

# TRAC 2 SUBMISSION FORM

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

COUNTRY OFFICE: Ghana

## Purpose and Objectives

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**Purpose:**

Specify how the CO intends to use the TRAC2 funds

UNDP Ghana will use the TRAC II funds to strengthen UNDP's integrator role by enabling it to support activities across the SDG implementation spectrum in a coordinated way. The initiative will support real time engagement and collaborative joined up approaches and technical support for promoting coherence in planning and implementation. It will enable UNDP to (i) actively foster and fund selected joined up catalytic and strategic activities across the ecosystem rather than provide support at the individual institutional level; (ii) provide funding to 'seed' the development of a joint platform that addresses planning, implementation, reporting and partnerships.

The Integrated Platform will be co-designed with the various stakeholders and ministries and will provide a one-stop shop which builds on and links up various existing efforts, including UNDP's on-going collaborative support to NDPC, GSS, Ministry of Planning, MESTI and Energy Commission etc. The approach will be progressive. The CO will begin with contributing to joining-up efforts underway (e.g., on data in collaboration with GIZ but with an expanded scope through use of APIs, focus on interoperability and synergies); and then, resources permitting, extend to a more structured open source platform, such as the one in India which deploys AI and data intelligence to drive diagnostics and course-correction in strategies and programmes to meet the SDGs.<sup>[1]</sup>

*More specifically funds will be used to support the development of an SDG dashboard and related real-time engagement processes to strengthen:*

### 1. Strengthen collaboration and support mainstreaming and cross sectoral planning for policy coherence the SDGs

The National Development Planning Commission's (NDPC) leads on SDG Mainstreaming and it hosts the SDG Implementation Coordination Committee (which has representation from the CSO platform, the Private Sector Federation, and philanthropy). However, the ICC is not effectively resourced and appears to be mostly activity driven. While mainstreaming of SDGs is led by NDPC, there are parallel efforts taking place across different sector ministries and department agencies (MDAs) through support of different partners which are not synergized by the prevailing SDG coordination and implementation mechanisms. There are few knowledge hub where materials can be found (e.g., there is a climate hub), nor is there a formal mechanism for the development partners to engage and coordinate their support. There has been limited focus on ensuring policy coherence for the SDGs but going forward this appears to be a priority and the TRAC 2 funding would be most timely in this regard

### 2. Promote the integration of various data platforms and interoperability to more effectively ensure data for the SDGs

Various platforms in play/under development – e.g., a National SDG indicator tracking platform is being developed by Ghana Statistical Service (GSS); a database of Core District Indicators has been spearheaded by the Ministry of Local Government and Rural Development (MoLGRD); and a national M&E platform is expected to be developed by NDPC; and Ghana's open data platform is being revamped in an initiative led the Ministry of Communications. There are emerging efforts, in which UNDP has been centrally involved, to promote interconnection/integration and to ensure greater interoperability going forward so that Ghana will be able to tap into and combine different data sets to meet the ambitious data requirements of the SDGs.

### 3. Facilitate information and ecosystem platform support to better promote SDG-related financing, projects, partnerships and investment

The Ministry of Finance is in the process of finalizing a SDG Budget Baseline Report which seeks to track allocations by SDG and plans to host an investment fair later this year; the Ministry of Planning under the Office of the President, is interested in having a structured way of engaging with private sector and philanthropy; at the district level, the MoLGRD has set up a *Project/Programme Register*; and some ministries and department agencies (MDAs) have requested support to keep track of their projects and initiatives (e.g. Ministry of Science Technology and Innovation [MESTI] on sustainable development). Currently, many of the partnerships are developed on an ad hoc basis and conversations with investors and philanthropic partners point to the on-going difficulties in securing information on possibilities, government priorities and what is already underway which would enable them to better align their investments. Amongst others, UNDP will build on the government's flagship initiative 1 District 1 Factory (1D1F) and work and strategies to encourage investment on SDG priorities as well as its own engagements – e.g. the Ghana SDG Philanthropy Platform (global programme housed by UNDP Ghana) which is active in the Impact Investing Network in Ghana (PIING) and recent successful efforts by the Sustainable Development Cluster to match-make and de-risk private sector partnerships on renewable energy.

#### **Rationale for support**

Ghana has mainstreamed the SDGs into its national development framework, it recently launched its SDG Baseline Report and it will do a VNR at the HLPF in 2019; and there is an emerging focus on partnerships and innovation. Ghana has a setup a 3-tier coordinating structure for implementation and reporting which encompasses: (i) a High Level Ministerial Committee; (ii) a SDGs Implementation Coordination Committee (ICC) to strengthen cross-sectoral coordination and multi-stakeholder partnerships in the implementation, monitoring and evaluation of the SDGs and Agenda 2063 wherein the National Development Planning Commission (NDPC) serves as the secretariat to the committee; (iii) a Technical Committee which works with the ICC and is made of representatives of all ministries, departments and agencies (MDAs), selected civil society and private sector organisations. Following the organization of SDG Data Roadmap Forum in April 2017 led by Ghana Statistical Service and NDPC, there are concerted efforts to bring data users and producers together and to coordinate efforts going forward.

However, to date, as in other countries, such cross-ministerial structures and efforts have not necessarily resulted in strategic coordination or involved whole-of-government and multi-stakeholder approaches in planning and implementation. There is a proliferation of parallel initiatives for mainstreaming, reporting, implementation, and partnerships, driven to no small extent by the competition to attract resources to specific agencies and programmes in the context of significant fiscal constraints and declining aid in the context of Ghana's LMIC status. A strategic and prioritized SDG roadmap which could focus attention on ensuring resources to critical actors across the ecosystem is yet to be defined. Further, development partners do not have effective fora through which to coordinate their support to nationally defined priority activities for SDGs as a whole.

At the same time, there is some momentum in promoting joined up efforts. Under the new UN Development Partnership (UNSDP, 2018-22) delivering as one (DaO) and support to the SDGs is a priority. Related to this, UNDP's CPD (2018-22) advocates for whole of government and multi-stakeholder approaches (CPD para 13, 14, Output 3.6) and it has been engaged in several collaborative initiatives to support more joined-up approaches. The UN Data Group (chaired by UNDP) secured funding for FAO-UNDP-WFP initiative from DOCO's *Delivering Together for Sustainable Development Facility* (DTF) to promote joined-up use of ICTs by Ministry of Food and Agriculture (MoFA) and the National Disaster Management Organization (NADMO) to facilitate coordinated access to disaster risk reduction and agricultural data by agricultural

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

The proposed areas for support are well aligned to:

**SP Output: 2.2.1** Use of digital technologies and big data enabled for improved public services and other government functions;

**CPD Output 3.6:** National planning institutions, development authorities and statistical agencies effectively produce SDG-informed policies, plans and reports.

**TRAC II objectives:** UNDP is well positioned to facilitate joined-up support on the planning, financing and data dimensions in collaboration with other UN Agencies and partners. The joined-up SDG platform would enable the CO to deliver on the priority objectives related to:

1. **Strengthen UNDP's 'reform-readiness' by implementing major commitments in the SP that relate to the organisation's integrator function in the field** – support for joined up SDG support platform.
2. **Accelerate implementation of selected Signature Solutions** (specifically, signature solution 2 [2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions])
3. **Leverage partnership and resource mobilization.** Given the difficult resource mobilization context in LMIC Ghana, UNDP CO is exploring a variety of approaches to join-up resources for the SDGs. For example, as regards data, UNDP, UNICEF, the World Bank (geospatial platform) and GIZ are seeking to tap into their own institutional resources in a joined up collaborative way to complement to joint resource mobilization the UN Data Group. TRAC II resources being requested would allow UNDP to more effectively partner and raise additional resources for its various contributing activities in support of the SDGs where it has demonstrated both comparative and collaborative advantage

**Alignment with regional priorities:**

1. **SDGs and Agenda 2063**– The platform clearly addresses the various dimensions of the 2030 Agenda and Agenda 2063 and its seeks to facilitate integration and interaction across the goals.

2. **Innovative:** the multi-stakeholder one-stop shop solutions platform tries to address the various elements from a systems perspective to tackle information, coordination, capacity, knowledge gaps through connecting solution providers together;

3. **New ways of doing business:** the joined up platform would allow the resource-constrained government to coordinate and deliver better while stimulating private sector development and citizen engagement for the SDGs;

4. **South-South Exchange and focus on Replicability & Scalability:** the proposed platform can benefit from dashboard/platform developments being promoted by other Cos; what is developed in Ghana is also likely to be of interest to governments in many places. It will be developed on an open-source modular fashion to provide opportunities for adaptation.

5. **Catalytic with potential for resources mobilization especially from non-traditional donors:** the initiative is expected to crowd-in resources and provide partnership opportunities with non-traditional partners like philanthropy and the private sector in relation to the SDGs by facilitating access to critical information on priorities and who is already doing what and where; indicators pointing to areas of greatest need as well as a platform to track results

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

2018	<input type="text" value="50,000"/>
2019:	<input type="text" value="550,000"/>
Total:	<input type="text" value="600,000"/>

## Expected Results

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

### Resource Mobilization

Result 1

increased engagement and contribution by partners (traditional and non-traditional) for joined-up activities and partnerships for implementation in support of SDGs

Result 2

Potential cost savings and increased resources from partnerships and initiatives for the SDGs for Government

### Programme Results

Result 1

Innovative platform/dashboard developed connects key stakeholders to collaborate and engage on the SDGs

Result 2

Key databases and data/indicator platforms integrated, making it easier to find information at a lower cost and avoid duplication

Result 3

Integrated platform facilitates increased partnerships and investment for the SDGs

**Other Benefits:**

- SDG planning, implementation and reporting is made more coordinated and effective
- Culture and practice of collaboration strengthened across multiple stakeholders across SDG ecosystem in a context where there are challenges with regard to information sharing and collaboration.
- The open integrated dashboard approach to support SDGs across mainstreaming-planning-implementation-reporting-financing and partnerships once tested can be adapted and replicated in other countries
- UNDP's collaborative advantage strengthened with regard to being able to promote joined up support to SDG integration and implementation and action-oriented engagement of partners.

**Indicators of Success**

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

Indicator:	Resources mobilized for SDG activities from traditional and non-traditional partners
Baseline:	0
Target:	600000
Source of data:	UNDP, SDG Platform
Timeline for target:	End 2019
Indicator:	Number of key databases integrated into the platform/dashboard
Baseline:	0
Target:	3
Source of data:	UNDP, SDG Platform
Timeline for target:	End 2019
Indicator:	Co-designed advocacy and technical analysis developed to promote policy coherence
Baseline:	unknown
Target:	3
Source of data:	SDG Platform
Timeline for target:	end 2019

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

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

<i>Activity Description</i>	<i>Activity Cost</i>	<i>Time Line</i>
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	Activity Description	Activity Cost	Time Line
Activity 1	<p><b>Strengthen cross sectoral planning for policy coherence the SDGs and make information available through the dashboard</b></p> <p><b>1.1</b> For the 1<sup>st</sup> component of the dashboard, develop a collaborative space to share materials, facilitate exchange, coordinate trainings and support coherence building processes across NDCs and SDG related processes amongst others (\$25,000)</p> <p><b>1.2</b> Organize key technical meetings as well as high level policy fora and support work of key government coordinating entities focused on policy coherence as needed (\$40,000)</p> <p><b>1.3</b> Undertake selected technical studies or analyses to inform integrated actions that can accelerate SDG achievement and operationalize equity to ensure no one is left behind (\$40,000)</p> <p><b>1.4</b> Co-design training and communication materials on selected themes to promote policy coherence across priority SDGs, etc. and to promote SDG informed integrated strategies (\$25,000)</p>	130,000	All completed by end 2019
Activity 2	<p><b>2. Integrate data platforms and promote interoperability to more effectively ensure data for the SDGs in the dashboard</b></p> <p><b>2.1</b> Support to the work (i.e., meetings, analyses) of SDG Data Roadmap Teams focused on improving quality of administrative data collection, data disaggregation; geospatial data, open data, interoperability (\$30,000)</p> <p><b>2.2</b> Organize technical and thematic meetings as relevant for MDAs as well as MMDAs to focus on/promote interoperability and to demonstrate the value of being able to join up existing datasets and leverage new types of data and technologies and engage new types of actors (\$30,000)</p> <p><b>2.3</b> Support and collaborate with MoGCSP, GSS and others to operationalize the data strategy for priority gender statistics (this follows the 2017 Assessment done at MDA and District levels and the Five-Year Strategic Plan on Gender Statistics (2018-2022)) in an interoperable way to facilitate reporting, analysis, advocacy and accountability (\$50,000)</p> <p><b>2.4</b> Support NDPC and GSS to lead on data collection and reporting activities with MDAs in relation to national SDG Reporting and Ghana's Voluntary National Review at the HLPF in 2019 (80,000);</p> <p><b>2.5 1st phase of the SDG Dashboard development:</b> support for co-design activities and technical work for the development or adaptation of existing dashboard/platforms: i.e., integration of various indicator tracking and reporting platforms for M&amp;E (national and district level) through a focus on interoperability and use of APIs amongst others (\$30,000)</p> <p><b>2.6 2nd phase of the SDG Dashboard:</b> co-designing of activities to support for the incorporation of data intelligence and AI functionality to address policy questions and facilitate course correction; , South-South engagement with India CO and others on experience, lessons, and effective approaches (\$50,000)</p>	240,000	By end 2019

	Activity Description	Activity Cost	Time Line
Activity 3	<p><b>Integrate SDG related financing, projects, partnerships and investments taking place at MDA and MMDA level into the SDG Dashboard</b></p> <p>3.1 Co-design and develop/adapt and pilot (with MESTI) an integrated project management system /dashboard to manage partnerships and projects for the SDGs and climate change (linked to government's SDG budget and expenditure tracking and development cooperation systems); South-South exchange with Rwanda, Uganda, Chad and other COs in Asia and Africa that have implemented/are interested in implementing similar initiatives (\$40,000)</p> <p>3.2 Co design and develop/adapt an Integrated district information system component to facilitate the integration of MoLGRD's district project/programme and with information on local resources, priorities, investment opportunities (link to flagship programmes such as 1D1F) and initiatives and SDG indicators amongst others to facilitate a composite picture of resource flows to government priorities and SDGs and impacts as reflected in the indicators (\$30,000)</p> <p>3.3 <b>Municipal Finance:</b> Linked to the above, but implemented together with UNCDF, (building on the existing joint efforts and drawing on the comparative advantage of UNCDF technical capacities on municipal finance), pilot system to help municipalities tap into new and innovative financing instruments including grants, loans and guarantees to unlock domestic financial resources from private sector and commercial banks for municipalities. [1] (\$50,000)</p> <p>3.4 Co-design partnerships and investment strategy in support of priority SDGs to tap into new and innovative financing instruments including impact investments, philanthropic grants, socially responsible investments for the SDGs; support to pitch initiatives and to investment fairs organized by the MoF and other ministries/partners (\$80,000)</p> <p>3.5 Participate in SDG-related fora, respond to priority events and provide communication support on the SDGs (\$30,000)</p> <p>[1] UNCDF has piloted financing instruments for municipalities in other countries; innovative tools and instruments from these experiences will be adopted to the country context.</p>	230,000	Completed by end 2019

**Key Partners:**

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

Partner	Role Description
National Development Planning Commission	Implementation partner
Ghana Statistical Service	Implementation partner
Ministry of Local Government and Rural De...	Implementation partner
Ministry of Science, Technology and Innova...	Implementation partner
Ministry of Gender, Children and Social Pro...	Implementation partner
Ministry of Finance	Implementation partner
Selected MMDAs	Collaborating Partner
SDG Civil Society Platform	Implementing Partner
SDG Philanthropy Platform/PIING	Implementing Partner
SDG Advisory Unit, Office of the President	Collaborating Partner
Ministry of Trade and Industry	Collaborating Partner

Partner	Role Description
Ministry of Communication	Collaborating Partner
GIZ	Collaborating Partner
Impact Hub	Technical Partner
AITI-KACE	Technical Partner
Telcom service providers and foundations	Collaborating Partner
UN Data Group	Collaborating Partner
UN Gender Team	Collaborating Partner

**Risks:**

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

Risk Areas	Potential Risks	Rating	Mitigation Strategies
Financial	<ul style="list-style-type: none"> <li>• Unforeseen expenses</li> <li>• Inflation / foreign exchange fluctuations</li> </ul>	Low	<ul style="list-style-type: none"> <li>• Timely monitoring and evaluation throughout project period</li> <li>• Consistent focus on building partnerships, linking to on-going projects/initiatives and cost-sharing</li> </ul>
Operational	<ul style="list-style-type: none"> <li>• Lack of timely access to data from partners;</li> <li>• Platform development delays/challenges</li> <li>• Technical papers</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Consistent outreach and engagement with partners</li> <li>• Proactive outreach to COs which have worked on similar issues and Yammer to identify lessons, promising approaches and mitigation measures</li> <li>• Leverage joint LTAs and agreements where appropriate</li> </ul>
Technical	<ul style="list-style-type: none"> <li>• Limited knowledge and experience with new approaches to use of APIs and other tools to facilitate integration</li> <li>• Poor connectivity at district levels</li> <li>• Limited access to ICT equipment and skills in various districts</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Advocacy and user-friendly knowledge sharing of issues and experiences</li> <li>• Engagement with Telcom agencies</li> <li>• Engagement with MoC/NITA and development partners supporting digital modernization initiatives (e.g. World Bank)</li> </ul>
Governance and sustainability	<ul style="list-style-type: none"> <li>• Challenges with establishing collaborative governance/platform approaches</li> <li>• Competing commitments /initiatives which impact engagement</li> <li>• Sustainability of governance/management arrangements when there is no more funding</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Strategic focus on demonstration of concrete value-added emanating from joined up approach early in the initiative</li> <li>• Strong focus on identifying value proposition for each of the partners and developing a good theory of change</li> <li>• Proactive focus on building partnerships and ensuring visibility for partners</li> </ul>

**Contacts****CO Focal Points**

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<b>Document submission status</b> <input type="radio"/> Draft <input checked="" type="radio"/> Document is final