



# Annual Work Plan 2013



Empowered lives.  
Resilient nations.

## Project Title: **Coordination and Communication of Development Results**

**UNDAF Outcome 11:** 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.

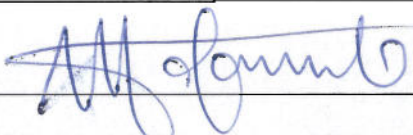
**Expected UAP Outputs:** Output 10.1: Governance institutions operate within a decentralized, enabling environment and promote inclusive, accountable and transparent governance

Output 11.7: Joint M&E strategy for Delivering as One by all participating UN agencies developed to assess progress towards the achievement of the stated outcomes in UNDAF

**Implementing Partner:** Ministry of Finance and Economic Planning

**Responsible Partners:** Ministry of Foreign Affairs and Regional Integration, Ghana Journalists Association, United Nations Development Programme

<b>Programme Period:</b>	2012 – 2016	<b>Estimated annualized budget:</b>	<b>\$780,000</b>
<b>Programme Component</b>	Coordination and Communication of	UNDP TRAC MOFEP	US\$690,000 US\$ 90,000
<b>Intervention Title:</b>	Development Results		
<b>Budget Code:</b>			
<b>Duration:</b>	January - December 2013		

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

Agreed by UNDP:   
Country Director (United Nations Development Programme)

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## NARRATIVE

This Annual Work Plan (AWP) builds on results achieved in two key program areas: a) aid coordination and development effectiveness; and b) effective communication for development. Highlights of results achieved in 2012 include strengthening of Ghana's role in the on-going dialogue and processes to enhance the global aid architecture; enhanced national capacity for effective negotiation of regional and global development instruments, Conventions and frameworks; streamlining and deepening of multi stakeholder engagement in development effectiveness debates; improved coordination of program implementation, especially through a revamped program Steering Committee and outcome groups. Key outputs to which the program contributed during the period include the follow up to the 4<sup>th</sup> High Level Forum on Aid Effectiveness (post-Busan implementation), the finalization of the Ghana Aid Policy and Strategy; and support towards the formalization of the Government-Development Partners Group-(G-DPG). The program also responded to capacity bridging opportunities designed to improve stakeholder awareness and substantive engagement in the key areas of aid effectiveness and communications for development. Substantive technical knowledge building events and joint engagements were held with relevant Parliamentary Select Committees, members of the Ghana Journalists Association, directorate level MDA staff with key responsibilities for program negotiation and international framework agreements; and Civil Society Actors active in these areas.

For the current year, priority attention is to support on-going national and program requirements to consolidate progress made and provide support towards effective implementation of new commitments and programmes. In particular, support provided will help ensure implementation of the Ghana Aid Policy and Strategy and the smooth and effective take-off of the G-DPG. In addition, in line with revamped program management and implementation coordination arrangements, it provides support to improve implementation management especially through improved consultations, strengthened oversight, monitoring and evaluation and capacity development.

Specifically, the AWP targets four key result areas:

1. National Implementation Management Support
2. Coordination of development aid and annual AWP implementation
3. Communicating development results
4. Strategic partnerships and resource mobilization

An integral part of the AWP implementation strategy, is the overarching focus on strengthening the capacity of Implementing and Responsible Partners as well as key national institutions with primary responsibility for aid coordination and development effectiveness, results monitoring, advocacy and constituency building for development effectiveness and effective reporting. In this connection, the Ministry of Finance and Economic Planning (MOFEP), the National Development Planning Commission, Ghana Journalists Association, are key partner institutions along with all the other relevant MDAs and civil society actors.

## **Part 1: SITUATIONAL ANALYSIS**

Ghana has achieved substantial poverty reduction over the last 18 years and is on track to reduce its poverty rate by half against the level of 1990 by the Millennium Development Goals deadline of 2015. The share of the population in poverty dropped from 51.7% in 1991/92 to 28.5% in 2005/6. The country has also enjoyed strong international support for its development efforts, with Official Development Assistance (ODA) increasing at an average annual rate of 23% between 2001 and 2008. The Government, as part of its aid and development effectiveness agenda, validated the finalized Ghana Aid Policy and Strategy to incorporate the new dynamics of the Busan recommendations to facilitate efficient and effective aid delivery. The disbursement of official development assistance to Ghana creates both opportunities and challenges. The opportunities include the enlarged scope and fiscal space to accelerate economic growth and reduce poverty significantly. The challenges include how to effectively implement aid projects and budgetary support programmes to reduce poverty levels.

Despite the challenges, Ghana remains committed to attaining the MDGs by the 2015 deadline and has achieved significant increases in per capita GDP, propelling the country into the threshold for lower Middle-Income Countries with a per capita income of US\$1,343<sup>1</sup> (as at 2010), against the backdrop of macroeconomic stability, resulting in lower inflation, stable currency and sustained growth. The production of oil has further accelerated the GDP growth in 2011 (with real GDP projected to grow at 13.5%<sup>2</sup> in 2011) and will likely consolidate the country's position as a middle-income country.

Progress towards advancing the principles of the Paris Declaration on Aid Effectiveness therefore needs more focus; and efforts to foster harmonization among donors to improve efficiency of aid delivery and results is paramount. These trends reinforce the quest to have strong and balanced mechanisms that support accountability and coordination at all levels for aid to be most effective.

The growing nature of the need for the UN to build transformational partnerships that address systemic issues, that leverage core competencies of all partners, that have institutional capacity and a proven track record for achieving lasting impacts is becoming more critical. The UN Secretary-General has subsequently made transformational partnerships a key pillar of his strategic plan in view of the fundamental and emerging shift in international development, which is witnessing new international actors, as well as extensive tectonic shifts in global ODA. These changing dynamics require of UNDP a business model which is strategic and ultimately transformational at its centre.

Within the context of the UNDP –GoG partnerships, a number of recommendations from exercises such as the Assessment of Development Results (ADR), project evaluations and high level steering committee meetings have indicated the need to strengthen the functional roles within UNDP programme implementation i.e. Coordination, Advocacy and Communication, Strategic Partnerships and Monitoring and Evaluation to facilitate optimum development results. These assertions have become even more imperative within the context of the current economic realities and the current UNDAF which seeks to further build on national priorities to achieve accelerated economic and shared equitable growth for Ghanaians.

### **Key Challenges**

Despite the high delivery rate of implementation over the last two decades, there still exist programme challenges that need to be addressed to facilitate sustained and accelerated development. Notable among these are:

1. Coordination challenges and institutional capacity gaps militating against effective service delivery, particularly among MDAs responsible for implementing development programmes and projects including UN system annual work plans.

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<sup>1</sup> Ghana Statistical Service (2011)

<sup>2</sup> IMF (2011), Press Release No. 11/380 (October 25)

2. Inadequate technical capacity of the institutions mandated to facilitate effective negotiation and coordination of development aid, loans, international agreements, conventions etc.
3. Insufficient communication of development results mechanisms, leading to less emphasis on communication for development and advocacy on UNDP – GoG partnerships.
4. Inadequate structured support and framework for programme clusters to identify, broker and manage strategic partnerships with multiple stakeholders including private sector, International foundations and civil society organizations.

## **PART II: PAST CO-OPERATION AND LESSONS LEARNED**

Past cooperation between UNDP and the Ministry of Finance and Economic Planning largely sought to deliver catalytic support to Ghana's development priorities. A review of the implementation of various programmes and projects under the support arrangement confirms the recent ADR findings that significant improvements have been recorded especially in the coordination of projects and strengthening of partnerships. The first year of implementation has provided the bedrock based on which significant strengthening of well-defined institutional arrangements will be undertaken in the following years.

The current cycle (2012-2016) seeks to build on these achievements and lessons learnt in programme coordination and communication from the past CPAP. Some preliminary results and lessons achieved within the period include:

- A coordinated and institutionalized approach to the annual work planning and management process of GoG/UNDP funded projects has resulted in better structured and more inclusive Implementing Partner and outcome board meetings. The continuing challenge relating to the issue of appropriate levels of representation as well as full participation of some MDA partners would be further addressed under the current AWP.
- Dedicated attention to communications for development, advocacy and constituency building has proven to have a profoundly positive impact on UNDP visibility especially in the local and social media. Increased visibility of GoG/UNDP program results is evidenced by the number of articles and publications (in the print and electronic media), a revamped Country Office website (which has earned the CO "green status") on the Corporate BSC, creation of multiple platforms including social media eg. YouTube, Facebook establishment of the UNDP-supported press corps and a network of development journalists committed and trained to focus on the production of development issues.
- Renewed corporate emphasis on information management and compliance with the International Aid Transparency Initiative (IATI) have helped to strengthen information sharing and donor accountability in line with the avowed commitment to mutual accountability under the Ghana Aid Policy and Strategy. Management of donor relations capability has been strengthened as a result of the production of Development Partners' Profile in Ghana. This document also serves as a source of data for the created Donor Reporting Intelligent System developed during the reporting year.
- Strengthened MOFEP (ERM/M) Division, with the ability to engage with the UN System as evidenced by the improved relationship within the UNDP programme clusters and other UN Agencies, and adequate representation of the UN System within the MOFEP.
- Established a structured pre-conference preparation process and training for Ghanaian delegations to major international meetings, resulting in enhanced coordination among key MDAs in addition to coherent and consistent delineation of responsibility. This is evidenced by the formulation of a widely-consulted document that articulates a common understanding of Ghana's progress in achieving sustainable development; and fifteen newspaper articles (print and web) covering the Rio preparatory process.
- Established linkage between the executing Ministries of government responsible for a coordinated approach and position on critical international negotiations like the climate change conference, Busan HLF4 etc....

In spite of these intermediate results, there is more opportunity to achieve the development outcomes set forth at the beginning of this cycle. Some of the interventions which can be undertaken include the following:

1. Setting up systems within the coordination division of government to track the progress of all AWP's to ascertain their conformity to original objectives as well as responsibilities relating to facilitating and mediating the process of implementation to ensure value for money.
2. Ensuring efficient and timely coordination of AWP implementation and reporting by IPs and RPs.
3. Addressing issues of adequate capacities in knowledge management and dissemination of best practices of UNDP/GoG partnerships.
4. Providing consistent and adequate knowledge of UNDP national implementation management arrangements as well as procedures for Implementing and Responsible Partners.

### **III STRATEGY**

This AWP seeks to build on the above lessons and intermediate results realised during the first year of implementation, and facilitate the linkage between resource input and development results within the context of effective coordination and communication of development results of all AWP's. Consistent with the 2012-2016 UNDAF Action Plan (UNDAP), it will also draw on the lessons from the previous UNDAF, and bridge the gaps identified from that cycle, whilst exploring the potential for an impact laden programme that will reflect the contemporary dynamics and economic situation in Ghana.

Furthermore, it will seek to support the creation of transformative change by building on the interventions implemented during the first year aimed at promoting effective coordination for development results, reinforcing monitoring and evaluation, as well as improving strategic partnerships and communication for development. Lessons learnt will serve as a guide to further develop policy and technical human resource capacity within selected MDAs to enhance their coordination and participation functions in regional and global meetings. It will provide an opportunity for UNDP-GOG to optimize the investments undertaken in the first year of implementation.

It will further strengthen the technical and functional capacities of MoFEP ERM/M to coordinate with key MDAs, and Implementing Partners (IPs) to liaise with the UNDP to ensure that UNDP funded work plans are effectively coordinated, and development results communicated effectively to all stakeholders. Finally, it will ensure that visibility of UNDP's partnerships projects with the Government of Ghana receives the necessary advocacy in Ghana and externally, and further highlight its contribution to the achievement of the MDGs and the GSGDA.

With support from UNDP in 2012, the global commitments agreed on in Busan (2011) and contained in the Busan Partnership for Effective Development Cooperation (BPd) have been reflected in the revised Ghana Aid Policy and Strategy: 2011-2015 already submitted to Cabinet for approval. It is in this view that Government has made budgetary allocations in its 2013 annual budget and intends to partner with UNDP towards the implementation of the Ghana Aid Policy and Strategy.

In addition, to continually project Ghana as an anchor in the reform of the global aid and development architecture, there are intentions to host Partner Country Consultations on the post-Busan commitments in order to consolidate a collective position for Partner African Countries during global meetings. This meeting will support the sharing of lessons learnt and improve advocacy. Furthermore, as Ghana continues to participate in global aid and development consultations, preparations prior to attending these meetings will be enhanced to facilitate the achievement of results.

To ensure coherence with global partnerships framework mechanisms, this AWP will seek to facilitate the enlargement of the partnerships base, drawing on global instruments such as the Global Compact and the Business Call to Action. Specific interventions will be pursued to promote strategic partnerships with emerging donors, civil society, international foundations and philanthropic organizations. Additionally, mechanisms will be developed to promote and kick start innovative partnerships for policy advocacy and agenda setting.

In light of the fore-going, this AWP shall support the following broad areas:

**National Implementation Management Support:**

- Strengthen and enhance monitoring field visits and evaluation systems for the achievement of programme/project objectives
- Provide capacity development for UNDP and government counterparts through identification of best practices, study tours and detail assignments.
- Coordinate and implement key programme management resource functions such as audits and Assessment for development results;
- Provide support to AWP programme implementation by ensuring effective coordination from inception, management, communication of development results and improved networking and capacity building of all IPs and RPs.

**Coordination of Development Aid and AWP implementation:**

- Strengthen interface between programme management and implementation performance, as well as facilitate effective oversight/coordinating functions of MoFEP;
- Provide support for strengthening monitoring and evaluation systems for the achievement of results, as well as develop the capacity of UN System, IPs and UNDP officers for effective programme management;
- Support human and institutional capacity to manage internal coordination and improve service delivery of the key MDAs responsible for effective management of information, coordinating aid and development effectiveness.

**Communicating Development Results:**

- Enhance institutional and human capacity to support service delivery of programmes and projects; strengthen and institutionalize GoG/UNDP high-level policy dialogue.
- Strengthen the documentation and advocacy process of UNDP/GOG partnership in Ghana through Information Education and Communication (IEC) materials; including promoting the use and advocacy of UNDP tag line to improve stakeholder knowledge of UNDP's development results in Ghana.
- Support media training in UNDP thematic reporting to entrench the culture of development reportage and facilitate communication for development.
- Revitalize the practice of communication for Development through the promotion of professionalism; internal checks and balances to ensure a responsible professional media that is a tool for national development;

**Strategic Partnerships and Resource Mobilization:**

- Upgrade the donor reporting intelligent system to provide access for external resource coordination and management by ERM/M.
- Enhance strategic partnerships for development results (especially with advocacy for MDGs) through effective involvement and participation of CSOs; complete outstanding partnerships initiatives with MTN foundation.
- Develop the capacity of key selected MDAs to adequately prepare and participate in key international conferences and fora such as the UN Development Cooperation Forum.
- Support UNDP's role in DaO in Ghana through support for the implementation of DaO action plan.

### **PART III: MANAGEMENT ARRANGEMENTS**

**Context:**

The United Nations has aligned its development assistance to the Government's priorities and formalized it in a United Nations Development Assistance Framework. Each UNDAF outcome (11 in total) is led by one UN Agency which participates

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actively or as lead in a respective Sector Working Group. Ultimately, it is aimed at facilitating effective coordination of UN agencies in-country and fostering the true implementation of programming within UN agencies. The UNDAF provides the framework which is jointly monitored by the UN and the MoFEP on an annual basis, with the lead agency for each UNDAF outcome responsible for providing regular progress up-dates as well as coordinating and convening the various UN agencies and Implementing Partners working under one UNDAF.

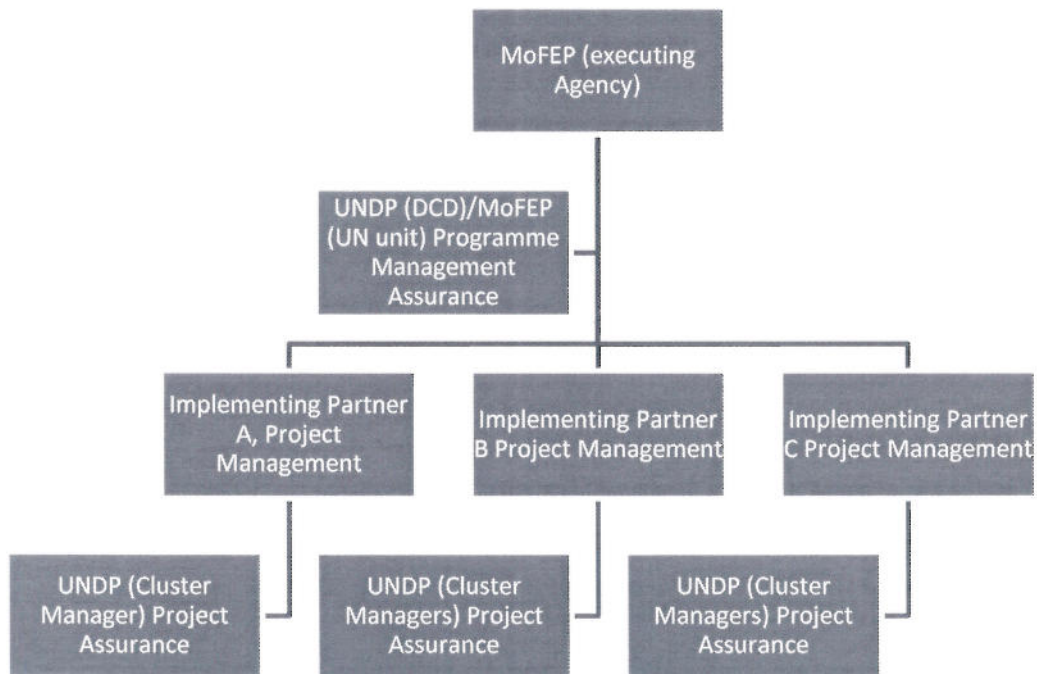
UNDP is leading three UNDAF outcomes: Disaster Risk Reduction and Climate Change, Political Governance and Evidence-based Policy Planning and Budgeting which corresponds to its internal programme structure with a "governance cluster", an "Inclusive Growth Cluster" and a "Sustainable Development Cluster".

**Management Arrangements 2012-2016**

To enable UNDP to substantively feed into the sector working groups, it is imperative to gather relevant information and data on those three outcomes from the work of other UN agencies and their partners, as well as from its own work with its implementing partners.

To ensure proper coordination and good results, in line with UAP, this AWP will be nationally executed, with ERM-M/MOFEP as the Implementing Partner. The Director, ERM-M shall provide needed direction for the project, while the Head of the UN Unit within ERM-M, as the focal person from MOFEP, will manage the day-to-day project activities. A UNDP focal person designated by the Resident Representative or Country Director will facilitate project implementation.

There will be internal UNDP quarterly review meetings (3) which are expected to generate the required information at the technical level on programme implementation, and also provide MoFEP with up to date information on programmes. It is expected that the outputs from these internal quarterly meetings will feed into the bi-annual review (mid-year meeting) with UNDP and IPs. This meeting will ultimately inform decision makers at an annual high level breakfast meeting to be held at year end between UNDP and IPs.



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## Definitions and Accountabilities of Implementing Partner and Responsible Party

As stated in Financial Regulation 27.02 of the UNDP Financial Regulations and Rules, an **implementing partner** is “the entity to which the Administrator has entrusted the implementation of UNDP assistance specified in a signed document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in such document.” By signing a project document an implementing partner enters into an agreement with UNDP to manage the project and achieve the results defined in the relevant documents. The accountability of an implementing partner is to: -- Report, fairly and accurately, on project progress against agreed work plans in accordance with the reporting schedule and formats included in the project agreement;

Maintain documentation and evidence that describes the proper and prudent use of project resources<sup>3</sup> in conformity to the project agreement and in accordance with applicable regulations and procedures. This documentation will be available on request to project monitors (project assurance role) and designated auditors.

As stated in the Financial Regulation 17.01 of the UNDP Financial Regulations and Rules, an implementing partner may enter into agreements with other organizations and entities, known as responsible partners, who may provide goods and services to the project, carry out project activities and produce project outputs. Responsible parties are accountable directly to the implementing partner.

A **Responsible Party** is defined as an entity that has been selected to act on behalf of the implementing partner on the basis of a written agreement or contract to purchase good or provide services using the project budget. In addition, the responsible party may manage the use of these goods and services to carry out project activities and produce outputs. All responsible parties are directly accountable to the implementing partner in accordance with the terms of their agreement or contract with the implementing partner. Implementing partners use responsible parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens.

## PART IV: MONITORING & EVALUATION

Monitoring is a continuous function that aims primarily at providing management and main stakeholders of a country programme or a project with early indications of the progress, or lack thereof, towards delivering intended results. Effective monitoring is not demonstrated by merely producing reports in a prescribed format at set intervals. As a minimum, on annual basis, the following monitoring activities must be carried out in accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- On a quarterly basis, a project progress reports shall be submitted to MoFEP and copied to UNDP.
- An Issue Log shall be activated in Atlas and updated to facilitate tracking and resolution of potential problems or requests for change.
- A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the AWP implementation.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- Annual Review: An annual review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the AWP and appraise the Annual Work Plan (AWP) for the following year.
- Field visits: Representatives from the UNDP and MOFEP (jointly or separately) should visit each project at least once a year. Field visits serve the purpose of results validation and should provide latest information on progress for annual reporting preparation. Field visits should be documented through brief and action-oriented reports, submitted within the week of return to the office

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<sup>3</sup> Prudent and proper use of resources refers to transparency, fairness and integrity in use of resources, compliance with administrative regulations and procedures, and attainment of best value for money.



## **PART V: AUDIT CLAUSE**

Audit is an integral part of sound financial and administrative management, and part of the UNDP accountability system. Audit services cover the overall management of the project's implementation, monitoring and oversight. The audit of projects nationally implemented by Government or by non-governmental organizations will be more of a financial nature that is ultimately meant to have the auditors express their opinion on:

- The annual expenditure;
- The assets and equipment;
- The cash position of a given project.

To this effect, the audit work should include the review of work plans, progress reports, project resources, project budget, project expenditure, project delivery, recruitment, operational and financial closing of projects (if applicable) and disposal or transfer of assets including periodic spot checks.

### *Annual Audit*

Annual audits will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government according to the established procedures set out in the Programming and Finance manuals.

### RISKS/Assumption

Risks identified under this project include:

- Political transition including changes in focal and key government personnel may affect timely implementation of the AWP.
- Non submission on a timely basis of AWP progress/status reports;
- Reduction in programmed budget.

### Mitigating Factor(s):

- Planning the timing of key activities to accommodate political transition.
- Tying additional release of funds to the receipt of reports
- Re-prioritisation of activities

## **PART VI: LEGAL CONTEXT**

This document together with the United Nations Development Assistance Framework (UNDAF) and its Action Plan, signed by the Government of Ghana and the United Nations, constitute together a Project Document as referred to in the SBAA and all UNDAF provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the AWP are used to provide support to individuals or entities associated with terrorism and that the

recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this AWP”.

The UNDP Resident Representative and Country Director in Ghana are authorized to effect in writing the following types of revision to this AWP, provided that he/she has verified the agreement thereto and is assured that the other signatories to the AWP have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the AWP;
- 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 AWP.

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## Results Framework for Coordination and Communication for Development AWP

KEY RESULTS, BASELINES, ASSOCIATED INDICATORS AND TARGETS	LIST OF ACTIVITIES FOR RESULTS AND ASSOCIATED ACTIONS				RESPONSIBLE PARTY		PLANNED BUDGET	
	1	2	3	4	Source	Description	Amount\$	
UNDAF Output 10.1: Governance institutions operate within a decentralized, enabling environment and promote inclusive, accountable and transparent governance	operate within a decentralized, enabling environment and promote inclusive, accountable and transparent governance							
<b>Targets, Baselines &amp; Indicators (UNDAF Output 1.7)</b>	<p><b>KEY RESULT:</b> Joint M&amp;E strategy for Delivering as One by all participating UN agencies developed to assess progress towards the achievement of the stated outcomes in UNDAF</p> <p><b>Support government (key MDA's) to improve human and institutional capacity, enhance implementation of service delivery, and support coordination of development effectiveness.</b></p> <ol style="list-style-type: none"> <li>1. Coordinate programme management meetings including inception workshops, and retreat to facilitate National Execution and enhance AWP implementation</li> <li>2. Organize mid-year project review meetings for IPs to report progress against targets, delivery rates</li> <li>3. Facilitate one (1) High-Level breakfast meeting for Minister/Deputy Minister, Chief Directors of IPs and Senior Management of UNDP</li> <li>4. Support the training of Key officials of Ministry of Foreign Affairs and Regional Integration (M FARI) in management information systems and service delivery.</li> <li>5. Support to develop the capacity of key selected MDAs to enhance coordination on major government policies and preparation for international engagements.</li> <li>6. Support to implementation of Nkonsonkonson (Delivering as One) action plan</li> </ol> <p><b>Promote Aid and Development effectiveness and enhance knowledge sharing within the framework of South-South Co-operation:</b></p> <ol style="list-style-type: none"> <li>1. Launch the Ghana Aid Policy and Strategy : 2011-2015</li> <li>2. Development of requisite guideline documents for the implementation of the Aid Policy</li> </ol>							
<i>Baseline 1: Limited capacity, platforms and systems to effectively perform role of coordinating agency of UNDP funded AWP (evidence 2011 Steering Committee Report).</i>	X	X	X	X	MOFEP	Local travel and meeting costs, communications	\$125,000	
<i>Indicator 1 :Number of review meetings and high level engagements organised</i>	X	X	X		MOFEP/UNDP	Meeting costs	\$20,000	
<i>Target 1: 3 Quarterly reviews and 1 high level meeting organised.</i>	X	X	X		TRAC	Meeting costs	\$10,000	
<i>Baseline 2: A new Management information system for MFARI placed</i>	X			X	MOFEP	Meetings and Travel, communications	\$5,000	
<i>Indicator 2: Number of MFAIR trained and able to demonstrate new skills and knowledge</i>	X	X			MFARI/MOFEP	Consultancy services, material production	\$20,000	
<i>Target 2: Skills, knowledge of 60 key staff of MFARI enhanced in information systems management and service delivery</i>	X	X	X	X	MFARI	Consultancy services, material production	\$40,000	
<i>Indicator 3: Status of implementation of the RC Nkonsonkonson work plan</i>	X	X	X		MoFEP/UNDP	Travel and meeting costs, communications	\$30,000	
<i>Baseline 3: Nkonsonkonson Action plan developed and yet to be implemented</i>							<b>\$260,000</b>	
<i>Target 3: Approved UNDP's contribution for DaO budgeted and implemented</i>	X	X			MoFEP	Travel and meeting costs, communications	\$15,000	
<i>Baseline 1 : Ghana Aid Policy &amp; Strategy ready for cabinet approval.</i>	X	X			MoFEP/UNDP	Communications, Contractual services	\$20,000 \$20,000	

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KEY RESULTS, BASELINES, ASSOCIATED INDICATORS AND TARGETS	LIST OF ACTIVITIES FOR RESULTS AND ASSOCIATED ACTIONS					RESPONSIBLE PARTY		PLANNED BUDGET				
						Quarter				Source	Description	Amount\$
						1	2	3	4			
<p><b>Indicator 1 :</b> Document launched and number of copies produced and disseminated</p> <p><b>Target 1 :</b> The Ghana Aid Policy &amp; Strategy launched, 500 copies produced and disseminated</p> <p><b>Baseline 2 :</b> Limited knowledge of the Ghana Aid Policy &amp; Strategy amongst key stakeholders.</p> <p><b>Target 2 :</b> Key stakeholders (MMDAs, MDAs Parliament and CSOs) sensitized on the aid policy</p> <p><b>Indicator 2 :</b> Number of key stakeholders sensitized on the policy and strategy document</p>	3.	Sensitization and dissemination of the Ghana Aid Policy and Strategy and the guidelines among key stakeholders (MMDAs, MMDAs, Parliaments, CSOs.	X	X			MOFEP, Parliament, UNDP	MOFEP TRAC	Communications, meeting costs, contractual services	\$20,000 \$20,000		
	4.	Provide technical assistance to the development of the GoG data and Aid Management Information System	X	X			MOFEP/UNDP	TRAC	Consultant	\$10,000		
	5.	Support the organization of a Partner Country Consultations on Post-Busan implementation	X				MOFEP UNDP	MOFEP UNDP	Communications, meeting costs, contractual services	\$10,000 \$25,000		
	6.	Support to External Economic Relation (EER-MOFEP) Coordination efforts (aligning on Sector Committees, budget preparation and improving efficiency).	X	X		X	MOFEP	MOFEP UNDP	Communications, meeting costs, contractual services	\$25,000 \$50,000		
	7.	Support the preparation and participation in major international meetings and conferences (OECD, IATI, UNDCF, Rio+20 (2013).	X	X		X	MOFEP	UNDP	Travel and meeting costs, communications,	\$40,000		
	<p><b>Key Results: Enhanced UNDP's visibility, media coverage and improved communication of its development results</b></p> <p><b>Enhance capacities of media to report on development stories and promote development communications</b></p>											
	1.	Review, assess and provide additional targeted media training in development reportage	X	X			UNDP	TRAC	Local travel and communications, staff costs, material production	\$135,000 \$20,000		
<p><b>Indicator 1 :</b> Number of development oriented stories produced by the UNDP media/Press Corps</p> <p><b>Target 1 :</b> Conduct 2 review meeting and one targeted training for UNDP media/Press Corps</p> <p><b>Baseline 2:</b> Increasing visibility of UNDP's contribution to development (2012 media clippings)</p> <p><b>Indicator 2:</b> Media clippings and BSC</p> <p><b>Target 2:</b> Increase knowledge and visibility of UNDP/GOG partnerships among</p>	2.	Support the GJA journalist of the year awards and the best human centered story award	X	X			UNDP	TRAC		\$15,000		
	3.	Support to organize one (1) media visit to selected UNDP/GoG project sites.	X				UNDP		communications, material production	\$10,000		
	4.	Develop visually stimulating documentaries on each cluster and social media products for the CO website	X	X			UNDP	TRAC	local consultants, communications, staff costs, material production	\$40,000		
	5.	Organize annual media events together with a photo exhibition on various UNDP/GOG projects	X	X			UNDP	TRAC	local consultants, communications, staff costs	\$10,000		

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KEY RESULTS, BASELINES, ASSOCIATED INDICATORS AND TARGETS	LIST OF ACTIVITIES FOR RESULTS AND ASSOCIATED ACTIONS				RESPONSIBLE PARTY		PLANNED BUDGET		
	Quarter				Source	Description	Amount\$		
	1	2	3	4					
<b>Baseline 1</b> : Limited capacity of IPs, RPs and ERM/JM staff to monitor, evaluate and communicate Development results (Mid-year review report 2012, ADR Report 2010)  <b>Indicator 1</b> : Number of IPs, RPs and UNDP staff trained in RBM	6.	Produce and disseminate Information Education and Communication materials to enhance UNDP visibility. i.e. reports	X	X	UNDP	TRAC	Local Consultant, material production	\$30,000	
	7.	Produce UNDP branding materials for enhancing knowledge of tagline: Empowered lives. Resilient nations	X		UNDP	TRAC	Local consultants,	\$10,000	
	<b>Partnerships and Resource mobilization:</b> 1. Formulate strategic partnerships for development results with private sector, foundations and CSOs		X		MOFEP/UNDP	TRAC	communications, material production	\$60,000	
	2.	Complete outstanding partnerships initiatives with MTN foundation	X		UNDP	TRAC	Local Consultant, material production	\$50,000	
<b>Target 1</b> : RBM training conducted for IPs, RPs and UNDP staff  <b>Baseline 2</b> : Challenges with evidenced based reporting  <b>Indicator 2</b> : Quality of IWP and ROAR report  <b>Target 2</b> : Conduct 2 joint monitoring missions and 1 independent (GoG) field visit to selected project sites stakeholders	<b>Key Result: Evidenced Base monitoring and evaluation of development results.</b> 1. Support training of IPs/RPs and UNDP staff on RBM and development reporting 2. Support knowledge management, codification and dissemination of Project level and Outcome level evaluation audit reports 3. Support data and quality reporting of development results 4. Capacity Building of UNDP programme related staff Monitoring and Evaluation and Programme Management				MOFEP/UNDP	TRAC	Communications, meeting costs, contractual services	\$75,000	
		X	X	X		TRAC		\$40,000	
		X	X	X		TRAC		\$35,000	
	<b>Output 10.RP.Support: Cross-Cutting support to enable the implementation of this AWP provided</b>					UNDP	TRAC		\$125,000
	<b>DGS.1 – Capacity of IP and RPs to implement this AWP is strengthened</b>								
	1.	Project communication officer	X	X		TRAC	Staff hire	\$30,000	
	2.	End of year review and AWP preparation meetings	X	X		TRAC		\$10,000	
	3.	Audit and project management costs	X	X		TRAC		\$40,000	
	4.	ISS	X	X		TRAC		\$45,000	
<b>TOTAL</b>								<b>\$780,000</b>	