

# PRESENTATION BY MONITORING AND EVALUATION SECRETARIAT DELEGATION TO SOUTH AFRICA

Peer-to-Peer Learning and Institutional Collaboration Study Tour  
19<sup>th</sup> – 23<sup>rd</sup> February, 2024

# CONTENTS OF THE PRESENTATION

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Monitoring and Evaluation System in Ghana	National Development Planning Commission
The Public Sector Reform for Results Project	Project Management Unit
MES and the Public Sector Reform for Results Project (PSRRP)	Monitoring and Evaluation Secretariat
Success Stories and Challenges	Monitoring and Evaluation Secretariat

# BRIEF FACTS ABOUT GHANA

Ghana is considered one of the more stable countries in West Africa since its transition to multi-party democracy in 1992.

Formerly known as the Gold Coast, Ghana gained independence from Britain in 1957, becoming the first sub-Saharan nation to break free from colonial rule.

Gold, cocoa and more recently oil form the cornerstone of Ghana's economy and have helped fuel an economic boom.

- **Capital:** Accra
- **Area:** 238,535 sq km
- **Population:** 32.1 million
- **Languages:** English, Dagaare, Dagbanli, Dangme, Ewe, Frafra, Ga, Gonja, Nzema, Twi, Fante
- **Life expectancy:** 63 years (men) 65 years (women)



# GOVERNANCE STRUCTURE

- Ghana is a unitary presidential, constitutional democracy, located along the Gulf of Guinea and Atlantic Ocean, in the sub region of West Africa led by a president who is both head of state and head of the government.
- Three (3) Arms of Government
  - ✓ Executive
  - ✓ Legislative
  - ✓ Judiciary
- The president is elected for a four-year term by the people. The Parliament of Ghana has 275 members, elected for a four-year term in single-seat constituencies.



**H. E.  
Nana  
Addo  
Dankwa  
Akuffo  
Addo**

President  
of the  
Republic  
of  
Ghana



**H. E. Dr.  
Mahamudu  
Bawumia**

Vice  
President of  
the  
Republic of  
Ghana



**Hon. Gifty  
Ohene-  
Konadu**

National  
Coordinator  
Monitoring  
& Evaluation,  
Office of the  
President of  
Ghana

# OBJECTIVES AND EXPECTED OUTCOMES OF THE PEER-TO-PEER LEARNING STUDY TOUR

DR. ANDREW ASIBEY



# HIGHLIGHTS

01

**Objectives of Peer Learning Study Tour**

02

**Broad Areas of Interest to Guide Interactions**

03

**Expected Outcomes**

# OBJECTIVES

The study tour is expected to provide opportunities and platforms for knowledge sharing and idea sourcing between MES and the collaborating institutions aimed at bridging the results-based management gap. Specifically:

1. Share knowledge and practical experiences in relation to building and implementing national public sector monitoring and evaluation systems, focusing specifically on building M&E culture in governance and the public sector institutions; current management performance assessment tools; Citizen-Based Monitoring; and M&E Capacity Building Programs.
2. Share knowledge, practical experiences, and lessons in using M&E for accountability and transparency in the public space.
3. Foster a network of M&E practitioners in South Africa and Ghanaian institutions to collaborate on a technical exchange Programme to enhance the sustainability of the peer learning exchange initiative.
4. Use the knowledge and technical lessons learnt to develop programs aimed at producing a wider positive impact on M&E practice in the public service.



# BROAD AREAS OF INTEREST TO GUIDE INTERACTIONS

- I. The South Africa Monitoring and Evaluation ecosystem.
- II. Soliciting ideas on institutionalising results-based culture in the public service.
- III. Institutional arrangements, leadership, and management support for public sector M&E in South Africa.
- IV. Strategies used to stimulate and sustain stakeholder participation in the South Africa M&E practice.
- V. South Africa's approach to enhancing uptake and utilization findings in public management.
- VI. Emerging trends in M&E data storage, analysis, and reporting.
- VII. Explore areas for possible collaboration and continuous learning and capacity building.



# EXPECTED OUTCOMES

- Strengthened knowledge, skills, and competencies of MES and NDPC staff to lead in the building of resilient M&E ecosystem in the public sector.
- Improved strategies and approaches to M&E data collection, analysis, and reporting, including supporting periodic performance reviews, implementation audits, and knowledge and learning activities across the public service.
- M&E capacity plan for the PPMEDs across the public service developed.
- Sensitization programmes to build M&E culture for the top management in the public sector institutions developed.
- Network and collaboration strategy between MES and the participating South Africa Institutions devised.

# MANDATE AND FUNCTIONS OF THE MONITORING AND EVALUATION SECRETARIAT

MES



# HIGHLIGHTS

01

**Mandate**

02

**Functions of MES**

# MANDATE

The Monitoring and Evaluation Secretariat (MES) is established under the Office of the President. The Secretariat is mandated to

- To facilitate, coordinate, monitor and evaluate programmes and projects aimed at addressing development needs of Ghana through the deployment of skilled human resources and modern technology.
- To enhance data management, information dissemination and feedback on government programmes and projects for national development.
- To provide just-in-time information to enable quick decision making that cuts through the bureaucracy and hierarchy of the government.
- To instill a culture of results-based accountability and evidence-based management for development results.



# CORE FUNCTIONS OF MES

- Monitor and Evaluate Ministries and Departments (MDs) performance in line with the Government's set targets.
- Promote innovation, research and development as well as information management within the MDs;
- Institutionalise real-time M&E and results delivery models at the centre of Government and across the public sector;
- Conduct and sustain the culture of Government-led evaluations, improved accountability, and evidence-based decision making;
- Track and report to Cabinet on the real-time performance of Government High Priority/Flagship programmes;
- Carry out periodic in-depth evaluations of Government priority programmes policies/projects;
- Undertake manual and electronic tracking of sector assigned Key Performance Indicators (KPIs);
- Hold learning and knowledge management workshops to ensure M&E data are used to improve the implementation of programmes and for problem-solving.
- Undertake research as may be necessary to enhance effective M&E



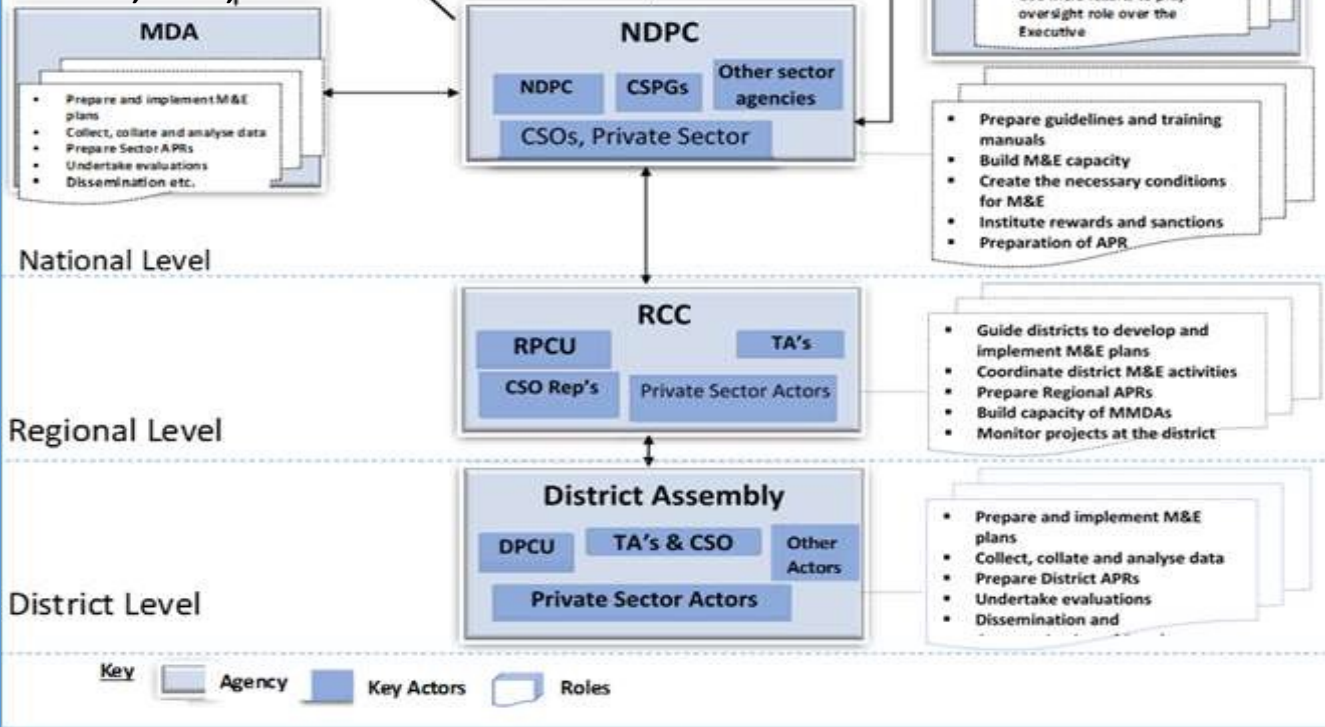
# MONITORING AND EVALUATION SYSTEM IN GHANA

**NDPC**



**National Development Planning (Systems) Act, 1994, Act 480**

**M&E Secretariat**



**Structure – National, Regional, District and Community Levels**

**Tools and Procedures – M&E Manual, M&E Guidelines, M&E Plans, ICT Databases, Templates and Formats**



**GOVERNMENT OF GHANA  
NATIONAL DEVELOPMENT PLANNING  
COMMISSION**



**GROWTH AND POVERTY REDUCTION STRATEGY  
(GPRS II)**

**NATIONAL MONITORING AND  
EVALUATION PLAN  
(2006 - 2009)**



REPUBLIC OF GHANA

**GUIDELINES**

FOR THE PREPARATION OF

**THE DISTRICT MONITORING AND EVALUATION PLAN**

UNDER

**GHANA SHARED GROWTH AND DEVELOPMENT AGENDA  
(GSGDA II), 2014-2017**

NDPC, JULY 2014

MINISTRY OF MINISTRY OF GENDER, CHILDREN AND SOCIAL PROTECTION



REPUBLIC OF GHANA

**MONITORING AND EVALUATION PLAN**

OF

**SECTOR MEDIUM TERM DEVELOPMENT PLAN**

UNDER

**THE GSGDA II 2014 TO 2017**



**THE PUBLIC SERVICES  
COMMISSION  
(PSC)**



**MONITORING AND EVALUATION PLAN  
2014 TO 2017**

**IN LINE WITH:**

**THE MEDIUM-TERM DEVELOPMENT PLAN OF THE  
COMMISSION**

**UNDER:**

**THE GHANA SHARED GROWTH AND DEVELOPMENT  
AGENDA (GSGDA II)**

NDPC, FEBRUARY 2018

NDPC GUIDELINES FOR THE PREPARATION OF SECTOR MEDIUM-TERM DEVELOPMENT PLANS,  
2018-2021 01/04/2018

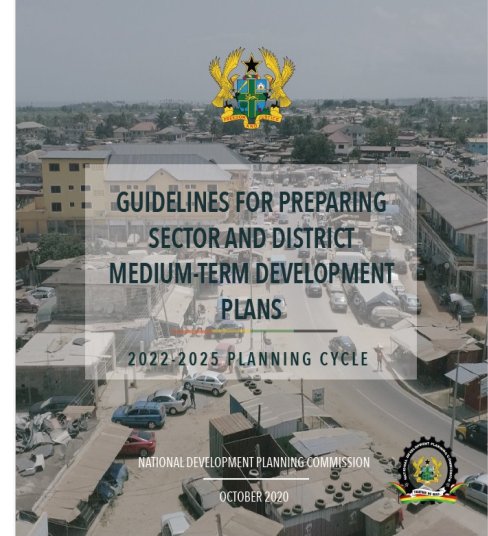


REPUBLIC OF GHANA

**GUIDELINES  
FOR THE PREPARATION OF  
SECTOR MEDIUM-TERM DEVELOPMENT PLANS,  
2018-2021**

NDPC, FEBRUARY 2018

NDPC GUIDELINES FOR THE PREPARATION OF SECTOR MEDIUM-TERM DEVELOPMENT PLANS,  
2018-2021 01/04/2018



**GUIDELINES FOR PREPARING  
SECTOR AND DISTRICT  
MEDIUM-TERM DEVELOPMENT  
PLANS**

**2022-2025 PLANNING CYCLE**

NATIONAL DEVELOPMENT PLANNING COMMISSION

OCTOBER 2020

GOVERNMENT OF GHANA



MINISTRY OF LOCAL GOVERNMENT AND RURAL  
DEVELOPMENT

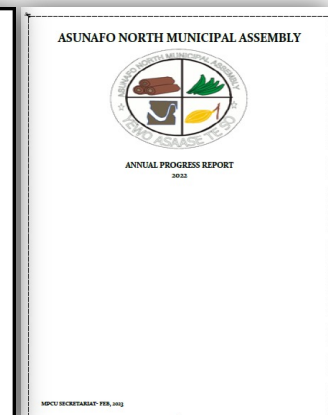
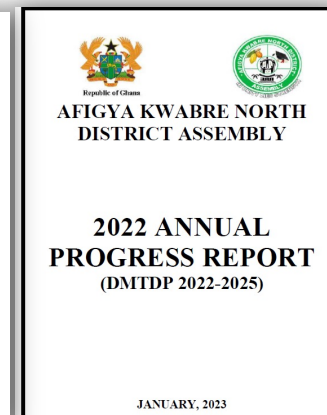
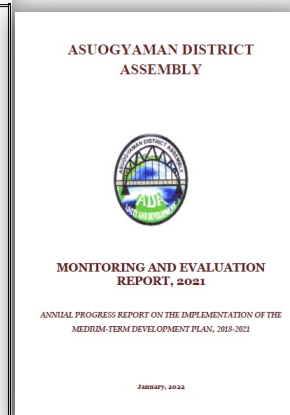
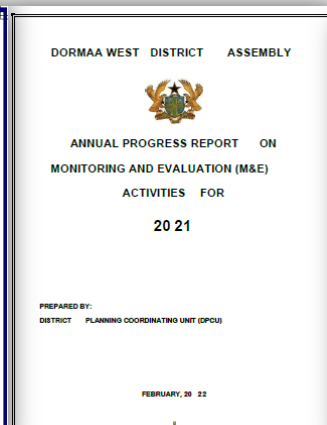
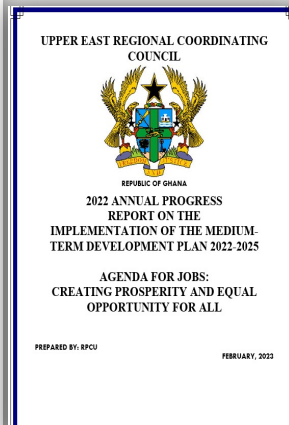
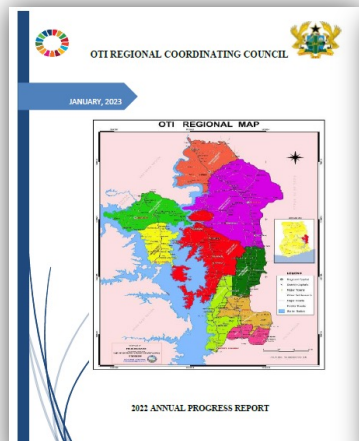
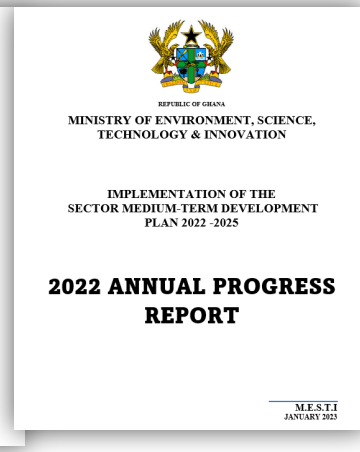
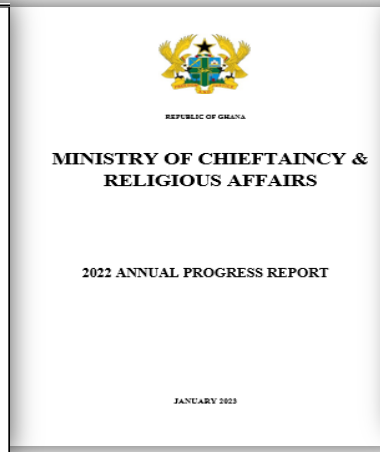
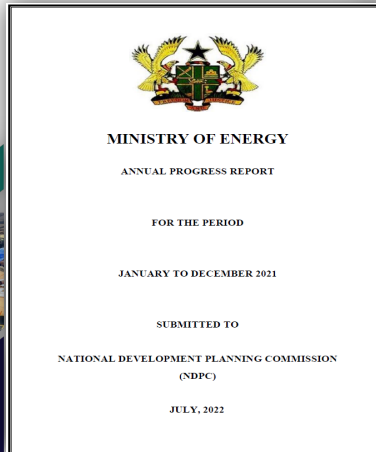
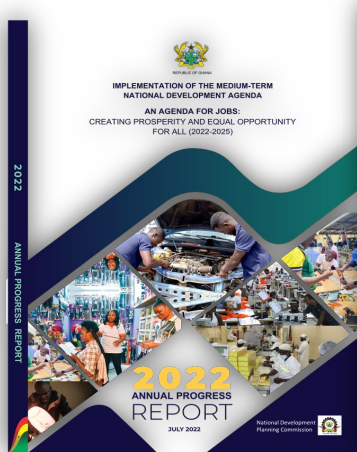
AFIGYA KWABRE DISTRICT ASSEMBLY  
KODIE- ASHANTI

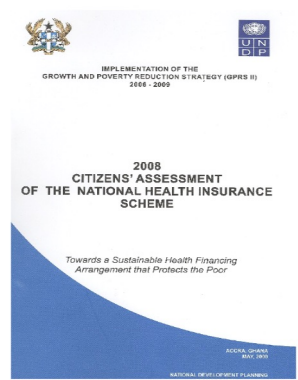
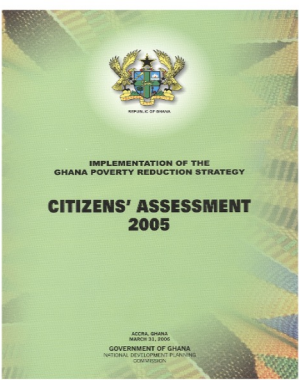


DISTRICT MEDIUM TERM MONITORING AND EVALUATION  
PLAN  
(2014-2017)

UNDER THE GHANA SHARED GROWTH AND DEVELOPMENT  
AGENDA

PREPARED BY: AFIGYA KWABRE DISTRICT ASSEMBLY

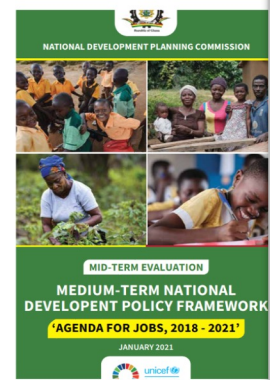
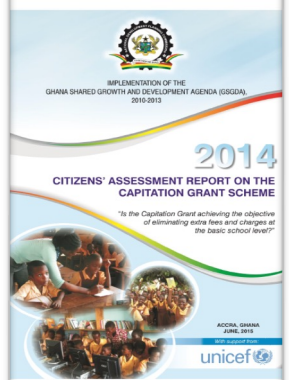




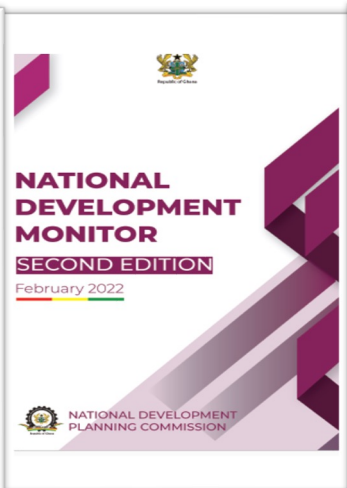
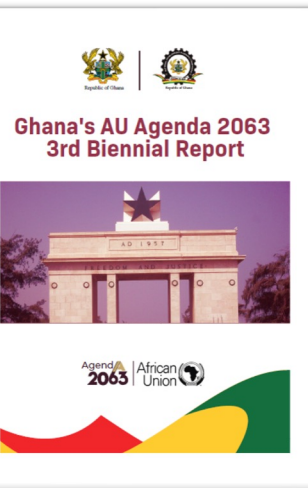
National Development Planning Commission

Resources spent on M&E and Statistics  
Final Report

June 2011



GHANA  
SUSTAINABLE DEVELOPMENT GOALS (SDG)  
INDICATOR BASELINE REPORT  
JUNE 2018

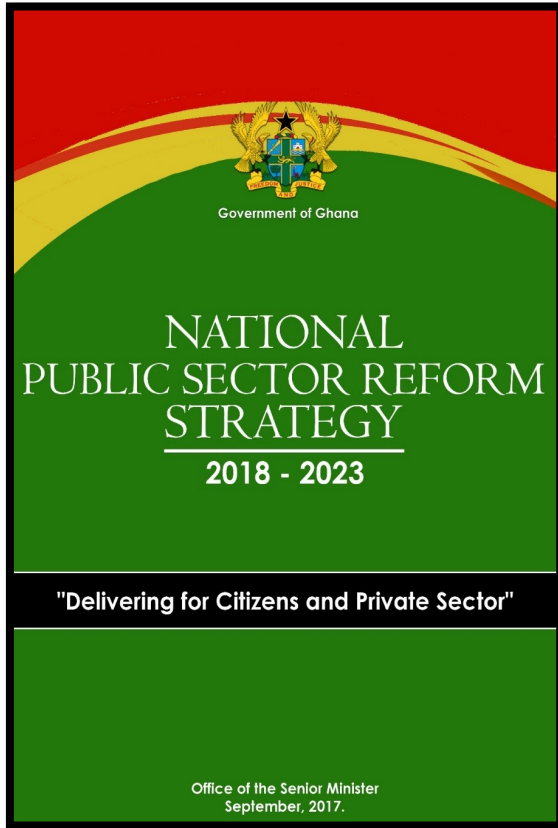


Currently, 10 MMDAs preparing their Voluntary Local Reviews (VLRs). More being supported to prepare their VLRs

# THE PUBLIC SECTOR REFORM FOR RESULTS PROJECTS (PSRRP)

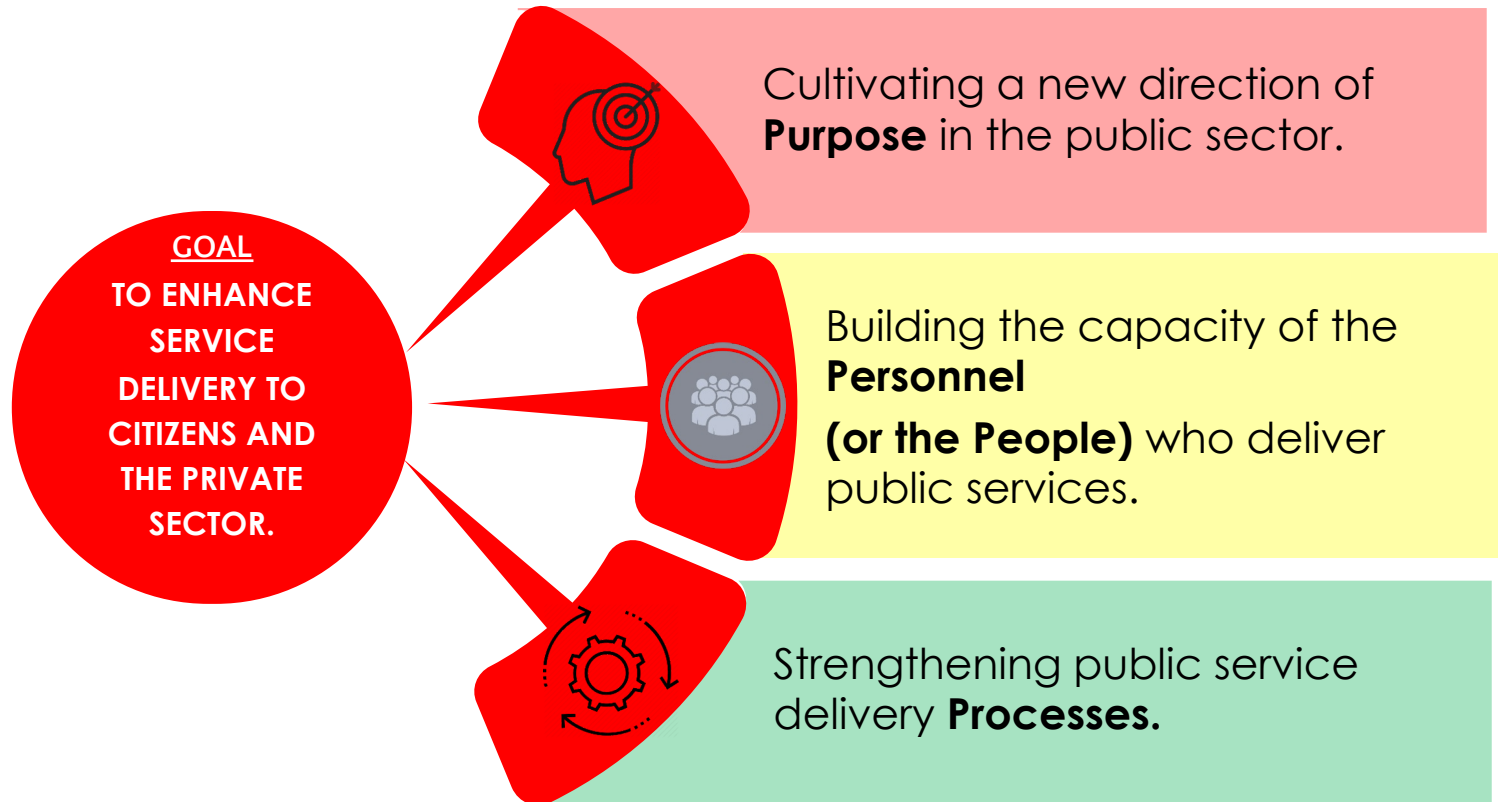
**PMU**





- ✓ A **five-year strategy** with the understanding that a strong and effective public sector is critical for Ghana's transformation.
- ✓ Launched by the President of the Republic of Ghana in August 2018.
- ✓ **Focused on Six (6) Pillars:**
  - **Pillar 1:** Citizen- and Private Sector-Focused Public Sector;
  - **Pillar 2:** Capable and Disciplined Work Force;
  - **Pillar 3:** Strengthened Public Sector Regulatory Framework;
  - **Pillar 4:** Modernized and Improved Work Condition;
  - **Pillar 5:** Strengthened Local Governance Structures; and
  - **Pillar 6:** Digitized Public Sector Services and Systems.

# NPSRS: STRATEGIC GOAL & PRIORITIES



# ABOUT THE PROJECT

- i. The Public Sector Reform for Results Project (PSRRP) is an initiative of the Government of Ghana that **kickstarted** the implementation of the NPSRS (2018-2023).
- i. Thirty-two (32) million USD facility provided by the World Bank.
- ii. The project aims to help **thirteen (13) selected Ministries, Departments, and Agencies (MDAs)** “**improve efficiency and accountability in the delivery of key public services to citizens and firms**” through four (4) Components.
- iii. This will be achieved by:
  - *strengthening the service culture among the employees of these entities; and*
  - *reforming the current structures, systems, processes and internal management functions of the entities to provide more accessible, modernized and timely services.*

# PROJECT COMPONENTS

## Component 1

### Strengthening Organizational Performance

provide support to the OHCS and PSC to strengthen their capacity and organizational management and those of Selected Entities and other institutions under their oversight.

## Component 3

### Monitoring and Evaluation

Strengthening the capacity of the Ministry of Monitoring and Evaluation (MoME), MDAs and MMDAs



## Component 2

### Improving Efficiency, Accountability and Citizen Engagement in the Delivery of Selected Services

This component will assist the SEs to improve their efficiency and accountability in the delivery of Selected Services

## Component 4

### Project Management, Coordination and Public Reporting

Carrying out activities to strengthen the Government's capacity for the project management and coordination including monitoring and evaluation

# SELECTED ENTITIES OF THE PSRRP

## Implementing Agency



## Supported by



## Three (3) Frontline Service Delivery Agencies

1. Driver Vehicle and Licensing Authority (DVLA)
2. Passport Office (PO)
3. Births and Death Registry (BDR)

## Six (6) Central Management Agencies

1. Public Services Commission (PSC)
2. Office of the Head of Civil Service (OHCS)
3. Monitoring and Evaluation Secretariat (MES)
4. Commission on Human Rights and Administrative Justice (CHRAJ)
5. National Information Technology Agency (NITA)
6. Public Sector Reform Secretariat (PSRS)

## Four (4) Parent Ministries

1. Ministry of Foreign Affairs and Regional Integration (MFARI)
2. Ministry of Local Government, Decentralization and Rural Development (MLGDRD)
3. Ministry of Environment, Science, Technology and Innovation (MESTI)
4. Ministry of Transport (MoT)

# MES AND THE PUBLIC SECTOR REFORM FOR RESULTS PROJECT

**MES**



# HIGHLIGHTS

01

**Role of MES in PSRRP**

02

**M&E Activities of MES Under PSRRP**

03

**Status of Implementation**

# M&E ACTIVITIES OF MES UNDER PSRRP

## Component 3 – Monitoring and Evaluation

1. Strengthening the capacity of the Monitoring and Evaluation Secretariat (MES), MDAs and MMDAs through inter alia:
  - Preparing and implementing M&E policy and performance measurement; and monitoring implementation of the GRF for priority programmes;
  - Developing and monitoring real-time performance for MDAs and MMDAs; and
  - Strengthening Institutional M&E capacity
2. Carrying out activities for enabling stakeholders to interact with citizens and civil society, conducting annual citizen assessment surveys and publishing the results.



# STATUS OF IMPLEMENTATION

Strengthening the capacity of the Monitoring and Evaluation Secretariat (MES), MDAs and MMDAs

## ***1. Development of Government Results Framework***

The framework served as a national monitoring instrument that helps to strengthen government oversight responsibility. It also provides the basis for effective coordination of the implementation of high priority programmes for all MDAs.

## ***2. Development of National Monitoring and Evaluation Policy (NMEP)***

With assistance from the PSRRP, MES in collaboration with NDPC, GIMPA and other key stakeholders has developed NMEP which would regulate M&E practice at all levels.

## ***3. Training workshops, capacity building activities and routine visits to selected entities***

The training and capacity building activities focused on enhancing the monitoring and evaluation capabilities of the M&E staff, to enable them deal with emerging challenges and respond to M&E requirements across all levels.



# STATUS OF IMPLEMENTATION CONT'D

## 4. The National Results Fair-The first of its kind in Ghana.

The occasion afforded relevant sector ministries the opportunity to showcase and explain to the citizenry the performance and impact of their priority programmes.



**NHIA staff registering members at the ongoing Results Fair, 2020**

### Key Outcome/Impact

The Results Fair is now envisaged as a critically important platform and an opportunity to bridge the evidence gap between relevant sector ministries and the citizenry. Besides, the results fair is considered an innovative way of expanding the decision-making space to increase participation and social accountability. programmes are generating the expected results.



# STATUS OF IMPLEMENTATION CONT'D

## ***5. Citizens Assessment Survey (Listening to Ghana).***

Carrying out activities for enable stakeholders interact with citizens and civil society, conducting annual citizen assessment surveys and publishing the results

## ***6. Conduct of Rapid Evaluations of Selected Government Flagship Programmes***

The rapid evaluations is to assess the level of implementation as well as identify the challenges inhibiting implementation of government projects.

The evaluation seeks to find out the emerging benefits to the community members, and serves as evidence-based decision making tool.



# SOME SUCCESS STORIES AT MES

MES



# SUCCESS STORIES

## ***1. Strengthened Public Sector Monitoring and Evaluation Practice through***

- Comprehensive Government Results Framework for High Priority Programmes
- Comprehensive M&E Practice Gap Assessment through Peer-To-Peer Learning Exercise
- Capacity building and Skill developments

## ***2. Enhanced accountability for results through the conduct of***

- Citizens engagement survey – Listening to Ghana
- National Results fairs
- Successful Rapid Evaluations of six high priority projects

# CHALLENGES

MES



# CHALLENGES

- Human and logistical constraints (eg. tablets)
- Procurement delays

## MITIGATION MEASURES

- Received support from technical consultants
- Collaborated with MDAs such as GIS, NDPC to secure adequate skilled personnel and logistics for M&E activities
- Engaged PMU to facilitate procurement processes to ensure timely implementation of planned activities.
- Ensured compliance and maintained healthy relationship with implementing agencies.



**THANK YOU**

