



**PROJECT DOCUMENT**  
**[GHANA]**

**Project Title:** Promoting Inclusive Growth and Development  
**Project Number:** 00081826  
**Implementing Partner:** Ministry of Finance  
**Start Date:** 01/01/2017 **End Date:** 31/12/2017 **LPAC Meeting date:** 14/02/2017

**Brief Description**

*The 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 in the framework of implementing the SDGs; (ii) enhancing policy coherence in favour of an inclusive and sustainable structural/transformation agenda (encompassing a range of issues related to policy coherence such as financing, extractives, development cooperation, south-south and triangular cooperation, use of modelling tools but also other potential collaboration with SDC and support to government; and (iii) policy support for enhancing Human Development and Inequality Reduction (Inequality and poverty reduction as one of UNDP's signature areas for dedicated areas of focus for policy and interventions - youth, financial inclusion, access to social services, etc.*

UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017. UNDAF 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 UNDAF Output 11.2: Capacity of National institutions built to utilize disaggregated data, for evidenced-based development policy formulation, planning, and financial resource management.	<b>Total resources required:</b>	USD1,294,081.70		
	<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	USD 700,000	
		<b>Donor:</b>		
		<b>Donor:</b>		
		<b>Government:</b>		
		<b>In-Kind:</b>		
	<b>Unfunded:</b>	USD594,081.70		

**Agreed by (signatures):**

<b>Government/Implementing Partner</b>	<b>UNDP</b>
Director ERR-M, Ministry of Finance (MoF)	Country Director, United Nations Development Programme
Name: <u>MICHAEL AYERU</u>	Name: <u>DOMINIC SADI</u>
Sign:	Sign:
Date: <u>8/8/2017</u>	Date: <u>23/2/2017</u>

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## I. DEVELOPMENT CHALLENGE

Ghana has over the years recorded an impressive GDP growth rate averaging for about 5.5% for the past two decades. This has projected the country into a middle income status in 2010. However, in more recent years, growth has been declining due to stresses in Ghana's macroeconomic fundamentals and vulnerabilities in the global economic environment (e.g., falling commodity prices and slowdown in growth rates of major economies). GDP growth is noted to have contracted for the 5th consecutive year, most recently falling from 3.9% in 2015 to 3.3% in 2016.<sup>1</sup>

At the back of social investments and social protection programs for the poor, poverty levels have reduced considerably from 51.7% in 1992 to 31.9% in 2006 and further dropped to 24.2% in 2013. In the same vein, Ghana's Human Development Index improved and was 0.467 in 2010 through to 0.579 in 2015, an indication of improved health and education outcomes combining with sustain higher GDP growth. The growth elasticity of poverty, however, fell over the period 2006-2013 pointing to increased difficulties in maintaining the same rate of poverty reduction going forward if current trends continue.<sup>2</sup>

Ghana's track record is thus quite mixed. In spite of strong natural and human resources and investments, it also has a myriads of challenges as if it is a low income country. Key among the development challenges are challenges to its macroeconomic fundamentals and the widening inequalities in the country. For instance, inequality increased from 41.9% in 2005/06 to 42.3% in 2012/13 (GSS, GLSS VI, 2014). As evident from the past trend of rising inequality in Ghana, it implies that overtime Ghanaians are not benefiting evenly from the growth process. A significant contribution to inequality comes from spatial disparities. There exists gap between the south and north, where southern Ghana is well endowed, befitting from agglomeration factors and historical legacies amongst others as opposed to the north which has potential but needs critical investments to unleash it.<sup>3</sup> In addition, poverty is very much a rural phenomenon and inequality is also rising faster therein. Thus reducing inequalities between the south and north, and tackling rural poverty can help to address Ghana's uneven development and poverty conundrum, in its drive to become a middle income country.

Ghana has an excellent record of preparing medium term plans for the same period, and has been doing excellently well in data collection through surveys. This provides a strong backbone for a take-off through an evidence-based policy and decision making. The planning process in Ghana also has some challenges related to having adequate financial resources for implementation and organization of institutional resources at the national, sectoral and the local levels to ensure foresight and resilience in implementation and mainstreaming of the SDGs into these plans. Ghana has relatively good survey data but there is limited availability of critical administrative data for effective monitoring of development outcomes and, for that matter, for the SDGs. The implementation of the SDGs through the use of MAPS would provide the opportunity for overcoming some of these challenges and contribute to identifying strategic opportunities for multipliers and synergies across economic, social and environmental dimensions. Critical to this is not leaving anyone behind and ensuring sustainable and inclusive growth along the development journey of Ghana.

While Ghana is rightly focused on diversifying its economic base it would also do well to make the most of its commodities and natural resource base.<sup>4</sup> Ghana has noted the pivotal role of the African Mining Vision (AMV) and its action Plan which are aimed at promoting "transparent, equitable and optimal exploitation of mineral resources" in order to underpin "broad-based sustainable growth and

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<sup>1</sup> See AEO 2017 Ghana Country Note (forthcoming)

<sup>2</sup> See Cooke, E., Hague, S. and A. McKay. 2016. The Ghana Poverty and Inequality Report - Using the 6th Ghana Living Standards Survey.

<sup>3</sup> See AEO 2015 Ghana Country Note

<sup>4</sup> See AEO 2016 Ghana Country Note which underscores that Ghana's exports were dominated by three primary commodities: gold (32%), cocoa (24%) and oil (19%).

socio-economic development". Ghana, just as most developing countries, is yet to fully benefit from the extractives. To this end, the realization of the local content and the overarching country mining vision implementation is imperative to Ghana's development. There is also the need to enhance the profile, and improve the management of Neglected Development Minerals (industrial minerals; construction materials; dimension stones; and semi-precious stones). The often neglected and less regarded minerals have important implications for sustainable development to impact livelihoods.

## PAST COOPERATION, ISSUES, 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:

- 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;
- 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;
- Technical assistance, advisory assistance in support of the national decentralization agenda: e.g., key policy instruments and tools on Local economic development (LED);
- 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.

The following issues and lessons are learned"

- Effective implementation of the development plans at the national and sub-national levels is critical for delivering international commitments of the country including the SDGs but public resources for implementation continue to be constrained amongst others pointing to the potential usefulness of prioritizing catalytic and multiplier investments where possible and ensuring coordination in the activities across stakeholders. Implementing activities which are not in the development plans of MMDAs is still a persistent development coordinating issue at the sub-national level. These activities are normally implemented by NGOs, International organisations and some government sector agencies.
- Capacity development and retention overtime is prerequisite for achievement development outcomes particularly at the sub-national level. Through support from UNDP staff capacity has been enhanced in the effective implementation of development programme interventions However, the recent evaluation of UNDP's country programme notes the importance of going beyond funding of critical activities to assist partners with mainstreaming improvements in institutional processes, data availability and integrated ways of working to make more effective use of institutional capacities.
- The country's participation in international development discussions continue to deepen considering the sharing of development results achieved in country. Ghana plays important leadership roles in both regional and global fora. Going forward, given the changing nature of development cooperation for a lower middle income country such as Ghana there is scope for deepening new types of engagement, including of philanthropy and trade based assistance, as well as in engaging a broader range of stakeholders for institutional collaboration and support, especially in the context of the SDGs, particularly with regard to data issues.
- The monitoring and reporting on program implementation has also been very useful in helping to track the status of programs and activities. However, given the likely growing importance of administrative data, the importance of ensuring timely availability and
- The residential nature of the workshop helped to avoid lateness to the training centre and absenteeism

- Communication among and Partners continue to improve as a result of the information sharing among Partners and participation in meetings/workshops organized by RPs.

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## II. 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 and sustainable growth and human development can be mutually reinforcing and synergistic.

This thinking has guided the development of the 2017 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 last year of the current UNDAF (2012-2017) programming cycle, the UNDP support will seek to consolidate and build on the achievements of 2012-16, 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, particularly for data sharing as well as monitoring. It will also seek to explore opportunities to strengthen voice and accountability and civil society engagement, particularly of youth, in the context of the SDGs.

A number of developments taking place at the level of national policies and strategies set the framework for UNDP's support in this AWP and call for some flexibility. A new government has just taken over and will likely seek to tweak development programming in line with its vision for transformational development in Ghana. This is also the final year for Ghana's current medium term strategy, the GSGDA II (2014-2017). A new development strategy accompanied by a long term visioning process are under development. The AWP is thus called to contribute to the implementation of both the current GSGDA as well as to assist with the development of new development agenda items.

The GSGDA II 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".



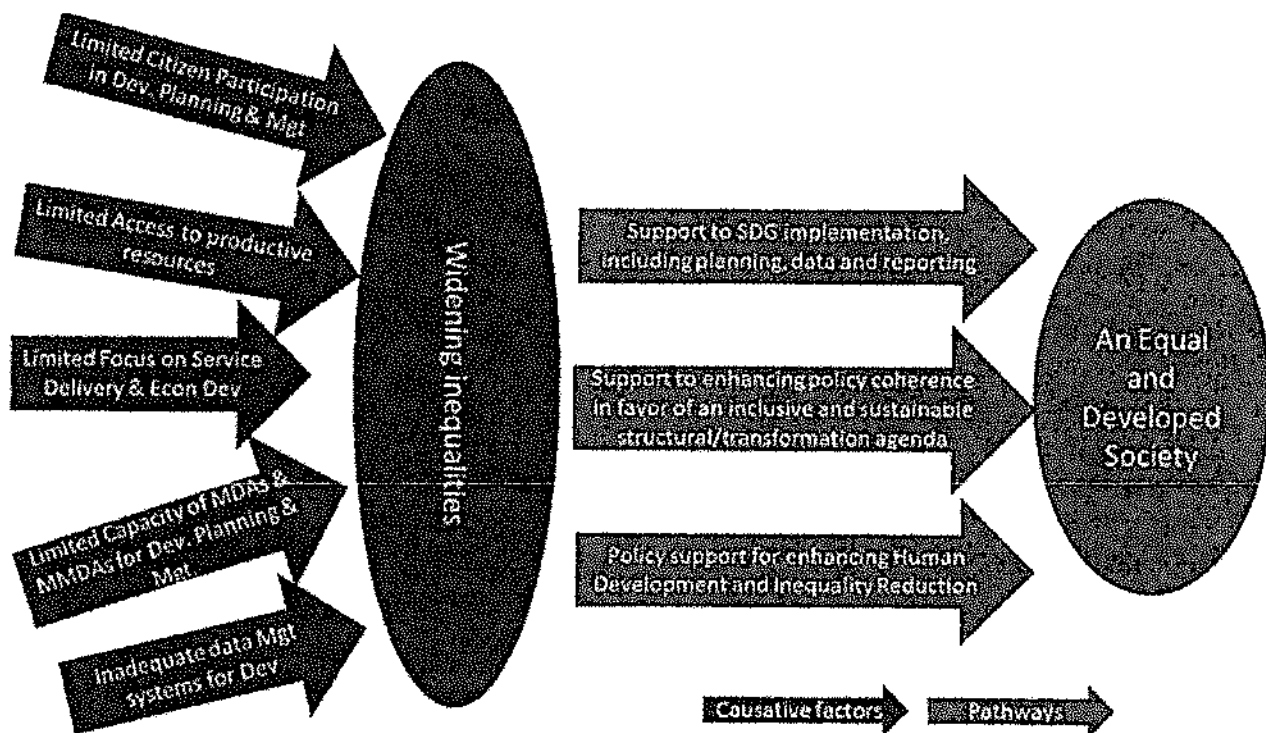
The GSGDA II (2014-17), and particularly the Coordinated Programme of Economic and Social Development Policies (2014-2020), also encompass a focus on promoting a transformation agenda, including identifying how Ghana can build on its extensive natural resource base.

In 2017, there will be a series of meetings and processes to prioritize, localize and report on the Sustainable Development Goals (SDGs) that Ghana will be participating in.<sup>5</sup> In this context there is a 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 poverty, inequality and means of implementation of the SDGs. These issues will be high on the agenda for a significant part of 2017. Further, 2017 will no doubt see much focus on localizing and mainstreaming of the SDGs into the nations long term plan which preparation started in 2015.

Building on programming focus areas from 2016, the proposed strategic areas of intervention for 2017 for the Inclusive Growth Cluster, thus include the following:

- Support to SDG implementation, including planning, data and reporting (looking at 1 all-inclusive item for SDG implementation)
- Support to enhancing policy coherence in favour of an inclusive and sustainable structural/transformation agenda (encompassing a range of issues related to policy coherence such as financing, extractives, development cooperation, south-south and triangular cooperation, use of modelling tools but also other potential collaboration with clusters within UNDP, e.g., Sustainable Development Cluster, and support to government).
- Policy support for enhancing Human Development and Inequality Reduction (Inequality and poverty reduction as one of UNDP's signature areas for dedicated areas of focus for policy and interventions - youth, financial inclusion, access to social services, reducing cost of housing etc.)

To this end, the TOC diagram depicts the causative factors of widening inequalities and pathways to achieve equal and developed society as follows:



<sup>5</sup> This includes national reviews which are expected to serve as a basis for the regular reviews by the high-level political forum (HLPF) which meets under the auspices of ECOSOC. See <https://sustainabledevelopment.un.org/hlpf>

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### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

The Inclusive Growth's work in 2017 is organized into three thematic areas (SDG implementation, policy coherence for inclusive and sustainable structural/transformation agenda, and policy and catalytic implementation support for human development). The expected result of the strategy is to ensure that we have equal and developed society in Ghana for human development and socio-economic transformation for all. This is based on the causative factors leading to widening inequalities and the identified pathways to achieving equal and developed society, as illustrated in the TOC above.

The three themes of the workplan are given below:

- Support to SDG implementation. This includes support to SADA for localizing the SDGs in the Northern Savannah Ecological Zone (NSEZ) and ensuring that poverty and inequality in that zone is reduced as compared to the south. It also encapsulates support to the medium term development plan and the long-term plan, as well as supporting data collection framework for the monitoring of the SDGs. It also covers advocacy for the SDGs implementation at all levels.
- Support to enhancing policy coherence in favour of an inclusive and sustainable structural/transformation agenda. This involves policy coherence issues related to financing for development; support CMV for development in line with the AMV; development cooperation and coordination for effective development; support for enhancing south-south and triangular cooperation for the benefit of Ghana and other sister countries; use of modelling tools and MAPS to support the implementation of the SDGs in a more integrated manner.
- **Policy support advocacy and strategic partnerships for enhancing Human Development and Inequality Reduction** (Inequality and poverty reduction as one of UNDP's signature areas for dedicated areas of focus for policy and interventions including issues of youth development, financial inclusion and innovative financing, access to social services, etc.

The focus of the strategy for the implementation of the 2017 AWP is to ensure a more coordinated approach to development by avoiding duplication, silos and disjointed activities that are not synergistic to one another. It is in this direction that concentration is mainly on SDGs implementation including planning and data collection, and policy support.

#### *Partnerships*

The AWP relies on the capacities and capabilities of data and planning institutions in the country, as well as the Minerals Commission (MC) for effectively ensuring that poverty levels are reduced and inequalities are bridged in the country through transformational development and integration of the integrated sustainable development agenda underlying the SDGs.

Towards this end, the AWP continues its engagement with key selected partners for 2017. Support to the Ghana Statistical Service would help to ensure that data is available for reporting on the SDGs, whilst that to the National Development Planning Commission (NDPC), and Savannah Accelerated Development Agenda (SADA) for the poorer NSEZ, would help to ensure that the SDGs are mainstreamed into national, sectoral and local level plans for poverty reduction and equitable development; support to the MC would help to address the CMV implementation and ensuring that the country benefits adequately from extractives activities (solid and oil/gas including neglected minerals).

The overarching position of policy coherence would be eminent in the scheme of things. This would ensure coherence, coordination and impact. Also, policy support would be evidence-based for impact. At the core of policy support would also be advocacy for policy coherence for sustainable transformation agenda, the SDGs and other development outcomes and strategic partnerships which can contribute to achieving these agendas as it is clear that the agenda involves the coordinated actions of various stakeholders and partners.

The latter partnership would embrace the academia, CSOs especially youth oriented ones such as YES-Ghana, CBOs, government institutions mentioned above, and the private sector such as Guinness Ghana Breweries Limited, a member of Diageo Plc.

### ***Risks and Assumptions***

Reforms and policy development processes will take some time to get underway after the installation of the new government in January 2017. UNDP is itself undergoing a process of internal transformation with a view to strengthening its human resource base and business processes. Capacity building for staff involved in the delivery of this AWP, at both the Implementing Partner and UNDP levels, will be needed.

**Management of risks:** This AWP requires that UNDP and its partners successfully navigate the politics behind the issues. A conscientious pursuit of the AWP and its Theory of Change through responsive and flexible engagement with the institutions of government will help mitigate many risks associated with this. It suffices to indicate that the AWP is drawn from the country's own development priority agendas and therefore would ensure buy-in and follow up for its implementation.

### ***Stakeholder Engagement***

The focus of this project is to support the fight against poverty and inequalities through improved policy support and SDGs implementation to ensure that no one is left behind. Key stakeholders working in these areas both in the public and CSO will be engaged throughout the process. The main target groups will be managers and staff of data and planning institutions as well as the general public, especially the poor and vulnerable in need of economic justice. UNDP will engage with partners working in the same area through the sector working group platform to maximize the achievement of results.

### ***South-South and Triangular Cooperation (SSC/TrC)***

The AWP seeks to ensure that Ghana learns from other Global South Countries in order to effectively implement the SDGs.

### ***Knowledge***

Knowledge products generated through policy dialogues and other engagements would be developed in 2017. These would then be disseminated widely among key stakeholders to give visibility to the project and also share lessons learned during the implementation of the project.

### ***Sustainability and Scaling Up***

This intervention was designed to evolve from identifying country priorities and building capacities and processes that would enhance prospects for sustainability. Thus from the outset, the issue of sustainability of results beyond the years underpinned the design and proposed implementation strategy. The project outputs as captured in the work plan are priorities of the country as captured in the Ghana Shared Growth Development Agenda II (GSGDA II) and also in the strategic and work plans of the various Government and Civil Society Partners. The activities implemented has a focus on strengthening the capacities of public institutions responsible for promoting human development, access social services, transparency and accountability to enable them continue to sustain the results in the absence of UNDP. This programme will also create platforms for partnerships and collaboration among key partners to strengthen the collaboration and cooperation among these agencies for the continuous sustenance of results beyond the span of the project.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

The project will leverage the collaborations and partnerships to be built through various platforms including the sector working groups to ensure that development partners will work together for cost effectiveness. At the core of it is to ensure that partner work in a coordinated manner to avoid existence of silos, and disjointed activities. Partners will therefore be encouraged to adopt cost effective approaches and methods in the implementation of the various activities in the workplan.

## V. RESULTS AND RESOURCES FRAMEWORK

UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017.				
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:				
UNDP Strategic Plan: Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles				
Project title and Atlas Project Number: Promoting Inclusive Growth and Development/00081826				
OUTPUTS	OUTPUT INDICATORS <sup>[1]</sup>	ACTIVITIES	ROLE OF PARTNERS	INPUTS
<b>Output 1: 2016 National Sustainable Development Goals (SDGs) Report prepared</b>	<b>Results Indicator 1.1</b> Number of National Sustainable Development Goals (SDGs) Report	<b>1.1.1 Activity:</b> Organise one-day inception meeting with 60 participants on preparation of 2016 National SDGs Report	National Development Planning Commission (NDPC) to partner Academia as lead for the preparation of the report.	Contractual Services \$1,137.50
	<b>Data Source:</b> MDAs and MMDAs Annual reports.	<b>1.1.2 Activity:</b> Collect data and draft Report	Ministries, Departments and Agencies (MDAs) to provide data for assessment.	Consultancy \$12,750
	<b>Frequency:</b> Bi-annually	<b>1.1.3 Activity:</b> Organise one day review meeting on the first draft with 60 participants	NDPC, MDAs, Development Partners and Consultant from Academia to review draft report.	Contractual Services \$1,137.50
	<b>Baseline (year):</b> No SDG report has been produced previously	<b>1.1.4 Activity:</b> Organise one day review meeting on the second draft with 60 participants	NDPC, MDAs, Development Partners and Consultant from Academia to review draft report.	Contractual Services \$1,137.50
	<b>Target (year):</b> Finalise SDG report by December 2017	<b>1.1.5 Activity:</b> Organise Technical editing retreat with 6 editors	Technical staff from NDPC and contracted editors to edit report	DSA 3,825.00



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OUTPUTS	OUTPUT INDICATORS[1]	ACTIVITIES	ROLE OF PARTNERS
		<p><b>1.1.6 Activity:</b> Print and distribute 1500 copies</p> <p><b>1.1.7 Activity:</b> Organise one day national launch of the 2016 National SDGs Report</p>	<p>Printing House to be engaged.</p> <p>Review findings Build consensus on way forward</p>
			<p>Contractual Services \$2,874.50 Technical Reviewers fees \$1,875 Communication cost \$1,250</p> <p>Printing Cost \$14,013.50</p>
			<b>Total Costs: \$40,000</b>
<b>Output 2:</b> Sector Medium-Term Development Plan (SMTDP) 2018--2021 prepared	<p><b>Results Indicator 2.1</b> Number of SMTDP 2018 – 2012 approved by NDPC by 2017.</p> <p><b>Data Source:</b> NDPC</p> <p><b>Frequency:</b> Every 4 years</p>	<p><b>2.1.1 Activity:</b> Organise 2 day orientation workshop for 350 participants on preparation of SMTDP 2018 –2012</p> <p><b>2.1.2 Activity:</b> Provide 15 man technical backstopping to SMTDP preparation team</p> <p><b>2.1.3 Activity:</b> Review, feedback and approve 70 SMTDPs</p>	<p>Ministries, Departments and Agencies (MDAs) to prepare their SMTDP 2018-2021</p> <p>NDPC Technical Staff to assist MDAs prepare their plans as well as prepare NDPC's own SMTDP 2018-2021</p> <p>Office of the President, Ministry of Finance, Office of Head of Civil Service and NDPC to approve plans for implementation</p>
			<p>Contractual services \$17,062.50</p> <p>DSA \$6,750</p> <p>DSA \$ 16,750</p> <p>Contractual Services \$4,437.50</p>

UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017.				
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UNDP Strategic Plan: Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles				
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OUTPUTS	OUTPUT INDICATORS[1]	ACTIVITIES	ROLE OF PARTNERS	INPUTS
	<p><b>Baseline (year):</b> Previous SMTDP was prepared in 2014</p> <p><b>Target (year):</b> 70 SMTDP approved by December 2017</p>			<p>Total Costs: \$45,000</p>
<p><b>Output 3:</b> District Medium-Term Development Plan (DMTDP) 2018 – 2021</p>	<p><b>Results Indicator 3.1</b> Number of DMTDP 2018 – 2012 approved by NDPC by 2017.</p> <p><b>Data Source:</b> NDPC</p> <p><b>Frequency:</b> Every 4 years</p> <p><b>Baseline (year):</b> Previous DMTDP was prepared in 2014</p> <p><b>Target (year):</b> 216 DMTDP approved by December 2017</p>	<p><b>3.1.1 Activity:</b> Organise 2 day orientation workshop for 1140 participants on preparation of DMTDP 2018 --2012</p> <p><b>3.1.2 Activity:</b> Provide 15 man technical backstopping to DMTDP preparation team</p> <p><b>3.1.3 Activity:</b> Review, feedback and approve 216 DMTDPs</p>	<p>NDPC to partner Metropolitan, Municipal and District Assemblies (MMDAs) Civil society and Development Partners.</p> <p>NDPC, Civil society and Development Partners to assist MMDAs to prepare their plans</p> <p>Office of the President, Ministry of Finance, Office of Head of Civil Service and NDPC to approve plans for implementation</p>	<p>DSA \$18,000</p> <p>Contractual Services \$6,750</p> <p>T&amp;T \$13,750</p> <p>DSA \$5,000</p> <p>Contractual services \$6,500</p> <p>Total Costs: \$50,000</p>

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OUTPUTS	OUTPUT INDICATORS[1]	ACTIVITIES	ROLE OF PARTNERS	INPUTS
<p><b>Output 4:</b> Provide Technical assistance</p>	<p><b>Results Indicator 4.1</b> Technical assistance provided to NDPC (4). <b>Data Source:</b> NDPC <b>Frequency:</b> Annual <b>Baseline (year):</b> two technical advisors were engaged in 2016 <b>Target (year):</b> 2017 enhance NDPC deliverables</p>	<p><b>4.1.1 Activity:</b> Engage 2 technical advisors to support the work of NDPC</p>	<p>Experts and Academia support the work of NDPC</p>	<p>Technical Advisors fees \$60,000</p>
<p><b>Output 5:</b> National data collection, measurement and analytical systems in place to monitor progress on the Sustainable Development Goals.</p>	<p><b>Results Indicator 5.1</b> MICS 6 clean data ready <b>Data Source:</b> GSS <b>Frequency:</b> Every 5 years <b>Baseline (year):</b> 2007 <b>Target (year):</b> 2017-MICS 7 Report prepared</p>	<p><b>5.1.1 Activity:</b> Conduct Multiply Indicator Cluster Survey Round Six (MICS 6)</p>	<p>Ghana Statistical Service (GSS) to engage resource persons to conduct training.</p>	<p>Total Costs: \$60,000</p> <p>Activity 5.1.1: Training of collectors, Listing of households @ \$100,000</p>
	<p><b>Results Indicator 5.2</b> Number of MDAs templates reviewed and harmonized <b>Data Source:</b> GSS <b>Frequency:</b> yearly <b>Baseline (year):</b> MDGs <b>Target (year):</b> Preparatory activities on SDGs data collection completed</p>	<p><b>5.1.2 Activity:</b> Review data and data collection templates of MDAs for collection of data for monitoring SDGs</p>	<p>GSS in partnership with MDAs and other institutions to review data template</p>	<p>Activity 5.1.2: Conference facility for 35 participants @ \$84,390</p>

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Project title and Atlas Project Number: Promoting Inclusive Growth and Development/00081826				
OUTPUTS	OUTPUT INDICATORS[1]	ACTIVITIES	ROLE OF PARTNERS	INPUTS
	<b>Results Indicator 5.3</b> Number of professional staff participated (2) <b>Data Source:</b> GSS <b>Frequency:</b> 2 <b>Baseline (year):</b> 4 staff in 2016 <b>Target (year):</b> Information on SDGs documented	<b>5.1.3 Activity:</b> Participate in 48th UN Statistical Commission conference on SDGs	GSS in conjunction with UN Statistical Commission	Activity 5.1.3: Airfare, DSA and Terminals @\$13,000  Total Costs: \$493,751
<b>Output 6:</b>	<b>Results Indicator 6.1</b> Number on inception meetings held (one)  <b>Data Source:</b> <b>Frequency:</b> <b>Baseline (year):</b> <b>Target (year):</b>	<b>6.1.1 Activity:</b> Organize one inception meeting for all I/RPs in UNDP procurement, audit and financial procedures and National execution to facilitate AWP delivery	Ministry of Finance (MOF)	Activity 6.1.1: \$5,000
	<b>Results Indicator 6.2</b> Number Of field monitoring undertaken ( three Field reports submitted)	<b>6.2.1 Activity:</b> Undertake Field Monitoring to facilitate face-to-face meeting with programme beneficiaries		Activity 6.2.1: \$15,000

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<p>UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017.</p> <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</p> <p>UNDP Strategic Plan: Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles</p> <p>Project title and Atlas Project Number: Promoting Inclusive Growth and Development/00081826</p>				
OUTPUTS	OUTPUT INDICATORS[1]	ACTIVITIES	ROLE OF PARTNERS	INPUTS
	<b>Data Source:</b>	<b>6.2.2 Activity:</b> Enhanced Capacity of Staff of the UN Unit in developing senior management capability programme coordination, Results based policy development, leadership and accountability and Monitoring and Evaluation	Ministry of Finance/UN Unit	Activity 6.2.2: \$25,000
	<b>Frequency:</b>	<b>6.2.3 Activity:</b> Cluster Retreat		Activity 6.2.3: \$15,000
	<b>Baseline (year):</b>			
	<b>Target (year):</b>			
	<b>Results Indicator 6.3</b> G-DPG action plan and DaO Action plan available	<b>6.3.1 Activity:</b> Support the implementation of the Action Plans on the G-DPG		Activity 6.3.1: \$20,000
	<b>Data Source:</b>	<b>6.3.2 Activity:</b> Support the implementation of the DaO Action Plan		Activity 6.3.2: \$15,000
	<b>Frequency:</b>			
	<b>Baseline (year):</b>			
	<b>Target (year):</b>			

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UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017.

Outcome indicators as stated in the Country Programme for Global/Regional] Results and Resources Framework, including baseline and targets:

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

Project title and Atlas Project Number: Promoting Inclusive Growth and Development/00081826

OUTPUTS	OUTPUT INDICATORS <sup>[1]</sup>	ACTIVITIES	ROLE OF PARTNERS	INPUTS
	<b>Results Indicator 6.4</b> <i>No. Of Meetings participated in and reports submitted</i>	<b>6.4.1 Activity:</b> Participate in National/Global/Regional Development Effectiveness meetings to enhance knowledge sharing (DCF, IATI, UN HLM, GDEPC, etc.)		<i>Activity 6.4.1 \$25,000</i>
	<b>Data Source:</b>	<b>6.4.2 Activity:</b> Organize national consultations to collate national response and recommendation on the implementation of key development effectiveness agenda		<i>Activity 6.4.2 \$50,000</i>
	<b>Frequency:</b>	<b>6.4.3 Activity:</b> Stakeholder Consultations, Publication and regional dissemination exercises for the Ghana Development Cooperation Policy		<i>Activity 6.4.3: \$25,000</i>

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<p>UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017.</p> <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</p> <p>UNDP Strategic Plan: Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles</p> <p>Project title and Atlas Project Number: Promoting Inclusive Growth and Development/00081826</p>				
OUTPUTS	OUTPUT INDICATORS[1]	ACTIVITIES	ROLE OF PARTNERS	INPUTS
	<p><b>Baseline (year):</b></p> <p><b>Target (year):</b></p>	<p><b>6.4.4 Activity:</b> Localization of the SDGs (localization and printing of icons, national stakeholder consultations and sensitization)</p> <p><b>6.4.5 Activity:</b> Programme Coordination Support</p>		<p>Activity 6.4.4: \$35,000</p> <p>Activity 6.4.5: \$15,000</p> <p>Total Costs: \$245,000</p>
<p><b>Output 7:</b> National data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and SDGs</p>	<p><b>Results Indicator 7.1</b></p> <p>1.1 M&amp;E Framework in place by end 2017</p> <p>1.2 Number of Institutions engaging with the OSSIP to inform decision-making by end 2017</p> <p>1.3 Number and quality of policy dialogues held in 2017</p> <p>1.4 Number of Local Experts in modelling within the NSEZ by end 2017</p> <p>1.5 Number and quality of communications products produced by end 2017</p>	<p><b>7.1 Activity:</b> Develop and implement an SDG-Enabled Framework for the Monitoring and Evaluation of the NSEZ Master Plan</p>	<p>RPCU, DPCU and UNICEF across the NSEZ on localized SDG-based indicators for the M&amp;E Plan;</p>	<p>Activity 7.1: Consultations, printing and 3 months monitoring = \$20,000</p>

UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

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

Project title and Atlas Project Number: Promoting Inclusive Growth and Development/00081826

OUTPUTS	OUTPUT INDICATORS[I]	ACTIVITIES	ROLE OF PARTNERS	INPUTS
	<p>1. <b>Data Source:</b> SDG-Based M&amp;E Framework for the SADA Master Plan.</p> <p>2. <i>The Interactive One-Stop Shop Information Platform.</i></p> <p>3. <i>Synthesis of Policy Dialogue Report.</i></p> <p>4. <i>Quarterly Report.</i></p> <p>5. <i>Documentaries &amp; Media Reports</i></p>	<p><b>7.2 Activity:</b> Finalize the building up of a One-Stop Shop Information Platform (OSSIP) with visualization capability including an SDG dashboard linked to the SADA Master Plan</p>	<p>SADA will work closely with the AITI-KACE to finalize and launch the OSSIP</p>	<p>Activity 7.2: Cost to AITI-KACE for phase #2=100,000</p>
	<p><b>Frequency:</b> Quarterly monitoring</p> <p>1. <b>Baseline (year):</b> Inexistence of SDGs dashboard to serve as information platform.</p> <p>2. No SDG strategy or baseline data for SDGs in the SADA Zone</p>	<p><b>7.3 Activity:</b> Hold at least 4 policy dialogues to address policy gaps to feed into policy advocacy to inform and promote the implementation of the Master Plan</p> <p><b>7.4 Activity:</b> Hold biannual dialogues to address the data gaps for sub-regional level monitoring of the SADA Master Plan</p>	<p>NDPC, GSS, LGS, on sub-national data gaps</p> <p>UDS and other Research Institutions including IFPRI, UNDP UNDESA, etc. to train local Modelers &amp; participate in policy dialogues</p>	<p>Activity 7.3: Accommodation, Conference facilities T&amp; publication @ \$10,000 /Dialogues3 = \$30,000</p> <p>Activity 7.3: Accommodation, Conference facilities T&amp;, publication @ \$10,000x 2 = \$20,000</p>

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UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017.				
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:				
UNDP Strategic Plan: Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles				
Project title and Atlas Project Number: Promoting Inclusive Growth and Development/00081826				
OUTPUTS	OUTPUT INDICATORS[1]	ACTIVITIES	ROLE OF PARTNERS	INPUTS
	<p><b>1.</b> Target (year): SDGs dashboard established and integrated into the one-stop shop</p> <p><b>2.</b> Baseline data collected for SADA zone for SDG strategies development</p>	<p><b>7.5 Activity:</b> Implement a robust Communications Strategy towards the implementation of the SADA Master Plan</p>	UNDP Communications Unit	<p>[ Activities 7.5.1 will include Technical support from UNDP in Kind]</p> <p>Activity 7.5.2: Publications, documentaries, town hall meetings, etc. = \$ 10,000</p> <p>Total Cost = \$ 190,000</p>
<p><b>Output 8:</b> Country Mining Vision in place and integrated into development plans and strategies of the country</p>	<p>Baseline 8.1: Absence of Country Mining Vision</p> <p>Indicator 8.1: Existence of draft CMV by end 2017</p> <p>Target 8.1: High-level roundtable held in 2017.</p> <p>Country diagnostic and scans completed by end 2016</p> <p>Draft CMV by end 2017</p> <p>Source: Quarterly and Annual Reports from Ministry of Lands &amp; Natural Resources</p>	<p><b>8.1 Activity:</b> Integrating Extractives Sector Policy Priorities into the Development Plans and Strategies of Ghana</p> <p><b>8.2 Activity:</b> 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</p> <p><b>8.3 Activity:</b> Build a Robust M&amp;E Framework for Ghana's CMV (Including Hard and Software Requirements)</p>	<p>Minerals Commission would lead the process of reviewing the status quo of mining situation in Ghana and ensure the development of the CMV.</p> <p>There would be support from Ministry of Lands and Natural Resources and other related MDAs and MIMDAs</p>	<p>Activity 8.1: review legislation and regulations, develop and align strategic plan to CMV and develop CMV action plan = \$40,000</p> <p>Activity 8.2: institutional review, capacity building and formulate communication strategy = \$45,000</p> <p>Activity 8.3: consultancy, hard and software = \$35,000</p> <p>Total Cost = \$120,000</p>

UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:  
 UNDP Strategic Plan: Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles

Project title and Atlas Project Number: Promoting Inclusive Growth and Development/00081826

OUTPUTS	OUTPUT INDICATORS[1]	ACTIVITIES	ROLE OF PARTNERS	INPUTS
Output 9: Support to youth advocacy for SGDs and Youth innovation solutions	<p>Baseline 9.2  <i>Limited youth awareness about SDGs</i></p> <p>Indicator 9.2  <i>No. of advocacy undertaken</i>  <i>No. of IT solutions provided</i></p> <p>Target 9.2  <i>Youth Advocated for the SDGs and at least one solutions provided</i></p>	<p><b>9.1 activity:</b> Organise SDG Youth Action Conference for 500 young leaders from across the country to learn and share their SDG action experiences by showcasing their projects and activities, highlighting successes and challenges, and also receiving feedback.</p> <p><b>9.2 Activity:</b> Conduct National and Global Engagements with SDG Community to facilitate partnership building, collective advocacy, leveraging support, and delivering stronger action</p> <p><b>9.3 Activity:</b> set up youth club and conduct competitions</p>	<p>YES-Ghana and other CSOs would support the advocacy and dissemination of the SDGs</p>	<p>9.1 Activity: \$20,000</p> <p>9.2 Activity \$20,000</p>
Output 10: Provision of Policy support and digital finance for	<p>Baseline 10.1  <i>Few studies to inform policy-making informed on emerging issues</i></p>	<p><b>10.1 Activity:</b> Rapid policy response: topical analytical research &amp; strengthened in-</p>	<p>UNDP with consultancy support to provide policy support to government.</p>	<p>9.3 Activity: = \$40,000            Total Cost = \$80,000</p> <p>10.1 Activity = \$50,000</p>



UNDAF Outcome 11: Ministries, Department Agencies, (MDAs) Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive socio-economic growth by 2017.				
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:				
UNDP Strategic Plan: Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles				
Project title and Atlas Project Number: Promoting Inclusive Growth and Development/00081826				
OUTPUTS	OUTPUT INDICATORS[1]	ACTIVITIES	ROLE OF PARTNERS	INPUTS
poverty and inequalities reduction	Indicator 10.1 No. of studies carried out to inform policy options on emerging issues  Target 10.1 At least 2 analytical works to inform policy and development planning	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.  10.2 Activity: support to digital finance for empowering women and poverty reduction	UNCDF to provide technical support and direction and UNDP to provide policy and financial support	10.2 Activity = \$50,000 Total Cost = \$100,000
Communications for development results	Communication advocacy and support to program		UNDP	50,000
Support for project implementation	NiM support		UNDP	172,390
	Staff travel for meetings and regional UNDP fora		UNDP	15,000
	Audit/M&E		UNDP	12,000
	Direct project implementation cost (3%)		UNDP	37,691.70
	<b>Subtotal</b>			<b>Total cost = \$287,081.70</b>
<b>Total</b>				<b>1,294,081.70</b>

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: *monitoring and evaluation plans should be adapted to project context, as needed*]

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency stated for each indicator in the RRF.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
<b>Project Review (Project Board)</b>	The Project Board will hold a project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

**Evaluation Plan<sup>6</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Mid-Term Evaluation	Ministry of Finance	7.2	11	December 2017	Ministry of Finance, UNDP	\$50,000, project budget

<sup>6</sup> Optional, if needed

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Amount	
<b>Output 1: 2016 National Sustainable Development Goals (SDGs) Report prepared</b> <b>Result indicator 1.1 Number of National Sustainable Development Goals (SDGs) Report</b> <b>Data Source: MDAs and MMDAs Annual reports. Frequency: Annually</b> <b>Baseline (year): No SDG report has been produced previously</b> <b>Target (year): finalise SDG report by December 2017</b>	1.1 Organise one-day inception meeting with 60 participants on preparation of 2016 National SDGs Report	X				NDPC, GSS, SADA, MoF	TRAC		
	1.2 Collect data and draft Report	X				NDPC, GSS, SADA, MoF	TRAC		
	1.3 Organise one day review meeting on the first draft with 60 participants	X				NDPC, GSS, SADA, MoF	TRAC		
	1.4 Activity Organise one day review meeting on the second draft with 60 participants			X		NDPC, GSS, SADA, MoF	TRAC		
	1.5 Organise Technical editing retreat with 6 editors			X		NDPC, GSS, SADA, MoF	TRAC		
	1.6 Print and distribute 1500 copies				X	NDPC, GSS, SADA, MoF	TRAC		
	1.7 Organise one day national launch of the 2016 National SDGs Report				X	NDPC, GSS, SADA, MoF	TRAC		
								40,000	
<b>Output 2: Sector Medium-Term Development Plan (SMTDP) 2018-2021 prepared</b> <b>Result indicator 2.1: Number of SMTDP 2018 - 2012 approved by NDPC by 2017. Data Source: NDPC</b> <b>Frequency: Every 4 years</b> <b>Baseline (year): Previous SMTDP was prepared in 2014</b> <b>Target (year): 70 SMTDP approved by December 2017</b>	2.1 Organise 3 day orientation workshop for 350 participants on preparation of SMTDP 2018 - 2012		X			NDPC, GSS, SADA, MoF, MDAs	TRAC		
	2.2 Provide 15 man technical backstopping to SMTDP preparation team		X			NDPC, GSS, SADA, MoF, MDAs	TRAC		
	2.3 Review, feedback and approve 70 SMTDPs				X		NDPC, GSS, SADA, MoF, MDAs	TRAC	
									45,000

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 3: District Medium-Term Development Plan (DMTDP) 2018 – 2021</b> <b>Results Indicator 3.1: Number of DMTDP 2018-2012 approved by NDPC. Data Source: NDPC. Frequency: Every 4 years</b> <b>Baseline (year): Previous DMTDP was prepared in 2014</b> <b>Target (year): 216 DMTDPs approved by December 2017</b>	3.1 Organise 3 day orientation workshop for 1140 participants on preparation of DMTDP 2018-2012	X				MMDAs, CSOs, Development partners, SADA, Yes Ghana	TRAC		
	3.2 Provide 15 man technical backstopping to DMTDP preparation team	X	X				TRAC		
	3.3. Review, feedback and approve 216 DMTDPs	X	X				TRAC		
50,000									
<b>Output 4: Technical assistance provided</b> <b>Results Indicator 4.1: Technical assistance provided to NDPC. Data Source: NDPC. Frequency: Annual</b> <b>Baseline (year): two technical advisors were engaged in 2016</b> <b>Target (year): enhance NDPC deliverables</b>	4.1. Engage 2 technical advisors to support the work of NDPC	X	X	X	X	NDPC, MoF	TRAC		60,000
	195,000								
<b>Output 5: National data collection, measurement and analytical systems</b>	1.1 Conduct Multiply Indicator Cluster Survey Round Six (MICS 6)	X	X			GSS	TRAC		100,000
	1.2 Review data and data collection templates of MDAs for collection of data for monitoring SDGs	X				GSS, MDAs	TRAC		84,390



EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<p>in place to monitor progress on the Sustainable Development Goals</p> <p><b>Result indicator 5.1:</b> MICS 6 clean data ready</p> <p><b>Data Source:</b> GSS</p> <p><b>Baseline (year):</b> Multiply Indicator Cluster Survey Round Five (MICS 5)</p> <p><b>Target (year):</b> MICS 7 Report prepared</p> <p><b>Result indicator 5.2:</b> Number of MDAs templates reviewed and harmonized</p> <p><b>Data Source:</b> GSS</p> <p><b>Baseline (year):</b> MDGs</p> <p><b>Target (year):</b> Preparatory activities on SDGs data collection completed</p> <p><b>Result indicator 5.3:</b> Number of professional staff participated (2)</p> <p><b>Data Source:</b> GSS</p> <p><b>Baseline (year):</b> Four staff in 2016</p> <p><b>Target (year):</b> Information on SDGs documented</p>	<p>1.3 Participate in 48th UN Statistical Commission conference on SDGs</p>						TRAC	13,000
								197,390
<p><b>Output 6:</b></p> <p><b>Results Indicator 1.1</b> Number on inception meetings held (1)</p>	<p>1.1 Organize one inception meeting for all IRPs in UNDP procurement, audit and financial procedures and National execution to facilitate AWP delivery</p> <p>2.1 Undertake Field Monitoring to facilitate face-to-face meeting with programme beneficiaries</p>			X			TRAC	5,000
			X				TRAC	15,000

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EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Results Indicator 2.1:</b> No. Of field monitoring undertaken ( 3 Field reports submitted) <b>Results Indicator 3.1:</b> G-DPG action plan available <b>Results Indicator 3.2:</b> DaO Action plan available <b>Results Indicator 4.1:</b> No. Of Meetings participated in and reports submitted <b>Target 4.2:</b> 4.2 Local Consultations organized and report presented <b>Target 4.3:</b> Draft Development Cooperation Policy document available <b>Target 4.4:</b> Finalized Development Cooperation Policy Available <b>Target 4.5:</b> No. Of consultations held	2.2 Enhanced Capacity of Staff of the UN Unit in developing senior management capability programme coordination, Results based policy development, leadership and accountability and Monitoring and Evaluation		X			MoF	TRAC	8,000	
	2.3 Unit Retreat	X				MoF	TRAC	10,000	
	3.1 Support the implementation of the Action Plans on the G-DPG	X	X	X	X	MoF	TRAC	8,000	
	3.2 Support the implementation of the DaO Action Plan	X	X	X	X	MoF	TRAC	5,000	
	4.1 Participate in National/Global/Regional Development Effectiveness meetings to enhance knowledge sharing (DCF, IATI, UN HLM, GDEPC, etc)	X	X	X	X	MoF	TRAC	25,000	
	4.2 Organize national consultations to collate national response and recommendation on the implementation of key development effectiveness agenda		X	X	X	MoF	TRAC	20,000	
	4.3 Stakeholder Consultations, Publication and regional dissemination exercises for the Ghana Development Cooperation Policy		X	X	X	MoF	TRAC	10,000	
	4.4 Localization of the SDGs (localization and printing of icons, national stakeholder consultations and sensitization)		X	X		MoF	TRAC	10,000	
	Programme Coordination Support	X	X	X	X	MoF	TRAC	9,000	
									125,000
	<b>Output 7:</b> National data collection, measurement and analytical systems in place to monitor progress on the post 2015 agenda and SDGs	7.1 Activity: Develop and implement an SDG-Enabled Framework for the Monitoring and Evaluation of the NSEZ Master Plan		X			RPCU, DPCU and UNICEF across the NSEZ on localized SDG-based indicators for the M&E Plan;	TRAC	20,000
	<b>Results Indicator 7.1:</b> 1.1 M&E Framework in place by end 2017								

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
1.2 Number of Institutions engaging with the OSSIP to inform decision-making by end 2017 1.3 Number and quality of policy dialogues held in 2017 1.4 Number of Local Experts in modelling within the NSEZ by end 2017 1.5 Number and quality of communications products produced by end 2017.	7.2 Activity: Finalize the building up of a One-Stop Shop Information Platform (OSSIP) with visualization capability including an SDG dashboard linked to the SADA Master Plan	X	X			SADA will work closely with the AITI-KACE to finalize and launch the OSSIP	TRAC	100,000
	7.3 Activity: Hold at least 4 policy dialogues to address policy gaps to feed into policy advocacy to inform and promote the implementation of the Master Plan	X	X	X	X	NDPC, GSS, LGS, on sub-national data gaps	TRAC	30,000
	7.4 Activity: Hold biannual dialogues to address the data gaps for sub-regional level monitoring of the SADA Master Plan	X	X		X	UNDP and other Research Institutions including IFPRI, UNDP UNDESA, etc.		20,000
	7.5 Activity: Implement a robust Communications Strategy towards the implementation of the SADA Master Plan	X			X	to train local Modelers & participate in policy dialogues UNDP Communications Unit		20,000
<b>Data Source:</b> 1. SDG-Based M&E Framework for the SADA Master Plan. 2. The One-Stop Shop Information Platform. 3. Synthesis of Policy Dialogue Report. 4. Quarterly Report. 5. Documentaries & Media Reports								
<b>Frequency: Quarterly monitoring</b> <b>Baseline (year):</b> 1. Inexistence of SDGs dashboard to serve as information platform. 2. No SDG strategy or baseline data for SDGs in the SADA Zone								
<b>Baseline (year):</b> 1. Inexistence of SDGs dashboard to serve as information platform. 2. No SDG strategy or baseline data for SDGs in the SADA Zone								
								190,000

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<b>Output 8:</b> Country Mining Vision in place and integrated into development plans and strategies of the country  <i>Baseline 8.1: Absence of Country Mining Vision</i>  <i>Indicator 8.1: Existence of draft CMV by end 2017</i>  <b>Target</b> <i>High-level roundtable held in 2017. Country diagnostic and scans completed by end 2016</i> <i>Draft CMV by end 2017</i>  <i>Source: Quarterly and Annual Reports from Ministry of Lands &amp; Natural Resources</i>	8.1 Activity: Integrating Extractives Sector Policy Priorities into the Development Plans and Strategies of Ghana		X	X	X	MC, MLNR	TRAC		\$40,000
	8.2 Activity: 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	MC, MLNR	TRAC		\$45,000
	8.3 Activity: Build a Robust M&E Framework for Ghana's CMV (Including Hard and Software Requirements)				X	MC, MLNR	TRAC		\$35,000
<b>Output 9:</b> Support to youth advocacy for SDGs and Youth innovation solutions  <b>Baseline 9.2</b> <i>Limited youth awareness about SDGs</i>	9.1 activity: Organise SDG Youth Action Conference for 500 young leaders from across the country to learn and share their SDG action experiences by showcasing their projects and activities, highlighting successes and challenges, and also receiving feedback.			X		Yes-Ghana CSOs,	TRAC		\$20,000

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
<b>Indicator 9.2</b> No. of advocacy undertaken No. of solutions provided	9.2 Activity: Conduct National and Global Engagements with SDG Community to facilitate partnership building, collective advocacy, leveraging support, and delivering stronger action		X	X		Yes-Ghana CSOs,	TRAC	\$20,000
<b>Target 9.2</b> Youth Advocated for the SDGs and at least one solutions provided	9.3 Activity: set up youth club and conduct competitions	X	X	X		Yes-Ghana CSOs,	TRAC	\$40,000
								\$80,000
<b>Output 10: Provision of Policy support and digital finance for poverty and inequalities reduction</b>	10.1 Activity: 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.		X	X	X	UNDP	TRAC	\$50,000
<b>Baseline 10.1</b> Few studies to inform policy-making informed on emerging issues	10.2 Activity: support to digital finance for empowering women and poverty reduction		X	X	X	UNCDP, UNDP	TRAC	\$50,000
<b>Indicator 10.1</b> No. of studies carried out to inform policy options on emerging issues			X	X	X			
<b>Target (year) 10.1</b> At least 2 analytical works to inform policy and development planning			X	X	X			
								\$100,000
<b>Communications for development results</b>	Communication advocacy and support to program	X	X	X	X	UNDP	TRAC	Contractual services Travel 50,000
<b>Support for project implementation</b>	NIM support					UNDP	TRAC	172,390
	Staff travel for meetings and regional UNDP fora					UNDP	TRAC	15,000



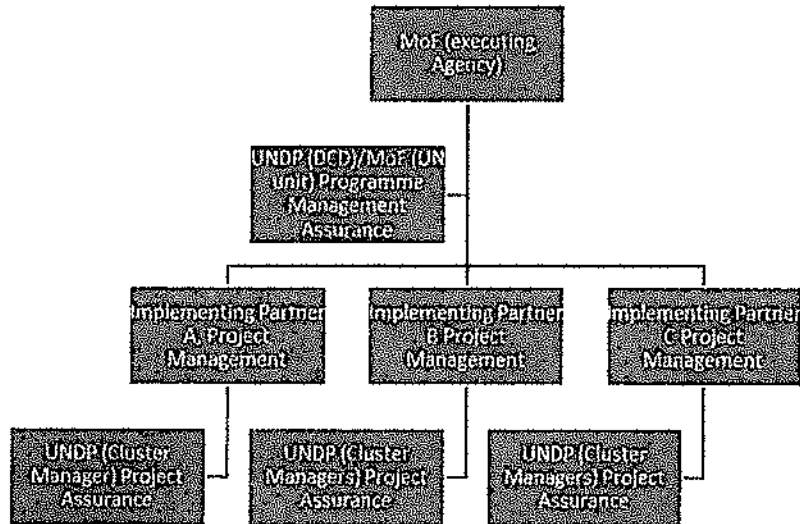
EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
	Audit/M&E					UNDP	TRAC		12,000
	Direct project implementation cost (3%)					UNDP	TRAC		37,691.70
	Subtotal								<b>287,081.70</b>
<b>Total</b>									<b>1,294,081.70</b>

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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 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 resources<sup>7</sup> 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.

<sup>7</sup> Prudent and proper use of resources refers to transparency, fairness and integrity in use of resources, compliance with administrative regulations and procedures, and attainment of best value for money.

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## IX. LEGAL CONTEXT

This document together with the UNDAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all UNDAP 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's custody rests with the implementing partner.

The implementing partner shall:

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant of the project 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-contract or sub-agreements entered into under the project.

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

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

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## X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** for projects \$500,000 or more [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant.
3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. **The project's first year detailed Annual Work Plan (AWP)**
6. **Project Board Terms of Reference and TORs of key management positions**