**GOVERNANCE CONCEPT NOTE**

**RESPONSIVE, ACCOUNTABLE, PEACEFUL GOVERNANCE PROGRAMME (RAP)**

**UNDP GHANA (2018-2022)**

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## I. Programme Rationale

1. Ghana is one of West Africa’s most resilient democracies, with state institutions which uphold fundamental human rights, rule of law, and freedoms. Since Ghana’s graduation to lower middle-income country (LMIC) in 2010, the economy has grown at an average rate of 7% per annum. The HDI rose from 0.554 in 2010 to 0.579 in 2015. Ghana did well in terms of many of the MDGs[[1]](#footnote-1). Poverty is estimated to have fallen from 51.7% in 1992 to 24.2% by 2013, and the proportion of the extreme poor from 36.5% in 1992 to 8.4% in 2013. In 2017, the new Government articulated its national vision to build an optimistic, self-reliant and prosperous nation, through the sustainable deployment of Ghana’s human and natural resources, operating within a democratic, open and fair society, which expands economic opportunities for all. As a prominent advocate for the SDGs, the Government has highlighted the close alignment between this vision and its commitments to the 2030 Agenda and Agenda 2063.
2. In order to achieve its vision and solidify its MIC status, Ghana needs to address 4 fundamental inter-connected development challenges overall, as identified in the Common Country Assessment (CCA, 2016): 1) *persistent vertical and horizontal inequalities (gender, urban-rural and north-south)*; 2) *low productivity*, with continued dependence on commodity exports; 3) *burgeoning youth population* which could spur growth but in the absence of quality education and job creation exacerbates social tension*; 4) Environmental degradation and vulnerability to climate change impacts,* which negatively affect the resilience of Ghana’s economy and society, particularly that of the poorest. The common root causes to these challenges lie in the weak institutional capacities and inefficiencies for implementation of policies and reforms; gaps in data production, access and use; the limited practice of horizontal (across ministries and agencies) and vertical (with decentralized structures) coordination; and the lack of adequate funding for core activities of government entities. In line with UNDP’s comparative advantage, this Programme contributes to tackling two of these (1 and 4), including through seeking to address the common root causes.
3. Ghana has substantial assets to confront these challenges. Ghana is a stable democracy and has held seven successive peaceful and credible general elections. It is a top performer on various governance rankings for the continent, ranked 3rd in Participation, 4th in Human Rights, 5th in Rule of Law[[2]](#footnote-2). The Government will complete an IMF programme by December 2018 to restore macroeconomic stability, including debt sustainability, to put growth on a more sustainable trajectory.[[3]](#footnote-3)
4. However, Ghana still faces political, democratic and administrative governance deficits. The deterioration in public confidence is evident with citizens expressing “little” or “no” trust in Local Government Bodies (62%), Police (62%), Parliament (61%), Electoral Commission (59%), and Courts of law (54%)[[4]](#footnote-4). This is informed by the inefficient performance of state institutions; increased corruption; ineffective implementation and enforcement of policies; poor delivery of and inequitable access to basic quality services in fulfilment and protection of the rights of all[[5]](#footnote-5). Remaining challenges, include the slow pace of constitutional and legal reforms and the high cost of elections. Additionally, significant capacity gaps exist for the formulation and implementation of integrated development plans at local and national levels with implications for the achievement of the SDGs and national strategies.
5. Citizens generally, and especially the most marginalized (LGBT, PLWHA, women and youth), have inequitable representation and limited capacity to claim their rights and hold authorities accountable. Although Ghana does well on continental rankings but at national and sub-national levels cultural and financial barriers hinder voice and mobilization in political processes and on policy and accountability issues[[6]](#footnote-6). Just 12.7% of parliamentarians and 15% of the appointed chief executives of Metropolitan, Municipal and District Assemblies (MMDAs) are women[[7]](#footnote-7).
6. Ghana’s well-regarded peace architecture is coming under stress due to increasing contestations over resources and political polarization coupled with proliferation of illicit small arms, given the growing numbers of unemployed, frustrated young Ghanaians. Simmering communal conflicts related to access to land and natural resources and succession disputes among Chiefs persist, particularly in the north. These conflicts are aggravated by the lack of transparency, legal frameworks, and policy coherence. The growing sense of political exclusion and marginalization has led to sporadic electoral violence and pervasive political vigilantism[[8]](#footnote-8). Other emerging threats to social cohesion include herdsmen-farmer conflicts and rising violent extremism and terror attacks in the sub-region.
7. In response to these challenges, the Government has articulated a comprehensive pathway to self-reliant economic transformation and inclusive growth in its *Coordinated Program of Economic and Social Development Policies (CPESDP 2017-2024).* The CPESDP, anchored in the SDGs and Agenda 2063, is organized aroundfour key programmatic priority areas: i) Economic Development ii) Social Development iii) Environmental and Spatial Development, and iv) Institutional Development.
8. The value proposition of the UN Sustainable Development Partnership (UNSDP 2018-2022) is derived from this articulation of the Government’s strategic priorities. This programme will focus on UNDP’s contribution to the UNSDP governance Outcome 7. *Transparent, accountable institutions at all levels that protect the rights of all.* UNDP’s priority in the next five years will be to support more equitable, sustainable and accountable governance institutions. It will facilitate solution pathways to address the overarching development challenges of persistent inequalities, limited access to quality services, and increased conflict. Change will be posited on: strengthening institutions and processes to be more effective, equitable and accountable in the provision of quality services; promoting inclusion and empowering vulnerable groups to participate in decision-making; and enhancing capacities for peace and social cohesion.
9. In response to the previous CPD evaluation, work in 2018-22 will build on identified strengths in policy and implementation support to the consolidation of the peace architecture and peaceful elections in 2016. This Programme also seeks to address the weaknesses and gaps identified in the areas of programme implementation by proposing fewer projects with a more defined focus; exploring policy and institutional design that can enhance effectiveness to ensure greater sustainability in its institutional strengthening support; it will also adopt recommendations to scale up engagement with non-state actors.
10. UNDP has significant comparative advantage for achieving the proposed programme priorities. It is a long-term trusted partner of choice for Government and others for its leadership in policy areas, enabling inclusion and addressing inequalities. UNDP is recognized by national and local partners as playing a highly relevant role in Ghana’s developmental progress, and delivering in line with partners’ priorities[[9]](#footnote-9). Given its proven convening ability, UNDP has an unparalleled record in building effective cross-sectoral partnerships, to bridge capacity gaps and support reforms. UNDP’s impartiality, flexibility, responsiveness, local presence and strong delivery channels are key elements of its comparative advantage[[10]](#footnote-10), especially for areas of technical expertise and capacity building. UNDP is also recognized for its thought leadership in fostering integrated approaches to development, which is key for the implementation of the interlinked 2030 Agenda.

## II. Programme Priorities and Partnerships

1. Based on stakeholder and strategic analysis and the identification of UNDP’s comparative advantage in the CPD and UNDAF evaluations, the programme priority area is articulated as “Accountable, Equitable and Responsive Governance”. Within this pillar, UNDP will provide thought leadership and serve as an integrator by promoting whole-of-government and multi-stakeholder approaches to the implementation of the SDGs interlinked agenda. The programme seeks to contribute to a vision of ***“a Ghana which is more equitable, sustainable and accountable in the delivery of public services and the management of resources***”.
2. Programme priorities are guided by the overarching theory of change that to achieve this vision, (i) institutions and processes should be integrated, inclusive, equitable, gender sensitive and guarantee the rights of all; (ii) citizens should be empowered to mobilise and demand inclusion in decision making and accountability; and (iii) the infrastructure for peace and social cohesion should be consolidated. (*see Annex A*).

**Accountable, Equitable and Responsive Governance**

1. Drawing on its comparative advantage in institutional strengthening and in line with SDG 16, UNDP will support partner governance institutions in enhancing their capabilities, including through south-south cooperation and exploration of innovative approaches. The focus will be on cost-effectiveness, efficiency and accountability in institutions related to access to justice, conflict prevention and resolution, electoral processes, and national development planning and accountability. Four priority areas will be addressed: 1) Institutional Strengthening; 2) Peace and Social Cohesion; 3) Social Mobilization; and 4) Rights Protection. (*see Annex B*)
2. UNDP will partner with the Electoral Commission, Ministry of Justice and Attorney General’s Department and Parliament to support ongoing constitutional, electoral, and legal reforms using an inclusive process. UNDP will also engage the Electoral Commission, key institutions and civil society to support efforts to improve transparency and cost-effective management of general and local elections.
3. Leveraging its advocacy influence, UNDP will partner with civil society to empower them to: promote inclusive participation (especially of women and youth) in governance and political processes; monitor and transform the delivery of services by contributing to policy through dialogues with government on citizens’ rights and accountability; advocate for policy options for inclusive and sustainable economic growth; and implementation of SDGs through coordinated platforms.
4. In line with SDG 5, UNDP will explore a joint intervention with UN Women in partnership with the Ministry of Gender, Children and Social Protection (MoGCSP), Governments of Canada and Norway, political parties, Parliament, and other actors to address the inadequate inclusion of women in political and governance processes.
5. Contributing to SDG 3 and in partnership with UNAIDS, WHO, UNIDO and Government of Japan, UNDP will work with the Ghana Aids Commission (GAC), Commission on Human Rights and Administrative Justice (CHRAJ)to strengthen the protection of the rights of vulnerable groups (e.g. LGBT, PLWHA) for effective and equitable access to health services, especially those related to HIV/AIDS, Non-Communicable and infectious diseases.
6. UNDP will continue to build upon its trusted leadership role in developing effective mechanisms for sustaining the peace architecture by expanding reach to regional peace councils, civil society, community-based organizations, and peace actors. In collaboration with USAID, EU, and the Government of Japan, UNDP will strengthen efforts to prevent and mediate persistent and emerging (violent extremism, political vigilantism, and herdsmen-farmer conflicts) conflicts with programmatic interventions targeted at strengthening the functionality of the peace architecture and introducing measures to promote social cohesion, at regional level and in conflict-prone communities especially in the northern deprived regions, in fulfilment of SDG 16. UNDP will also support the creation of an enabling environment to promote the inclusion of women and youth in peacebuilding processes through capacity building and dialogue. UNDP will work with the Ghana National Commission on Small Arms and Light Weapons to enhance policy coherence, implementation of policies and access to relevant legislation by strengthening the regulatory frameworks and systems for prevention of small arms and light weapons proliferation.

**Partnerships**

1. UNDP will continue to coordinate its support in close collaboration with the Government by retaining its core strategic partnerships with MMDAs, MDAs, Commissions and Development Authorities, while exploring Government cost-sharing engagements. Additionally, UNDP will strengthen collaboration with other UN Agencies in the context of Delivering as One (DaO) and leverage on its existing partnerships with bilateral and multilateral donors especially the top six donors in the last CPD cycle (Japan, Norway, EU, Denmark, Canada, and the United States). New partnerships with CSOs (for advocacy and accountability), academia (for quality data gathering, identification of innovative solutions and for knowledge production and dissemination) and private sector (for incubation of innovative solutions, alternative sources of resources and to create green jobs) will be explored, nurtured and managed.

## III. Programme and Risk Management

1. Programme implementation will be in line with the Standard Operating Procedures (SOPs) of the United Nations Development Group for “Delivering as One”. Harmonized Approach to Cash Transfers (HACT) will be used in a coordinated fashion with other UN agencies to manage financial risks. As per Executive Board decision DP/2-013/32 cost definitions and classifications for programme and development effectiveness will be charged to the projects.
2. This Programme outlines UNDP’s contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. The programme will be nationally executed and different implementation modalities at the project level will be used as appropriate. National ownership and mutual accountability for development results will be strengthened through joint annual work planning and reviews. In respond to weak implementation capacities of national institutions, UNDP will macro/micro-assess capacities of partners, national systems and mechanisms and strengthen them where there are gaps. Given the potential for significant increase in resources, UNDP will ensure that through the project budget adequate technical capacity is earmarked. In addition, UNDP will leverage the expertise of the regional service centers and headquarter bureaus for needed advisory services. Programme accountability will focus on development results, use of programme resources as well as the sustainability of development investments.
3. Development financing challenges in an LMIC environment and fiscal space limitations that may significantly impact capacities of government and national stakeholders to implement programmes will be addressed through promoting the judicious use of resources, exploring new types of financing, partnerships and collaborations, and supporting analytical work on expanding fiscal space. Political risks and possible flare-ups of latent and emerging conflicts will be addressed in collaboration with national authorities and strengthening of early warning and response mechanisms. The programme will be agile enough to adapt to evolving contexts, UN development system reforms and the new UNDP Strategic Plan.
4. Potential health threats arising from poor sanitation management, and regional and national health epidemics, climate-related disasters, and negative environmental impacts caused by unregulated mining/galamsey will be addressed through proactive collaboration with national authorities, regional entities and, where possible, strengthening the resilience of institutions and local communities. UNDP will also enforce quality assurance principles and apply its Social and Environmental Standards (SES), undertake regular monitoring, and use the biannual review mechanism to assess programme risks and to put in place mitigation actions.

## IV. Monitoring and Evaluation

1. Monitoring and evaluation will be guided by the relevant UNDP policies and procedures and the indicators in the Programme results framework (see annex) which is drawn from the Partnership Framework and the UNDP Strategic Plan, 2014-2017.
2. UNDP will leverage the M&E capacities of Ghana’s well-renowned research and academic institutions and the Ghana Statistical Service (GSS) to conduct surveys and contribute to evaluations, policy briefs and reports. Five percent of the programme budget will be allocated for M&E. Gender marker will be applied to outputs and used to track Programme budgets and expenditures to improve planning and resources allocation regarding gender equality. At the UNSDP outcome level, M&E will be undertaken via the inter-agency Results Groups, as well as mid-term and final evaluations of UNDAF and CPD.
3. The evaluation plan will be updated periodically. Evaluations will be selected, planned and conducted to measure progress and results for learning and accountability purposes. This will inform decisions to make needed adjustments during the implementation phase. UNDP will implement the project quality assurance system and will develop capacities for gender-sensitive monitoring and evaluation.

#### ANNEX A: THEORY OF CHANGE (see paragraph 12 above)

**UNDAF**

Support:

* inclusive participation in decision making;
* citizen demand for responsive service delivery;
* civil society, women, and youth platforms for more coordinated and innovative action on the SDGs

**CPD PILLAR**

**AND**

**RESULTS**

**CPD STRATEGIC INTERVENTIONS**

**A Ghana which is more equitable, sustainable and accountable in the delivery of public services and the management of resources**

***Accountable, Equitable and Responsive Governance***

* Increased citizen participation and social mobilization demanding equity, accountability and responsiveness to attain the SDGs
* Strengthened legal framework on small arms control
* Enhanced prevention and mediation capacities at national and local levels
* Increased inclusive peace dialogues for social cohesion;

Support:

* prevention of small arms and light weapons proliferation;
* prevention and mediation of existing and emerging conflicts;
* inclusion of women and youth in peacebuilding

**To be addressed through**

**VISION**

**ROOT CAUSES**

* Ineffective processes and institutions
* Increased corruption,
* Inequitable access to basic services for the marginalized,
* Inadequate inclusion of vulnerable groups,
* Increased political polarization and contestation over resources
* Weak institutional capacities for implementation and reforms,
* Limited access to information, knowledge, and low production of administrative data
* Weak vertical & horizontal coordination in planning and implementation

Persistent inequalities; Limited access to services; Low quality of services; Increasing threats of conflicts

**Outcome 7: Transparent, accountable institutions at all levels that protect the rights of all people**

Support:

* democratic governance reforms and parliamentary oversight;
* legal assistance and protection of rights;
* effective planning, implementation of SDG and Agenda 2063
* More inclusive and accountable governance institutions and processes
* Increased provision of equitable and quality services for all
* Improved SDG planning, implementation and reporting

**DEVELOPMENT CHALLENGES**

**Anticipated Change**

#### ANNEX B: PROGRAMME PRIORITIES (see paragraph 13 above)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **PRIORITY AREAS** | **INSTITUTIONAL STRENGTHENING** | **PEACE AND SOCIAL COHESION** | **SOCIAL MOBILIZATION** | **RIGHTS PROTECTION** |
| **RESULTS** | **More inclusive and accountable governance institutions and processes** | **Strengthened legal framework on small arms control**  | **Enhanced prevention and mediation capacities at national and local levels**  | **Increased inclusive peace dialogues for social cohesion;** | **Increased citizen participation and social mobilization demanding equity, accountability and responsiveness to attain the SDGs** | **Increased provision of equitable and quality services for all** |
| **STRATEGIC INTERVENTION** | democratic governance reforms and parliamentary oversight;  | prevention of small arms and light weapons proliferation;  | prevention and mediation of existing and emerging conflicts;  | inclusion of women and youth in peacebuilding | citizen demand for responsive service delivery; [[11]](#footnote-11) | inclusive participation in decision making[[12]](#footnote-12); | legal assistance and protection of rights; |
| **OUTPUTS** | **Output 3.1: Governance institutions and processes enabled to be effective, accountable, gender sensitive, equitable and guarantee the rights of all** | **Output 3.2: Peace actors and institutions have strengthened capacities for peace building including to reduce small arms violence.** | **Output 3.3: Civil Society, including youth and women’s groups, empowered to demand transparency, accountability, and responsiveness from public institutions** | **Output 3.4: Justice and human rights institutions have strengthened technical and operational capacity to provide equitable access to quality services.** | **Output 3.5: Policies and strategies for equitable health services (esp. for HIV/AIDS, Non communicable Diseases and infectious diseases) for the marginalized/vulnerable developed and implemented**. |

#### ANNEX C: RESULTS AND RESOURCES FRAMEWORK

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| **NATIONAL PRIORITY OR GOAL:** INCLUSIVE, EQUITABLE AND ACCOUNTABLE GOVERNANCE |
| **UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #:** ***SDP Outcome 7 -*** *Transparent, accountable institutions at all levels protect the rights of all people* |
| **RELATED STRATEGIC PLAN OUTCOME: Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance** |
| **UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)** | **DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES** | **INDICATIVE COUNTRY PROGRAMME OUTPUTS**  | **MAJOR PARTNERS / PARTNERSHIP FRAMEWORKS** | **RESOURCES TO BE MOBILIZED BY OUTCOME (US$)** |
| **Indicator:** Ghana's Corruption Perceptions Index (CPI) score**Baseline:** 43 (2016)**Target:** 44 (2022)**Indicator:** The level of compliance to Human Rights Conventions' Reporting Mechanisms and recommendations pertaining to discriminated groups and refugees**Baseline:** Low (2016)**Target**: Medium (2022)**Indicator:** Citizen's level of trust in public institutions (Parliament, Courts of Law, Electoral Commission, Local Government Body, Police and Army) in Ghana**Baseline:** 56%(2014)**Target:** 60% (2020) | *S****ource:*** *Corruption Perception Index* ***Frequency:*** *Annually* ***Responsible:*** *Transparency International****Source:*** *Ghana’s UPR & CEDAW Review Reports****Frequency:*** *Annual**Responsibility: CEDAW Committee & OHCHR****Source:*** *Afrobarometer Survey report* ***Frequency:*** *4yearly****Responsible:*** *Centre Democratic Development* | **Output 3.1: Governance institutions and processes enabled to be effective, accountable, gender sensitive, equitable and guarantee the rights of all****Indicator 3.1.1:** Extent to which governance institutions mainstream gender policy into their sectoral strategies and plans**Baseline:** 2 (2016) = Very Little**Target:** 3= Somewhat***Source:*** *Reports* ***Frequency:*** *Annual****Responsible:*** *MoGCSP, EC, MoD, MoI, NYA, CHRAJ***Indicator 3.1.2:** Number of engagement and dialogue platforms, legislation and policies targeting inclusion and participation of women and youth in decision-making in place. **Baseline:** 0 (2017)**Target:** 6***Source:*** *Reports* ***Frequency:*** *Annual****Responsible :*** *MoGCSP, NYA, MoYSP, NPC/RPC, MoI***Indicator 3.1.3:** Number of frameworks adopted to address sector specific corruption risks **Baseline:** 0 (2017)**Target:** 3***Source:*** *Reports,* ***Frequency:*** *Annual****Responsible:*** *CHRAJ,**Parliamentary Committee & Cabinet Office reports***Indicator 3.1.4:** Extent to which electoral, constitutional and legal reforms are in place**Baseline:** E = 1 process started; C = 1 process started; LR = 1 process started**Target:** E = 3 partially in place and partially functional; C = 3 partially in place and partially functional; LR = 3 partially in place and partially functional***Source:*** *Reports* ***Frequency:*** *Annual****Responsible:*** *EC, MoLGRD, Parliament, LAS, MoJAGD* | Parliament, Electoral Commission (EC) of Ghana, Ministry of Justice & Attorney Generals Department (MoJAGD), MoGCSP, Political Parties, National Youth Authority (NYA), Ministry of Youth and Sports (MoYS), Ministry of Defence (MoD), Ministry of Interior (MoI), National and Regional Peace Council (N/RPC), Legal Aid Scheme (LAS), CSOs | **Regular:** 2,000,000**Other:** 5,000,000 |
| **Output 3.2: Peace actors and institutions have strengthened capacities for peace building including to reduce small arms violence.****Indicator 3.2.1:** Extent to which national laws on SALWs are harmonized. **Baseline:** 0 = not harmonized **Target:** 2 = partially harmonized and partially implemented***Source:*** *Parliamentary Hansard, Report* ***Frequency:*** *Annual****Responsible:*** *Parliament, GNACSA***Indicator 3.2.2:** Number of Women and Youth networks with strengthened capacity for conflict prevention and peace building.**Baseline:** W = 2, Y = 2 (2017)**Target:** W = 3, Y = 3Data Sources: Reports Frequency: Annually Responsible: NPC, UNDP, NYA, MoGCSP**Indicator 3.2.3:** Level of capacity of the National Peace Architecture and actors at all levels for gender sensitive conflict prevention and mediation.**Baseline:** Low (2017)**Target:** Medium***Source:*** *Report,* ***Frequency:*** *Annual****Responsible:*** *NPC, CSO*  | NPC, Ghana National Commission on Small Arms and Light Weapons, KAIPTC, MoGCSP, MoI, CSOs | **Regular:** 3,500,000**Other:** 5,000,000 |
| **Output 3.3: Civil Society, including youth and women’s groups, empowered to demand transparency, accountability, and responsiveness from public institutions****Indicator 3.3.1:** Number of civil society empowerment and engagement initiatives that ensure transparency and accountability of public institutions**Baseline:** 2 (2016)**Target:** 5***Source:*** *Reports* ***Frequency:***Annual***Responsible:*** *GII & GACC*  | CHRAJ, EOCO, MoF, Parliament, MoJAGD), Ghana AIDS Commission (GAC), UNAIDS, Ministry of Health (MOH), Ghana Health Services (GHS), WHO, CSOs. | **Regular:** 2,500,000**Other:** 5,500,000 |
| **Output 3.4: Justice and human rights institutions have strengthened technical and operational capacity to provide equitable access to quality services.****Indicator 3.4.1:** Number of vulnerable groups especially women and men benefiting from legal aid services **Baseline:** 10,350 (W: 6208; M: 4142(2016))**Target:** 15,000 (W: 10,000; M: 5,000 (2022)) ***Data source:*** *Report* ***Frequency:*** *Annual* ***Responsible:*** *Legal Aid Scheme* **Indicator 3.4.2:** Percentage of Universal Periodic Review (UPR) (human rights) and CEDAW (discrimination against women) recommendations that are implemented **Baseline:** 10% (2017)**Target:** 50%***Data source:*** *Report****Frequency:*** *Annual****Responsible****: MoJAGD, MoGCSP, PoSF* | MoJAGD, CHRAJ, MoGCSP, Perfector of Sentiments Foundation (PoSF), and LAS  | **Regular:** 2,500,000**Other:** 4,000,000 |
| **Output 3.5: Policies and strategies for equitable health services (esp for HIV/AIDS, Non communicable Diseases and infectious diseases) for the marginalized/vulnerable developed and implemented**.**Indicator 3.5.1** Extent to which policies for reducing HIV related stigma and discrimination are developed and implemented **Baseline:** 2 developed, 2 partially implemented (2017)**Target:** 2 fully implemented***Source:*** *Report* ***Frequency:*** *annual* ***Responsible:*** *GAC, MoH, WHO, CHRAJ***Indicator 3.5.2:** Extent to which strategies for effective NCD responses are developed and implemented **Baseline:** 2 developed, 1 partially implemented (2014)**Target:** 1 fully implemented***Sources:*** *Report****Frequency****: Annual* ***Responsible****: GAC, MoH, WHO, GHS, NHIS, NASA, GDHS* | GAC, UNAIDS, GHS, WHO, MOH*,* National Health Insurance Scheme *(NHIS)*  | **Regular:** 324,000**Other:** 150,000 |

1. UNDP Human Development Report 2016: Country Briefing note for Ghana [↑](#footnote-ref-1)
2. Ibrahim Index of African Governance (2016) [↑](#footnote-ref-2)
3. IMFECA with Ghana [Press Release 26 February 2017](https://www.imf.org/external/np/sec/pr/2015/pr1576.htm); Government of Ghana [Highlights of The Mid-Year Fiscal Policy Review of the 2017 Budget Statement and Economic Policy](http://www.mofep.gov.gh/sites/default/files/budget/Highlights%20Of%20The%20Mid-Year%20Fiscal%20Policy%20Review%20of%20the%202017%20Budget%20Statement%20and%20Economic%20Policy.pdf) [↑](#footnote-ref-3)
4. Afrobarometer 2014 [↑](#footnote-ref-4)
5. CCA, 2016 [↑](#footnote-ref-5)
6. Ghana Anti-Corruption Coalition and West Africa Civil Society Institute, “The state of civil society in Ghana: An Assessment,” (2013) [↑](#footnote-ref-6)
7. IPU [Women in Parliament](http://www.ipu.org/wmn-e/classif.htm) [↑](#footnote-ref-7)
8. CODEO (2017) [↑](#footnote-ref-8)
9. UNDP Partnership survey reports; CPD & UNDAF Evaluation reports (2012 & 2017) [↑](#footnote-ref-9)
10. UNDP [ERC](https://erc.undp.org/evaluation/documents/manage/uploaded/report) [↑](#footnote-ref-10)
11. 2 prong approach ensuring inclusion and accountability from the DEMAND side. Thus prong 1 right holders demand for responsive delivery because their needs are not being met [↑](#footnote-ref-11)
12. 2 prong approach ensuring inclusion and accountability from the DEMAND side. Thus 2 support engagements between duty bearers and right holders to ensure their needs are integrated for adequate response [↑](#footnote-ref-12)