



Annual Work Plan 2009



Project Title:

Effective AWP Coordination and Communication for Development

UNDAF Outcomes:

1. By 2010, Policy, Planning, Budgeting, Monitoring and Evaluation processes at all levels are informed by an effective data management information system
2. By 2010, Capacity for Equitable and Participatory Governance systems made effective at all levels and guided by human rights principles.

Expected CP Outcomes:

1. By 2010, enhanced capacity of ERM/M division to effectively coordinate and manage development assistance and technical cooperation with emphasis on policy development and analytical skills and tools towards the achievement of MDGs.
2. By 2010, more effective participation of central and local institutions and civil society for good decentralized governance.

Expected CP Outputs:

1. Enhanced Coordination Support to Annual Work Plans (AWPs)
2. Strengthened visibility on partnership between Government of Ghana and UNDP
3. Developed Strategic Partnership framework / action plan for implementation
4. Enhanced technical and managerial competence of UN desk and related UNDP CO staff in policy analysis, monitoring & evaluation
5. Programmes and structures developed for increased accountability, transparency and communication for development at all levels.

Implementing partner:

Ministry of Finance and Economic Planning (ERM/M)

Other Partners:

Ministry of Information in collaboration with Ghana Journalists Association, National Media Commission

8/25 2/11

NARRATIVE

UNDP supports national efforts and capacity building for sustainable human development in line with Ghana's own development strategies. This assistance under the current programming cycle covers the period 2006-2010, and derives from the United Nations Development Assistance Framework (UNDAF), which is in line with Growth and Poverty Reduction Strategy II (GPRSII). The implementation of this country support programme is achieved through the formulation and implementation of Annual Work Plans jointly developed with Government.


Lessons learnt from the implementation of the Country Cooperation Framework II (CCFII) revealed that effective coordination of UNDP support projects strengthened the partnership between UNDP and Government. The CCF II review also highlighted among others, the important role of the External Resource Mobilization /Multilateral Division, which serves as the Coordinating Authority/Executing Agency, and the need to provide additional capacity in human resource, suitable monitoring and evaluation systems and logistics. Additionally, the UNDP Ghana office requires a more effective communications for development strategy to effectively articulate its partnership with government through the jointly developed programmes and Annual Work Plans (AWPs), and this will be achieved in partnership with the Ministry of Information.


This Annual Work Plan therefore, will seek to build on these lessons to ensure effective coordination, monitoring & evaluation, and communicating the UNDP –Government of Ghana partnership as agreed in all the AWPs for 2009.


The main thrusts of this AWP will be the following:

- Improve and strengthen the institutional capacity of the ERM (M) Division/ UN Unit for the management and co-ordination of all AWPs with a view to ensuring that projects deliver expected results in a sustainable and cost-effective manner.
- Enhance strategic partnerships for resource mobilization through effective communications for development methodologies
- Provide broader support to address inherent challenges relating to the interface between the Co-ordinating Authority/Executing Agency and respective implementing partners identified during the previous support projects.
- Strengthen interface between programme management and implementation performance as well as the oversight/ coordinating functions of MoFEP with regard to UNDP-funded AWPs.
- Enhance visibility of MDGs through effective development of communication packages
- Provide advocacy and showcase UNDP activities with Government within the programme cycle to both internal and external public.

Programme Period:	2006 – 2010	Estimated annualized budget:	
Programme Component:		Allocated resources:	
Intervention Title:	Effective AWP Coordination and Communication for Development	• Government:	
Budget Code:		• Regular:	
Duration:	January - December 2009	• Other:	\$220,000.00
		• UNDP	_____
		• Donor	_____
		Unfunded budget:	_____

Agreed by the Implementing Partner: 
 Minister (Ministry of Finance and Economic Planning)

Agreed by UNDP: 
 Resident Representative (United Nations Development Programmes)

Agreed by: 
 Minister (Ministry of Information)

Handwritten initials/signature

1. SITUATIONAL ANALYSIS

Recent trends in the world economy, and its potential ramifications on flow of Overseas Development Assistance (ODA) to Ghana has put into sharp focus the quest for effective coordination of development interventions to ensure that all the efforts, especially contributions by the UN System are coordinated effectively. It also demands effective and strategic communication on developmental processes supported by the UN System in Ghana.

Over the past 30 years, UNDP has provided development assistance to Ghana as a valued partner, supporting Government to deliver on its development agenda, and assisting to develop local capacity whilst drawing on its global network. Enormous benefits have accrued from these development efforts, resulting in the consolidation of good democratic governance; effective support to Ghana's growth and poverty reduction agenda through the provision of strategic support for effective formulation, implementation and monitoring/evaluation of key development policies and plans; collaborating with the Government and civil society partners to ensure that poverty reduction strategies implemented by Ghana are based on good environmental management, while realizing the full potential of natural resources to contribute to poverty reduction; complementing development policy framework by actively supporting Private Sector Development and Sustainable Livelihoods programmes; bringing the MDGs together with other internationally agreed development goals like NEPAD and APRM to become a shared framework for development in Ghana; assisting to bridge the digital divide, and ensuring a knowledgeable and informed society through its integrated ICT for development programmes;

UNDP's support under the current programming cycle 2006-2010 has been implemented through the formulation of Annual Work Plans (AWPs) which are based on the CPAP and UNDAF. Among the lessons drawn from implementation of preceding AWPs, is the important role that communication for development plays in making policies and programmes delivery effective, as well as also fostering an enabling platform for local, national and global dialogue that promotes sharing of experiences in driving the developmental process. The quest to further accentuate communication for development as an integral part of ensuring effective coordination of AWPs stems from the current global financial outlook, which presents considerable challenges to how information on development progress is managed and disseminated to ensure the commitment of all stakeholders.

STRATEGY

Effective communication on developmental processes provides an essential platform that empowers the citizenry at all levels, and fosters their participation in decision making processes that affect them. In line with this, and based on the CCF II review of programme activities which identified some capacity and institutional gaps within the ERM/M (the UN Unit) that serves as the Coordinating Authority/Executing Agency, this AWP will seek to promote effective coordination of all the AWPs for 2009, and facilitate effective communication including advocacy on the development lessons emanating from UNDP's collaborative projects with the Government of Ghana. It shall also seek to enhance efficient delivery of AWPs by providing monitoring and evaluation systems, and requisite logistics to both ERM/M and UNDP programmes.

This AWP shall implement a strategy designed to strengthen partnership building both within UNDP and with the external publics. It will leverage and complement other AWPs to be implemented by other Units within UNDP and enhance effectiveness in the coordination and management of all AWPs under the current CPAP. Project interventions will consist of direct coordination and logistical support, human resource development, partnerships and effective communication for development. The areas of focus for this therefore are as follows:

1. Strengthened Partnership between UNDP & Government of Ghana

To ensure that implementing partners and coordinating agencies are in sync for effective delivery of UNDP AWP, and that achievements and lessons are disseminated and shared in the spirit of partnerships for development in achieving the MDGs, the following will be undertaken:

- 1.1 Undertake activities to comprehensively cover general information about UNDP's policies and procedures aimed at providing adequate knowledge among implementing agencies on the Country Office.
- 1.2 Strengthen Project/Event-based Communication Tools to ensure timely dissemination of comprehensive information on UNDP and Government of Ghana's projects and events including contributions made towards achievement of the MDGs.
- 1.3 Collaborate with development partners to develop a compendium of programmes for active development partners in Ghana.
- 1.4 Develop digitized mapping of UNDP projects in Ghana to facilitate the siting of developmental projects in the country.
- 1.5 As part of the strategic partnership framework, build capacity on effective partnership for counterpart MDAs to equip them with skills, knowledge and techniques to mobilize additional resources for their project.

2. Enhanced technical and managerial competence of UN Unit and UNDP CO programmes

In response to the paradigm shift to upstream implementation in development cooperation within the UN System reflected by the adoption of the UNDAF and the CPAP, there is the need to strengthen the human resource base in policy analysis, monitoring & evaluation, partnership development and communication. UNDP's focus on upstream interventions and programming necessarily requires that key staff of ERM (M) as well as of the UNDP Country Office have adequate levels of skills to match these developments. Thus the focus of the human resource strategy will be to:

- 2.1 Strengthen capacity in policy analysis, monitoring and evaluation in the context of the GPRS II, as well as in Resource Mobilization and Advocacy.
- 2.2 Organise short courses and on-the-job training to bridge the available capacity gaps in the aforementioned areas.
- 2.3 Establish opportunities for professional dialogue/interactions such as relevant study missions and encourage interactive visits by experts.

3. Communication for Development Impact

The partnership between the UNDP and the Government of Ghana within the framework of the CPAP and UNDAF continues to deliver considerable development dividends to Ghana. However, a contribution of inertia in developmental reporting, and implementation of a communication strategy by the Country Office to showcase its success stories and lessons, coupled with relative gaps in capacity i.e. training of the media have contributed to low visibility of UNDP-Government partnership projects.

Consequently, this component will seek to work with all relevant stakeholders (internal and external) to increase capacity and broaden knowledge for qualitative public development information and enhanced visibility through the following:

- 3.1 Ensure sustained advocacy drive for the external public through the development of publications, information kits, effective online presence, media events, standardized signage and a documentary to showcase UNDP-Ghana partnerships within the current UNDAF and to enhance the visibility of UNDP contributions for achieving the MDGs

- 3.2 Strengthen existing partnership and enhance relations among thematic groups through the provision of an effective communication program that combines different communication tools including brochures, leaflets, bulletins, folders, and documentaries on UNDP/GOG partnerships.
- 3.3 Embark on press tours to selected UNDP Ghana projects to increase advocacy and highlight impact of development projects
- 3.4 Collaborate with the Ministry of Information and the National Media Commission to undertake training on media ethics and development reporting including MDGs for student journalists and media-related associations
- 3.5 Conduct training for District Information Officers on development reporting, to showcase how UNDP-Government of Ghana partnership projects at the district level are addressing the MDGs.
- 3.6 Strengthen capacity of editors to effectively meet international media standards in development reporting and support the Ghana Journalists Association to develop a category in their awards for Development Journalist of the Year.
- 3.7 Support the formation of a Development Communications Club in Media Institutions to increase the need for government accountability and the relevance of impact of the work of the UN System in Ghana.

4. Coordination and Logistical Support:

In order to ensure effective monitoring and evaluation of all AWP, the joint implementation team comprising MoFEP, MoI and UNDP programme staff will undertake periodic visits to project sites as well as participate in commissioning and launching of projects.

MANAGEMENT ARRANGEMENTS

This AWP will be managed in line with CPAP 2006 – 2010 guidelines which will be jointly executed by MoFEP- ERM/M, and UNDP. MoFEP is responsible for financial and substantive monitoring of the programme. MoI as responsible party will be responsible for designated activities. A Steering Committee will be set up to provide strategic guidance and direction for project implementation as well as decide on issues such as the prioritization of programme activities and shifts in strategic direction when required. The Steering Committee will be co-chaired by MoFEP and UNDP, and will include other partners such as MoI, GJA, NMC. The project shall be subjected to the bi-annual review of the Steering Committee co-chaired by the Minister of Finance and Economic Planning or his/her representative, and the UNDP Country Director.

MONITORING AND EVALUATION

Guided by the results-based management approach, the projects under the purview of this AWP will be closely monitored by UNDP and the Ministry of Finance and Economic Planning (ERM/M). The project management team will produce reports on activities implemented under the project. There will also be quarterly reports prepared and submitted to the oversight committee to inform strategic steering of the project. In addition, there will be an end of year review meeting/ retreat to evaluate progress and challenges of all AWP.

RISKS AND MITIGATING FACTORS

Risks identified under this project include the lack of commitment of stakeholders and unwillingness on the part of the media to embrace a more development oriented approach to media reportage.

Mitigating Factor(s): Develop the capacity of stakeholders to enhance their ability to conduct developmental reportage and institute an award scheme for that purpose.

LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of the Republic of Ghana and the United Nations Development Programme, signed by the parties in November, 1978. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative in Ghana is authorized to effect in writing the following types of revision to this Project Document, provided that he/she is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document.

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	BUDGET DESCRIPTION	BUDGET (US \$)	
		1	2	3	4				
Strengthened Partnership between UNDP and Government of Ghana									
1.1 Enhanced dissemination of information on NEX policies to implementing agencies	Indicators: <ul style="list-style-type: none"> Informed IPs and enhanced adherence to UNDP policies and modality Targets: <ul style="list-style-type: none"> Organize one awareness creation forum per year Baselines: <ul style="list-style-type: none"> Established UNDP policies and modality 	1. Organize 1 Inception Meeting and training on NEX modalities for IPs	X				MOFEP/UNDP	Contractual Service	3 000.00
		2. Organize 1 training on UNDP HACT policies and modalities for IPs		X	X			MOFEP/UNDP	Contractual Service
1.2 Enhanced UNDP – Government of Ghana partnership.	Indicators: <ul style="list-style-type: none"> Communication and awareness on UNDP/GOG projects enhanced Targets: <ul style="list-style-type: none"> Develop and disseminate 3 newsletters Develop and disseminate folders, brochures and documentaries twice annually Produce documentary on UNDP-GOG Projects Baselines: <ul style="list-style-type: none"> Communication tools developed 	1. Develop and disseminate advocacy materials on UNDP/GOG Partnerships - newsletters, bulletins and brochures							
		2. Develop and disseminate documentary on UNDP/GOG Partnerships							
		3. Develop standardized signage post for UNDP projects							4 000.00
Total									34 000.00

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	BUDGET DESCRIPTION	BUDGET
		1	2	3	4			
Developed Strategic Partnership framework / action plan for implementation								
<p>2.1 Enhanced dissemination of information on UNDP's policies to implementing agencies</p> <p>Indicators:</p> <ul style="list-style-type: none"> External Resource mobilization strategy developed Digital Mapping of UNDP projects developed Capacity development workshops on effective partnerships organized <p>Targets:</p> <ul style="list-style-type: none"> Develop digital mapping of UNDP projects Organize 3 monitoring and evaluation missions Organize 2 capacity building workshops for UN Unit and IPs on effective partnerships and RM Develop external resource mobilization strategies <p>Baselines:</p> <ul style="list-style-type: none"> Existing partnerships with MDAs Digital Mapping of UNDP projects drafted 	Update UNDP resource mobilization strategy document	X				UNDP	Local consultant	2 000.00
	Develop compendium of development partners in Ghana.			X		MOFEP/UNDP	Contractual Services	2 000.00
	Organize Partners' Forum	X				MOFEP/UNDP	Contractual Services	4 000.00
	Undertake Economic/Social Impact assessment of two projects in beneficiary communities	X	X	X		MOFEP/UNDP	Local Consultant service	10 000.00
	Develop digitized mapping of UNDP projects in Ghana			X		MOFEP/UNDP	Local consultant	8 000.00
	Build capacity of counterpart MDAs in Resource Mobilization and partnership building.	X	X			MOFEP/UNDP	Local consultant	3 000.00
								29 000.00

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	BUDGET DESCRIPTION	BUDGET (US \$)
		1	2	3	4			
Enhanced technical and managerial competence of UN desk and related UNDP CO staff in policy analysis, monitoring & evaluation and communication								
3.1 Capacity developed in policy analysis, monitoring & evaluation and communication	Develop capacity in policy analysis, monitoring and evaluation as well as in Resource Mobilization and Advocacy.		X	X		MOFEP/UNDP	Local consultant	7 000.00
Indicators:	<ul style="list-style-type: none"> UN Unit capacity enhanced in M&E, Resource Mobilization and Advocacy UN Unit officers engaged in professional dialogue 	Participate in short courses and on-the-job training to bridge the existing capacity gaps	X	X	X	MOFEP/UNDP	Contractual Service/ Travel	10 000.00
Targets:	<ul style="list-style-type: none"> Support 2 short courses based on capacity gap analysis Organize one capacity building workshop in policy analysis and M&E 							
Baselines:	<ul style="list-style-type: none"> Existence of capacity gaps The GPRS II 							
								17 000.00

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	BUDGET DESCRIPTION	BUDGET
		1	2	3	4			
4.1 Enhanced communication for Development								
Indicators: <ul style="list-style-type: none"> Timely reporting on UNDP/GOG projects Capacity of young journalists enhanced in development reporting Increased appearance of development oriented news items in the media Enhanced availability and access to information on community and national development projects Targets: <ul style="list-style-type: none"> Organize 2 press and impact assessment tours to selected UNDP/GOG project sites Organize one training workshop in e-Journalism for 20 information officers from MIO Organize one capacity building workshop on "international media standards" for 10 editors and selected journalists. Develop and deploy advocacy materials (sign boards) on development projects (10 per region) Baselines: <ul style="list-style-type: none"> Trained trainers in e-journalism at MIO Development projects implemented nationwide 	Communication for development							
	Redesign the UNDP Country Office website to enhance advocacy and communication on UNDP/GOG project, UNDP policies and modality	X	X			MOFEP/MOI/UNDP	Local consultant	10 000.00
	Embark on 2 press tours to selected UNDP Ghana projects to highlight impact of the support on beneficiaries	X	X	X		MOFEP/MOI/UNDP	Travel	5 000.00
	Organize 2 training workshops on media ethics and development reporting including MDGs in collaboration with MOI, National Media Commission and editors	X		X		MOFEP/MOI/NMC/UNDP	Contractual	18 000.00
	Conduct training of 20 district information officers on development reporting to harness UNDP's impact in the districts.			X		MOFEP/MOI/UNDP	Contractual	5 000.00
	Support the Ghana Journalists Awards to develop a category in their awards for Development Journalist of the Year.		X		MOFEP/MOI/GJA/UNDP	Contractual	5 000.00	
	Support the formation of a Development Communications Club in Media Institutions.	X	X	X	MOFEP/MOI/GJA/NMC/UNDP	Contractual	2 000.00	
TOTAL							45 000.00	

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	BUDGET DESCRIPTION	BUDGET
		1	2	3	4			
1.1 Monitoring & Evaluation and Logistical Support Indicators: <ul style="list-style-type: none"> The UN Unit capacitated to deliver on M&E, aid coordination and reporting Enhanced monitoring and evaluation of aid utilization Enhanced monitoring and evaluation of project impact on beneficiaries Timely development and submission of quarterly project reports by IPs Enhanced communication, transparency and accountability in project budgeting, implementation and reporting. Reports from M&E are available for annual program review Targets: <ul style="list-style-type: none"> Organize 4 project review meetings with IPs Procure one project vehicle in support of the UN Unit Baselines: <ul style="list-style-type: none"> Inadequacies in M&E Reporting on projects and reviews 	Coordination and Logistical Support							
	Administrative and maintenance support – vehicles, office equipment etc	X				MOFEP/UNDP	Equipment and Furniture	7 000.00
	Procure Office Equipment and materials (Software, Books, Publications and other development literature)	X	X	X		MOFEP/UNDP	Equipment and furniture / Supplies	10 000.00
	Organize quarterly review meetings with IPs to assess draft quarterly reports and the adherence to planned activities for the quarter	X	X	X		MOFEP/UNDP	Contractual Services	3 000.00
	Organize end of year review/retreat meetings with IPs to assess progress and challenges				X	MOFEP/UNDP	Travel	20 000.00
Embark on quarterly monitoring and evaluation missions to selected project sites to assess the impact of projects on beneficiaries	X	X	X		MOFEP/UNDP	Travel	15 000.00	
Project Management Support Project Personnel – Drivers, 1 UNV Coordination and admin cost - ISS						Contractual Services (individuals) / communication	40 000.00	
Sub-Total							95 000.00	
Grand Total							220 000.00	