

# TRAC 2 SUBMISSION FORM

PLEASE REFER TO THE [GUIDE](#) FOR SUBMISSION INSTRUCTIONS.

COUNTRY OFFICE:

## Purpose and Objectives

**Purpose:**

Specify how the CO intends to use the TRAC2 funds

**GH PEACE AND GOVERNANCE JOINT ASSESSMENTS TRAC2 2018-2019**

The CO will use the catalytic TRAC 2 funds to invest strategically in joined up multisectoral assessments, innovative approaches and diverse partnerships to build consensus on national policy options for two critical peace and governance issues that has potential for scaling up and serve as the foundation for mobilising additional resources. The 'return on the TRAC 2 investment', will be the collectively generated innovative and sustainable solutions, which will enhance UNDP's recognized leadership in peace and governance and strengthen its integrator function, while underpinning the CO's efforts to bridge the \$31 million base resource mobilization gap for the new CPD's Inclusive, Equitable and Accountable Governance pillar. Resource mobilization targets will be advanced by this proposal which will help increase the CO's pipeline by at least 40-50%.

Specifically, the funds will be used to establish a multi-stakeholder platform, undertake joined up assessments and analysis, to build consensus on national policy response with roadmaps through policy dialogues on the following two (2) systemic governance challenges:

- 1. Increasing exclusion and lingering threat of Electoral Violence** : Although partisanship is a natural consequence of any multi-party-political system such as Ghana's, the anomaly is the imbalance of power conferred on the winning political party. In Ghana's democracy, "the winner in electoral contests marginalize and exclude actors in opposing groups from access to resources, other entitlements and incentives" [1]. This prevailing political exclusion fuels a sense of exclusion and marginalization of those not affiliated with the ruling party and serves as a driver for the increase in party vigilantism.
- 2. The lack of policy continuity and waste of national resources** : A long-term national development imperative for Ghana is provided by the 1992 Constitution, which requires every Government to pursue policies that would ultimately lead to the "establishment of a just and free society", and where every Ghanaian would have the opportunity to live long, productive, and meaningful lives. However, competitive political clientelism in Ghana today, has increasingly led to non-inclusive public policy formation process of 'from manifesto to implementation' of government's flagship projects. Thus, continuation of public policy by successive governments is weak, which results in waste of national resources and fosters revenue leakages, corruption, and ineffectiveness of public institutions.

The overwhelming **relevance** of these complex democratic challenges is conceded in Ghana's medium-term national development policy framework, Coordinated Programme of Economic and Social Development Policies (CPESDP) 2017-2024 which states that " *Although Ghana has recorded successes in the consolidation of democratic governance, significant aberrations exist, characterised by extreme partisanship in political discourse and the lingering threat of electoral violence. These tend to undermine the political system and national development imperatives. Another unfortunate aspect of the democratic experiment is the lack of continuity in major policies, programmes and projects, which leads to waste of national resources even though the Constitution requires successive Governments to continue, as far as possible, the projects initiated by predecessor Governments* " [2] .

Even past efforts to address these two lasting governance issues have been unsuccessful due to political divisiveness. However, finding successful policies to address these issues have become progressively urgent given government's ambitious vision to transform agriculture, diversify industry, transition to a "Ghana Beyond Aid", and to meet the SDGs, while maintaining post-IMF programme discipline. This requires mobilising massive domestic resources, avoiding wastage of resources, plugging revenue leakages and preventing threats to Ghana's peace and stability. Continuity of policy implementation is essential for development and social cohesion as it ensures that equal access to services are provided and the economic, political, social rights of all people are fulfilled and delivered.

The **innovation** this TRAC 2 proposal presents is the new way of collaborating on Peace and Governance in Ghana. The theory is that, leveraging its integrator function, UNDP will use a broad societal engagement approach by joining up diverse partners on both sides of the political divide to form an ecosystem of credible stakeholders who will collectively drive the process of finding sustainable solutions to the two governance challenges identified. Collaboratively, the stakeholders will undertake joint assessments, analysis and policy dialogues to jointly develop and build consensus on national policy response with roadmaps, will promote policy continuity. This collaborative approach will produce the network effects of increased impact that will mitigate against the political risk of addressing these systematic governance challenges.

Overall, the **value proposition** of these platforms is that it:

- advances UNDP Ghana as an integrator promoting whole-of-government and multi-stakeholder approach.
- enables macro-problem solving by pulling together fragmented ad hoc discussions into a coordinated,

**Alignment with facility objectives:**  
Specify how the purpose aligns with the objectives of TRAC2

- 1. New ways of doing business:** This intervention will present a new way of collaborating on peace and governance in Ghana, using a broad societal engagement approach by joining up diverse and wide network of credible stakeholders to drive a process of collectively assessing, analysing, and promoting sustainable policy solution. Thus, it advances UNDP Ghana as an integrator promoting whole-of-government and multi-stakeholder approach as envisioned in the SP by connecting diverse and credible partners across the political divide while stimulating citizen engagement.
- 2. Innovative:** This intervention contributes to SDG 16. It will also accelerate implementation of Signature Solutions 2, as it promotes inclusive and accountable governance systems and processes as crucial to sustainable development and human security. The multi-stakeholder solutions platform tries to address complex governance issues using digital tools to enhance transparency, coordination and access to information using a collective approach.
- 3. Catalytic with potential for resources mobilization especially from non-traditional donors:** The selected issues of scope have received attention from domestic and international observers of Ghana's democratic and economic trajectory evidenced in adhoc funding from development partners for initial 'cost of politics' and 'party vigilantism' analytical studies. The bankable pipelines and programme to be ultimately generated from the national policy solutions to be collectively developed will provide a foundation for additional resource mobilization. Finally, the multi-stakeholder approach provides partnership opportunities with non-traditional partners like IFIs.

**Alignment with regional priorities:**

- 1. AU 2063:** Transparent, inclusive and accountable governance as well as sustainable peacebuilding are the cornerstones of Africa Union Agenda 2063. The proposed interventions align with AU Agenda 2063 Aspiration 3 An of good governance, democracy, respect for human justice and the rule of law and Aspiration 4: A peaceful and secure Africa. Thus, 2063 promotes identifying policy responses to perennial governance challenges that militate against a peaceful society and that undermine good governance.
- 2. ECOWAS:** Certainly, the proposed interventions are consistent with Africa Union Charter of Democracy, Elections and Governance as well as the ECOWAS protocols on good governance.
- 3. Scalability, Replicability and South-South Exchange:** The proposed initiative will generate joined up policy responses with roadmaps that can be scaled into national programmes. The initiative is likely to influence the governance models of other countries. The regional dialogues ensure will provide for experience learning from developments in Africa, South America and even Asia.

**Total amount requested:**  
(cannot be less than \$350k per CO)

2018	100,000
2019:	785,000
Total:	885,000

## Expected Results

The submitting CO should list the expected benefits and indicators for success.

### Resource Mobilization

Result 1

UNDP Ghana CO has a pipeline of bankable peace and governance proposals and programme as a foundation to mobilize resources.

Add Result

### Programme Results

Result 1

Ghana has a multi-stakeholder consultative platform on Peace and Governance to promote dialogue and build consensus on national policy response to systemic governance issues.

Result 2

National policy response and sustainable solutions to peace and governance issues are collectively developed through an inclusive collective process.

Result 3

A social accountability framework is established to monitor and advocate for improved public institutional efficiency and application of value for money on use of national resources.

Add Result

**Other Benefits:**

1. Transforming Ghana's political landscape to make exclusive nature of policy formulation unpopular and thereby foster inclusive public policy making process through stakeholder analysis and consultative dialogue with key stakeholders
2. Improved technical and technological capacities to address rising cost of elective politics, including greater awareness of the need for campaign financing rules to endanger inclusive political participation
3. Just like Ghana's well renowned Peace Architecture model, this initiative could be best practice governance model replicable in other countries to influence inclusive policy formation processes and consensus building on national policy responses for systemic politically sensitive governance issues.
4. Strengthening UNDP Ghana's position as a trusted partner of choice for both sides of the political divide and amongst several diverse partners which could lead to a resources mobilisation pay-out.

**Indicators of Success**

*The submitting CO should identify specific indicators for each result area, being as specific as possible. Each indicator should include a baseline (if available), target, source of data, and timeline.*

Indicator:	Amount of resources mobilized from multiple donors
Baseline:	soft C pipeline \$22,900,000 (2018-2019) with no identified donors
Target:	20% of soft B pipeline and 40% of C pipeline achieved with identified donors
Source of data:	Atlas and emails correspondence
Timeline for target:	December 2019 (13-14 months from start of initiative)

Indicator:	Number of national and regional policy dialogues organized
Baseline:	0 (for all)
Target:	1 National Policy Dialogues organized in 2018; 4 National Policy Dialogues organized in 2019; and 2 Regional Policy Dialogues organized in 2019
Source of data:	Democratic Governance and Peace Platform Report; Policy Dialogue Reports
Timeline for target:	December 2019 (13-14 months from start of initiative)

Indicator:	Number of Joint Assessments and Policy options papers with concrete roadmaps published
Baseline:	0
Target:	5 Joint Assessments completed with at least 2 policy option papers published
Source of data:	Democratic Governance and Peace Platform Report; Assessment Reports; Policy Papers/Briefs
Timeline for target:	7-8 months from start of initiative (June-July 2019)

Indicator:	Social Accountability Framework Established
Baseline:	None
Target:	A functioning Social Accountability Framework Established
Source of data:	Democratic Governance and Peace Platform Report
Timeline for target:	December 2019 (13-14 months from start of initiative)

Add Indicator

### Implementation

**Key Activities, Costs, and Timeline:**

*The submitting CO should identify the implementation plan during 2018-19. The plan should include activities, costings, timeline – activities, estimated costs , and timeline.*

	<i>Activity Description</i>	<i>Activity Cost</i>	<i>Time Line</i>
Activity 1	<p><b>Activity 1: Create a multi-stakeholder consultative Democratic Governance and Peace Platform:</b> An innovative multisector, multi-stakeholder collaboration of a platform within a platform will be established. Activities to be undertaken by the platforms will include:</p> <ol style="list-style-type: none"> <li>1. Conduct a stakeholder analysis to engage partners for the platform. (USD 5,000)</li> <li>2. Organize consultative platforms to discuss and identify a national policy response in all 10 regions; (USD 5,000*10)</li> <li>3. Train media champions in all regions; and (USD 50,000)</li> <li>4. Develop an integrated digital repository tool to facilitate information flow. (USD 40,000)</li> </ol>	145,000	November 2018 - December 2019
Activity 2	<p><b>Activity 2: Conduct Joint Assessment, Analysis and Consensus Dialogues:</b> Joined up assessment and analysis on topical areas of national in will be undertaken on the two (2) critical systemic governance issues identified unless there are existing research studies to build on, such as 'cost of politics' and 'party vigilantism'</p> <ol style="list-style-type: none"> <li>1. Conduct 5 Assessments and/or Analysis in all 10 regions on two issues identified; (USD 20,000*10)</li> <li>2. Organize Monthly Consensus Building Dialogues of key stakeholders. (USD 5,000*12)</li> </ol>	260,000	January - December 2019
Activity 3	<p><b>Activity 3: Organize Joint Policy Dialogues and Advocacy Campaigns to Disseminate Solutions:</b> Examine the national policy response and sustainable solutions agreed as well as the process used to achieve consensus. Create awareness on issues and build confidence on the agreed national policy responses with concrete 'road maps'. Thus, the activities will comprise</p> <ol style="list-style-type: none"> <li>1. Organize Quarterly National Policy Dialogues (USD 25,000 *4);</li> <li>2. Organize Biennial Regional Dialogues (USD 60,000*2) and</li> <li>3. Organize Advocacy Campaigns to Create Awareness on Issues and Build Confidence on Sustainable Solutions Proffered (USD 7,500*10)</li> </ol>	295,000	January - December 2019
Activity 4	<p><b>Activity 4: Develop bankable peace and governance pipelines and programme:</b> Produce bankable peace and democratic pipelines and programmes to support implementation of the agreed solution as a foundation to mobilize resources. Activities will comprise:</p> <ol style="list-style-type: none"> <li>1. Developing innovative and relevant pipelines (USD 25,000), and</li> <li>2. Engaging prospective donors (USD 25,000)</li> </ol>	50,000	April - September 2019
Activity 5	<p><b>Activity 5: Establish Social Accountability Mechanism:</b> Monitor the effectiveness of selected public institutions and state-owned enterprises in promoting value for money principles to minimize waste of resources, reduce public sector corruption and plug revenue leakages. Activities to be undertaken will include:</p> <ol style="list-style-type: none"> <li>1. Develop an innovative digital dashboard (as part of the system already created) to monitor performance and track contracts, revenue leakages (USD 60,000);</li> <li>2. Organize collective advocacy campaigns to promote application of value for money principles in the public sector (USD 7,500*10)</li> </ol>	135,000	November 2018 - November 2019

**Key Partners:**

*The submitting CO should identify the key government partners and/or other development partners, along with a description on the role of the partner in the activities and if/how they will contribute to the project.*


<i>Partner</i>	<i>Role Description</i>



Ghana Youth Innovation ...

100% Clear

Partner	Role Description
The Ghana Center for Democratic Develop...	Lead CSO Implementing Partner, will use its platform to engage and coordinate other CSOs
National Peace Council	Lead Government Implementation Partner; will use its platform to engage political and policy makers
Ministry of the Interior	Lead Government Responsible Partner, in addressing vigilantism issues and policy implementation
Ministry of National Security	Lead Government Responsible Partner, in developing national security strategy and policy implementation
Advance Information Technology Institute- ...	Lead Government Implementing partner on ICT innovation and will lead development of digital tools
Ministry of Justice and Attorney General's ...	Lead Government Implementing Partner to lead in constitutional reforms, legal reforms and policy implementation
Ghana Police Service	Government Responsible Partner, key stakeholder in addressing vigilantism issues and policy implementation
Electoral Commission	Independent Government agency to lead on Electoral Offense reforms and policy implementation
The National Development Planning Comm...	Government Responsible Partner, key stakeholder in policy and strategy formulation
Political Parties	Key Collaborative partners in developing and building consensus on national policy response to identified issues.
CSOs	Joint Civil Society Partners to drive the assessments, policy formulation, and social accountability will include groups Coalition of Domestic Election Observers (CODEO), Ghanaian Think Tank Forum, Ghana Anti-Corruption Coalitions, and other relevant CSO at National and Local Levels like TAMA Foundation
Media	Joint Partners in disseminating information and creating awareness and confidence in national policy response to identified issues.
Development Partners, Private Sector, and ...	Joint Development partners to support the process and facilitate south-south cooperation will include Westminster Foundation for Democracy, USAID, China, AFDB, World Bank Group, DreamOval Ltd, UNODC, and UNHCR etc.
Other Government Partners	Joint Government Partners to be engaged for the assessments, policy formulation, and social accountability will include Office of the Senior Minister, Ghana Audit Service, Public Procurement Authority, etc.

 Add Partner

**Risks:**

*The submitting CO should identify the risks associated with the project. This could include the risks associated with key partners, factors that may contribute to achievement of results, availability of data, and any other relevant factors.*

1. **Risk 1:** Given the politically sensitive issues to be addressed, there may be low political will on the part of government agencies to expose governmental complexities. **Mitigation Actions:** Given that government's own medium-term national development policy framework, the CPESDP, concedes to the relevance of the issues, and the significant interest shown by both domestic and international observers of Ghana's democratic and economic trajectory, there is a low to medium probability that political will being low the probability of this risk adversely affecting the project is medium to low. Additionally, the two issues were strategically selected by UNDP because they have increasingly received immense attention from stakeholders yet there are only few and fragmented ongoing efforts to address them, as such they are systemic and have remained unsolved. This provides an area for UNDP Ghana to implement its integrator function and facilitate important changes using a multi-stakeholder approach, thus deepening its leadership in peace and governance work in Ghana.
2. **Risk 2:** Sustaining interest, availability, and readiness of key political actors to actively participate given the funding timelines and upcoming electoral events (constitutional referendum in 2018; local elections in 2019; general elections in 2020). **Mitigation Actions:** From the just ended elections fact finding mission led by the UN, all political stakeholders and interlocutors expressed gratitude for the platform provided by UN/UNDP to enable them to participate. They also and urged UN/UNDP to resume its convening role with periodic engagements to raise visibility of issues in terms of continued early warning vigilance and to avoid complacency. Thus, the probability that the integrated platform, anticipated by this initiative to connect players from both sides of the political divide to facilitate inclusive national policy reforms and to promote consensus building, will not be patronized is low.
3. **Risk 3:** Delays in collecting the necessary data and information to conduct assessments and analysis. **Mitigation Actions:** This risk is high to medium given the slow pace and unwillingness to provide information. Thus, the Platform will include institutions who are holders of information needed as joint partners of the platform to deepen their senses of responsibility and obligation to the collective. Additionally, creative and innovative data collection methods will be prioritized including data mining and using artificial intelligence to crowdsource, automate data collection etc.
4. **Risk 4:** These governance issues are too politically sensitive and may damage UNDP's relationship with Government. **Mitigation Actions:** This risk is low. UNDP Ghana has a well-established trust with government at the highest level and with all the essential public institutions and agencies. The CO, unlike other development partners, has also proven its staying power in supporting efforts to rebuild government institutions that have lost public confidence due to corruption scandals or inefficient performance. Building on this trust and our experience of implementing innovative approaches to address development challenges, UNDP will continue to work closely with government on this initiative. Additionally, the network effect from the collaborative approach envisaged in this proposal will mitigate damage to UNDP's reputation and brand. On the other hand, the success of the initiative will have far reaching benefits including transforming Ghana's political landscape and creating a good practice replicable in other countries like the Ghana Peace Councils, as well as further position the CO as a trusted partner of choice for both sides of the political divide and amongst several diverse partners which could also lead to a resources mobilisation pay-out.
5. **Risk 5:** Timely release of funds to meet strategic entry points. **Mitigation Actions:** Throughout UNDP Ghana's history, the Governance Cluster has maintained a delivery rate of 85 to 100%. The strategy for this initiative is to use 5 subcommittees of the platform who will working simultaneously on each joint assessment. To fast track implementation, the work will be predominantly driven by CSOs, Academia and Private Sector. Additionally, once the CO receives indication that the initiative is approved, TORs and other preparatory work will begin immediately in 2018. Further, the CO will continue its resource mobilization efforts to enable inception of key preparatory actions in 2018.

### Contacts

**CO Focal Points**

Louis Kuukpen and Nana Teiba Chinbuah

**Document submission status**

Draft

Document is final