

# Country programme document for Ghana (2012-2016)

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## **I. Situation analysis**

1. Ghana recently moved above the World Bank threshold of Lower Middle Income (GNI per capita from \$976-3,855), due in part to a GDP re-basing exercise. Additional revenues from oil that have started flowing from the first major field and expected revenues from gas are expected to contribute to GDP growth of 15-20% in 2011 and 8% in 2012 (MoFEP, 2010). If properly and transparently managed, this provides important opportunities but also comes with associated risks.
2. Even as its economic prospects improve, Ghana faces major development challenges typical of low income economies: widespread poverty and widening inequality along with significant regional disparities and gender inequity; low educational achievement and limited health coverage; and high aid dependence and weak institutions. Rapid increases in exports and public revenues will also challenge the country in ways not seen at least since the landmark Economic Recovery Programme (ERP) was launched in 1983, in terms of raising the stakes for stronger and more effective democratic governance, social cohesion, peace and security, macroeconomic management and sustainable development.
3. Ghana can address these issues by building, among other things, on the progress it is making towards achieving the MDGs. The 2010 MDG Report, however, shows that MDGs 4, 5 and 7 remain major challenges. This arises partly because, notwithstanding a decade of real economic growth, the country is experiencing widening inequalities due mainly to development gaps between rural and urban areas, North and South, and genders (UNDP2010; GSGDA, 2010). A recent study by UNDP confirms geographical and gender differences in income distribution and access to services including education, showing a strong correlation between educational inequality, the gender gap and poverty incidence. Ghana's traditional productive sectors also remain vulnerable to climate change, irregular rain patterns, drought, periodic flooding and coastal erosion. Furthermore, due to prevailing livelihood strategies and practices, Ghana loses on average 1.8% of its forest cover annually (Rainfall Alliance 2006).
4. A key strength for Ghana moving forward is the progressive deepening of democracy that has taken place over almost two decades. Three successful elections have consolidated inclusive governance and the effectiveness of key national institutions such as the Electoral Commission and the National Peace Council. Whereas national elections have recorded success, district level elections continue to record poor participation and point to a clear weakness in decentralized governance.
5. While ODA increased at an average annual rate of 23% between 2001 and 2008, national aid management capacity remains relatively limited. The recently produced Ghana Aid Policy and Strategy (GAPS) should, however, provide the basis for improving the management, coordination, and utilization of aid.

## **II. Past cooperation and lessons learned**

6. The UNDP Country Programme for Ghana (2006-2011) focused on Consolidation of Democracy; Wealth Creation and Empowerment of the Poor; and Vulnerability Reduction and Environmental Sustainability.
7. The Assessment of Development Results (ADR) recognized that UNDP's contribution in strengthening national governance institutions (Parliament, the Judiciary, Justice System and the Electoral Commission), and establishment of the new framework for the consolidation of peace, including National Peace Council and Ghana National Commission on Small Arms. The Government's trust and confidence in UNDP was evident in the request to coordinate donor assistance to the Constitutional Review Process. The ADR also noted UNDP's support to election-related activities by facilitating preventive advocacy and mediation through National Peace Council, establishment of fast track courts to resolve election disputes and technical support to Electoral Commission for electronic capturing of results.

8. UNDP has supported capacity development for pro-poor planning, budgeting, monitoring, evaluation as well as timely data production. The 2007 Human Development Report "Toward Inclusive Growth" drew attention to development disparities, most notably between the North and the South, and recommended the need for targeted interventions to address disparities and promote inclusiveness and equity, contributing to the evidence base that led to the establishment of the Savannah Accelerated Development Initiative (now an agency).
9. To manage risks, UNDP provided comprehensive support to the National Disaster Management Organization (NADMO) in the development of the first National Disaster Map, National and Regional Disaster Management platforms, information management systems, communications capacity, standard operating procedures and training manuals. This made an important contribution to progressively reducing casualties from flooding since 2007.
10. The ADR also identified areas for improvement: re-positioning and realigning UNDP's advisory capacity to meet emerging needs of Ghana as a MIC; deepening support for decentralized governance; shifting emphasis from poverty reduction to inclusive growth and private sector development; developing clear exit strategies leading to national ownership and sustainability; strengthening communication, M&E and knowledge and information management functions.

### III. Proposed programme

11. The UNDP Country Programme for 2012-16 is aligned with Ghana Shared Growth and Development Agenda (GSGDA) and takes full cognizance of the ADR. As Ghana reaches MIC status, with additional revenue inflows from oil and gas, the work of UNDP will focus on making the most effective use of an expanded resource base to advance equitable development and consolidation of political transformation. This will be done through the following areas of work: Sustainable Human Development; Inclusive Growth; and Democratic Governance and Consolidation of Peace.
12. In implementing the Programme, UNDP will foster productive South-South exchange with countries which have successfully tackled or are grappling with similar development challenges such as Brazil, India and Mexico, among others. The exchange will focus on development strategies and policies that can successfully link macro stability, job creation, equity and social protection schemes for the poor and the disadvantaged and in the process develop human capacity and employability.
13. **Sustainable Human Development:** UNDP will support change management processes in response to Ghana's MIC status and the consequent capacity development (technical, institutional and enabling environment) of state institutions for development planning and management, monitoring and evaluation of programmes using reliable statistics, including gender disaggregated data. This will include targeted training of key government officials, strategic institutional capacity support for key institutions such as Ministry of Finance and Economic Planning, National Development and Planning Commission, Ghana Statistical Service and the Office of the President. UNDP will also promote advocacy work on MDGs and emerging development agenda through production of analytical studies, MDG reports and Human Development Reports.
14. UNDP will scale-up its support for integrating adaptation and mitigation strategies and practices into development policies, plans and programmes. The focus will be on the promotion and development of renewable energies and energy efficiency as well as on adaptation initiatives in vulnerable districts. At the institutional level, UNDP will strengthen the capacity of the Climate Change Committee for policy development, participation in international negotiations and coordination of sectoral strategies on climate change. It will also support Ministry of Finance and Economic Planning, the private sector and key stakeholders to mobilize and access international funds on climate change. In line with the Hyogo Framework for Action, UNDP will support the development and implementation of national policies and plans on disaster risk reduction, with emphasis on

budget allocation to disaster prone districts, as well as of a national strategy to raise public awareness on DRR, with a focus on school curricula and safety of critical facilities. Particular attention will be given to disaster monitoring and early warning systems.

15. **Inclusive Growth:** UNDP will address public policies, programmes and institutions to promote inclusive growth and address critical development disparities. In response to Government's vision of structural transformation of the economy, generating employment and improving the standards of living, especially the marginalized and the disadvantaged, UNDP will work with national partners and other UN Agencies to strengthen the economic viability of districts by supporting the development and implementation of a National Framework for Local Economic Development (LED). This will be complemented by District LED Strategies, to stimulate and transform the economies of districts and create new jobs and income generation opportunities. Using the value chain approach, UNDP will facilitate access to requisite financial, business development, partnerships and other support services to enhance the productivity of enterprises at the district level. Complementary strategies will include supporting the establishment and operations of a Commodities Exchange Commission for Ghana to provide a trading platform to foster and strengthen the development of vertical and horizontal linkages among producers, wholesalers, processors and exporters to enhance returns on agriculture, which is the predominant source of livelihoods in rural Ghana. Particular attention will be paid to the government's initiative to bridge the development gap between Northern and Southern Ghana, by providing technical and advisory support for the operations of Savannah Accelerated Development Authority and implement catalytic interventions leveraging on-going UNDP initiatives on human security, disaster recovery and community empowerment.
16. **Democratic Governance and Consolidation of Peace:** UNDP will continue to build on gains made in the previous Programme with a focus on strengthening transparency and accountability systems, especially as Ghana starts producing oil. Access to justice for the poor and vulnerable will be expanded through Alternative Dispute Resolution Mechanisms under broad justice sector reforms. The High Level Judicial Council will be further supported to deepen collaboration among justice sector institutions in order to facilitate a holistic approach to justice delivery. UNDP will intensify support to Ghana's decentralization and local governance towards increasing representation and participation of all stakeholders in decision-making and governance processes, especially for women and the disadvantaged. This will be pursued through capacity development, civic education and dialogue processes.
17. Ghana has emerged as a good example of economic and political reform in Africa, attracting investor interest and confidence. The absence of major conflicts has contributed to the stability that is vital for development. The focus for the programme will include national/regional peace and conflict assessments, institutionalization of the National Peace Council, strengthening local mediation capacities of traditional leaders and prevention of electoral violence. Building on past achievements, UNDP will intensify efforts on policy advice, advocacy, creation of appropriate platforms for dialogue, collective approaches to resolving disputes, and fostering local participation and ownership.

#### **IV. Programme management, monitoring and evaluation**

18. The UNDP Country Programme (2012-2016) will be nationally executed. While UNDP has a strong preference to support national implementation, other modalities will be utilized in agreement with Government (DEX/DIM, FTP).
19. Government's request for the UN to adopt the Delivering as One approach requires further strengthening of UNDP's leadership and effectiveness in ensuring coherent UN system-wide reporting on UN programme budgets and compliance with the Paris Declaration and Accra Agenda of Action. In implementing the UNDAF, UNDP's firm adherence to the lead agency concept and the principle of division of labor, both within and outside the UN System, will contribute to more efficient and effective collaboration with Government and other development partners, as part of the national development coordination architecture.

As such, monitoring and evaluation of the UNDP country programme will be undertaken in alignment with the monitoring and evaluation of the overall progress of the UNDAF.

20. In addition, with a view to re-tooling UNDP to fully meet programmatic and operational requirements during the Country Programme period of 2012-2016 and Ghana's new status, the Country Office will implement the proposed Office Transformation Plan during 2011. Under the plan, the Country Office envisages to: consolidate various units into two main clusters to strengthen upstream policy advisory services, aid coordination and partnership building; enhance M&E through the establishment of a dedicated functional capacity; and improve business processes for efficient delivery and knowledge sharing.

## RESULTS AND RESOURCE FRAMEWORK

**NATIONAL PRIORITY OR GOAL:** To ensure and sustain macroeconomic stability and enhancing private sector competitiveness as part of the Ghana Shared Growth and Development Agenda (2010-2013).

**UNDAF OUTCOME:** Ministries, Department Agencies, (MDAs), Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities, and promote inclusive socio-economic growth by 2016. **Outcome indicator:** Number of development policies and plans informed by analytical studies, and disaggregated socio-economic data. **Related Strategic Plan focus areas:** MDGs, inclusive growth and poverty reduction.

NATIONAL PARTNERS CONTRIBUTION	OTHER PARTNER CONTRIBUTIONS	UNDP CONTRIBUTIONS	INDICATOR(S), BASELINES AND TARGET(S) FOR UNDP CONTRIBUTIONS	INDICATIVE COUNTRY PROGRAMME OUTPUTS	INDICATIVE RESOURCES BY OUTCOME (US\$)
The Government will partner with UNDP for analytical work, policy analysis/advocacy and capacity development for development planning and M&E, leading to institutionalization of the capacity required to prepare and implement national and local policies including Local Economic Development(LED).	Academic institutions and think tanks will work on analytical studies, policy analysis and advocacy on key development issues. UNDP will also work with selected NGOs and CSOs in the formulation and implementation of development strategies.	UNDP will provide institutional capacity building support in policy formulation, planning, and advisory services at all levels	<b>Indicator:</b> Number of analytical studies HDRs, policy papers conducted to inform national and local development policies, and frameworks. <b>Baseline:</b> National policies, plans and frameworks and LED not informed by analytical studies and quality disaggregated data. <b>Target:</b> All development policies and plans informed by quality disaggregated data; functional Advisory Committee, and other structures for LED in place in selected districts; a functioning Commodities Exchange Commission for Ghana.	Policy advocacy, advice, and programme implementation informed by analytical work, and key national institutions able to conduct economic planning, management and M&E using quality data. Systems and frameworks strengthened for efficient aid management. Capacities of at least 25% of LED institutions and critical affiliates in selected districts developed to meet minimum operational and effectiveness standards. Technical design, feasibility analysis, consensus-building and start-up planning for a Commodities Exchange Commission completed.	<b>Regular</b> US\$ 11 million  <b>Other:</b> US\$ 10.5 million

**NATIONAL PRIORITY OR GOAL:** Adapting to the impacts of and reducing vulnerability to climate variability and change as part of the Ghana Shared Growth and Development Agenda(2010-2013)

**UNDAF OUTCOME 3:** National systems and existing institutional arrangements for climate change mitigation and adaptation and for disaster risk reduction (DRR), as defined in the Hyogo framework for action at the district, regional and national levels are functional. **Outcome indicator:** Proportion of districts, regions and national agencies supporting the implementation of the national policy on climate change and DRR. **Related Strategic Plan focus areas:** Environment and Sustainable Development.

NATIONAL PARTNERS CONTRIBUTION	OTHER PARTNER CONTRIBUTIONS	UNDP CONTRIBUTION	INDICATOR(S), BASELINES AND TARGET(S) FOR UNDP CONTRIBUTIONS	INDICATIVE COUNTRY PROGRAMME OUTPUTS	INDICATIVE RESOURCES BY OUTCOME (US\$)
Government will put in place an inter-ministerial coordination mechanism for climate change and DRR.	NGOs/CSOs collaborate on community mobilization. Environment and Natural Resource Sector Group will provide technical support to stakeholders.	UNDP will assist with outcome level assessment, policy analysis and capacity development to address climate change and DRR. Particular attention will be paid to gender targets at the outcome level.	<p><b>Indicator:</b> An operational framework of key policies, institutions and investments that address climate change and DRR</p> <p><b>Baseline:</b> A relatively early stage of action of climate change; significant progress on DRR since 2007</p> <p><b>Target:</b> Fully functional Climate Change Committee; climate change and DRR integrated into 4 key sectors; scalable models for access to renewable energy identified</p>	Capacity assessments and targeted actions completed to enable the Climate Change Committee to fulfill its mandate; analysis and policy proposals on the integration of low carbon growth, sustainable management of natural resources and DRR completed for 4 key sectors, and broad agreement reached by stakeholders; scalable initiatives on climate change and DRR tested and documented in selected districts and, where appropriate, at national level.	<p><b>Regular:</b> US\$ 3.099 million</p> <p><b>Other:</b> US\$ 22 million</p>
<b>NATIONAL PRIORITY OR GOAL:</b> Empower State and non-state institutions in governance as part of the Ghana Shared Growth and Development Agenda					
<p><b>UNDAF OUTCOME UNDAF OUTCOME 10:</b> Key national institutions supporting democratic governance are effective, accountable and gender responsive.</p> <p><b>Outcome indicator:</b> The level of representation of women and vulnerable groups participating in governance processes; quality of and confidence in justice delivery especially to the vulnerable; efficiency and effectiveness of conflict prevention and management mechanisms. <b>Related Strategic Plan focus areas:</b> Democratic Governance.</p>					
NATIONAL PARTNERS CONTRIBUTION	OTHER PARTNER CONTRIBUTIONS	UNDP CONTRIBUTION	INDICATOR(S), BASELINES AND TARGET(S) FOR UNDP CONTRIBUTIONS	INDICATIVE COUNTRY PROGRAMME OUTPUTS	INDICATIVE RESOURCES BY OUTCOME (US\$)
Key national governance institutions will lead efforts targeting access to justice, decentralization, participation and the consolidation of peace.	Peace Councils will contribute in the area of peace consolidation. NGOs and CSOs will contribute to capacity development and advocacy on citizen participation.	UNDP will pursue policy analysis and advocacy, assist with capacity development, and foster methods and platforms for dialogue.	<p><b>Indicator:</b> Selected judicial and conflict management institutions operational.</p> <p><b>Baseline:</b> absence of a Ghana Prosecution Service (GPS); peace architecture law tabled</p> <p><b>Target:</b> Justice sector automated; agreement on the establishment of a GPS; Peace Councils operational in 50% 'hot spots'.</p>	Proposals for policy, institutional and operational reform in the justice sector formulated and actions taken to build consensus among stakeholders. Institutional development plans prepared, financed and rolled-out to enable Peace Councils in 'hot spots' to reach operational status.	<p><b>Regular:</b> US\$ 15 million</p> <p><b>Other:</b> US\$ 18 million</p>

## COSTED EVALUATION PLAN

UNDAF/ CPD Outcome	Strategic Plan Results Area	Evaluation Title	Partners (joint evaluation)	Evaluation commissioned by (if not UNDP)	Type of evaluation	Planned Evaluation Completion Date	Estimated Cost	Provisional Source of Funding
Africa Adaptation Project	Climate change and disaster risks management	Midterm Project evaluation	UNDP, GoG	NA	Project evaluation	Aug 2013	0.2	Project budget
Evaluation of UNDP support to LED Programme	Local economic development, wealth creation and poverty reduction	Midterm Project Evaluation	UNDP, GoG partners	NA	Project evaluation	Dec 2013	0.2	Project budget
Climate change mitigation and adaptation for disaster risk reduction (DRR)	Environment, climate change and sustainable development	Midterm outcome evaluation	GoG, UNDP and Partners	NA	Outcome evaluation	April 2014	0.3	UNDP, GoG and Partners
Democratic governance, gender responsiveness and accountability	Democratic governance and sustainable development	Midterm outcome evaluation	GoG, UNDP and Partners	NA	Outcome Evaluation	April 2014	0.3	UNDP, GoG and Partners
Poverty eradication,, inclusive growth ,wealth creation and attainment of the MDGs	Poverty, inequalities and MDGs attainment	Midterm outcome evaluation	GoG, UNDP and Partners	NA	Outcome Evaluation	April 2014	0.3	UNDP, GoG and Partners
Thematic (Governance/ Inclusive	Democratic governance / inclusive growth)	Other; Mid Term Evaluation of Planned	UNDP, GoG, and Partners	NA	Other	June 2015	0.3	UNDP

Growth) portfolio evaluations		Reports and Studies						
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