.1 Accelerate the establishment of special development authorities for selected areas (SDG Target 1.b) 4.2.2 Expand social and economic infrastructure and services in rural and poor urban areas (SDG Targets 9.1, 11.a) 4.2.3 Improve business development services including investment plans to facilitate local economic development and private sector participation (SDG Targets 17.5, 17.17)
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CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE MDA

4.0 Introduction

This chapter links to the objectives and strategies adopted from the Agenda for Jobs 2018-2021 to the Programmes and Sub-Programmes of the Ministry. The chapter further details the various programmes and activities to be carried out and implemented within the medium term. The programme development have been harmonized into a composite plan that focus on the four year term 2018-2021 of the plan implementation

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. Five programmes and twelve sub-programmes were formulated. These are indicated in

Table 4.0 Programmes and Sub-Programmes of the Ministry

S/N	PROGRAMME	SUB-PROGRAMME
1	Management and Administration	<ul style="list-style-type: none">• Finance and Administration• Human Resource Management• Policy, Planning, Budgeting, Monitoring and Evaluation• Research Statistics and Information Management
2	Infrastructure for Development	<ul style="list-style-type: none">• Infrastructure for Northern Development• Infrastructure for Middle Belt Development• Infrastructure for Costal Belt Development

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

Adopted Policy Objectives	Adopted Strategies	Programme	Sub-Programmes
Improve production efficiency and yield	Implement the government’s flagship intervention of “One village, One dam” to facilitate the provision of community-owned and managed small-scale irrigation, especially in the Afram Plains and northern savannah (SDG Targets 1.1, 1.4, 1.5, 2.3, 2.4)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development
			SP 2: Infrastructure for Middle Belt Development
Improve post-harvest management	Facilitate the provision of storage infrastructure with drying systems at district level, and a warehouse receipt system (SDG Targets 2.3, 12.1, 12.3, 12.a)		SP 3: Infrastructure for Coastal Belt Development
Enhance access to improved and reliable environmental sanitation services	Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2)		
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Revamp emergency medical preparedness and response services (SDG Target 3.d)		
Eradicate poverty in all its forms and dimensions	Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)		
Reduce income disparities among socio-economic groups and between geographical areas	Accelerate the establishment of special development authorities for selected areas (SDG Target 1.b) Expand social and economic infrastructure and services in rural and poor urban areas (SDG Targets 9.1, 11.a) Improve business development services including investment plans to facilitate local economic development and private sector participation (SDG Targets 17.5, 17.17)		

Eradicate poverty in all its forms and dimensions	<p>Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)</p> <p>Strengthen the capacity of oversight institutions regarding poverty reduction (SDG Target 16.6)</p>	P 2: Management and administration	SP 2:
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Table 4.2 Programme of Action 2018-2021

DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT														
Adopted MDAs Goal(s): CREATING EQUAL OPPORTUNITIES FOR ALL														
Adopted objective s	Adopted strategie s	Programme s	Sub- programm es	Projects/ activities	Outcome/ impact indicators	Time frame				Indicative Budget GHC’ 000			Implementing Agencies	
						201 8	201 9	202 0	202 1	GoG	IG F	Dono r	Lead	Collaboratin g
Eradicate poverty in all its forms and dimensio ns	Develop measure s to ensure fair and balanced allocatio n of national resource s across ecologic al zones, gender, income and socio- economi	Managemen t and administrati on	PPBMED	Develop and review Policies and Bills	No. of policies and bills developed and reviewed		x	x	x	2,800			Director,PPBM ED	RSIM, AG’s Dept., NDPC, Development Authorities (DAs), Parliament, Cabinet Sec. MDAs, RCCs,MMD As CSOs.

	c groups, including PWDs (SDG Target 1.4)													
				Develop and review programmes, projects and Plans	No. of programmes, projects and Plans reviewed and developed	x	x	x	x	8,000			Director,PPBM ED	RSIM, MDAs, DAs DP, CSOs.
				Prepare annual Action Plan and budget estimates	Appropriation bill passed by parliament	x	x	x	x	4,000			Director,PPBM ED	MoF
				Undertake monitoring ministry's projects and programmes	No. of monitoring undertaken					12,000			Director,PPBM ED	NDPC, Office of the President, MoE
				Develop and review a comprehensive M&E Plan for the Ministry	M&E Plan developed and reviewed	x	x	x	x				Director,PPBM ED	MoE, NDPC

Development Dimension: Governance, Corruption and Accountability														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Timeframe				Indicative Budget (GH¢'000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Eradicate poverty in all its form	Strengthen the capacity of oversight institutions regarding poverty reduction (SDG target 16.6)	Management and Administration	Finance	Preparation of four Annual and sixteen quarterly Financial Reports of the Ministry	No of annual and quarterly financial reports prepared.	5	5	5	5	10			Director F&A	All agencies under the Ministry
				Undertake professional and other relevant training needs for 30 staff by 2021	no of staff trained	9	9	9	3	231			Director F&A	All Account staff of the Ministry

DEVELOPMENT DIMENSION : Governance, Corruption and Accountability														
Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget (GH¢000.00)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	DP	Lead	Collaborating
Enhance capacity for policy formulation and coordination	5.1.3 Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting (SDG Target 17.9)	management and administration	finance	Conduct four Annual and sixteen quarterly audits of the Ministry operations	Quarterly Audit Reports and Annual Audit Reports prepared	X	X	X	X	80			Internal Audit	All Directorates
				Conduct quarterly follow-up on the implementation of audit recommendations	Number of quarterly follow-up report prepared	X	X	X	X	20			Internal Audit	All Directorates and Depts. of the Ministry
				coordinate the implementation of the NACAP	NACAP implementation report	X	X	X	X	30			Internal Audit	IAA,

Development Dimension: Governance, Corruption and Accountability														
Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Projects/Activities	Outcome/Impact Indicators	Time Frame				Indicative Budget (GH¢000.00)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Enhance capacity for policy formulation and coordination	5.1.3 Strengthen the capacity of public institutions to undertake policy analysis, development planning, monitoring and evaluation, macro-econometric modelling and forecasting (SDG Target 17.9)	Management and Administration	General Administration	Organize refresher workshop to sensitize staff on the PFM	Efficient Financial Management	X	X			25			Director F&A	Ministry of Finance, PPA
				Hold Statutory meetings (Ministerial Board, Inter-Ministerial, Inter-agency, Entity Tender Committee,	Statutory meetings held	X	X	X	X	500				

				Management Meeting and Staff meetings)										
				Payment of utilities	Utility fees paid	X	X	X	X	60			Director F&A	
				PCs, 100 laptops, 50 printers, 20 photocopies, 110 UPS, and other relevant materials by 2021	Computers and Accessories, Procured	X	X	X	X	796.9				
				Procure office consumables	Office consumables procured	X	X	X	X	162				
				Prepare Annual Performance Reports (APR) (OHCS)	Annual Performance Reports prepared	X	X	X	X	30				
TOTAL										1,573.9				

Adopted Objectives	Adopted Strategies	Programmes	Sub-programmes	Projects/ Activities	Outcome/ Impact Indicators	Time Frame				Indicative Budget (GH¢000.00)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Eradicate poverty in all its form	Strengthen the capacity of oversight institutions regarding poverty reduction (SDG target 16.6)	Management and administration	Human Resource Management	Conduct training and development for 200 staff	No. of staff trained	X	X	X	X	1,700			HR	OHCS, CSTC, GIMPA, UoG, National Drivers Academy
				Promotion for 70 staff	No. of staff assessed for promotion	3	30	15	22	35			HR	OHCS
				recruitment 440 Staff for Development Authorities	No. of staff recruited	100	300	40		600			HR	OHCS, PSC, Agencies
				Undertake staff welfare activities	No. of welfare activities undertaken	X	X	X	X	10			HR	Divisions
				Finalize organizational manual	New Ministry	X	X			20			HR	OHCS, MSD
				Workman compensation	Workman compensation paid	X	X	X	X	30			HR	
				Foreign Travels and Training		X	X	X	X	1,751.97			HR	

TOTAL										4,146.97				
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DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT														
Adopted MDAs Goal(s): CREATING EQUAL OPPORTUNITIES FOR ALL														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget(GHC,000)			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Eradicate poverty in all its forms and dimensions	Strengthen the capacity of oversight institutions regarding poverty reduction (SDG Target 16.6)	Management and administration	RSIM	Undertake development research enhance decision making	No. research carried out	x	x	x	x	25,422,959.47			RSIM	PPBME, Development Authorities (DAs), DPs, MDAs, MMDAs CSOs.
				Facilitate the projection of the image of the Ministry through publication and disseminating information.	No. of publications and other communication product developed	x	x	x	x	8,474,319.803			RSIM	PPBME, F&A, Development Authorities (DAs), DPs, MDAs, MMDAs CSOs.

				Develop MIS systems for the ministry	Database capturing MSDI Programmes and projects programme	x	x	x	x	4,237,159.93			RSIM	PPBME, Development Authorities (DAs), DPs,MDAs, MMDAs
					Tracking tool for tracking and monitoring MSDI programmes and Projects								RSIM	PPBME, Development Authorities (DAs), DPs,MDAs, MMDAs

Development Dimension :Social Development														
Adopted MDAs Goal(s): Creating Equal Opportunity for All														
Adopted objectives	Adopted strategies	Program mes	Sub-programm es	Projects/ activities	Outcome/ impact indicators	Time frame				Indicative Budget GHS'000			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Enhance access to improved and reliable environmental sanitation services	Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2)	P2 Infrastructure for Development	SP 3: Infrastructure for Coastal Belt Development	construct 487 mechanized boreholes and water systems	No. of boreholes and water systems constructed	√	√	√	√	24,350			Coastal Development Authority	MDAs, MMDAs, RCC, CWSA & GHANA WATER
				construct 510 mechanized toilets	No. of mechanis m boreholes constructed	√	√	√	√	76,500				

				Construct 500 culverts and 50km of drains	No of culverts constructed	√	√	√	√	50,000				
				Construct 1 Senior High School	1 Senior High school constructed	√	√	√	√	600				
				Construct 20 chip compounds in	no of chips compound constructed	√	√	√	√	1,200				
				Construct 20 school quarters for teachers	no of school quarters constructed	√	√	√	√	10,000				
				Build 20 community centres in selected communities along the coast	no of community centres built.	√	√	√	√	2,400				

Development Dimension: ECONOMIC DEVELOPMENT

Adopted MDAs Goal(s): Building Prosperous Society

Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG GHS'000	IGF	Donor	Lead	Collaborating
Eradicate poverty in all its forms and dimensions	Develop measures to ensure fair and balanced allocation of national resources across	P 1: Infrastructure for Development	SP 3: Infrastructure for Coastal Belt Development	Develop 3 salt making enclaves along the Coast	No. of salt enclaves developed	√	√	√	√	30,000				

	ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)													
				Provide 60 Agro processing and technological equipment Facilities in the zone	To create jobs, reduce poverty, to empower various economic grouping economically	√	√	√	√	60,000			Coastal Development Authority	MDAs, MMDAs, RCC
				Develop 40 Fish and shrimp farming enclaves	40 fish and shrimp farming enclaved developed	√	√	√	√	15,000				Ministry of Fisheries and Aqua culture, EPA, MSDI, MMDAs, Traditional Authorities, Fishing communities, Fishers and Canoe owners Association
				Revamp Ayensu starch factory	functional Ayensu starch factory in place	√	√	√	√	30,000				Ministry of Trade, Ministry of Agric, MMDAs, Traditional Authorities

				Operationalize Komenda Sugar Factory	Functionoal Komenda sugar	√	√	√	√	5000,					MOTI, MOFA, 1D1F, MSDI
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Development Dimension :Social Development														
Adopted MDAs Goal(s): Creating Equal Opportunity for All														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget GHS'000			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating
Improve production efficiency and yield	Implement the government's flagship intervention of "One village, One dam" to facilitate the provision of community-owned and managed small-scale irrigation, especially in the Afram Plains and northern savannah (SDG Targets 1.1, 1.4, 1.5,2.3, 2.4)	P 1: Infrastructure for Development	Infrastructure for Middle Belt Development	Construct 75 Irrigation Dams in Afram and the Savannah Zones in the Middle Belt	75 Irrigations Dams Constructed	√	√	√	√	200,000,000			MiBDA	MOFA, MMDA's, RCC, MSDI
Improve post-harvest management	Facilitate the provision of storage infrastructure with drying systems at district level, and a warehouse receipt system (SDG Targets 2.3, 12.1, 12.3, 12.a)	P 1: Infrastructure for Development	Infrastructure for Middle Belt Development	Construct and Rehabilitate 60 warehouses in the middle belt zone (To reduce post-harvest losses)	60 warehouses built	√	√	√	√	120,000,000			MiBDA	GPS, MOFA, MMDA, RCC, MSDI
				Rehabilitate 500kilometers of farm roads	500 kilo Meters of farm roads constructed	√	√	√	√	100,000,000			MiBDA	MOFA, MMDA, RCC, MSDI

				Construct 12 factories for processing of Farm Produce	12 factories established	√	√	√	√	12,000,000			MiBDA	1D1F MOFA, MMDA, RCC, MSDI Feeder Roads
Enhance access to improved and reliable environmental sanitation services	Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2)	P 1: Infrastructure for Development	SP 2: Infrastructure for Middle Belt Development	Provision of 1,348 Community-Based Limited Mechanized Water system	1348 Community Based Limited Mechanized Water system Completed	√	√	√	√	161,7600,000			MiBDA	Ministry of Sanitation and Water Resources(MSWR), Community Water System(CWS), MMDA's,RCC
				Construct 100 Small Town Water	100 Small Town Water System constructed	√	√	√	√	150,000,000				MSWR, CWS MMDA's,RCC
				Provision of 1,336 Ten-Seater Water Closet Institutional Toilets	1336 Ten Seater Water Closet Institutional Toilets Completed	√	√	√	√	227,120,000				MSWR, CWS MMDA's,RCC

Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Revamp emergency medical preparedness and response services (SDG Target 3.d)	P 1: Infrastructure for Development	SP 2: Infrastructure for Middle Belt Development	Procure 109 Ambulance	109 Ambulances Procured	√	√	√	√	81,750,000			MiBDA	MOH MDSI
				Construct and upgrade 350 CHPS Compounds, 250 clinics and 50 Nurses Quarters	350 CHPS Compound, 250 clinics and 50 Nurses Quarters Constructed	√	√	√	√	227,500,000			MiBDA	MOH, MDSI
Eradicate poverty in all its forms and dimensions	Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)	P 1: Infrastructure for Development	SP 2: Infrastructure for Middle Belt Development	Institute adult literacy and capacity building as well as soft skills training for women and PWDs; Assist target groups to develop business plans and facilitate joint venture projects; groom young entrepreneurs; nurture women-owned businesses	3000 women, PWD's and special groups' capacity built.	√	√	√	√	100,000,000		50,000,000	MiBDA	NGO.s, CBO's, FBO's MGCSP, MMDA's, RCC, MSDI

Reduce income disparities among socio-economic groups and between geographical	Expand social and economic infrastructure and services in rural and poor urban areas (SDG Targets 9.1, 11.a)	P 1: Infrastructure for Development	SP 2: Infrastructure for Middle Belt Development	Construct 109 Community Development Centers (CDCs)	109 Community Development Centers Constructed	√	√	√	√	109,000,000			MiBDA	MMDA's, RCC, MSDI
				Construct and renovate 109 markets in all constituencies	109 small town markets Constructed	√	√	√	√	218,000,000			MiBDA	MMDA's, RCC, MSDI
	Improve business development services including investment plans to facilitate local economic development and private sector participation (SDG Targets 17.5, 17.17)	P 1: Infrastructure for Development	SP 2: Infrastructure for Middle Belt Development	4500 Agric-business development for women and youth Embark on Constituency Specific Projects	4500 agric-business for Women and Youth Established	√	√	√	√	100,000,000		125,000,000	MiBDA	NGOs, Embassies, MMDA's, RCC, MSDI
					109 units of Constituencies specific Projects established	√	√	√	√	437,000,000			MiBDA	MMDA's, RCC, MSDI

Development Dimension: Economic Development														
Adopted MDAs Goal(s): Build a Prosperous Society														
Adopted objectives	Adopted strategies	Programmes	Sub-programmes	Projects/activities	Outcome/impact indicators	Time frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG GHS	IGF	Donor	Lead	Collaborating
Improve production efficiency and yield	Implement the government's flagship intervention of "One village, One dam" to facilitate the provision of community-owned and managed small-scale irrigation, especially in the Afram Plains and northern savannah (SDG Targets 1.1, 1.4, 1.5, 2.3, 2.4)	P 1: Infrastructure for Development	Infrastructure for Northern Development	Construction of 104 Dams and Dugouts	104 Dams and Dugout constructed	X	X	X	X	104,000,000			NDA	GIDA, MSDI
Improved post-harvest management	Facilitate the provision of storage infrastructure with drying systems at district level, and a warehouse receipt system (SDG Targets 2.3, 12.1, 12.3, 12.a)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development	Construction of 57 warehouses	57 warehouses constructed	X	X	X	X	114,000,000			NDA	MOFA, MSDI
Development Dimension: Social Development														
Adopted MDAs Goal(s): Create equal opportunity for all														
Enhance access to improved and reliable environmental sanitation services	Implement the Toilet for All and Water for All programmes under the IPEP initiative (SDG Targets 6.1, 6.2)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development	Construction of 57 public Toilets	57 public toilets constructed/mechanized boreholes	X	X	X	X	9,690,000			NDA	MSDI, MMDA, MS
Ensure affordable, equitable, easily accessible and	Revamp emergency medical preparedness and response services (SDG Target 3.d)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development	Construction 114 Chips compound	114 Chips compound constructed	X	X	X	X	57,000,000			NDA	MOH, MSDI

Universal Health Coverage (UHC)														
Eradicate poverty in all its forms and dimensions	Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development	Provide 570 tricycles to 570 communities to cart shea-nut	570 Tricycles provided	X	X	X	X	4,560,000			NDA	MSDI, PBC
Eradicate poverty in all its forms and dimensions	Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development	Construct 28 ,6 units Classroom blocks	114 classroom blocks constructed	X	X	X	X	62,700,000			NDA	GES, MSDI,M MDAS
Eradicate poverty in all its forms and dimensions	Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development	114 Motor Tricycle Ambulances	114 Tricycle Ambulance delivered	X	X	X	X	11,400,000			NDA	GHS,MS DI, MMDAS
Eradicate poverty in all its forms and dimensions	Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development	Establish 228 fish pond facilities to 57 communities	228 fish ponds constructed	X	X	X	X	13,680,000			NDA	MSDI,M OFA, MMDAS
Eradicate poverty in all its forms and dimensions	Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development	Cultivation of 50 hectors of Paulownia	50 hectors of Paulownia cultivated	X	X	X	X	2,500,000			NDA	MOFA, MSDI, MMDAS
Eradicate poverty in all	Develop measures to ensure fair and balanced allocation of national resources across ecological zones,	P 1: Infrastructure for Development	SP 1: Infrastructure	Rent befitting	Befitting office rented	X	X	X	X	1,024,000			NDA	MSDI

its forms and dimensions	gender, income and socio-economic groups, including PWDs (SDG Target 1.4)		for Northern Development	office complex										
Eradicate poverty in all its forms and dimensions	Develop measures to ensure fair and balanced allocation of national resources across ecological zones, gender, income and socio-economic groups, including PWDs (SDG Target 1.4)	P 1: Infrastructure for Development	SP 1: Infrastructure for Northern Development	Livelihood and resettlement of communities	Communities and households resettled	X	X	X	X	103,000,000			NDA	MSDI, NADMO, MMDAs

4.2 Indicative Financial Strategy 2018-2021

The Ministry of Special Development Initiatives is solely funded by GOG based on its commitment of Cedis equivalent of One Million United States Dollars (US\$1,000,000) to each constituency as indicated Coordinated Programme of Economic and Social Development. For the medium term 2018-2021 the Ministry and its three Development Authorities will need a total sum of GH¢3,136,684,000 to implement key government programmes and projects.

The Ministry of Finance has allocated a total of **GH¢5,353,619,688** for the implementation of activities in the Medium Term to achieve the agenda for jobs 2018-2021. Though there appears to be a positive variance of GH¢2,206,935,688, the indicative financial plan will be updated as additional information becomes available on goods and services, personnel emoluments for development authorities (not covered in this estimates) who will be recruited between 2019-2021.

Table 4.3 Indicative Financial Strategy

Programme	Total Cost (2018-2021)	Expected Revenue						Summary of resource Mobilization strategy	Alternative course of action
		GOG	IGF	Donor	Others	Total revenue	Gap		
P1: Management and Administration	63,800,000	284,868,385	-	-	-	284,868,385	221,068,385		
P2: INFRASTURAL DEVELOPMENT	3,072,884,000	5,068,751,303	-	-	-	5,058,751,303	1,985,867,303		
TOTALS	3,136,684,000	5,353,619,688	-	-	-	5,343,619,688	2,206,935,688		

CHAPTER FIVE

ANNUAL ACTION PLANS 2018-2021

5.0 Introduction

Chapter five deals with the Ministry's Annual Work Plans. The plan is an extension of the Programme of Action based on adopted strategies and objectives. The annual work plans clearly indicates details of activities and operation to be carried out by the Ministry and its Development Authorities.

5.1 Annual Action Plans

The annual action plan of the sector has been presented for 2018, 2019, 2020 and 2021. The annual action plan is required from 2018-2021, however the Ministry has presented the annual action plan for 2019 in this MTDP.

Table 5.0 2019 Annual Action Plan

Adopted MDAs Goal(s):													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				indicative Budget			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Construct Irrigation Dams in Afram plains and the Transitional Zones in the Middle Belt	Refer to Appendix 1	Nil	Number of Irrigations Dams Constructed	-	5	5	5	30,000,000			MiBDA	MOFA, GIDA, MMDAs, RCC
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Construct and Rehabilitate warehouses in the middle belt zone (To reduce post-harvest losses)	Refer to Appendix 1	20	Number of warehouses rehabilitated/Built		3	4	3	20,000,000			MiBDA	MOFA, GBSC, MMDAs, RCC
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Rehabilitate kilometers of farm roads (Feeder Roads)			Number of farm roads rehabilitated		40	40	40	12,000,000				Feeder Roads, MMDAs, RCC
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Construct factories for processing of Farm Produce			Number of processing factories constructed -Major factory -Small processing plants	1 3	1 4	1 3		3,000,000				1D1F, MMDAs, RCC

									5,000,000				
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Provision of Community-Based Limited Mechanized Water system		337	Number Community-Based Mechanised Water System	54	55	55	54	26,160,000			MiBDA	CWS, MMDAs, RCC
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Construct Small Town Water System		Nil	Small Town Water System Constructed		10	10	10	38,000,000			MiBDA	CWS, MMDAs, RCC
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Provision of Ten-Seater Water Closet Institutional Toilets		334	Number of Ten-Seater Water Closet Institutional Toilets constructed	54	55	55	54	37,060,000			MiBDA	MSWR, MMDAs, RCC
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Procure Ambulances		Nil	Number of Ambulances procured		10	10	10	22,500,000			MiBDA	MOH, MMDA's, RCC
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Construct and upgrade 350 CHPS Compounds, 250 clinics and 50 Nurses Quarters		Nil	Number of CHPS Compounds, Clinics and Nurses Quarters Constructed/Upgraded -CHPS Compound -Clinics Nurses Quarters	12 12 12	13 13 13	12 12 12	13 13 13	34,770,000			MiBDA	MOH, MMDAs, RCC

P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Institute adult literacy and capacity building as well as soft skills training for women and PWDs; Assist target groups to develop business plans and facilitate joint venture projects; groom young entrepreneurs; nurture women-owned		Nil	Number of women, PWD's and special groups capacity built.	125	125	125	125	16,500,000			MiBDA	NGO.s, CBO's, FBO's MGCSP, MMDA's, RCC, MSDI
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Construct Community Development Centers (CDCs)		Nil	Number of Community Development Centers Constructed	10	10	10		30,000,000			MiBDA	MMDA's, RCC, MSDI
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Construct and renovate markets in all constituencies		Nil	Small town markets Constructed	10	10	10		60,000,000			MiBDA	MMDA's, RCC, MSDI
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Agri-business development for women and youth Embark on Constituency Specific Projects		Nil	Number of Agri-business for Women and Youth Established	250	250	250	250	22,000,000			MiBDA	NGOs, Embassies, MMDA's RCC, MSDI
P 1: Infrastructure for Development Infrastructure for Middle Belt Development	Embark on Constituency Specific Projects		Nil	Number of units of Constituency-specific Projects established					109,000,000			MiBDA	MMDA's, RCC, MSDI
									465,990,000				

Adopted MDAs Goal(s): Build a Prosperous Society													
MDA and Sub-Programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				In licative Budget			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
P 1: Infrastructure for Development SP 1: Infrastructure for Northern Development	Construction of 20 Standard Dams	20 villages	570 Dams at various stages of construction	20 Standard dams constructed	2	8	8	2	18,500,000.00			NDA	MSDI, GIDA
P 1: Infrastructure for Development SP 1: Infrastructure for Northern Development	Construction of 15 warehouses	10 listed towns	10 Warehouses are at various stages of construction	10, (One thousand 1000 metric tons capacity) warehouses constructed	2	4	3	1	20,000,000.00			NDA	MSDI, MOFA, MMDAS
Ensure affordable, equitable, easily accessible and Universal Health	Construction of 15 public Toilets	15 listed towns	283, public toilets are at various stages of construction	15 Public toilets with mechanized boreholes constructed	3	5	5	2	2,550,000.00			NDA	MSDI, MMDAS

Coverage (UHC)													
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Construction 28 Chips compound	28 identified places listed		28 Chips compound with Nurse's Bungalow constructed	6	10	8	6	14,000,000.00			NDA	MSDI, GHS, MMDAS
	Provide 570 tricycles to 570 communities to cart shea-nut	57 constituencies		570 Motor Tricycles distributed among women group	270	300			570,000.00			NDA	MSDI, PBC, MMDA
	Construct 29, Six (6)-units Classroom blocks	29 Constituencies		29 five unit's classroom blocks constructed	4	9	9	7	15,950,000.00				MSDI GES MMDAs
Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	114 Motor Tricycle Ambulances	57 Villages		114 well refurbished motor tricycle distributed to the villages	50	64			11,400,000.00			NDA	MSDI, MMDA, GHS

	Establish 57 fish pond facilities in 57 communities	57 identified Villages		57 fish pond facilities constructed	10	20	12	15	3,420,000.00			NDA	MSDI, MOFA MMDAs
	Cultivation of 12.5 hectors of Paulownia			12.5 Hectors of Paulownia farm cultivated	4	4	4.5		625,000.00			NDA	MSDI, FC MMDAs
	Rent befitting office complex	Tamale Metro	Rent expired being ejected	New office complex rented					1,024,000.00			NDA	MSDI,
	Livelihood and resettlement of communities	Affected Communities		Number of households provided with livelihood and resettlement interventions	X	X	X	X	25,000,000.00			NDA	MSDI, MMDAs NADMO MOFA

Adopted MDAs Goal(s): Social Development													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarter				Indicative Budget GH¢'000			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Human Resource Management	Prepare annual staff leave roster	Accra	2017 Leave Roster	Leave roster	X				3			F&A	
	Develop annual staff training plan	ACCRA	2017 Annual Training Plan	Annual Training Plan	X				3				
	Train 80 officers in competency based programs and Scheme of Service related training	Accra	3 officers trained in competency based programmes and Scheme of Service in 2017	Back to Office Reports	X	X	X	X	616			F&A	OHCS, CSTC, GIMPA
	Train 200 staff on performance appraisal	Accra Kumasi Tamale	-	No. of staff trained			X	X	60			F&A	OHCS
	Organize training in Administrative procedures and writings	Accra Kumasi Tamale	-	Report on training			X	X	598.5			F&A	PSC, CSTS, OHCS, DAs

	Organize planning and M&E model training for Agencies	Accra Kumasi Tamale	-	Report on training			X	X	598.5			F&A	PSC, CSTS, OHCS, DAs
	Organise 2 health education and screening programmes for staff	Accra	-	No. of staff screened			X	X	10			F&A	Health and wellness institutions
	Organize a day's orientation on the mandate and functions of the Ministry for National Service Personnel	Accra	-	Report on orientation programme			X		10			F&A	
	Produce staff promotion register	Accra	-					X					
	Facilitate the conduction of promotion interviews for all staff in the sector who are due for promotion	Accra	-	Report on promotion interview		X		X	2			F&A	PSC, CSTS, OHCS, DAs

	Conduct promotion interview for officers at the Ministry Headquarters	Accra	-	Report on promotion interview		X		X	10			F&A	OHCS
	Conduct staff performance appraisal (planning, mid-year and end-of-year review phases)	Accra	-	Report on staff performance appraisals	X		X	X	10				
	Organize three staff durbars and one End-of-year gathering for the Sector	Accra	2 staff durbars and an end-of year gathering held in 2017	Minutes of staff durbar	X	X	X	X	60			F&A	All Division
	finalize Organisational manual	Accra	Draft Organisational manual	finalized Organisational Manual	X	X	X	X	60. 28			F&A	OHCS, MSD,PSC, DAs

AdoptedMDAsGoal(s): Social Developmet													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time Schedule				Indicative Budget (000.00)			Implementing Agencies	
					1st	2nd	3rd	4th	GoG	IGF	Donor	Lead	Collaborating
Management and administration: General Administration	Renovation of offices	Accra	-	No. of offices renovated	X	X	X	X				D(F&A)	MoF,
	Procure 55 Computers, 50 laptop , 25 Printers, 10 Photocopiers and 55 UPS's 13 scanners		38 Computers, 38 laptops, 25Printers, 4 photocopiers & 30 UPS's in good condition	Number of Computers, Printers, photocopiers & UPS's procured.	X	X	X	X				D(F&A)	MoF, DAs
	Procure 7 station wagons, 15 salon cars, 15 pickups and 60 motor bikes, 3 (3)0 seater bus	Accra Kumasi Tamale	6 station wagons 14 salon cars 16 pickups 1 motor bike	No.of station wagons, salon cars, pickups and motor bikes procured	X	X	X	X				D(F&A)	MoF, DAs
	Procure office materials/ consumables	Accra	Office materials/ consumables in short supply	Office materials/ consumables procured.	X	X	X					D(F&A)	Suppliers, Mof
	Organize Four (4) Ministerial Advisory Board meetings	Accra		Number of Ministerial Advisory Board Meetings held.	X	X	X	X	40			D(F&A)	
	Organize Four (4) Entity Tender Committee meetings			Number of Entity Tender Committee meetings held	X	X	X	X	84			D(F&A)	

	Organize Four (4) Audit Report Implementation Committee (ARIC) meetings			Number of ARIC meetings held	X	X	X	X				D(F&A)	
	Organize Four (4) Sector Management meetings			Number of Sector Management meetings held	X	X	X	X				D(F&A)	
Management and administration: General Administration	Organize Forty-Eight (48) Internal Management meetings.			Number of Internal Management Meetings (IMM) held	X	X	X	X	78.00			D(F&A)	
	Procure and implement service contracts for air-conditioners and photocopiers		Service contracts not available	Service contracts for the retain and maintenance of air-conditioners, photocopiers etc, implemented	X	X	X	X	1			D(F&A)	
	Pay utility Bills (Electricity water and Telecommunication		Utility Bills paid regularly.	Electricity, Water & Telecommunication services provided.	X	X	X	X	60.65			D(F&A)	
	Update Asset Register and label Assets		Updated labelled registers available	Assets labelled and Register updated	X	X	X	X	0.101			D(F&A)	
	Prepare Annual Performance Report (APR) of The Year		Annual Performance Report prepared for 2016	Annual Performance Report prepared and submitted to OHCS.	X				.404			D(F&A)	
	Replace, repair, maintain Office equipment, fittings and vehicles		Number of office equipment, fittings & vehicles not in good condition	Office equipment, fittings & vehicles repaired and maintained	X	X	X	X	10.108			D(F&A)	

Management and administration: General Administration	Develop Procurement Plan		Procurement Plan for 2017 available.	Procurement Plan Developed	X							D(F&A)	
	Fumigate all offices		Last fumigation carried out in 2016	All offices fumigated	X			X	6.065			D(F&A)	

Adopted MDAs Goal(s): CREATING EQUAL OPPORTUNITIES FOR ALL													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget(GH C '000)			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Planning, Policy, and Monitoring and evaluation	Prepare 2019 annual budget and submit to MoF	Ministry	2018- 2021 programme based Budget Estimates	Programme Based Budget Estimates for 2019 prepared and submitted					200			PPBMED	MoF
	Prepare and submit periodic performance reports	Ministry	2017 Performance Report Submitted	Quarterly and Annual year Budget Performance Reports prepared and submitted					80			PPBMED	MoF, Parliament, NDPC
	Implement and monitor the performance of the 2018 - 2021 SMTDP	Ministry	Draft 2018 - 2021 SMTDP Developed	Final SMTDP submitted (2018 - 2021)					80			PPBMED	NDPC, MoF, MoM&E, Min. of Planning,
				Mid-Year SMTDP (2018 - 2021) Performance Review workshop organised					250			PPBMED	NDPC, OHCL

Adopted MDAs Goal(s): CREATING EQUAL OPPORTUNITIES FOR ALL													
MDA Programmes and Sub-programmes	Activities (Operations)	Location	Baseline	Output Indicators	Quarterly Time schedule				Indicative Budget(GHC '000)			Implementing Agencies	
					1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborating
Planning, Policy, and Monitoring and evaluation	Budget Preparation and Implementation	Ministry	2018 - 2021 Sector Annual Budget prepared and under implementation	Quarterly Budget Committee Meetings organised					200			PPBMED	MoF
				2019 - 2022 Programme Based Budget Estimates prepared					100			PPBMED	Parliament ,MoF
	Organise Quarterly Monitoring of sector wide Projects & Programmes.	Nation wide		Number of Monitoring programme carried out					900			PPBMED	Parliament, Office of the President
	Prepare M&E plan for the Ministry	Ministry	2017 M&E Plan	M&E Plan developed and implemented					-			PPBMED	All Divisions , Ministry of Monitoring and Evaluation
	Develop IPEP's Policy Document	Ministry	-	Copy of IPEP Policy Document Approved					150			PPBME	All divisions, Development Authorities, Office of the President
PPBMED	Build capacity of 5 staff of PPBME on M&E systems	Outside Accra		Staff of PPBME trained in M&E Systems			5		200			MSDI	Ministry of Monitoring and Evaluation and NDPC

CHAPTER SIX

IMPLEMENTATION, MONITORING AND EVALUATION

6.0 Introduction

This section outlines Monitoring and Evaluation (M&E) arrangements of the Ministry's Medium-Term Development Plan (MTDP) 2018–2021. This includes the monitoring results framework to track progress of implementation, data collection and collation, M&E results dissemination and communication strategy. The section further outlines evaluation arrangements and a participatory monitoring and evaluation framework to capture perceptions and assess whether intervention have met expectations of the poor and vulnerable in society.

6.1 Monitoring Results Framework

The monitoring results framework articulate the different levels of result expected from the Sector medium Term Development Plan of the Ministry and its related develop authorities. The results specified typically comprise the longer-term objectives (often referred to as “outcomes”) and the intermediate outcomes and outputs that proceed, and lead to, those desired longer-term objectives of the National Medium-Term Development Policy Framework, 2018-2021. This conceptual presentation of a results chain (outputs, outcomes, and impacts) is often accompanied by a more detailed plan for monitoring progress toward the ultimate objectives through measuring the achievement of outputs, outcomes, and impacts at different intervals of time. Results are typically defined through indicators, which are often, but not always, quantifiable and measurable or observable. The M&E result framework provides for disaggregation of data where applicable and the institution responsible for tracking the indicators. The purpose of the results framework will be a tool for analyzing performance and outcomes expected to guide policy making process. Table 6.0 provides information on selected strategic sector wide indicators for tracking results

Table 6.0 Selected Strategic Monitoring/Results framework for MSDI

Indicator	Indicator type	Indicator definition	Baseline 2017	Target				Level of disaggregation	Monitoring frequency	Data Source
				2018	2019	2020	2021			
Development Dimension: Social Development										
Focus Area: Water and Sanitation										
Level of access to safe and reliable water supply services for all	Outcome	Share of population with access to basic drinking water, expressed as a percentage of total population	Urban: 76% Rural: 62.03%							
Number of community water system provided under IPEP	Output	Mechanised water system with 20000ltrs overhead tank, 6fetching points powered by Solar panels	0	1000	MDA=109 NDA= CBA=187	MDA=109 NDA= CBA=150	MDA=109 NDA= CBA=150	Development Belt, Location	Quarterly	
Level of access to reliable environmental sanitation services under IPEP	Outcome	Percentage of population with access to improved toilet facilities	15%						Annually	
Number of Water Closet Institutional Toilet facilities provided under IPEP	Output	Ten seater WC toilet facilities with mechanised borehole powered by solar panel constructed for institutions.	0	1000	NDA=20 MBDA=36 CBA=170	NDA=20 MBDA=36 CBA=170	NDA=17 MBDA=36 CBA=170	Development Belt, Location	Quarterly	MSDI, DA
Number of culvert constructed	Output	A tunnel carrying an open drain under a road or railway	0	0	CDA=15	CDA=20	CDA=15	CDA	Quarterly	

Number and size of drainage system constructed	output		0	0	CDA=20 km	CDA=20km	CDA =10km	CDA	Quarterly	
Focus Area: Poverty and Inequality										
Incidence of poverty	outcome	The proportion of the population that is poor (below poverty line of GH¢1,314)	2	3				Development Zone	Annually, end of project	MSDI, Development Authority
No. of policies and bills developed and reviewed	Output	Legal documents drafted in consultation with the Ministry of Justice and Attorney General and the office of the president in respect of the Dev. Authorities	Acts = 3 Policies =0 Regul. =0	Acts= 0 Policy=1 Regul. =0	Acts = 0 Policies=1 Regul. =0	Acts =0 Policies=0 Reg.= draft	Acts =0 Policies=0 Regul. =3	Authorities. Acts Regulation	Quarterly Annually	MSDI, Authorities
Number of salt making enclaves constructed	output	Specialised areas identified for the production of salt	0	0	CDA=10	CDA=10	CDA=10	Authorities.	Annually	CDA, MSDI
Number of fish farming infrastructure provided	Output		0	0	CDA=10	CDA=20	CDA=10	Authorities	Annually	Authorites MSDI
Number of Community Development center established under IPEP	Output	Skill training centers under centers	0	0	MDA=10 CDA=5	MDA=50 CDA=10	MDA= 50 CDA=5	Development Authority, Location, District	Quarterly	

Number of Agro processing factories provided	Output		0	0	CDA =20	CDA =20	CDA =10	Authorities	Annually	Authorities, MSDI
Number of anchor industries established	Output	Count of industries established within the following sectors: Automotive, Cashew, Ceramic and food processing	0	0	MBA=13	MBA=10 CDA=2	MBA=10 N/A	Middle Belt	Annually	MSDI, MOTI, Development Authority

Number of IPEP projects implemented by type.	Output	The number of infrastructure projects undertaken under the IPEP per annum at the constituency-level	0	>2750	N/A	N/A	N/A	Development Authority, Project	Annually	MSDI, Dev't Authorities
Focus Area: Education and Training										
Basic schools needing major repairs (pub./priv.) (%)	outcome	Number of basic schools that requires major repairs expressed as percentage of total number of basic schools	22	0	20					
Number of six unit class room block repaired/constructed under IPEP	output		0		MBA=5 NDA =9	MBA=5 NDA=10	MBA=5 NDA=9	Development Authority	Quarterly	MSDI, Development Authority
Number of Senior high school constructed under IPEP	Output		0	0						
Number of teacher quarters constructed under IPEP	Output		0	CDA=5	CDA =5	CDA =5	CDA =5	Development Authority	Quarterly	Development Authority, Location, District
FOCUS AREA 2: Health And Health Services										
Level of functional Community-based Health Planning Services (CHPS) zone	Outcome	Proportion of functional Community-based Health Planning Services (CHPS) zone	67.4%					Development Authorities,	End of programme	MOFA

Number of health facilities -CHPs -Clinic - Nurses Quarters provided under IPEP	Output	Health service delivery and planning center at deprived community level	0		NDA=38 MBA=50 MBA=50 MBA=50 CDA= 5	NDA=38 MBA=50 MBA=100 CDA=5	NDA=38 MBA=50 MBA=100 CDA=5 -	CHPS Clinic Nurses Quarters Authorities	Quarterly	MSDI, MOFA
Number of functional ambulances	Output	Number of functional ambulances as proportion of total number of expected ambulances	130	275	30	40	39	Development authorities	Quarterly	MSDI, MOFA
Number of specialised hospital established	Output	Hospitals for treatment of specialised cases across Africa	0	0	3	3	-	MBA	Quarterly	
Development Dimension: Economic Development										
Focus Area: AGRICULTURE AND RURAL DEVELOPMENT										
Percentage post-harvest losses: - Maize - Rice	Outcome	The quantitative or qualitative losses in storage, harvest and marketing of agricultural produce (crops,	15.85 2.74							
Number of warehouses constructed under IPEP	Output	1000 mt. prefabricated warehouse installed with driers powered by solar panels constructed for grains and cereals	0	NDA=15 MBA=20 CBA=15	NDA=15 MBA=17	NDA=10 MBA=32	NDA=17 MBA 30	Development Authority	Quarterly	MSDI, MOFA

Percentage of cultivated lands under irrigation (area developed for irrigation/ha	outcome	The ratio of arable land under irrigation to total arable land, expressed as a percentage	48,083.48ha							
Number of small dams/dugout constructed under IPEP	output	Small fresh water reservoirs that are constructed to trap and store water for a wide variety of uses including household uses, livestock watering, crop spraying	0	570	NDA=4 MBA=15	NDA=8 MBA=30	NDA=8 MBA=30	Development Authority	Quarterly	MSDI, Development Authority
Focus Area: Rural Development										
Incidence of poverty in rural areas (%)	outcome	Level of people living below the upper poverty line	37.9%						Annually	
Number of tricycles provided to communities to cart shea-nut in the North under IPEP	output		0	270	300	-	-	NDA	Quarterly	MSDI, NDA
Number of small town market constructed under IPEP	output	Small town farmer market for rural small holder farmers	0	30	27	27	27	MBDA	Quarterly	MBDA MSDI
Level of rural population with access to basic services (%): - Health -	Outcome	Proportion of rural population with access to basic social services such as education and health	0	N/A	N/A	N/A	N/A	NDA	Annually	NDA

Number Motor tricycles to serve as ambulance	Output	Functional tricycle serving as ambulance service in remote communities	0	57	57	N/A	N/A	NDA	Annually	NDA, MSDI
Number of fish ponds constructed under IPEP	output		0	57	57	57	57	NDA	Annually	NDA, MSDI

6.2 Data Collection, Collation, Analysis and Use of Results

The data collection matrix shown below in table 6.2 is populated from the monitoring results framework and provides details of data collection period, methods, level of disaggregation and expected results

Table 6.1 Data Collection Matrix

MANAGEMENT AND EVALUATION				
Indicator	Data Collection Period	Data Collection Method	Data Disaggregation	Results
No. of Policies developed	Annually	Consultation		2 (IPEP strategic & Implementation documents)
No, Legislative instrument developed	Annually	Consultation		3 (LI for development Authorities Act)
MSDI 2018-2021 SMTDP developed	Every four years	Focus group discussion		MSDI 2018-2021 SMTDP
MSDI 2018-2021 SMTDP Reviewed	Bi-annual	Focus group discussion		Revised MSDI SMTDP
Comprehensive sector M&E Plan developed	Every four years	Focus group discussion		Comprehensive sector M&E Plan
Comprehensive sector M&E Plan implemented	yearly	<ul style="list-style-type: none"> • Reports • Survey 		Comprehensive sector M&E Plan
No. of monitoring activities undertaken	Quarterly	<ul style="list-style-type: none"> • Interviews • Questionnaire 	Regions	
No. of sector policies implementation monitored	Quarterly	<ul style="list-style-type: none"> • Interviews • Questionnaire 	Regions, Authorities, MMDAs	Four (4) Sector policies implementation monitored
Functional MIS	Quarterly Annually	<ul style="list-style-type: none"> • Review of Documents • Survey 	<ul style="list-style-type: none"> • Location • Sex/Gender 	<ul style="list-style-type: none"> • Sector specific reports produced
Number of Survey Reports produced	Annually	<ul style="list-style-type: none"> • Surveys 	<ul style="list-style-type: none"> • Location • Females and Males 	<ul style="list-style-type: none"> • 3 Survey Reports produced, and findings disseminated

Number and Types of Equipment and Logistics procured	Annually	<ul style="list-style-type: none"> Minutes of meetings Review of Reports and documents (Asset register) 	<ul style="list-style-type: none"> Location 	<ul style="list-style-type: none"> Equipment types and numbers identified and procured Replenishment of existing Equipment & Logistics levels
No. of database established	Annually	<ul style="list-style-type: none"> Survey Interviews 	<ul style="list-style-type: none"> Location Female and Males 	<ul style="list-style-type: none"> Computerised databases created on MSDI constituents
No. of staff trained in efficient Financial Management	Yearly	Review of Reports	<ul style="list-style-type: none"> Females and Males Location 	Undertake scheme of service base training and other professional training needs for all staff by 2021
Computers and Accessories, Printers, Photocopier Procured	Yearly	Interview Observation	Location	110 computers, 100 laptops, 50 printers, 20 photocopies, 110 UPS, 25 scanners, and other relevant materials by 2021
Vehicles procured for Ministry and Development Authorities	Annually		Vehicle type	13 station wagon, 30 saloon cars, 35 pickups cars, 200 motor bikes, three, 30 seater buses
Annual Performance Reports prepared	Yearly	Review of Reports Minutes	Location	APR Prepared and submitted to OHCS
No. of staff trained	Quarterly	Review of Reports	<ul style="list-style-type: none"> Females and Males Location 	Undertake scheme of service based training and other professional training needs for all staff by 2021.
No. of staff assessed for promotion	Half yearly	Review of Reports	Females and Males	Promote and strengthen staff welfare services by 2021
No. of welfare activities undertaken	Yearly	Minutes of meetings	Females and Males	Promote and strengthen staff welfare services by 2021
Finalized Organisational manual	2019	Interviews Observation Questionnaire Focus Groups		Increase the staff strength of the Ministry by 2021
No of annual financial reports prepared.	Monthly	Monthly financial Report of cost centers	Cost center	<ul style="list-style-type: none"> Meet annual Government Financial Reporting requirement Better Financial Discipline at Cost Centers Compliance with the PFM Act

no of staff trained	Quarterly	Training Reports	Sex Grade	professional and other relevant training for 30 staff by 2021
Social Development				
Number of community water system provided under IPEP	Quarterly	Field Visit, Progress report	Authority, region MMDA, Location	End of project result by Authorities =
Number of Beneficiary communities provided with toilet facilities under IPEP	Quarterly	Field Visit, Progress report	Authority, region MMDA, Location	End of project result by Authorities =
Number of Water Closet Institutional Toilet facilities provided under IPEP	Quarterly	Field Visit, Progress report	Authority, region MMDA, Location	End of project result by Authorities =
Number of IPEP projects implemented by type.	Quarterly	Field Visit, Progress report	Authority, region MMDA, Location, type	End of project result by Authorities =
Number of -CHP Compounds -Clinic - Nurses Quarters provided under IPEP	Quarterly	Field Visit, Progress report	Authority, region MMDA, Location, type	End of project result by Authorities =
Number of functional ambulances	Annually	Field Visit, Progress report	Authority, region MMDA, Location, type	End of project result by Authorities =
Number specialised hospital established	Annually	Field Visit, Progress report	MBDA	End of project result by Authorities
Number of warehouses constructed under IPEP	Quarterly		Authority, region MMDA, Location	End of project result by Authorities
Hectors of land under irrigation from one village one dam initiatives	Annually	Field Visit, Progress report	NDA	End of project result by Authorities
Number of small dams/dugout constructed under IPEP	Quarterly	Field Visit, Progress report	Authority, region MMDA, Location	End of project result by Authorities
Number of anchor industries established	Annually	Field Visit, Progress report	MBDA	End of project result by Authorities
Number of Community Development Center programmes established under IPEP	Annually	Field Visit, Progress report	Authority, region MMDA, Location	End of project result by Authorities

Number of tricycles provided to communities to cart shea-nut in the North under IPEP	quarterly	Field Visit, Progress report	NDA, region and MMDA	End of project result
Number of small town market constructed under IPEP	Annually	Field Visit, Progress report	Authority, region MMDA, Location	End of project result
Number Motor tricycles to serve as ambulance		Field Visit, Progress report	NDA	End of project result
Number of fish ponds constructed		Field Visit, Progress report	MBDA	End of project result

6.3 Data Analysis

The Monitoring and evaluation unit shall analyse all primary and secondary data using any of the data analysis tools eg. Excel, SPSS, Stata etc. Data would be analysed and interpreted to highlight key areas of concern. Policy recommendations and intervention to address the challenge would be proposed. The data would also be analysed to show result being produced by all projects.

Data analysis would further show how the ministry is performing with regards to all indicators. Each indicator would be examined as appropriate action will be proposed to address the findings. The base of analysis is to report progress towards meeting goals, objectives and targets. Data would be analysed systematically so that lesson learnt would be fed into the ministry's action plan the following year.

6.4 Data Validation

The M&E unit will organize a review of all data collected with stakeholders before and after collection. Data validation forum with key stakeholders shall further ensure that details devoid of errors and inconsistencies

6.5 Reporting Arrangement

The M&E unit will collate the finding/report of result from all the implementing agencies and prepare quarterly and Annual Progress Report (APR). The APR will sum up all M&E reporting activities of the year. To achieve this, the Ministry will use the reporting formats provided by the NDPC in preparing its quarterly and annual progress reports.

Figure 6.0: Quarterly and Annual Progress Reports Format

Title Page

- i. Name of the MDA
- ii. Time period for the M&E report

Introduction

- i. Summary of achievements and challenges with the implementation of the SMTDP
- ii. Purpose of the M&E for the stated period
- iii. Processes involved and difficulties encountered

M&E Activities Report

- i. Programme/Project status for the quarter or year
- ii. Update on funding sources and disbursements
- iii. Update on indicators and targets
- iv. Update on critical development and poverty issues
- v. Evaluations conducted; their findings and recommendations
- vi. Participatory M&E undertaken and their results

The Way Forward

- i. Key issues addressed and those yet to be addressed
- ii. Recommendation

6.5 Dissemination and Communication Strategy

This communication strategy is to enable MSDI implement an open door policy and communicate the various policies, programmes and projects of the Ministry to all its stakeholders' whiles generating the necessary feedbacks to improve on the Ministry's service delivery.

The strategy seeks to achieve the under-listed objectives, disseminate information on programmes, projects and annual progress reports of the Ministry to inform or create awareness, promote access and manage expectations of the public on the deliverables of the Ministry. Through this strategy, the Ministry will be able to engage with all stakeholders and maximise participation by all stakeholders through a two-way communications approach whiles identifying problems, knowledge gaps, assessing available options, obtaining feedback into the implementation of the various policies, programmes and projects in SMTDP. Table--- summaries the communication and dissemination strategy of the Ministry.

Table 6.2 Communication Activity Matrix for MSDI SMTDP

Activity	Purpose	Audience	Method/Tool	Timeframe	Responsibility
Cabinet Sensitization	<ul style="list-style-type: none"> Share the Ministry's SMTDP 	Cabinet	<ul style="list-style-type: none"> Submission of Cabinet information Paper Distribution of annual performance report PowerPoint presentation on MSDI SMTDP 	Oct-Dec	<ul style="list-style-type: none"> Minister Chief Director SMPC
Workshops	<ul style="list-style-type: none"> Present MSDI's SMTDP to parliament Share the Ministry's annual performance report 	<ul style="list-style-type: none"> Parliamentary select committee on Social welfare Development authorities Adhoc committee on poverty 	<ul style="list-style-type: none"> Power point Presentation on MSDI SMTDP 	Annually	<ul style="list-style-type: none"> Minister Chief Director SMPC
Meeting	<ul style="list-style-type: none"> Share MSDI Results and achievements in the SMTDP 	<ul style="list-style-type: none"> Parliamentary select committee on Social welfare Development authorities Inter-ministerial advisory board Programme oversight committee 	<ul style="list-style-type: none"> Power Point Presentation on SMTDP Roundtable discussions on MSDI SMTDP 	Annually	<ul style="list-style-type: none"> Minister Chief Director SMPC
	<ul style="list-style-type: none"> Advocate for timely release of budgetary allocations Share progress report 	Ministry of Finance	<ul style="list-style-type: none"> Roundtable discussions PowerPoint presentation 	Quarterly	<ul style="list-style-type: none"> Chief Director SMPC
	<ul style="list-style-type: none"> Share, review and submit SMTDP and Annual 	NDPC	<ul style="list-style-type: none"> Power Point Presentation on MSDI SMTDP and 	Annually	<ul style="list-style-type: none"> Chief Director SMPC

	performance report with NDPC		Annual performance report		
	<ul style="list-style-type: none"> Solicit technical and financial support for SMTDP implementation Share annual performance report 	Development Partners	<ul style="list-style-type: none"> Power point Presentation on MSDI SMTDP PowerPoint Presentation on Annual performance report 	Annually	<ul style="list-style-type: none"> Minister Chief Director CEOs of the Development authorities SMPC
Staff retreat	<ul style="list-style-type: none"> Update staff on key MSDI programmes and projects as captured on the Ministry's SMTDP 	All staff of MSDI	<ul style="list-style-type: none"> Presentation on abridged version of MSDI SMTDP 	Annually	<ul style="list-style-type: none"> Minister Chief Director SMPC
Meet- the- Press series	<ul style="list-style-type: none"> Inform the public of the MSDI result/achievements, challenges and the way forward 	General public through the Media	<ul style="list-style-type: none"> Power point Presentation on MSDI SMTDP Responding to media enquiries 	Annually	<ul style="list-style-type: none"> Minister Chief Director SMPC
Public Sensitization/Awareness	<ul style="list-style-type: none"> Sensitized the public on the policies and programme of the Ministry Manage public expectations on the Ministry's deliverables Exhibitions of Ministry's policies/ programme documents 	Media General Public	<ul style="list-style-type: none"> Seminars Policy fair National policy summit Documentary Mass media abridged version of SMTDP Posters, Flyers other IEC materials Info graphics Blogs and Social Media 	Annually	<ul style="list-style-type: none"> Minister Chief Director SMPC
Community Sensitization	<ul style="list-style-type: none"> Share with community 	<ul style="list-style-type: none"> Traditional Authorities 	<ul style="list-style-type: none"> Documentary 	Quarterly	<ul style="list-style-type: none"> Minister Chief Director

	<p>members on policies and programme of SMTDP</p> <ul style="list-style-type: none"> • Update community members on the status of implementation of MSDI policies and programmes • Manage public expectations on the Ministry's deliverables 	<ul style="list-style-type: none"> • CSOs • NGOs • Community members • District assemblies • Unit committees • RCC 	<ul style="list-style-type: none"> • Community radio discussions • Town halls discussions • Focus group discussions • Social Media • Community durbars • Official visits • abridged version of MSDI SMTDP • Info graphics • jingles, Posters, flyers • Other IEC materials 		<ul style="list-style-type: none"> • CEOs of the Development authorities • Deputy CEOs in charge of communication of the Development Authorities • SMPC
Sensitization of political leadership	<ul style="list-style-type: none"> • Creating awareness on the MSDI SMTDP • Update members on the status of MSDI programme implementation • Manage public expectations on the Ministry's deliverables 	<ul style="list-style-type: none"> • Regional Ministers • MPs • MMDCEs • Assembly members • Constituency executives • Presiding members • Electoral areas committee members 	<ul style="list-style-type: none"> • Roundtable discussions on MSDI SMTDP • Power point presentation on MSDI SMTDP • Info graphics 	Quarterly	<ul style="list-style-type: none"> • Minister • Chief Director • CEOs of DA • SMPC

6.6 Programme Evaluation

The Ministry of Special Development Initiatives is poised to conducting a strong evaluation access if programmes are achieving intended result. The M&E unit will access the performance of each project when completed to ascertain if the intervention has achieved its original objectives and access the overall changes caused by the intervention.

The ministry will conduct evaluation by considering the processes outlined below:

- * Assess the need for the evaluation
- * Develop clear ideas on the rationale and objectives of evaluation
- * Determine the type of evaluation to undertake
- * Specify the method scope and timing of evaluation
- * Identify and analyse stakeholders
- * Consider the budget for the Evaluation
- * Prepare TOR and contractual agreement based on item 1 to 4
- * Discuss the TOR with key stakeholders. The ministry will always have a broader consultation and agreement on the TOR that will form the bases of the evaluation
- * Recruit a consultant or a team in accordance with the provision of procurement act, act 663 of 2003.
- * Commission the evaluation.
- * Constitute a technical committee to review the work and report of the consultant
- * Disseminate the result and act on the findings and the recommendations

6.5.1 Proposed Evaluation for the Ministry

The Ministry will adopt both qualitative and quantitative approach to evaluation processes. The quantitative analysis will rely mainly on statistical data and their basic interpretations. One of the main challenges in using the qualitative methods is the validity and the credibility of the observations and judgements made. The Ministry will use both internal and external evaluators to ensure transparency and credibility of the evaluation results.

The Ministry will conduct the following:

- * Formative evaluation
- * Process/implementation evaluation
- * Impact evaluation

6.5.2 Evaluation Norms and Standards

The Ministry will ensure that basic principles, norms and standards are followed to ensure quality, reliability and validity of all evaluations commissioned.

Evaluation in the Ministry of Special development Initiatives (MSDI) should be:

- * Independent – management must not impose restrictions on the scope, content, comments and recommendation of the evaluation report. Evaluation must be free of conflict of interest.
- * Intentional – the rationale for the evaluation and the decision should be based on it; it should be clear from the outset.
- * Transparent – Meaningful stakeholder consultation is essential for the credibility and utility of the evaluation
- * Ethical - Evaluation should not reflect personal or sectorial interest. Evaluators must have professional integrity and respect to provide information in confidence.
- * Timely – Evaluation must be completed in timely fashion so as to ensure the usefulness of the findings and recommendations.

6.7 Participatory Monitoring & Evaluation Methods (PM&E)

Stakeholder involvement in monitoring and evaluation process during programme and project assessment is critical. As such the PPBME Directorate would employ participatory monitoring and evaluation tools to assess stakeholder perceptions about some of the flagship programmes indicated in the Programme of Action. In undertaking the PM&E exercises, the Ministry will ensure that basic principles, norms and standards are followed to ensure quality, reliability and validity. Varied approaches would be adopted in the conduct of PM&E, including Participatory Rural Appraisal, Citizen Report Card and Community Score Card

