



**2016-17 WORK PLAN
PROMOTING INCLUSIVE GROWTH AND DEVELOPMENT**

UNDAF OUTCOME

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 promoting inclusive socio-economic growth by 2017.

UNDP STRATEGIC PLAN OUTCOME:

Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles

UNDP GHANA RESULTS/OUTPUTS:

- Output 11.1 By 2017, Ghana Statistical Service (GSS) and key MDAs have enhanced capacity to produce high quality data (disaggregated by sex, age, geography and other variables) for evidence-based planning, monitoring and evaluation
- Output 11.2 Capacity of national institutions built to utilize disaggregated data, for evidenced-based development policy formulation, planning, and financial resource management.
- Output 11.3 Technical and financial capacities of Metropolitan, Municipal and District Assemblies (MMDAs) across the country strengthened to plan, deliver and manage socio-economic services and promote pro-poor economic development by 2017.

IMPLEMENTING PARTNER: Ministry of Finance (MOF)

RESPONSIBLE PARTIES: Ghana Statistical Service (GSS), University for Development Studies (UDS), National Development Planning Commission (NDPC), Savannah Accelerated Development Authority (SADA), Ministry of Lands and Natural Resources (MLNR)/Minerals Commission, Office of the President (OOP) and Ministry of Gender, Children and Social Protection. Others include the Ministry of Local Government and Rural Development (MLGRD) and University of Ghana at Legon.

NARRATIVE

The 2016-2017 Inclusive Growth workplan seeks to consolidate and deepen the work and collaborations on-going to date. The objective is to contribute to strengthening the capabilities of national partners as well enabling them to deliver on key products which are relevant to inclusive growth with transformation and as well as strategies, processes and data relevant to the domestication of the sustainable development goals (SDGs). The work-plan also encompasses support for Ghana's contribution to the global partnership for effective development cooperation and other global fora as well as for tackling the complexities of development cooperation in a Lower Middle Income Country (LMIC) such as Ghana which needs to undertake significant infrastructural and human development investment to sustain transformational growth with equity. The elements of support across the focus areas include (i) capacity strengthening of MDAs for effective use of data for planning and accountability, innovative approaches for real time monitoring and collaborative approaches for results; (ii) analytical and applied research to promote inclusive socio-economic growth and transformation including through more effective use of its mineral resources; and (iii) knowledge sharing, communication for development and South-South Exchanges for development effectiveness and results.

Program Period: 2016
 Program Component: Inclusive Growth
 Intervention Title: Promoting Inclusive Growth and Development

Estimated annualized budget: US\$ 1,201,860
 Allocated resources US\$ 587,000

- Regular TRAC US\$587,000
- Cost-sharing ()
- Unfunded budget: US\$614,860

Agreed by the Executing Agency: *[Signature]* On 16/03/16
 Chief Director, Ministry of Finance (MOF)

Agreed by Implementing Partner: *[Signature]* On 16/3/16
 Country Director, United Nations Development Programme (UNDP)

PART 1: SITUATION ANALYSIS

Background

The Ghanaian economy has over the past decade registered relatively commendable economic growth although, more recently, it has been faced with major challenges in the form of a sharp currency depreciation, a deepening energy crisis, deteriorating macroeconomic imbalances, rising inflation and interest rates. Towards tackling these challenges, the government embarked on a homegrown policy mix to fix the imbalances, and which also informs the three year ECF agreement signed with the IMF in April 2015. The reform agenda which has sought to place a limit to the nominal increase in the total wage bill, to eliminate subsidies on utilities and petroleum products amongst other measures and to increase revenue collection is expected correct the macroeconomic imbalances. Also high on the agenda has been the adoption of measures to address the Energy Crisis. In spite of the inhospitable global context (i.e., very low oil prices, decline in other commodity prices as well, and the slowdown in the growth rates of China), the economy is projected to recover by 2017, bolstered mainly by higher oil and gas production as well as an improved macroeconomic framework. Others are Ghana's political stability combined with the continued vibrancy of the service sector and increased private sector and public infrastructure investments.

As Ghana looks to transition from the MDGs to the SDGs in 2016 it is useful to take stock of its achievement on the MDGs, to identify elements of the unfinished agenda, lessons learned and priority focus areas for the domestication of the SDGs. Evidence from the Ghana Living Standards Survey (GLSS 6) for 2012/13 and the 2015 MDG Report demonstrate that the progress in the achievement of the MDGs has been mixed. Ghana achieved the MDG goal of halving poverty well ahead of the 2015 target. The country is on track to meet many of the MDGs with regard to targets such as halving the proportion of people without access to safe drinking water, moving towards universal primary school enrolment and gender parity at the primary school level. Also substantial progress was achieved in reducing child mortality and HIV prevalence, promoting access to ICT, and reducing the proportion of people suffering from hunger. However, the country is challenged with regard to targets related to maternal mortality, reversing the loss of environmental resources, reducing the proportion of people without access to improved sanitation, and achieving significant improvement in the lives of people living in slum areas. Disturbing, is the evidence of growing disparities in spatial development and income inequality within and across regions, especially in the lagging three northern regions. In the context of the SDGs, there will be increasing emphasis on tackling sub-national disparities and inequalities (all, goal 10 and 5), and formally promoting "sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" (goal 8).

Key trends that inform the AWP for 2016-17:

The enabling environment for achieving transformational and inclusive growth is challenging

The high growth rates that Ghana has achieved over the past few years have been accompanied by the build-up of significant macroeconomic imbalances to levels which are unfavorable to sustaining growth, promoting transformation and the tackling of spatial socio-economic disparities. In the short-to medium term the focus is on fiscal consolidation, revenue mobilization and reprioritization and improvements in the efficiency of public expenditures to ensure that the developments and gains of recent years are not undermined and if Ghana is to be able to recover the fiscal and policy space it needs to sustain growth, provide services and undertake critical investments to achieve structural transformation to reach middle income status over the medium term.

When Ghana achieved LMIC status in 2010, it rapidly negotiated a transitional strategy on development cooperation. Reductions in concessional loans were likely to be triggered by the change in status. A focus on transforming its institutions, systems and policies to adapt to the new development landscape is underway. The government is looking into identifying new types of external cooperation, and assessing what global and national level enabling conditions are needed to contribute to assisting Ghana with meeting the needs for short term fiscal consolidation as well as laying the foundations for medium term inclusive socio-economic structural transformation and the SDGs.

Short term macroeconomic imbalances are likely to constrain growth and fiscal space

The 2016 budget which is themed “Consolidating Progress towards a Brighter Medium Term” hinges on Government’s commitment to promoting fiscal discipline based on enhanced domestic revenue mobilization, prudent public expenditure management, improved debt management and the implementation of reforms in key areas of the economy even though it is an election year. Elections years are typically accompanied with fiscal slippages.

Ghana’s overall fiscal deficits for 2015 which was projected at 7.3% had widened to around 10% (e.g. compared to the fiscal deficit target, which had been revised from 8.5 to 8.8% in the mid-year review). The key drivers for the continued pressure on the fiscal situation are the public wage bill, interest payments on debt and arrears, which leave very little fiscal space for financing service delivery and contributing to infrastructural investments. The growing domestic financing of the public debt has also been pushing up the cost of credit to the private sector and will no doubt put further strain on government’s interest payments.

The continued growth in the budget deficit resulted in public debt rising from 55.8% of GDP in December 2013 to 69.1% of GDP by September 2015 (BoG November 2015¹). By December 2015, the index for year on year consumer prices had risen to 17.7%, significantly above the medium term target band of 8±2%, and the index for producer prices settled at 10.5%.² The increase in inflation in 2014 was influenced primarily by the pass through effect of fuel and utility price increases and exchange rate depreciation.

On the external side, the economy has also been vulnerable to trade shocks - particularly as the global economy experienced the end of the commodity cycle boom and commodity prices have been falling, particularly oil. As Ghana’s exports are concentrated in three major commodities (gold, cocoa, and oil) and revenues from oil also contribute to the budget, this has been challenging. While the country has significant static comparative advantages in the production of a number of agricultural commodities, it imports a significant proportion of its food and the integration of Ghana’s agricultural commodities in global value chains is below potential. Tackling these issues is a growing priority for the government.

In 2015, three main factors took a toll on private sector investment: the inadequate and erratic power supply, the significant depreciation of the cedi, especially in the first half of the year, and the high interest charges which limited access to credit and skewed it towards trade rather than productive investment.

¹ Bank of Ghana (2015) Summary of Financial Data - Nov. 2015.

² See Ghana GSS PPI Bulletin December 2015

To address the increasingly fiscal and trade imbalances, government proactively approached the IMF in August 2014 for a 3-year program that began in April 2015. The objective was to secure assistance to address the challenges while seeking to protect the development gains that Ghana has achieved to date.

Challenges in the equity and sustainability of growth

The Ghana Shared Growth Development Agenda (GSGDA II), Ghana's medium term strategy for 2014-17, recognizes that Ghana's accelerated economic growth has not been manifested in expected levels of job creation, and that poverty at the sub-national level remains high, especially in the three northern regions and among some socio-economic groups, and that inequality is rising even as poverty is falling. Evidence from the GLSS 6 (2012/13) indicates that inequality is highest in the poorer Upper West and Northern regions and that it increased in both regions over the period from 2005/06 to 2012/13. A majority of the employed in the Northern Savannah Zone are vulnerable, with women facing higher vulnerability impacts.

One of the key drivers of poverty and inequity in Ghana is the extent of access to capability-enhancing services and investments and the nature of work and livelihoods. While Ghana has made significant gains in this regard, evidence from the GLSS 6 and other sources suggests that close to a quarter (25.2%) of the working population still have no education while a little above half (57.2%) have education only up the basic level. Further, the proportion of females who have never been to school (24.3%) was higher than males (14.6%) and that in the case of attainment of secondary or higher education, the gender gap was significant (18.0% males compared to 11.8% females).

The attendance rates were found to be lowest for the population in rural savannah for both males and females (79.5% and 73.3% respectively) and particularly for females within the age group of 19-25 years. This posed challenges for Ghana to meet MDG Goal 3A related to the elimination of gender disparity in education at the primary and secondary level by 2005, and at all levels by 2015.

A majority (68.7%) of the currently employed persons were found to be engaged in vulnerable employment (own account workers and contributing family workers). While growth has been critical, particularly for the gains in poverty reduction, most of the jobs generated in recent years have been in the informal economy. GLSS 6 data reveals that more than half (50.5%) of all currently employed females are own account workers whereas more males (32.5%) are more likely to work in paid employment compared to females (13.2%). More generally, the private informal sector is found to engage about two out of every five (41.9%) of currently employed persons 15 years and older (47.8 percent of females and 35.5 percent of males). More than one-third of the working population was underemployed with 61.5% of those engaged in agriculture activities able to work less than 35 hours in a week. In 2012/13, four-fifths (80.4%) of the working population indicated that had no access to subsidized medical facilities and about 70.9% indicated that the conditions of their jobs and livelihoods were such that they were not entitled to any social security while 70.1% did not receive retirement benefits such as a pension. There has been a growing recognition of the importance of social protection to address poverty, vulnerability and inequality in the context of Ghana's medium term development strategies and through various programmes. However, the extent of public investments in public services, in scaling up social protection to levels that are needed, and in ensuring spatial and socio-economically equitable growth over the medium term have been sub-optimal on account of budget constraints and rising debt levels.

According to GLSS 6 data, the unemployment rate was highest among the 15-24 age group (10.9%) particularly in urban areas (16.3%). The underemployment rate was highest for the age group 15-19 years (53.6%). In both urban and rural areas, females were more likely than males to be underemployed except for the 15-19 age group, where the proportion of underemployed males (50.0% for urban areas and 57.3% for rural areas) was higher than females (45.2% and 56.6% for urban and rural areas respectively). Spatial disparities remain significant across the country. While, GLSS data for 2012/13 pointed to a fall in the levels of poverty in the historically disadvantaged north, the Rural Savannah still accounted for a significant share of Ghana's poor (27.3%) and for nearly 60% of those living in extreme poverty.

Focus on the Sustainable Development Goals (SDGs)

Ghana's pro-poor and MDG-focused planning has led to progress towards achieving MDG 1 and some of the MDGs by 2015. However, overall progress on the MDGs was mixed. The country did very well on most of the MDGs, except MDGs 4 (reduction in child mortality), 5 (reduction in maternal mortality) and the sanitation aspect of MDG 7 (related to environmental sustainability).

As 2016 marks the beginning of the implementation of the SDGs, the major task is taking the SDGs to the country level. The focus for government is prioritizing areas of concern highlighted by the terminal MDG report, setting national indicators, and translating the specific targets into specific actions or reforms over the set period for the SDGs. These actions will also inform the national budget, debt negotiations and Development Cooperation.

The country is in the process of developing its Development Cooperation Policy which will serve as the framework for guiding Development Cooperation modalities in the country for the successful implementation and realization of the set SGD targets for the country.

Also high on government's agenda is the preparation of a 40-year long-term development plan, which would set out as Ghana's path to sustainable development by 2057, while mainstreaming the SDGs and priorities related to Agenda 2063. The objective, among other things is to build political consensus for continuity in policy and implementation relevant to key development priorities.

Inclusive and Sustainable Support to the Marginalized

Trade is the most important source of employment for women in sub Saharan Africa. In West and central Africa, women traders support an average of 3.1 adult dependents in addition to children and spouses. Their work often accounts for a significant percentage of national GDP. Yet very often this essential component of national economies is neglected by national and international development policies and programs seeking to strengthen institutions, build capacity and human capital, and increase access to resources. Women who trade are often invisible, face poor working conditions and lack recognition of their economic contributions³.

In Ghana, just like in other part of Africa, market women constitute a large proportion of the informal economy contributing to the GDP of the country. They are largely responsible for bringing farm produce

³ Sirleaf Market Women's Fund (2012)

close to the consumer. They however ply their trade in the midst of challenges which include **poor sanitation in the market, lack of access to medical and credit facilities as well as to early childhood educational facilities.** Their low levels of education also impacts negatively on their ability to run their businesses profitably. When provided with the needed support, market women in Ghana can contribute significantly to the growth and development of the country.

PART II: PAST COOPERATION AND LESSONS LEARNED

UNDP's contributions in the past and current UNDAFs, focused on the following areas with a view to enhancing pro-poor policies and contributing to enhancing the enabling environment for inclusive growth in Ghana:

- i. Evidence base to inform and capacities to formulate pro-poor policies: Knowledge products such as HDRs and MDGs Reports as well as support to data management have enhanced evidence base policy formulation and planning, and the strengthening the capacities of key partners to promote and implement pro-poor and inclusive development policies over the longer-term;
- ii. Policy products and advisory services: Policy products on critical themes such as fiscal space, extractive industries and inequalities to respond to government requests and/or to contribute to the facilitation of a response to key development challenges;
- iii. Technical assistance, advisory assistance in support of the national decentralization agenda: e.g., key policy instruments and tools on Local economic development (LED);
- iv. Innovative and pilot initiatives to enhance opportunities for inclusive growth: e.g. (i) facilitation of South-South exchange and support for a Legal and Regulatory Framework to guide the establishment of a Commodities Exchange and Warehouse Receipts System in Ghana; and initiatives to address housing and ICT to promote digital inclusion and courses on Human Development;

In terms of new themes and issues, there are also building blocks in terms of past support.

Equity Agenda

UNDP's up-stream policy advice and reports have focused on the imperative to move beyond the averages and tackle disparities – e.g. see *Achieving the MDGs with Equity in Ghana: Unmasking the issues behind the averages* which was brought out in 2013; further, UNDP along with other UN, regional and national partners, also supported the Ghanaian government in April 2014, in hosting a Pan-African Conference on the issue of tackling inequalities in the context of structural transformation. In addition, UNDP has also supported Government agencies in identifying the extent of spatial and other inequalities in the context of Ghana's growth path with a view to enhancing the capacities of central and local level institutions to produce reliable data in a timely manner for pro-poor policy-making, planning and budgeting, monitoring and evaluation.

Human Development Reports, UNDP's flagship publication, have been produced to support advocacy and evidence-based pro-poor policies and development interventions. A first regional HDR – i.e., for the Western Region - was produced to deepen the understanding of how poverty, vulnerability, human security, employment, livelihoods, governance, and environment issues affect human development. It provided baseline data on human development in this resource-rich region for future evaluation of how the resources of the region have impacted lives since the exploration of oil and other mineral resources.

In 2016, a second regional report, the Northern Savannah HDR will be launched with a view to providing a diagnostic and surfacing policy options and strategies, including principally for SADA, for equitable development and coordinated actions in Ghana's hitherto most marginalized region.

Making the most of minerals and commodities

In its last work-plan, the inclusive growth cluster, funded technical support for the formulation of the Legal and Regulatory Framework to guide the establishment of a Commodities Exchange and Warehouse Receipts System in Ghana. Additionally, UNDP facilitated training and exposure visits through south-south co-operation with the Ethiopian Commodities Exchange, which enhanced the capacity of the Ministry of Trade and Industry (MOTI) to promote and mobilise funding for the establishment of a Commodities Exchange. The Exchange was expected to promote fair and transparent pricing, increased productivity and production in the agricultural sector, with a view to improving the livelihoods and living standards of food crop farmers, who are amongst the poorest of the Ghanaian society. UNDP's Sustainable Development Cluster also supports the Cocoa Platform which provides room for exploring synergies.

In 2014, in the context of its research agenda, the cluster spent considerable time in understanding the state of play as regards the extractives sector in Ghana, as well as how UNDP's extractive sector relates to the African Mining Vision. It also commissioned some basic studies on the challenges regarding the artisanal and small scale mining (ASM) in the Ghana's gold sector and its impact on local communities, as well as undertaking STEEP and GAP analyses. Further, with UNDP and AMDC support, Ghana recently launched a multi-stakeholder consultative and policy review process with a view to developing its own shared country mining vision (CMV) on how mineral resources can be used to promote broad-based development and structural transformation in Ghana in line with the African Mining Vision (AMV) to which it signed up.

Innovative platforms for information sharing and M&E

UNDP has previously provided support to the office of the president (OoP) in the area of M&E. This can be built upon for the innovative initiative involving the development and roll-out of a Real-Time Performance Monitoring and Evaluation system (PEMES) of all ministers in terms of the key deliverables as articulated in the President's State of Nation Address (SONA) which is one of the major set of deliverables that is to be monitored for 2015-16. In this regard, in terms of providing quality assurance, UNDP is also able to draw on its organizational experiences with dashboards – i.e. UNDP/RBA's own *Business Intelligence Dashboard*.

Issue Based teams/Breaking the Silos

The joint work planning and continuous team building which has taken place over 2014 in particular has led to a breaking down of 'silos' in programming and contributed to promoting a shared understanding and focus on streamlining with reduction in transaction cost in terms of time, resources and duplications and thereby improved cohesion within the programme. The focus on joint programming and information sharing will be evident with regard to two emerging corporate priorities in particular: programming in the North and with regard to the focus on extractives for human development and support to Ghana in developing its Country Mining Vision (CMV) in line with the African Mining Vision to which it has signed up.

PART III: STRATEGY

The development of a Theory of Change coming out of UNDP's existing Strategic Plan 2014-17 stresses the need for flexible issue-based programming and for working across development practices. A key objective is to ensure that the various interventions to promote inclusive growth and human development can be mutually reinforcing and synergistic.

This thinking has guided the development of the 2016 work-plan, so as to enhance the contributions that UNDP can make as regards the focus and performance of key government institutions for furthering inclusivity in Ghana. The proposed theory of change which informs the work of the Inclusive Growth Cluster can be stated as follows:

Growth which is inclusive will increase economic opportunities for segments of the Ghanaian society who currently do not benefit adequately from economic growth such as, for example, poor women, people with disabilities and those living in rural areas without access to good infrastructure and markets. For growth to be inclusive, not only do development processes (social, economic and political) have to prioritize investments and opportunities which effectively target and benefit the poor and vulnerable, development planning and management also need to be inclusive and evidence based, with the citizenry, particularly the deprived and vulnerable, participating in the process. It is for this reason that the current UNDP Strategic Plan 2014-17 puts emphasis on strengthening voice and participation in addition to trying to get planning and development processes right.

In the remaining years of the current UNDAF (2012-2017) programming cycle, the UNDP support will seek to consolidate and build on the achievements of 2012-15, and deepen the work on improving availability and better use of data and greater inclusion of vulnerable groups in development planning processes and identifying innovative platforms for data sharing as well as monitoring and accountability. It will also seek to explore opportunities to strengthen voice and accountability.

A number of developments taking place at the level of national policies and strategies set the framework for UNDP's support in this AWP. Ghana's medium term strategy, the GSGDA II (2014-17), encompasses an explicit emphasis on tackling the growing inequality in socio-economic and spatial development. This is principally, through measures related to investing in human development, productivity and employment creation as well as through modalities such as special development zones.

As regards promoting spatially equitable development, the priorities encompassed under the framework of special development zones in the GSGDA II also include, amongst other things, a focus on ensuring improved coordination and harmonization of development projects and programmes for equitable and balanced allocation of national resources; accelerating development at the district level aimed at improving rural infrastructure, environment and access to social services. This is in line with the work programme of the Savannah Accelerated Development Authority (SADA). SADA was set up as a regional development authority by an Act of Parliament in 2010 which gave SADA a mandate to "accelerate inclusive growth and transformation through strategic planning, resource mobilization for private sector, social and infrastructure investments, as well as through development coordination".

The *GSGDA II (2014-17)*, and particularly the *Coordinated Programme of Economic and Social Development Policies (2014-2020)*, encompass a focus on promoting a transformation agenda, including identifying how Ghana can build on its extensive natural resource base.

In 2016, there will be a series of meetings to prioritize and localize the Sustainable Development Goals (SDGs) that Ghana will be reporting on. In this context there is also growing emphasis on issues of equity as well as quality (e.g. in educational outcomes) and identifying a new global partnership to sustain the achievement of these goals. The main thrust would be on tackling poverty, inequality and means of implementation of the SDGs. These issues will be high on the agenda for a significant part of 2016. Further, 2016 will no doubt see much focus on localizing and mainstreaming of the SDGs into the nation's long term plan, the preparation for which started in 2015, as well as relevant district and regional level plans.

Building on programming focus areas from 2015, the proposed strategic areas of intervention for 2016 for the Inclusive Growth Cluster, thus include the following:

1. **Enhancing the evidence based and strengthening capacities for development planning and management** Enhancing capacities of MDAs for enhanced data management and analytical work to inform policy and planning aimed at promoting inclusive socio-economic growth:
 - Support to NDPC for *development planning and M&E* system for the poverty reduction and inclusivity;
 - Support Ghana Statistical Service strengthen its capacities in critical areas and undertake awareness raising on key economic and social data and concepts;
2. **Address Inequalities and promotion of structural transformation as the implementation of SDGs begin**: In addition, there will be technical support and development of specific products that will inform policy and address the inequalities in:
 - Launch of the Northern Savannah HDR and policy dialogues on tackling socio-economic disparities;
 - Analytical work in the areas of inclusive socio-economic transformation and work with GSS and other partners on unpacking the implications of GLSS 6 data, especially for the North;
 - Tackling Inequalities and structural transformation in the North in cooperation with SADA
 - Potential for making the most of extractives for Ghana's human development agenda in support of Ghana's Minerals Commission and Ministry of Lands and Natural Resources (MLNR) in cooperation with AMDC and UNDP's regional programme;
 - Support as needed for the development of Ghana's new medium and long term transformation agenda.
3. **Innovative platforms to facilitate coordination, real-time monitoring and access to information**
Dashboards and scorecards for performance monitoring are increasingly being deployed to enable the tracking of performance and delivery on key processes, projects or activities, to serve as an early warning system and to enable actions to be taken in a much more timely fashion. In different parts of the world, institutionalized social audits, community-based monitoring and citizen report and score cards are been used to complement formal performance reporting

systems. There have also been attempts at using technology (ICT) and Social Accountability Tools to reduce the gap between citizens and their governments. Some of these initiatives include using SMS texting, email, and other social media tools to report teachers and doctors absenteeism, report service non-availability, etc.

- Adopt and facilitate a four way monitoring and reporting strategy from the Ministries, Civil Society Organizations; Regional Coordinating Councils and from the decentralized Agencies at the periphery through the support to the Office of the President (OoP) and to SADA in setting innovative platforms for monitoring and/or development effectiveness.

4. **Policy Options and support to Institutional Development Transformation:**

- Support to OoP, SADA, NDPC and GSS
- Policy options for enhancing domestic resource mobilization in the context of Ghana's transformational agenda and the SDGs;

5. **Enhancing productive capacities for inclusive and sustainable growth**

- Support to market women for the provision of facilities to enhance their dignity and improve sanitation
- Access to micro-financing and effective management of activities

6. **Development Dialogues and South –South Exchange:** support to development dialogues and South-South Cooperation and exchange will also cut across all UNDP/IGC's lines of work with a view to

- Promoting development effectiveness principles and enhancing knowledge sharing
- Improve human and institutional capacity to accelerate implementation of service delivery and effective coordination of development results.

At the organizational level, the AWP will strengthen the capacities of key national institutions to produce and utilize high quality data for evidence-based policy, planning, monitoring and evaluation. Additionally, the technical capacities of selected MDAs will be strengthened to plan, deliver and manage socio-economic services and promote pro-poor economic development. Policy options and advisory services will be provided as needed on issues relevant to strengthening Ghana's development trajectory.

PART IV: MANAGEMENT ARRANGEMENTS

Context:

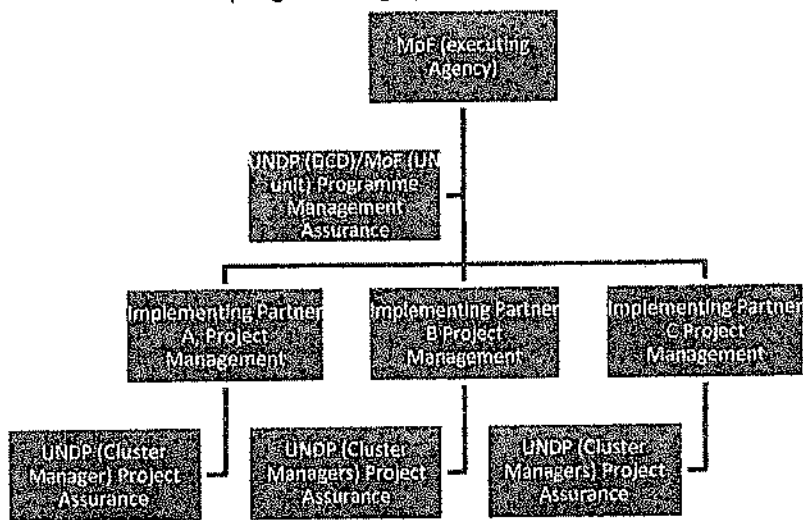
UNDP's Inclusive Growth work needs to be located within the delivering as one (DaO) collaborative framework of the UN and its alignment to Ghana's development priorities. Ghana's development cooperation architecture will be guided by the new Shared Growth and Development Agenda (GSGDA II). To date, most Bilateral and Multilateral partners have been organized in Sector Working Groups reflecting the Governments Development Priorities and the development partners' own division of labor with "lead" and "active participation" roles. The United Nations have also aligned their development assistance to the Government's priorities and formalized it in a United Nations Development Assistance Framework.

As a DaO (Delivering as One) self-starter country, each UNDAF outcome (11 in total) is led by one UN Agency, which participates actively or as lead in a respective Sector Working Group. The UNDAF is jointly

monitored by the UN and the MoF on an annual basis. The lead agency for each UNDAF outcome provides regular up-dates in terms of progress and challenges to sector working groups and as such, coordinates and convenes the various UN agencies and Implementing Partners working under one UNDAF. UNDP leads the three UNDAF outcomes related to Disaster Risk Reduction and Climate Change, Political Governance, and Evidence based Policy Planning and Budgeting. These correspond to organization into the following: "Sustainable Development Cluster" "Governance Cluster", an "Inclusive Growth Cluster". The Inclusive Growth Cluster leads on the *Evidence based Policy Planning and Budgeting* outcome.

Management Arrangements 2016-17

To enable UNDP’s program 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 and from its own work with its implementing partners. Consequently, for effective coordination and implementation, and to avoid parallel reporting structures, the following management arrangements were in place for the current programming cycle:



There will be steering committee and internal UNDP quarterly review meetings, which are expected to generate the required information at the technical level on program implementation, and also provide MoF with up-to-date information on programs. 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 of UNDP and IPs to be held at the end of year.

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 resources⁴ in conformity with 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 relieve administrative burdens.

For the IGC Work Plan (WP) 2016, a seven-member project Steering Committee (SC), chaired by UNDP, will be responsible for providing strategic guidance and quality assurance to the implementation of the WP (also referred to as a Project). The SC will meet bi-annually (twice yearly; July and November) to serve as a forum where information regarding Project's activities and results are shared. The members of SC will comprise representatives of the following institutions:

- Ministry of Finance
- United Nations Development Programme
- Office of the President
- Ghana Statistical Service
- National Development Planning Commission
- University for Development Studies
- Savannah Accelerated Development Authority

PART V: 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:

- On quarterly basis, project progress reports shall be submitted to MoF through UNDP.
- An Issue Log shall be activated in Atlas and updated to facilitate tracking and resolution of potential problems or requests for change.

⁴ 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.

- 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: A representative from the UNDP office and the IP should visit each project at least once a year. Field visits serve the purpose of results validation and provide latest information on progress for annual report preparation. Field visits should be documented through brief and action-oriented reports, submitted within the week of return to the office. Ideally these visits could be combined with press and asset checks to ensure value for money and reduced transaction costs in implementation of the project.

PART VI: AUDIT CLAUSE

Audit is an integral part of sound financial and administrative management, and part of the UNDP's 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. As part of its assurance responsibilities, UNDP will conduct spot checks on the assets and documentation on the use of project resources.

Annual Audit

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

PART VII: RISKS AND ASSUMPTIONS

The general political and economic environment of Ghana is stable and conducive for development, it is assumed that Government will continue to show commitment; demonstrate political will and create an enabling environment for development interventions to thrive. The program areas of support are critical to government support to Human Development, the attainment of the MDGs and quest for inclusive growth, quick and quality delivery are therefore required.

In the lead up to the elections in November 2016, it can be expected that government machinery may from time to time slowed down by distractive forces (including, strikes, conflicts, prolonged legal challenges, demonstrations and even movements of key personnel of ministries and departments). Following the elections, a new team is likely to be in charge of government business in 2017, even if the seating government wins the elections, and UNDP would need to remain responsive to such dynamics and

remain focused on the emerging priorities of the new government. While this might slow down project implementation, we do not anticipate a great change in the direction and priorities for national development. The GSGDA II (2014-17) and the 40 year long term plan (2018-57), which is currently under formulation, are expected to guide national development priorities.

UNDP itself has been undergoing a process of internal transformation with a view to streamlining its focus of support and business processes and is responding to a new more challenging environment in terms of development financing which may have significant implications for resources available for programming.

Management of Risks

As part of the management arrangements, a flexible approach will be adopted whereby the reviews will be used to discuss the evolving processes. The consultative and dialogue processes employed in making this new arrangement possible will continue to be a key instrument to ensure full participation and commitment of all partners for the smooth implementation of the AWP.

The processes of dialogue, advocacy and engagement will be key outcomes and lessons for project implementation and development management will be documented and shared. To ensure timely delivery and development results, there will be a heightened focus on resource mobilization and partnerships, opportunities and mechanisms to promote development effectiveness and value for money, and capacity building for key staff involved in the delivery of this AWP, at the Implementing and Responsible Partner as well as UNDP levels so as to ensure innovation and impact in programming. Particular attention would be paid to the emerging UNDP's Programme Monitoring and Evaluation System and the requisite advisory and technical support would be provided to ensure full and timely implementation of the planned activities.

PART VIII: 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 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 out;
- 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 they have verified the agreement thereto and are 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.

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities including M&E to be undertaken during the year towards stated CP outputs	Yr 1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr. 1	Yr. 2	Yr. 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
UNDAF Output 11.1 By 2016, Ghana Statistical Service (GSS) and key MDAs have enhanced capacity to produce high quality data (disaggregated by sex, age, geography and other variables) for evidence-based planning, monitoring and evaluation													
UNDP Strategic Plan Output 7.2. National data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and sustainable development goals.	UNDAF RESULT: 11.1.1 Enhanced capacities of MDAs for enhanced data management and analytical work to inform policy and planning aimed at promoting inclusive socio-economic growth.												
Baseline 1.1 Labour force Survey 2015	1.1 Support Ghana Statistical Service to achieve its mandate												
Indicator 1.1 number of price data collectors trained	1.1.1 capacity building in the use of electronic tablets for price data collection	X	X			86,000			GSS-CPMD	TRAC	Consultants Contractual Services, Travel	65,000	40,000
Target 1.1 Support to strengthen data management and policy for capacities to ensure appropriate national indicators	1.1.2 Quality assurance of price data collection through quarterly monitoring												
	1.1.3 Stakeholder consultation on proposed SDG indicators, their computation, periodicity, data sources and responsible institutions	X	X	X	X	60,000			GSS/NDPC	TRAC	Contractual Services Travel	60,000	10,000
	1.1.4 Construction of SAM in Ghana	X	X			25,000			GSS	TRAC	Consultants Contractual Services, Travel	25,000	
	Subtotal											150,000	50,000

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities including M&E to be undertaken during the year towards stated CP outputs	Yr1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr. 1	Yr. 2	Yr. 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
UNDAF Output 11.2: Capacity of National institutions built to utilize disaggregated data for evidence-based development policy formulation, planning, and financial resource management													
UNDP Strategic Plan Output 7.3. National development plan to address poverty and inequality are sustainable and risk resilient	UNDAF RESULT: 11.2 Enhanced capacity of key national planning, policy and data management institutions to formulate MDG and HD oriented policy, planning and economic management.												
Baseline No comprehensive National Infrastructure framework available	2.1 Finalize National Infrastructure Plan as input in 2057 Long-Term National Development PLAN	X	X	X		37,000			NDPC	TRAC	contractual Services, workshops	37,000	
Indicator National Infrastructure Plan availability	2.1 Plan												
Target Finalize National Infrastructure Plan by December 2016	2.1 Plan												
Baseline Current Planning guidelines covers 2014-2017 Planning Period	2.2 Preparation of Planning and M&E Guidelines for 2018-2021 Planning Period based on the 2057 LT Development Plan;	X	X	X	X	40,000			NDPC	TRAC	contractual Services, workshops	40,000	
Indicator 2018-2021 Planning Guidelines	2.2 Planning Period												
Target 2018-2021 Planning Guidelines with LTDP and SDGs indicators integrated prepared by December 2016	2.2 Domestication of the SDGs and incorporate into the LTDP	X	X	X	X	100,000			NDPC/GSS/M OF	TRAC		100,000	50,000
Baseline 2.3 Last study south-south (SS) and peer learning was in 2009	2.3 South-South Cooperation and learning	X				15,000			NDPC	TRAC	Travel	15,000	
Indicator 2.3 No of countries learning experienced done	2.3 South-South Cooperation and learning												
Target 2.3 SS cooperation and peer to peer learning enhanced by 2016	2.3 South-South Cooperation and learning												

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities including M&E to be undertaken during the year towards stated CP outputs	Yr 1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr.1	Yr.2	Yr.3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
Baseline 2.4 UNDP currently does not support technical support for NDPC Indicator 2.4 No. of experts providing support to NDPC Target 2.4 Technical support provided from January to December 2016	2.4 Technical Support for NDPC 2.4.1 Engage a Macro-Economist 2.4.2 Engage Editor	X	X	X	X	30,000 18,000			NDPC	TRAC	Contractual Services, individual	48,000	48,000
UNDAF Output 11.2: Capacity of National institutions built to utilize disaggregated data for evidence-based development policy formulation, planning, and financial resource management	Subtotal											240,000	98,000
UNDP Strategic Plan Output 7.2 National data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and SDGs Baseline 9.1 No SDG strategy or baseline data for SDGs Indicator 9.1A No. of policy dialogues held which address challenges and gaps in implementation Indicator 9.1B No. of areas SDG strategies developed for with partnerships for implementation. Target 9.1A SDGs dashboard established and integrated into the one-stop shop Target 9.1B Baseline data collected for SADA zone for SDG strategies development.	UNDAF RESULT: 11.2 Enhanced capacity of key national planning, policy and data management institutions to formulate MDG and HD oriented policy, planning and economic management. 9.1 Joint consultations with NDPC and other stakeholders to localize SDGs for SADA zone; identify indicators, priorities and key interventions and partnerships; • Commission analytical review of SDG priorities and indicators and recommend priorities for stakeholder consultation; • Launch stakeholder sensitization and strategy meetings to identify SDG priorities and link with socio-economic transformation agenda; • Link with NDPC-led support to district on guidelines on LT & MT plans and integration of SDGs	X	X			50,000			SADA NDPC GSS	TRAC	Travel Consultant Contractual Services Printing Audiovisuals	35,000	

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities including M&E to be undertaken during the year towards stated CP outputs	Yr 1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr 1	Yr 2	Yr 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
	<p>9.2 Baseline indicators for the zone for purposes of monitoring the SDGs and mapping of who is doing what to contribute to implementation.</p> <ul style="list-style-type: none"> RCC & district level stakeholder meetings Field work and training for collection of baseline data in 63 districts; purchase of equipment as needed (e.g. phones/tablets as needed to complement contribution from Samsung and mobile lab from UNDP); 		X	X	X	400,000			SADA	TRAC	Contractual Services Travel	100,000	95,000
	<p>9.3 Updated one stop shop with SDG dashboard and related economic transformation data, maps and information.</p> <ul style="list-style-type: none"> Organization of partnership fora with philanthropy/private sector, development partners and young IT geeks/NGOs to contribute to and support data platform and partnerships for the SDGs; Develop five (5) regional information platforms to be linked to the SADA interactive platform with SDG dashboard; Development of SDG dashboard for the one-stop shop Integration of partnerships and interventions database (who is doing what 		X	X	X	100,000			SADA	TRAC	Contractual Services Travel	40,000	

EXPECTED CP OUTPUTS, and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	Yr.1 Q1	Yr.1 Q2	Yr.1 Q3	Yr.1 Q4	Yr. 1	Yr. 2	Yr. 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
	<ul style="list-style-type: none"> organized by SDGs and transformation agenda); Trainings of district level officers for updates for spatial and MIS data; Support for development of interactive applications and digital maps for the interactive web-based information repository with strong visualization capabilities; Validation and knowledge sharing workshops 		X	X	X	50,000			SADA	TRAC	Contractual Services Travel	25,000	
	<p>9.4 Policy and strategy dialogues and coordination and cooperation meetings to draw lessons learned and engage partners (including private sector and philanthropy) on SDG related interventions and transformation agenda;</p> <p>Provide training Support to enable Regional and District Economic Planning Officers to localize SDGs-planning framework into successive medium term plan</p>												95,000
	Subtotal											200,000	
UNDP Strategic Output 7.4. Enabled to gain equitable access to, and manage, ODA and other sources of global development financing	Activity 4.1: Support to Ministry of Finance to coordinate aid and development assistance												

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List - all activities including M&E to be undertaken during the year towards stated CP outputs	Yr 1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr 1	Yr 2	Yr 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
Baseline 4.1 Quarterly reviews held in 2015	4.1.1 Organize one inception meeting for all IRPs in UNDP procurement, audit and financial procedures and National execution to facilitate AWP delivery	X				15,000			MOF/UNDP	TRAC			
Indicator 4.1 No. of quarterly and Annual report produced in a timely fashion													
Indicator 4.1B No. of field missions carried out in 2016	4.1.2 Organize quarterly NSC meetings for IGC to monitor reports on programme delivery by RPs	X	X	X	X	5,000			MOF/UNDP	TRAC		5,000	
Indicator 4.1 C No of preparatory meetings organized	4.1.3 Undertake joint Field Monitoring to facilitate face-to-face meeting with programme beneficiaries	X	X	X	X	15,000			MOF/UNDP	TRAC		15,000	
Indicator 4.1.D No. of consultative and sensitization meetings held	KEY RESULTS 4.2 Improved Capacity for the Coordination of Development Effectiveness Mechanisms/Principles and enhanced knowledge sharing												
Target 4.1 AWP coordinated and implemented for enhanced development impact	4.2.1 Enhance capacity of UN Unit Staff in senior management capability, programme coordination, results based policy development, leadership and accountability, monitoring and evaluation		X	X	X	50,000			MOF/UNDP	TRAC		50,000	24,000
Baseline 4.3 Draft Ghana development Coordination Policy	4.2.2 Support MoF strategic coordination meetings					15,000						15,000	6,000
Indicator 4.3		X	X	X	X	15,000						10,000	

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities including M&E to be undertaken during the year towards stated CP outputs	Yr1 Q1	Yr 1 Q2	Yr.1 Q3	Yr.1 Q4	Yr.1	Yr.2	Yr.3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
Development Cooperation Policy availability Target 4.3 Development Cooperation Launched by June 2016	4.2.3 Cluster Retreat	X	X	X	X	15,000						10,000	
	4.2.4 Support the implementation of the Action Plans on the G-DPG	X	X	X	X	20,000						5,000	
	4.2.5 Support the implementation of the DaO Action Plan	X	X	X	X								
	KEY RESULTS 4.3 Coordinate participation in Development Cooperation												
	4.3.1 Participate in the SDGs Indicators Meeting	X	X	X	X	12,000			MOF/UNDP	TRAC			
4.3.2 Participate in National/Global/Regional Development Effectiveness meetings to enhance knowledge sharing	X	X	X	X	40,000			MOF/UNDP	TRAC		30,000	5,000	
4.3.3 Organize national consultations to collate national response and recommendation on the implementation of key development effectiveness agenda						35,000						20,000	30,000
4.3.4 Development, Publication and regional dissemination exercises for the Ghana Development Cooperation Policy	X					40,000			MOF/UNDP	TRAC		30,000	10,000
4.3.5 Conduct National Stakeholder consultations and sensitization for the localization of the Sustainable Development Goals	X	X	X	X	X	30,000			MOF/UNDP	TRAC			

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities including M&E to be undertaken during the year towards stated CP outputs	Yr 1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr 1	Yr 2	Yr 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
	4.3.6 Printing and dissemination of the Sustainable Development Goals and the Addis Ababa Agenda for Action	X	X	X	X	10,000			MOF/UNDP	TRAC		10,000	
	4.3.8 Programme Coordination Support			X		15,000			MOF/UNDP	TRAC			5,000
	4.3.9 Analytical Work related to financial issues					10,000							
	Subtotal											200,000	80,000
UNDAF OUTPUT 11.3 Technical and financial capacities of Metropolitan, Municipal District Assemblies (MMDAs) across the country strengthened to plan, deliver and manage socio-economic services and promote pro-poor economic development by 2016	Key Result 11.1 Improving Capacity for Increased Rural Farm hold Incomes												
Baseline 3.1 Basic access to improved sanitation for market women absent Indicator 3.1 No. of women who benefit Target 3.1 At least cover 3 markets	Market women initiative											150,000	
Baseline 3.2 Limited youth awareness about SDGs Indicator 3.2 No. of advocacy undertaken No. of IT solutions provided Target 3.2 Youth Advocated for the SDGs At least one IT solutions provided	3.1 Support to youth advocacy for SGDs Youth IT innovation solutions	X	X			50,000			YES Ghana; other youth groups	TRAC	Consultants Contractual services Travel	50,000 10,000	0,000
	Subtotal											210,000	0,000

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities including M&E to be undertaken during the year towards stated CP outputs	Yr 1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr 1	Yr 2	Yr 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
UNDP Strategic Output 7.3. National development plans to address poverty and inequality are sustainable and risk resilient	Key Result 11.2. Enhanced capacity of key national planning, policy and data management institutions to formulate MDG and HD oriented policy, planning and economic management					200,000	200,000		UNDP, UG	TRAC		50,000	20,000
Baseline 5.1 Few studies to inform policy-making informed on emerging issues Indicator 5.1 No. of studies carried out to inform policy options on emerging issues Target 5.1 At least 2 analytical works to inform policy and development planning	Activity 5.1: Rapid policy response: topical analytical research & strengthened in-house capacities for focus, for e.g., on domestic resource mobilization, new types of development finance and macroeconomic policies for inclusive and sustainable growth, tackling inequalities and promoting inclusive growth in light of the SDGs;					200,000						50,000	20,000
UNDP Strategic Plan Output 7.2. National data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and sustainable	Subtotal Activity 10.1 Support to MLNR & Minerals Commission to develop a Country Mining Vision & initiate related policy measures												
Baseline Absence of Country Mining Indicator Report on the CMV Process, Broad based CMV Document and Framework for implementation developed Target	10.1.1 Undertake a mining diagnostic and related analytical work to inform a High Level Roundtable 10.1.2 Integrate Extractives Sector Policy Priorities into the Development Plans and Strategies of Ghana		X			55,000			MLNR/MC	TRAC/ RSC	Consultants, workshops, printing	20,000	
10.1			X			30,000			MLNR/MC	RSC	Consultants, workshops, printing		

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List all activities including M&E to be undertaken during the year towards stated CP outputs	Yr 1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr. 1	Yr. 2	Yr. 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
Coordinated Approach to National Development Underpinned by Mining	10.1.3 Review of structures/agencies and institutional set up of the mining sector in Ghana and Build Capacity of key mining sector institutions to implement the CMV	X	X	X		55,000	110,000		MLNR/MC	RSC	Consultants, workshops, printing		
	10.1.4 Build a Robust M&E Framework for Ghana's CMV			X	X	50,000	100,000		MLNR/MC	RSC	Consultants, workshops, printing		
	Subtotal											20,000	0,000
*OVERALL OUTPUT (KEY RESULT): The monitoring of the implementation of His Excellency The President's Transformational Agenda and Priority Deliverables as stated in the annual State of the Nation Address.													
UNDP Strategic Plan Output 7.2. National data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and sustainable development goals.	KEY RESULT: 1. Enhanced capacities of MDAs for enhanced data management and analytical work to inform policy and planning aimed at promoting inclusive socio-economic growth.												
Baseline No Proper M&E of SONA available	Activity 11.1: Support to OOP to effectively monitor priority deliverables (e.g. SONA & transformation strategies)												
Indicator Timely availability of status of policy deliverables for Ghana	11.1 OPERATIONAL SETUP & SUPPORT A.1. Recruitment of Experts) Policy Expert *** M&E Expert** Development Communications Expert** ICT Expert*	X	X	X		70,000			OoP	TRAC	Contractual Services	40,000	10,000
Indicator Existence of an electronic national system platform to monitor SONA deliverables and coordination of reporting.													

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES List: all activities including M&E to be undertaken during the year towards stated CP outputs	Yr 1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr. 1	Yr. 2	Yr. 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
Target 11.1 Real time monitoring system for tracking SONA in place by 2016	A.2.Improvement of SONA interface and Reporting Format ICT Infrastructure Upgrades/Equipment Consolidation of Reporting Format across government	X	X	X									
	11.1.2 MONITORING Ministerial Self-Reporting Support in developing and orienting on report format and facilitating Ministerial self-reporting x 35 Ministries(to include OoP, OHCS etc., Ministers and Ministers at the Presidency) I. Field Monitoring by CSOs A.10 Regional field monitors B. Transport and Accommodation C. Equipment/ internet etc. II. Spot monitoring by OoP 10 regional spot visits 2x a year III. Crowdsourcing	X	X	X		175,000			OoP	TRAC	Travel Contractual Services	100,000	
	11.1.3 Influencers & programme management interactions/ coordination Meetings to review monitoring reports Agree on corrective actions Take corrective action and review corrective actions taken	X	X	X		70,000			OoP	TRAC	Contractual Services Travel	40,000	

EXPECTED CP OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	Yr 1 Q1	Yr 1 Q2	Yr 1 Q3	Yr 1 Q4	Yr. 1	Yr. 2	Yr. 3	RESPONSIBLE PARTY	Yr. 1 Source of Funds	Yr. 1 Budget Description	Yr. 1 Program Funding US\$	Allocated Funds
	Retreat and Workshop Expenses Accommodation, Transport etc.												
	11.1.4 Development communication, best practices & lessons learnt	X	X	X		35,000			OoP	TRAC	Contractual Services	20,000	
	Publication/dissemination of Best Practices and Lesson Learnt												
	Subtotal											200,000	0,000
Communications for development results	Communication advocacy and support to program	X	X	X	X					TRAC	Contractual services Travel		30,000
	Activity 8: Support for project implementation								UNDP	TRAC			
	NIM support								UNDP	TRAC		130,000	172,390
	Staff travel for meetings and regional UNDP fora											10,000	5,000
	Audit								UNDP	TRAC		12,000	10,000
	M&E and Communication								UNDP	TRAC		10,000	
	Direct project implementation cost (3%)								UNDP	TRAC		34,860	17610
	Contingency											5,000	
	Subtotal											191,860	235,000
	Total											1,201,860	587,000