

## Summary of Revisions Made in the Final Joint Programme Document

Country name: Ghana

Joint Programme Title: Accelerating attainment of SDG in Ghana

No	Comments from Joint SDG Fund evaluators (see checklist for quality assurance)	Notes from UNCT about how and where in the JP document (e.g. page number) the comments have been addressed
1	<i>In Annex 5 – Risk Management Plan, mitigating measures of the impact of Covid-19 (with highest risk level) need further elaboration and concrete action points</i>	<p><i>Based on the containment measures taken so far by the government, we reassessed the risk level and stepped it down from 'highest risk level at 5' to 'possible and moderate at 3'.</i></p> <p><i>We also expanded the risk mitigation measures on the covid19-related risks into five short paragraphs highlighting the concrete mitigation measures UNCT will be taking pages 39 – 41.</i></p>
2		<p><i>UNCT also revisited the work plan and related budget (on page 36) to suit PUNOs' required commitments for effective implementation and achievement of joint project results. This resulted in a slight change and request for special disbursement dispensation by RC</i></p>

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# Joint SDG Fund – 2nd Call on SDG Financing – Component 1

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## Joint Programme Document – UNCT Ghana

### A. COVER PAGE

- 1. Fund Name:** Joint SDG Fund
- 2. MPTFO Project Reference Number:**
- 3. Joint programme title:** Accelerating attainment of SDG in Ghana
- 4. Short title:** GHANA SDG ACCELERATE JOINT PROGRAMME
- 5. Country and region:** Ghana, West Africa
- 6. Resident Coordinator:** Charles Paul Iheanacho Abani
- 7. UN Joint Programme focal point:** Gita Welch, UNDP Resident Representative – Ghana, gita.welch@undp.org
- 8. Government Joint Programme focal point:** *(name, organization and contact email)*
- 9. Short description** *(1-2 paragraphs on expected results):*

The purpose of this joint effort is to consolidate SDG financing initiatives and deepen gender-responsive SDG budgeting and accountability for results in Ghana. Ghana is an INFF pioneer country. It has also established sufficient building blocks for transforming the SDG Financing architecture in this decade of action for SDGs. For instance, Ghana has established an SDG Delivery Fund, is exploring SDG-related bonds, established CEO Advisory Group, an SDG Investment Fair and SDG Philanthropy Platform. Ghana has also initiated SDG budgeting and accountability. The expansion to districts, which are administrative planning units, has also started. This joint effort will further connect planning and financing systems, while at the same time furthering public and private collaboration. It will also, especially in districts, strengthen traditional systems of revenue collection such as 'Leave No One Behind' responsive taxation. Finally, the joint effort will enable the Government of Ghana implement systems and frameworks for SDG Financing, SDG Budgeting and Accountability for SDG results.
- 10. Keywords** *(5-8, to be used for search in Gateway 2.0):* SDG Financing, SDG Budgeting, Accountability for SDG results, Local Economies, Systems, Frameworks

## 11. Overview of budget *(based on the detailed budget in the annex):*

<b>Joint SDG Fund contribution</b>	<b>US\$1,000,000</b>
Co-funding UNDP Ghana (Regular Resources Funding)	US\$900,000
Co-funding UNICEF Ghana (Regular Resources Funding)	US\$250,000
Co-funding UNICEF Ghana (Regular Resources Funding)	US\$150,000
<b>TOTAL</b>	<b>US\$2,300,000</b>

## 12. Timeframe:

Start date	End date	Duration (in months)
July 2020	June 2022	24 months

## 13. Gender Marker:

*(the overall score (0-3) based on the Gender Marker Matrix in the annex. See instruction on Gender matrix preparation)*

The overall score of the Joint Programme is: 3.

## 14. Participating UN Organizations (PUNO) and Partners:

*(List all entities involved in implementation with organization, Last Name, First Name, Position, e-mail, telephone)*

### 14.1 PUNO

- **Convening agency (PUNO1): UNDP**
- **PUNO 2: UNICEF**
- **PUNO 3: UNOPS**
- **PUNO 4: WHO**

### 14.2 Partners

- National authorities:
  - Office of the President of Ghana
  - Ministry of Finance
  - Ministry of Planning
  - National Development Planning Commission
  - Ministry of Health
  - Ministry of Education
  - Ministry of Gender, Children and Social Protection
  - Ministry of Special Development Initiatives
  - Ministry of Local Governments and Rural Development
- Platforms:
  - SDGs Implementation Coordination Committee
  - Civil Society Organizations Platform on SDGs of Ghana
- Private sector:
  - Ghana Chamber of Commerce and Industry
  - Association of Ghana Industries
  - Ghana Club 100
- International Financial Institutions: World Bank, IMF, IFC.
- Other partners / international donors:
  - World Economic Forum
  - EU, EC
  - Government of Canada
  - DFID
  - GIZ
  - Norwegian Development Cooperation
  - USAID

**SIGNATURE PAGE**

[Complete the table below, have it signed, scan, and insert it into the ProDoc]

<p><b>Resident Coordinator:</b></p> <p>Charles Paul Iheanacho Abani RC, UNCT Ghana</p> <p>Date and Signature  18/06/2020</p>	<p><b>National Coordinating Authority</b></p> <p>Ministry of Planning</p> <p>Mrs. Marian Kpakpah <a href="mailto:marian.kpakpah@mop.gov.gh">marian.kpakpah@mop.gov.gh</a></p>
<p><b>Participating UN Organization (lead/convening)</b></p> <p>UNDP Ghana: Gita Welch, <a href="mailto:gita.welch@undp.org">gita.welch@undp.org</a> UNDP Resident Representative - Ghana</p> <p>Date: 18/6/20</p> <p>Signature and seal:  </p>	<p>Chief Director, Ministry of Planning</p> <p>Date: 19/06/2020</p> <p> Signature and Seal:</p>
<p><b>Participating UN Organization</b></p> <p>UNICEF Ghana: Anne-Claire Dufay Demoulin Resident Representative</p> <p>Date 18/6/2020</p> <p>Signature and seal  </p>	
<p><b>Participating UN Organization</b></p> <p>UNOPS Ghana: Ifeoma Charles-Monwuba, <a href="mailto:ifeomacm@unops.org">ifeomacm@unops.org</a> Director/Representative UNOPS Ghana Multi-country Office (Gambia, Ghana, Liberia, Nigeria &amp; Sierra Leone)</p> <p>Date: 18/06/2020</p> <p>Signature and seal  </p>	
<p><b>Participating UN Organization</b></p> <p>WHO Dr. Neema Rusibamayila KIMAMBO, <a href="mailto:kimambon@who.int">kimambon@who.int</a> WHO Country Representative a.i</p> <p>Date: 18/6/2020</p> <p>Signature and seal  </p>	

## B. STRATEGIC FRAMEWORK

### 1. Call for Concept Notes: SDG Financing (2/2019) – Component 1

#### 2. Programme Outcome:

- Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)

#### 3. UNDAF Outcomes and Outputs

3.1 **Outcomes** from Ghana & United Nations Sustainable Development Partnership (UNSDP) 2018 – 2022:

- Result Area 2: Social Investment in People
  - o Outcome 3: Government of Ghana delivers equitable, quality and financially sustainable social services.
  - o Outcome 4: Marginalized and vulnerable populations demand and utilize social services.
- Result Area 3: Protected and Safe Environment
  - o Outcome 6: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience.
- Result Area 4: Inclusive, Accountable Governance
  - o Outcome 7: Transparent, accountable institutions at all levels that protect the rights of all people.

3.2 **Outputs** from Ghana & United Nations Sustainable Development Partnership (UNSDP) 2018 – 2022

- Outcome 3:
  - o 3.1. The Government and stakeholders are equipped with relevant advice, knowledge and skills to strengthen **health systems** for the delivery of quality health and nutrition services, including more sustainable financial and human resource systems;
  - o 3.6. Institutions in education sector have greater capacity to deliver better learning achievement at basic and junior high school levels; and
  - o 3.7. The Government has the technical and financial capability to scale up social protection policies and mechanisms and improve the efficiency, equitable availability and financial sustainability of their implementation.
- Outcome 4:
  - o 4.1. Marginalized and vulnerable populations have greater capacity to demand and use health and nutrition services and improve their dietary nutrition;
  - o 4.2. The education system is better able to implement measures to ensure that more girls and boys complete quality basic education and to overcome the particular barriers confronting adolescent girls;
- Outcome 7:
  - o 7.1. Governance institutions have better tools to improve effectiveness, transparency, equitability and gender-sensitivity in implementing policies and programmes and guaranteeing the rights of all;
  - o 7.6. National planning institutions, development authorities and statistical agencies at all levels have better capability to generate and use disaggregated data for policy, planning, and SDG implementation and reporting; and

- 7.7. Civil society has improved capability to mobilize in demanding transparency, responsiveness and accountability from public institutions, in particular in attaining the SDGs in Ghana.

**4. SDG Targets directly addressed by the Joint Programme** *(for each goal/target there will be a requirement to measure progress-please select targets from SDG 17 and add from other SDGs as relevant)*

**4.1 List of goals and targets**

SDG Targets	SDG Indicators	Targets
SDG 1: End poverty in all its forms everywhere		
1.4.1	Proportion of population living in households with access to basic services	
SDG 3: Ensure healthy lives and promote wellbeing for all at all ages		
3.8.2	Proportion of population with large household expenditures on health as a share of total household expenditure or income	
3.c.1	Health worker density and distribution	
SDG5: Achieve gender equality and empower all women and girls		
5.A.1	Proportion of women with access to financial services	SDG 10 – growth in ODA and other financing in line with national plans
SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all		
7.A.1	International financial flows to developing countries in support of clean energy research and development and renewable energy production, including in hybrid systems	
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		
8.10.2	Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider	
SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		
9.3.2	Proportion of small-scale industries with a loan or line of credit	SDG 15 – financing for biodiversity, ecosystems and forest management
9.A.1	Total official international support (official development assistance plus other official flows) to infrastructure	
SDG 10: Reduce inequality within and among countries		
10.B.1	Total resource flows for development, by recipient and donor countries and type of flow (e.g. official development assistance, foreign direct investment and other flows)	

SDG Targets	SDG Indicators	Targets
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable		
11.C.1	Proportion of financial support to the least developed countries that is allocated to the construction and retrofitting of sustainable, resilient and resource-efficient buildings utilizing local materials	
SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		
15.B.1	Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems	
SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		
16.4.1	Total value of inward and outward illicit financial flows (in current United States dollars)	
SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development		
17.3.2	Volume of remittances (in United States dollars) as a proportion of total GDP	
17.17.1	Amount of United States dollars committed to public-private and civil society partnerships	

**4.2 Expected SDG impact** *(descriptive 1 paragraph summarizing the expected contribution to the achievement of the SDGs)*

The SDG impact will be that Ghana will consolidate SDG financing initiatives, deepen its gender-responsive SDG budgeting and accountability for results. This will increase financing and efficiency in allocation of resources to prioritized SDGs in a systematic, coherent and sustainable manner.

**5. Relevant objective(s) from the national SDG framework** *(max 5; indicate source)*

Government has mainstreamed the SDGs into the national medium-term development plan as well as district development plans, notably:

- Economic Development (2, 8, 9, 13, 16, 17);
- Social Development (1, 2, 3, 4, 5, 6, 10);
- Environmental, Infrastructure and Human Settlement (6, 7, 9, 11, 12, 13, 14, 15);
- Governance, Corruption and Public Accountability (8, 16) and
- International Affairs (16, 17).

Specifically, the relevant objectives include:

- Strengthen domestic resource mobilization;

- Target poor districts, especially those in the in the north to ensure the principle of Leaving No One Behind (LNOB);
- Empower vulnerable groups to access quality social services and
- Deepen mainstreaming of gender and children’s rights in SDG budgeting and tracking (i.e. planning and financing systems).

## **6. Brief overview of the Theory of Change of the Joint programme** *(1 paragraph)*

The ultimate change we seek is for Ghana to accelerate the achievement of SDGs. The key assumption is that accelerated SDG achievement is possible with additional resources for SDGs, targeting them better and ensuring accountability for results. These results will come if three changes are realized: the ecosystem institutions for SDG Financing reinforced with effectively managed innovative partnerships; Planning and financing processes are further integrated; SDG-aligned innovative and alternative financing strategies, particularly in health and infrastructure, are effectively nurtured. The joint effort will contribute directly to bringing about these changes through 4 interrelated and synergetic actions: consolidating SDG Financing ecosystem through an Integrated National Financing Framework; deepening gender-responsive SDG Budgeting, tracking and accountability; nurturing innovative financing strategies for health and infrastructure.

## **7. Trans-boundary and/or regional issues**

The African Continental Free Trade Area (AfCFTA) gives opportunity for SDG Financing especially at district level. For instance, Bawku district (Ghana) is closer to Ouagadougou (Burkina Faso capital city) than it is to Accra (Ghana’s capital city). In the context of INFF, this will be tapped targeting women most involved in cross border trade. This will help shape local actions across all border districts in Ghana.

COVID-19 has brought itself as a transboundary issue and will shape how we shape our efforts.



## C. JOINT PROGRAMME DESCRIPTION

### 1. Baseline and Situation Analysis

#### 1.1 Problem statement (max 2 pages)

- Explain the problem/s to be addressed within the financing for development and financing the SDGs context, emphasizing most critical needs/gaps that the joint programme will focus on.
- Draw on relevant analysis and information from national and international sources including UN, IMF, development banks, etc.

Mobilizing the scale of public and private resources required for Ghana at national and district levels to deliver the SDGs remains the greatest challenges. In addition, fiscal space has remained elusive despite the multiple initiatives to mobilize additional resources mainly due to the huge wage bill and debt servicing. The joint programme will focus on 4 critical capacity needs required to consolidate SDG financing initiatives and deepening accountability for SDG results. The four include: further consolidation of the diagnostics at national and district levels; strengthen SDG financing policy integration; deepening accountability for SDG results; and consolidating institutional mechanisms for SDG Financing.

**Diagnostics need further consolidation** to the required depth and scale, nationally and at district level, to enable the necessary transformation in this decade of action. The traditional sources of financing are inadequate to meet the financing needs for SDGs. A comprehensive understanding of alternative financing opportunities is required to shape this conversation.

KPMG, on behalf of the Government of Ghana, the World Economic Forum, and UNDP is undertaking initial diagnostics: assessing current SDG financing mix, mapping the financing gap for SDGs; and mapping sources of financing available for SDGs. This is the tip of the iceberg; more diagnostics will be required especially in understanding and supporting districts' efforts. In the systematic country diagnostic, the World Bank indicated that whereas District Assemblies' Common Fund (DACF) made progress in equalizing resource allocations between rich districts and poor districts, the gap in internal revenue mobilization between rich and poor districts increased. This is a clear testimony for the need to understand how best to support particularly poor districts in capacities to mobilize resources.

**SDG financing policy integration** will consolidate multiple innovative financing initiatives across the Country. Multiple initiatives most of which are new (e.g. SDG-linked bonds, green bonds) require at least coordinated policy efforts and at best integrated policy efforts. New financing initiatives are required to close infrastructure gap and the health gap.

SDG financing policy integration means that Ghana is able to consolidate these initiatives and nurture new innovative and promising ones. For instance, guidance will be needed for managing SDG-linked assets in the context of Ghana.

**SDG budgeting**, the great pioneering work on transparency and accountability for SDG results, will need to be scaled up and expanded to district level. SDGs are mainstreamed in all district plans and thereafter district budget, and therefore deemed SDG compliant. This work will be deepened further and analyzed to enrich the content of the current vibrant citizen engagement in the development process.

**Institutional mechanisms**, already established, provide the foundation to rise to the scale required to bring about the transformation required in mobilizing resources, targeting the resource to national priorities and expanding the reach of these mechanisms. This is true at national and district levels. It is also true for stakeholder engagement (e.g. development

partners, civil society and international financial institutions. It is also true for critical reforms needed in public financial management.

**Gender, generational and spatial dimensions to these critical gaps.** As a result of the large disparity in district governments' capacities for internal revenue mobilization, poor districts are not able to provide public goods. People paying the heavy price, for instance in terms of jobs, are those with secondary level education in Upper East, particularly women and 15-24 years of age.

## 1.2 SDGs and targets (max 2 pages)

List SDGs and targets that are in the focus of the joint programme and provide: a) baseline data to be used for measurement of progress and the methods to be used to measure progress by the end of the joint programme.

The following SDG targets and indicators are prioritized by this Joint Programme. Achievement against them is primarily being tracked and reported on in Ghana's VNR. VNRs are expected to be published mid-year (June/July) each year of the Joint Programme. It is anticipated that future VNRs will progressively report on all indicators in this table.

SDG Targets	SDG Indicators	Targets
SDG 1: End poverty in all its forms everywhere		
1.4.1	Proportion of population living in households with access to basic services	
SDG 3: Ensure healthy lives and promote wellbeing for all at all ages		
3.8.2	Proportion of population with large household expenditures on health as a share of total household expenditure or income	
3.c.1	Health worker density and distribution	
SDG5: Achieve gender equality and empower all women and girls		
5.A.1	Proportion of women with access to financial services	SDG 10 – growth in ODA and other financing in line with national plans
SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all		
7.A.1	International financial flows to developing countries in support of clean energy research and development and renewable energy production, including in hybrid systems	
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		
8.10.2	Proportion of adults (15 years and older) with an account at a bank or other financial institution or with a mobile-money-service provider	
SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		
9.3.2	Proportion of small-scale industries with a loan or line of credit	SDG 15 – financing for biodiversity, ecosystems and forest management
9.A.1	Total official international support (official development assistance plus other official flows) to infrastructure	
SDG 10: Reduce inequality within and among countries		
10.B.1	Total resource flows for development, by recipient and donor countries and type of flow (e.g. official development assistance, foreign direct investment and other flows)	

SDG Targets	SDG Indicators	Targets
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable		
11.C.1	Proportion of financial support to the least developed countries that is allocated to the construction and retrofitting of sustainable, resilient and resource-efficient buildings utilizing local materials	
SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		
15.B.1	Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems	
SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		
16.4.1	Total value of inward and outward illicit financial flows (in current United States dollars)	
SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development		
17.3.2	Volume of remittances (in United States dollars) as a proportion of total GDP	
17.17.1	Amount of United States dollars committed to public-private and civil society partnerships	

*b) brief analysis of interlinkages amongst the SDGs and opportunities for systemic change.*

Good policy solutions along with effective partnership provide a great opportunity for systematic change, and sustainably makes a real difference in people's lives. That is the essence of the joint Programme: enhance policy coherence (e.g. SDG Financing, SDG Budgeting and Accountability for SDG results); and deepen and expand country SDG partnership frameworks.

### 1.3 Stakeholder mapping and target groups<sup>1</sup> (max 2 pages)

*Map key stakeholders and briefly explain their involvement, interest and relationships in the area addressed by the joint programme. Where possible and relevant highlight target groups*

Key stakeholders ...

- **Office of the President** – the SDG Unit in the Office of the President, supports the President’s SDG advocacy efforts globally and at home.
- **Ministry of Finance** – mandated to undertake domestic resource mobilization and managing of the budgeting cycle.
- **Ministry of Planning** – provide overall SDG Coordination.
- **National Development Planning Commission** - responsible for SDG-related planning, monitoring and reporting of results.
- **Ghana Statistical Service** – responsible for data collection and coordination across the country. Ghana Statistical Service is essential for data provision.
- **Ministry of Local Government and Rural Development** – responsible for delivering basic services to the people in districts.
- **Ministry of Health** – nurturing innovative health financing initiatives. The technical working group on health financing will provide support.
- **Ministry of Education** – responsible for the delivery of education services at the national and sub-national levels
- **Ministry of Gender, Children & Social Protection** – responsible for gender, children and social protection related matters
- **Ministry of Special Development initiative** – responsible for bridging the infrastructure gap

Key multi-stakeholder platforms

- **SDGs Technical Committee** – ministries, departments and agencies. Responsible for ensuring integration of SDGs into development plans, implementation, monitoring and evaluation of and reporting on the SDGs in the various sectors.
- **High-Level Ministerial Committee** -chaired by the Minister for Planning with the President’s Special Advisor on SDGs as secretary. The Committee provides strategic direction for the implementation of the SDGs and Agenda 2063.
- **SDGs Implementation Coordination Committee** - works to streamline and strengthen cross-sectoral coordination and multi-stakeholder partnerships in implementation, monitoring, evaluation and reporting.

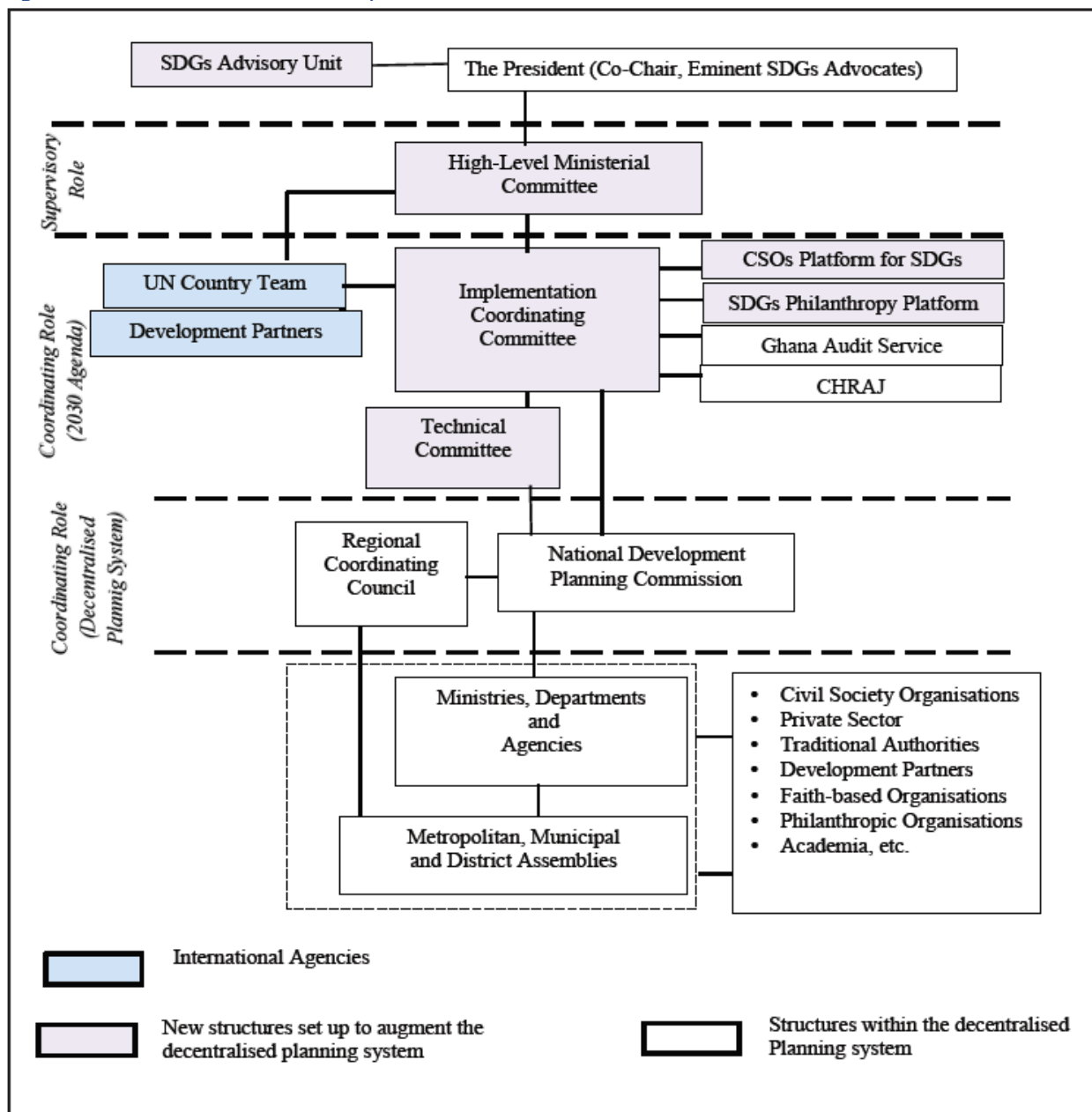
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<sup>1</sup> Draws largely from the Ghana VNR report of June 2019:  
[https://sustainabledevelopment.un.org/content/documents/23420Ghanas\\_VNR\\_report\\_Final.pdf](https://sustainabledevelopment.un.org/content/documents/23420Ghanas_VNR_report_Final.pdf)

- **Civil Society Organizations Platform on SDGs** - ensures coordination and partnerships on SDGs within the CSOs space.
- **SDG Philanthropy Platform** – brings together foundations in Ghana to mainstream SDGs into their work.

The figure below maps the relations between key SDG stakeholders:

Figure 1: Relations between key SDG stakeholders in Ghana



Source: Ghana NDPC, 2019, VNR Report.

## 2. Programme Strategy

### 2.1. Overall strategy [max 2 pages]

*Summarize the strategy of the programme, including:  
a) why it is transformational (will deliver results at scale);*

The joint effort is transformational in 4 ways: promotes an agenda beyond aid; puts SDGs at the heart of financing, gives new dimensions to Leave-No-One-Behind (LNOB); takes the AfCFTA to the next level, and ingrains gender, generational and spatial responsive budgeting.

First, the joint effort promotes an agenda beyond aid, in line with the Ghana Beyond Aid charter and strategy that looks not just on domestic and international resource mobilization but leveraging the traditional overseas development assistance. The Ghana Beyond Aid strategy pursues a W.I.S.E.R Ghana, that is Wealthy, Inclusive, Sustainable, Empowered and Resilient Ghana.

Second, it puts SDGs at the heart of the financing system - including nurturing and sustaining the SDG linked bond market, health financing initiatives and infrastructure. Just as the green bond market has raised awareness of climate risk, the nascent SDG bond market can raise awareness across the broad investment community of the societal challenges we currently face and actively address those challenges.

Third, it gives new dimensions of LNOB with attention to targeting district level action.

Fourth, it takes the AfCFTA to the next level, advancing cross border trade and levering it to build the resilience of the local economies.

Finally, it deepens gender and child-responsive SDG budgeting and with additional dimensions of spatial and generational considerations. This in addition to digital tracking of SDGs will enhance transparency and accountability.

*b) how it is different from conventional and/or alternative approaches;*

Government of Ghana is fully in charge, driving the agenda for SDGs, and the approach reinforces this critical ingredient for success. The approach also promotes home grown financing instruments – e.g. defining Ghana specific SDG-linked assets in the process of expanding SDG-linked bonds market. In addition, the approach takes the view that district action is as important as national action, because together the impact is more than the sum of its parts. Finally, the approach attempts to consolidate policy actions in a coherent and integrated manner.

*c) how it contributes to accelerate the progress on achieving the SDGs;*

Beyond the SDG 17 and the concept of means of implementation for SDGs achievement, the implementation of the herein presented strategies will catalyze key support to the achievement of priority SDGs:

- SDG 1 – No poverty
- SDG 2 – Zero Hunger
- SDG 3 – Good health and wellbeing
- SDG 4 – Quality Education
- SDG 5 – Gender Equality
- SDG 6 – Clean water and sanitation
- SDG 8 – Decent Work and Economic Growth

- SDG 9 – Industry Innovation and Infrastructure
- SDG 10 - Reduce inequality within and among countries
- SDG 12 – Responsible Consumption and Production
- SDG 13 – Climate Action (e.g. Green bonds, Climate finance)
- SDG 14 – Life Below Water (e.g. Blue bonds)
- SDG 15 – Life on Land

*d) what the added value of the UN will be*

The UN system supports similar initiatives across the globe. Through such a large network, the UN will be able to bring lessons to bear on this joint initiative in Ghana. In addition, the core ambition of the INFF is Economic Governance, thus creating the system and processes that will help bring the whole-of-society approach to respond to the SDGs through concrete partnerships as well as innovative financing mechanism and instruments. The UN's capacity to support the development of the INFF is also an added value. Finally, it is about promoting transparency, accountability and participation. It is also about creating efficiency from the mobilization of resources, to the allocation and expenditure of such financial flows for the National Development priorities. These are at the core of the strength of the UN system.

*e) how it relates to UN and national priorities and initiatives;*

This joint effort's strategies are drawn from the UNSDP which is also in alignment with the national medium-term development priorities, key of which is resource mobilization (including innovative sources) within the context of Ghana Beyond Aid.

In addition, the Ghana Government volunteered to be one of the pioneer countries for the Integrated National Financing Framework, as part of the government's broad efforts to improve on mobilizing resources to finance Sustainable Development Goals in Ghana. The United Nations and the European Union are supporting this initiative by the government of Ghana. UNDP has invested US\$900,000 as part of its core resources.

The Government of Ghana and its partners are exploring nurturing the SDG-related bonds market, including Société Générale (green vehicle), Standard Chartered Bank (SDG-linked bonds) and Climate Bond Initiative (Green Bonds). The UN is supporting these initiatives.

The Government of Ghana with the UN support is strengthening the SDG budgeting, a policy initiative to strengthen transparency and accountability for SDG results. This joint effort will deepen that process.

The AfCFTA, a promising agreement, is one of Ghana's key strategic priorities and Ghana is hosting the AfCFTA Secretariat. This joint programme will support its implementation in the context of integrated national financing frameworks, especially at district level.

*f) how government will lead the joint programme and sustain and/or further scale its results; and*

The government through the Ministry of Finance and Ministry of Planning will lead the joint programme and will coordinate further interface with sub-national governments. Ministry of Finance is responsible for resource mobilization, while the Ministry of Planning is responsible for overall SDG coordination. The joint programme will be anchored within the overall SDG coordination to ensure synergy and complementarity.

*g) what is the expected situation after the joint programme is completed.*

An SDG Financing Architecture/mechanism/framework that responds to the national and district priorities, with key financing solutions that are not only providing funding to the priorities, but also contributing directly to key SDGs (1,2,5, 8, 9, 10, 12, 13, 14, 15).



## 2.2 Theory of Change (ToC) [max 2 pages + graphic]

*There is no standard methodology for developing a ToC. However, any ToC should address how the envisaged broader systemic change is expected to emerge, and what the contribution of the joint programme is expected to provide. The ToC is not a plan or a results framework but the description of the rationale behind those. Please consult the manual for ToC (link). The narrative should present:*

*a) Summary (the same text as to be provided at the beginning of the ProDoc in the Strategic Framework section)*

The joint effort is transformational in 4 ways: promotes an agenda beyond aid; puts SDGs at the heart of financing, gives new dimensions to (Leave-No-One-Behind) LNOB; takes the AfCFTA to the next level, and ingrains gender, generational and spatial responsive budgeting.

First, the joint effort promotes an agenda beyond aid, in line with the Ghana Beyond Aid charter and strategy that looks not just on domestic and international resource mobilization but leveraging the traditional overseas development assistance. The Ghana Beyond Aid strategy pursues a W.I.S.E.R Ghana, that is Wealthy, Inclusive, Sustainable, Empowered and Resilient.

Second, it puts SDGs at the heart of the financing system - including nurturing and sustaining the SDG linked bond market, health financing initiatives and infrastructure. Just as the green bond market has raised awareness of climate risk, the nascent SDG bond market can raise awareness across the broad investment community of the societal challenges we currently face and actively address those challenges.

Third, it gives new dimensions of LNOB with attention to targeting district level action.

Fourth, it takes the AfCFTA to the next level, advancing cross border trade and leveraging it to build the resilience of the local economies.

Finally, it deepens gender-responsive SDG budgeting and with additional dimensions of spatial and generational considerations. This in addition to digital tracking of SDGs will enhance transparency and accountability.

*b) Detailed explanation of the ToC. Pay attention to explaining main outcomes/change and the linkages amongst them (the pathways / results chains); and specific contribution of the joint programme to the ToC, including the strategic entry/leverage points of the system that the joint programme will use to intervene in the system and contribute to the change.*

The ultimate change we seek is for Ghana to accelerate the achievement of SDGs, especially in this decade of action.

The key assumption is that accelerated achievement of SDGs will be achieved through mobilizing additional resources for SDGs, targeting them better and ensuring accountability for results.

Additional resources will, in a large part come if three changes are realized: the ecosystem institutions for SDG Financing are further reinforced; Planning and financing processes are further integrated; SDG-aligned innovative and alternative financing strategies, particularly in health and infrastructure, are effectively nurtured.

The joint effort will contribute directly to bringing about these changes through 4 interrelated and synergetic actions: consolidating SDG Financing ecosystem through an

Integrated National Financing Framework with the principle of LNOB (UNDP); deepening gender-responsive SDG Budgeting, tracking and accountability (UNICEF); nurturing innovative financing strategies for health (WHO); and nurturing innovative financing strategies for infrastructure (UNPOS). Each PNUO will provide leadership as indicated and coordinate with other PNUOs to ensure results. The jointness is in sequencing of actions, complementarity and geographical focus.

**UNDP** will support the establishment of an INFF - Ghana is a pioneer country.

**UNICEF** will support gender and child responsive SDG budgeting and tracking in order to promote transparency and accountability – Ghana is making progress in SDG budgeting.

**WHO** will support innovations in financing health – Ghana is exploring alternatives to health financing through an investment case (Prioritized Operational Plan- (POP)) to support the implementation of the UHC Roadmap and alignment of key national policy documents such as the Health Financing Strategy (HFS), amongst others.

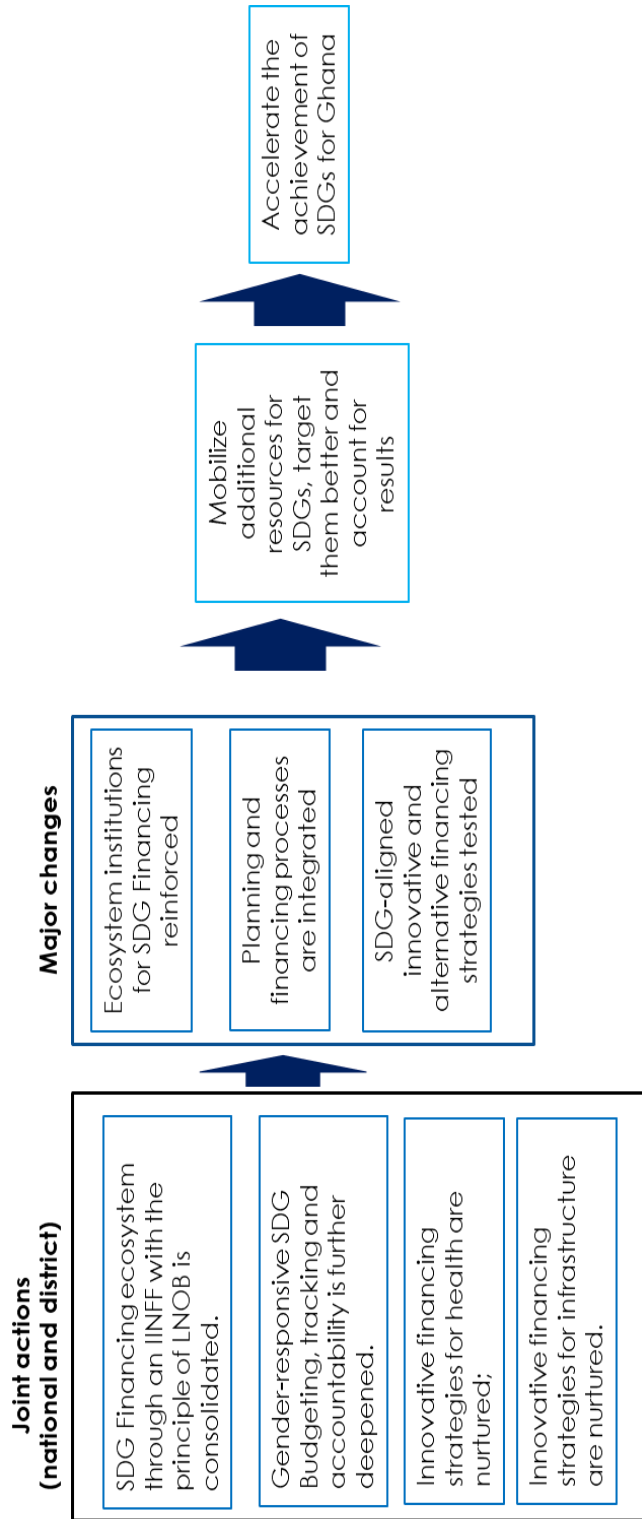
**UNOPS** will support innovations in financing infrastructure – As part of the Ghana Beyond Aid strategy, the Government seeks both direct and indirect investments through PPPs to close the infrastructure gap. UNOPS will build capacity of national-level institutions in the use of appropriate infrastructure planning tools to develop a pipeline of bankable infrastructure projects and foster strong linkages between infrastructure projects and SDG targets.

*c) ToC assumptions: present only the main assumptions underlying the concept described by the ToC. If the assumptions change the whole model might change.*

The following are key assumptions:

- Mobilizing additional resources for SDGs, targeting them better and ensuring accountability for results is a pathway for Ghana to accelerate the achievement of SDGs.
- The Government will remain committed to advancing the achievement of SDGs as its priorities. Government has already committed to the INFF and the assumption is that this commitment will continue.

d) Graphical representation of ToC. It can be a simple diagram.  
 Figure 2: Pathway of change



## 2.3 Expected results by outcome and outputs [max 2-3 pages, not including eventual graphs]

*- List and describe the JP's outcome and output, and how they relate. Indicate who from the partners will be accountable for delivering specific results. Emphasize ensuring capacity and preconditions of government to sustain results. Refer to outcomes/outputs of the Joint SDG Fund, when relevant. Indicate trans-boundary and/or regional issues and links.*

*- Avoid gender blind results, demonstrate that gender equality and the empowerment of women is visibly mainstreamed across outcomes and outputs, indicate how expected results bring change to women and/or men in the context of their gender norms, roles and relations.*

### **Outcome 1. Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)**

- Output 1.1 SDG Financing ecosystem through an Integrated National Financing Framework and with the principle of LNOB is consolidated.
- Output 1.2. Gender and child-responsive SDG Budgeting and tracking for improved transparency and accountability is further deepened.
- Output 1.3. Mechanisms are established to facilitate innovative financing for health.
- Output 1.4. Innovative financing strategies for infrastructure are nurtured.

Accountability for results as thus:

- UNDP: Output 1.1.
- UNICEF: Output 1.2
- WHO: Output 1.3
- UNOPS: Output 1.4

#### **Note:**

- Capacities for SDG-related bonds market is co-financed through a different source.
- Accountability for specific results means that PUNOs will take the lead in consolidating actions and results at output level.

The trans-boundary issue is the AfCFTA that is captured as part of the INFF especially at district level in northern Ghana. Specifically, trade is one of the key ingredients of the Integrated National Financing Framework. Women in cross-border trade, especially in border districts will constitute a special case for the INFF. Such districts include Bawku, Bongo and other districts that share a border with Burkina Faso. For these districts, Ouagadougou (capital city of Burkina Faso) is closer in distance to them than Accra (capital city of Ghana).

*- Explain is expected to happen next, i.e. after the joint programme is completed.*

The Joint Programme is a catalytic effort. That means, it is to catalyze existing SDG frameworks rather than create new ones – a strong SDG coordination mechanism exists, new sources of financing (e.g. the bonds market) are finding opportunities in Ghana, and SDG budgeting has been mainstreamed. In addition, the Joint Programme was developed through consultations with Government and other partners to deepen ownership, which in turn will likely ensure continuity.

Once the joint programme has been completed, we hope to have strengthened and consolidated the foundations for structural changes that will put SDGs at the core of the financing systems.

Whereas the joint effort is to support SDG financing architecture in the short term and medium term, the core processes will have a much broader impact in the long term.

*- Briefly indicated the expected progress on the selected SDG targets*

Beyond the SDG 17 and the concept of means of implementation for SDGs achievement, the implementation of the herein presented strategies will catalyze key support to the achievement of priority SDGs:

- SDG 1 – No poverty
- SDG 2 – Zero Hunger
- SDG 3 – Good health and wellbeing
- SDG 4 – Quality Education
- SDG 5 – Gender Equality
- SDG 6 – Clean water and sanitation
- SDG 8 – Decent Work and Economic Growth
- SDG 9 – Industry Innovation and Infrastructure
- SDG 10 - Reduce inequality within and among countries
- SDG 12 – Responsible Consumption and Production
- SDG 13 – Climate Action (e.g. Green bonds, Climate finance)
- SDG 14 – Life Below Water (e.g. Blue bonds)
- SDG 15 – Life on Land

*- Describe the expected impact in terms of changed situation for the target group/s (i.e. the "end game"). Do it in the form of storytelling, as a future scenario for early 2022 - and not longer than half a page.*

Ghana will have built the foundations for not only closing the financing gap for SDGs, it will also have in place effective strategies for financing the elusive infrastructure gap as well as the health gap. We shall have established effective partnership at national level as well as in critical districts currently considered poor but whose leadership have the will to make a difference in people's lives on the ground. Most important, the biggest beneficiaries will be those that are hurting the most – women and young people – districts considered poor.

#### **2.4 Budget and value for money (max 2 pages)**

*- Justify the budget in terms of "value for money". Compare it with alternative ways of investing the resources provided to the joint programme, and why that would be less effective and/or efficient.*

The joint effort is seeking USD 1,000,000 from the Joint SDG fund. We see this as catalytic to ensure long-term sustainability in Ghana being able to deliver on SDGs and its national priorities especially in the context of Ghana Beyond Aid strategy. We do not see such an investment as providing additional financing to deliver large scale projects, rather helping to create a glue and lever for private and public funds at national and district levels.

Because we see it as catalytic, participating UN agencies have earmarked their own regular resources to a tune of US\$1.15 million for this year alone.

Because we see this fund as catalytic, Government would consider, during the period, issuing at least one SDG-linked bond – which from experience is estimated at US\$300 million – US\$ 500 million.

More importantly, it will catalyze new forms of investments in infrastructure and health, that in the medium to the long term will ensure financial sustainability.

*- Indicate how the budget addresses gender inequality, based on gender analysis presented in the Gender matrix in the Annex.*

The budget addresses gender inequality in at least 3 ways.

- The first is through the financing systems, whose intention is in part to address gender inequalities in the means of implementation of the development priorities/interventions. Gender-responsive SDG budgeting is a concrete example in which gender and child-budgeting will be anchored into the budgetary systems/process.
- The second is through addressing concerns of women and children in gender and child-responsive SDG Budgeting and in cross-border trade in the context of the AfCFTA mentioned earlier.
- Third and finally, as part of the oversight, efforts will be made to encourage participating private sector firms to consider Gender Seal certification.

*- Describe how the joint programme plans to leverage co-financing.*

The joint effort is anchored within the overall delivery architecture for SDGs in Ghana. We shall therefore leverage government resources already allocated and used in the process, including the strong civil service that Ghana is proud to have.

In addition, the SDG Fund donors, proposed to be members of the oversight committee, will be encouraged to mainstream this joint effort into their local programming. This will enable the partners contribute additional resources and expertise to the process.

The programme will also support the finalization and operationalization of the development coordination strategy. That alone will leverage co-financing from the traditional partners, the private sector and the philanthropies. In this spirit, we shall reach out to partners active in the Financing for Development agenda (including Finland, Germany, France, Denmark) or the Private Sector development agenda (UK, USA). We shall also explore opportunities with China and India especially in relation to transfer.

Finally, the African countries with presence in Ghana have a role to play, especially with respect to the AfCFTA. This will also be explored as part of the joint programme.

## **2.5 Partnerships and stakeholder engagement (max 2 pages)**

*- Explain and justify*

*a) how the government will lead the implementation of the joint programme;*

The Ministry of Finance is the institution responsible for SDG Financing. It will therefore be the main lead of the effort. The Ministry of Planning as the coordinating Ministry, will have overall coordination responsibility.

*b) the unique contribution of PUNO and broader UNCT;*

PUNOs and the broader UN will connect knowledge and expertise to enable the Government of Ghana and partners deliver on this effort. PUNOs, as part of the UN system are part of the ongoing conversation on SDG Financing in multiple countries, and this will enable them to connect Ghana partners to good practice across the globe.

*c) strategic contributions from other partners;*

The key partners that we look to providing strategic contributions are the International Financial Institutions (e.g. African Development Bank and World Bank), traditional donors

(e.g. EU) and the private sector (e.g. Standard Chartered Bank group, KPMG, Société Générale).

The AfDB and WB are undertaking various diagnostics. The diagnostics will be an important contribution to our effort. In addition, the AfDB is supporting the establishment of the Africa Continental Free Trade Area Secretariat, and trade being part of the INFF, this is clearly an area of convergence.

The EU is supporting the INFF and this support is expected to bring the other donor partners, especially those contributing to the SDG Fund, on board locally.

Standard Chartered Bank group and Société Générale are exploring SDG-linked bonds and their issuance. We shall continue to work together specifically to define SDG-linked assets for Ghana as a vehicle to deliver the bonds.

The African Union and the AfCFTA Secretariat will be important to push the agenda as well.

*d) the ways in which other stakeholders (in particular the financial sector and private investors/capital) will be involved and/or consulted.*

Standard Chartered Bank group and Société Générale are exploring SDG-linked bonds and their issuance. We shall work together specifically to define SDG-linked assets for Ghana as a vehicle to deliver the bonds.

*- Explain how the joint programme will pool and mobilize expertise from across the UNDS at country, regional and global levels and/or beyond, e.g. through unique partnerships.*

This is the most innovative approach of our INFF process. We are mobilizing the global and regional expertise from UN agencies (e.g. UNDP finance sector hub and global policy network, UNICEF regional center, WHO regional office and support from UNOPS' Infrastructure and Project Management Group (IPMG) in partnership with University of Oxford) to provide technical advice and support throughout the process. These efforts are in turn linked to the wider UN.

*- Explain how you plan to engage global Joint SDG fund donors; in case they are present in the country and/or related to the joint programmes.*

Almost all SDG fund donors have a presence in Ghana: DENMARK, Government of; EUROPEAN UNION; GERMANY, Government of; IRELAND, Government of; LUXEMBOURG, Government of; MONACO, Government of; NETHERLANDS, Government of; NORWAY, Government of; PORTUGAL, Government of; SPAIN, Government of; SWEDEN, Government of; and SWISS AGENCY FOR DEVELOPMENT & COOPERATION.

These will be engaged on whether they would like to constitute a consultative group or would prefer to be represented within the broader donor group or as part of the oversight committee.

In addition, the proposal has made a provision to design and implement a visibility strategy for the SDG Fund donors.

### 3. Programme implementation

#### 3.1 Governance and implementation arrangements (max 3 pages)

- Explain the implementation arrangements and justify roles and responsibilities of RC/RCO, PUNOs, and national partners- as well as the means by which it will ensure integrated implementation and decision-making encompassing UNCTs and national partners. Do not explain the accountability for specific outputs and outcomes because it should be covered in the previous section. Focus on coordination, decision-making, reporting. Finally, demonstrate how the transaction will be reduced on the UNCT side.

The Resident Coordinator will maintain the overall responsibility for coordination. We propose an oversight committee co-chaired by the RC (UN), Minister of Finance (Government), and a representative of the donors (or SDG Fund donors). The Lead PUNO (UNDP) will assume the responsibility of a technical secretariat. And the technical secretariat will ensure technical integration – spatial, temporal, gender, and generational.

Figure 3 shows the proposed coordination structure. The decision on whether the oversight committee will use existing structures will be made once the terms of reference have been agreed to by the principals.

Figure 3: Implementation and oversight arrangements

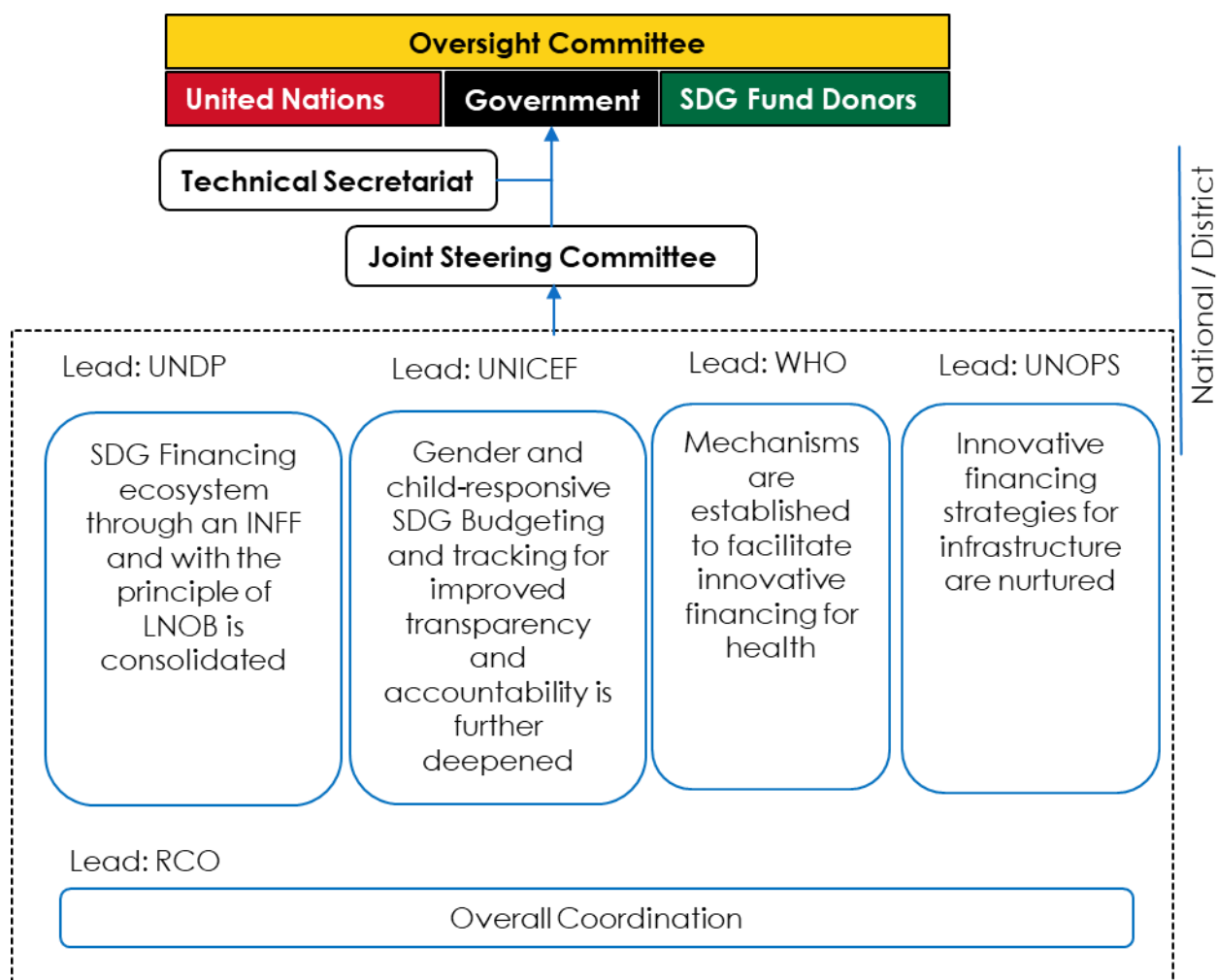




Figure 3 is also how the decision making and reporting processes will be. There will be 4 streams (teams) of substantive work and a 5<sup>th</sup> on coordination. The teams will report to a joint steering committee. The results of the joint technical committee will be discussed at the oversight committee. UNDP as a lead PUNO will be the technical secretariat. Instructions and guidance will also flow from the top to bottom. The responsibility for the Stream Lead is envisaged to be that of ensuring the results are achieved in each of the specified change areas working closely with other PUNOs.

*- Demonstrate government leadership in specific terms, including how the results of the joint programme will be absorbed and then sustained by government and other stakeholders*

This joint proposal is building upon an already existing coordination and governance architecture for SDGs. It is catalyzing the current effort rather than creating new structures. It will serve to further strengthen the SDG Financing architecture.

*- Explain why this is the best approach (comparing to alternative ones) including how it avoids introducing parallel structures to those that already exist, and confirm that existing structures and mechanisms of UNCT, government, and related programmes/initiatives are leveraged*

As explained earlier, no new structures are envisaged, only catalyzing of existing structures to respond the current effort.

### **3.2 Monitoring, reporting, and evaluation** *[this is the standard text from the guidance, not to be deleted, only added upon, where necessary]*

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Mid-term progress review report* to be submitted halfway through the implementation of Joint Programme<sup>2</sup>; and
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. Joint programme will allocate resources for monitoring and evaluation in the budget.

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<sup>2</sup> This will be the basis for release of funding for the second year of implementation.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After completion of a joint programmes, a final, *independent and gender-responsive*<sup>3</sup> *evaluation* will be organized by the Resident Coordinator. The cost needs to be budgeted, and in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The joint programme will be subjected to a joint final independent evaluation. It will be managed jointly by PUNOs as per established process for independent evaluations, including the use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of PUNOs to ensure the requirements of those policies are met and the evaluation is conducted with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst government, development partners, civil society, and other stakeholders. A joint management response will be produced upon completion of the evaluation process and made publicly available on the evaluation platforms or similar of PUNOs.

### **3.3 Accountability, financial management, and public disclosure** *[this is the standard text from the guidance, not to be deleted]*

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the

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<sup>3</sup> [How to manage a gender responsive evaluation, Evaluation handbook](#), UN Women, 2015

funds will be channeled for the Joint Programme through the AA. Each Participating UN Organization receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organization (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organizations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicize the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organization and partners in all external communications related to the Joint SDG Fund.

### **3.4 Legal context**

*This section refers to cooperation or assistance agreements form the legal basis for the relationships between the Government and each of the UN organizations participating in this joint programme.*

Standard Basic Assistance Agreement for UNDP:

Agreement title:

Agreement date:

Basic Cooperation Agreement for UNICEF:

Agreement title:

Agreement date:

Host Country Agreement for UNOPS.

Agreement title: Host Country Agreement

Agreement date: December 2017

*Similar / applicable agreements for WHO –.*

Agreement title:

Agreement date:

*other applicable agreements for other participating UN organizations*



## D. ANNEXES OF THE JOINT PROGRAMME TEMPLATE

### Annex 1. List of related initiatives

Complete the table below

Name of initiative/project	Key expected results	Links to the joint programme	Lead organization	Other partners	Budget and funding source	Contract person (name and email)
Partnership for innovations in SDG financing	Partnerships for innovations in SDG financing to realize Ghana Beyond Aid are nurtured at national level and at local level in the Upper East and North East Regions in Ghana	JP Output 1.1, 1.2, 1.3, 1.4	UNDP Ghana	MOF, OOP, NDPC, MoP, NYA	650,000	Frederick Mugisha, Economics Advisor <a href="mailto:frederick.mugisha@undp.org">frederick.mugisha@undp.org</a>
Digital platforms for Building Resilience of Local Economies	Digital platforms are leveraged to nurture trade in nature-based commodities especially for women in the Upper East and North East Regions in Ghana	JP Output 1.1	UNDP Ghana	MOF, OOP, NDPC, MoP, NYA	250,000	
Technical support to Ministry of Finance to enhance its Public Finance Management capacity	Generate evidence for budget advocacy (fiscal space analysis and analysis of district funding etc.)	JP Output 2.1 on 'Evidence Generation'	UNICEF Ghana	MoF, MoLGRD, MDAs, MMDAs, NDPC	60,000	Yoshimi Nishino, Chief: Social Policy & Monitoring
	Develop and advocate for child specific codlings in the Chart of Account.	JP Output 1.1 on 'Coding'		MoF, MDAs	60,000	
	Capacity building for effective and efficient PFM (e.g. Budget credibility, social sector costing, allocation formula, budget briefs).	JP Output 1.1, 1.2		MoF, MDAs	40,000	
	Support fiscal decentralization and equitable inter-governmental financial transfer and management.	JP Output 1.1, 1.2		MoF, MoLGRD, MMDAs, NDPC	40,000	
	Improve citizens' participation, especially women, children, and vulnerable groups, and improved social accountability in SDG planning and budgeting	JP Output 1.1, 1.2		MOF; MoGCSP, MoLGRD, MMDAs	50,000	
Technical assistance to the Ministry of Health and its agencies in the development and application of technical guidelines, standards and norms as well as capacity building in financial risk protection and efficient resource allocation and utilization.	Capacity built for the conduct of regular health expenditure tracking studies (Institutionalization of the National Health Account)	JP Output 2.1 on 'Evidence Generation'	WHO, Ghana	The Global Fund. GAVI, MOH	80,000	Kingsley Addai FRIMPONG, Health Financing Technical Officer <a href="mailto:addaik@who.int">addaik@who.int</a>
	Generated evidence for political economy of health financing reforms in Ghana.	JP Output 2.1 on 'Evidence Generation'		MOH, GHS, NHIA	120,000	
	Capacity built for PFM especially Programme-based budgeting (PBB) and cross programmatic efficiencies.	JP Output 1.1, 1.2		MOH, GHS, NHIA		
	Periodic assessment of progress on health financing reforms in Ghana	JP Output 2.1 on 'Evidence Generation'		MOH, GHS, NHIA		

technical Support to Ministry of Planning on Government of Ghana Participation in the SDG Investment Fair	Package 5 Projects ideas into sellable projects and establish strong linkages with SDG Targets	JP Output 1.4	UNOPS	Ministry of Planning	N/A (UNOPS Pro Bono Service to Government)	Linda Agbesi, Infrastructure Specialist LindaG@unops.org
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## Annex 2. Results Framework

*Set targets in the tables below, if relevant*

### 2.1. Targets for Joint SDG Fund Results Framework

*(set the targets, if relevant)*

**Note:** The JP team does not have sufficient evidence at this stage in proposing targets for the Joint SDG Fund Outcome 2. This will be addressed at a later stage. We are however fixing the Output 4 indicator targets in the table below.

**Joint SDG Fund Outcome 2:** Additional financing leveraged to accelerate SDG achievement

*(set the targets, if relevant)*

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope <sup>4</sup>	0	US\$ 500m
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale <sup>5</sup>	0	US\$ 20m

**Joint SDG Fund Output 4:** Integrated financing strategies for accelerating SDG progress implemented

*(set the targets, if relevant)*

Indicators	Targets	
	2020	2021
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful) <sup>6</sup>	0	3
4.2: #of integrated financing strategies that have been implemented with partners in lead <sup>7</sup>	0	4
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	0	1

### Joint SDG Fund Operational Performance Indicators (pre-determined by the SDG Fund ToR)

<sup>4</sup>Additional resources mobilized for other/ additional sector/s or through new sources/means. The US\$ 500m is anticipated from the SDG-linked bonds market.

<sup>5</sup>Additional resources mobilized for the same multi-sectoral solution. US\$20 million is expected for health and infrastructure.

<sup>6</sup> The 3 financing strategies being tested are those related to: health, infrastructure, and SDG-linked bonds.

<sup>7</sup> This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners. The 4 integrated financing strategies being implemented with partners in the lead are: the INFF (Government), SDG-linked bonds (Private sector), health (Government), infrastructure (Government)

*(do not change or add – this is for information only so that teams know what they will be assessed against)*

- Level of coherence of UN in implementing programme country<sup>8</sup>
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question.
- Annual % of financial delivery.
- Joint programme operationally closed within original end date.
- Joint programme financially closed 18 months after their operational closure.
- Joint programme facilitated engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector).
- Joint programme included addressing inequalities (QCPR) and the principle of “Leaving No One Behind.”
- Joint programme featured gender results at the outcome level.
- Joint programme undertook or drawn upon relevant human rights analysis and have developed or implemented a strategy to address human rights issues.
- Joint programme planned for and can demonstrate positive results/effects for youth.
- Joint programme considered the needs of persons with disabilities.
- Joint programme made use of risk analysis in programme planning.
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change.

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<sup>8</sup> Annual survey will provide qualitative information towards this indicator.



## 2.2. Joint programme Results framework

Complete the table below – add rows as needed.

Result / Indicators	Baseline	2020 Target	2021 Target	Means of Verification	Responsible partner
Outcome 1: Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)					
Outcome 1 indicator 1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope	0	0	500m	Gov. reports	All PUNO
Outcome 1 indicator 2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale	0	0	20m	Gov. Reports	All PUNO
Output 1.1: SDG Financing ecosystem through an Integrated National Financing Framework and with the principle of LNOB is consolidated.					
Output 1.1 indicator 1 - # of diverse stakeholders in financing framework	0	3	4	Programme reports, survey	UNDP
Output 1.1 indicator 2 – Financing frameworks explicitly address inequalities and LNOB principle	0	1	2	Programme reports	UNDP
Output 1.2: Gender and child-responsive SDG Budgeting, tracking for transparency and accountability is further deepened.					
Output 1.2 indicator 1: Number of districts which conducted townhall meetings held based on revised gender and child responsive PFM accountability templates	0	70	150	MMDAs Reports	UNICEF
Output 1.2 indicator 2: Number of sessions organized for developing Produce SDG gender-and child responsive budget tracking methodologies	0	1	1	Gov't report	UNICEF
Output 1.2 indicator 3: Number of studies related gender and child responsive SDG budgeting and tracking undertaken	0	1	1	Research report	UNICEF
Output 1.3 Mechanisms are established to facilitate innovative financing for health.					
Output 1.3 indicator 1- Number of onsite support and capacity building events for the establishment of the health economics and financing Unit (HEFU)	0	3	4	Implementation Reports	WHO
Output 1.3 indicator 2: Number of onsite sessions on the revision/development of the National Health Financing Strategy, including the Health Financing Technical Working Group, to include a resource mobilization strategy that will guide mobilization of	0	3	4	Implementation Reports	WHO

additional resources, focusing on innovative financing, for health sector.					
Output 1.4. Innovative financing strategies for infrastructure are nurtured					
indicator 1: # of State Agencies with capacity to use new generation infrastructure modelling tool to develop pipeline of bankable Infrastructure projects	0	2	1	Training workshop reports & Infrastructure Pipeline Report.	UNOPS
indicator 2: Number of Government Ministries, Department and Agencies supported to establish strong linkages between planned infrastructure projects and SDG targets	0	0	3	Minutes of meetings. SDG Infrastructure Pipeline reports.	UNOPS

### Annex 3. Gender marker matrix

Complete the table below, using the instruction for gender marker provided separately.

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
N°	Formulation			
1.1	Context analysis integrate gender analysis	2	PUNO conducts gender screening for all initiatives and as recommended by the screening, a gender action plan will be developed and implemented within the project	Gender Screening report and Action Plan
1.2	Gender Equality mainstreamed in proposed outputs	2	Gender issues are mainstreamed especially in the output 2, for example, sensitive budget code and tracking will be developed	Meeting minutes and MOF's documents
1.3	Programme output indicators measure changes on gender equality	2	The proposed actions measure changes on gender equity; for examples, town hall meetings based on revised gender and child sensitive PFM accountability guidelines will result in improved gender equality in planning and budgeting	Governmental monitoring document
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women	3	PUNO has been consulting with MLGRD and MOF on women's empowerment in ensuring that women participating in planning, budgeting and monitoring budget implementation at the district level	Meeting Minutes
2.2	PUNO <b>collaborate</b> and engages with women's/gender equality CSOs	2	The proposed actions will promote women and girls in promoting citizen's participation in planning, budgeting and monitoring	Meeting minutes
3.1	Program proposes a gender-responsive budget	3	37% of the current project budget is allocated to the SDG 5	Annex Budget Table
<b>Total scoring</b>				

## Annex 4. Budget and Work Plan

### 4.1 Budget per UNSDG categories

Use the table template in excel and, after finalizing it, insert it here. Provide brief (max 1 page) justification for the overall table.

UNDG BUDGET CATEGORIES	UNDP		UNICEF		WHO		UNOPS		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	55,000	900,000	60,000	250,000	55,000	150,000	54,280		224,280	
2. Supplies, Commodities, Materials	0		5,000		0				5,000	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0		0		2,235		2,235	
4. Contractual services	60,000		80,000		120,000				260,000	
5. Travel	10,608		20,000		10,608		10,276		51,491	
6. Transfers and Grants to Counterparts	172,000		20,000		0		110,060		302,060	
7. General Operating and other Direct Costs	20,000		20,608		20,000		28,757		89,364	
<b>Total Direct Costs</b>	<b>317,608</b>		<b>205,608</b>		<b>205,608</b>		<b>205,608</b>		<b>934,430</b>	
8. Indirect Support Costs (Max. 7%)	22,233	14,393	14,393	14,393	65,410					
<b>TOTAL Costs</b>	<b>339,840</b>	<b>900,000</b>	<b>220,000</b>	<b>250,000</b>	<b>220,000</b>	<b>150,000</b>	<b>220,000</b>	<b>999,840</b>	<b>1,300,000</b>	
<b>1st year</b>	<b>169,920</b>		<b>110,000</b>		<b>102,416</b>		<b>186,425</b>		<b>568,762</b>	<b>0</b>
<b>2nd year</b>	<b>169,920</b>		<b>110,000</b>		<b>117,584</b>		<b>33,575</b>		<b>431,078</b>	<b>0</b>

#### 4.2 Budget per SDG targets

Use the table template in excel and, after finalizing it, insert it here. Provide brief (max 1 page) justification for the overall table.

SDG TARGETS		%	USD
1	SDG 9 - Industry Innovation and Infrastructure	10	220,000
2	SDG 17 - Partnership for the goals	18	420,000
3	SDG 3 - Good health and welbeing	14	320,000
4	SDG 5 - Gender equality	37	839,840
5	SDG 10 - Reduced inequalities	22	500,000
		0	0
		0	0
<b>TOTAL</b>		<b>100</b>	<b>2,299,840</b>

### 4.3 Work plan

Use the table template in excel and, after finalizing it, insert it here.

Outcome 1			Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)																									
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved											
	2020	2021		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)													
Output 1.1 SDG Financing ecosystem through an Integrated National Financing Framework and with the principle of LNOB is consolidated.	2	4	Gather and analyze SDG financing data focusing on districts, complement WEF/GOG financing landscape.		x		x			x																		
			Undertake consultations with both GoG and non-government partners at national and district level.		x				x																			
			Undertake the required diagnostics as part of the integrated financing frameworks.		x	x	x	x	x	x	x	x																
			Undertake training and coaching in SDG financing tools, including systems thinking.										x															
Output 1.2. Gender and child-responsive SDG Budgeting and tracking for improved transparency and accountability is further deepened.	7	102	Develop robust SDG budget methodology				x																					
			Update the PFM Social Accountability		x	x	x	x	x	x	x	x																
			Train budget and planning officers				x	x																				
			Study on innovative funding sources										x	x	x													
Output 1.3. Mechanisms are established to facilitate innovative financing for health.	2	3	Gather and analyze data: Using the investment case to define a set of prioritized high impact services and health financing and system strengthening reforms required to accelerate progress in achieving UHC results.				x																					
			Consultations- validation of the investment case which deals with Sustainable and Equity Focused Health Financing and NHIS Reforms and also set achievable targets that will be jointly tracked by country platform to improve accountability for results.		x	x	x	x	x	x	x	x																
			Diagnostics - prioritized services and system		x								x															
			Training and coaching- Institutional reforms for		x	x	x	x	x	x	x	x																
Output 1.4. Innovative financing strategies for infrastructure are nurtured.	2	4	Stakeholder kick off meeting (UNOPS, UN and				x																					
			Data gathering and needs assessment		x	x	x																					
			Workshops to roll out new generation										x															
			Data analysis & modelling				x	x																				
Joint programme management			List of activities																									
			Technical meetings and consultations for the PUNOs with partners.		x	x	x	x	x	x	x	x																
			PUNO Leadership meetings		x	x	x	x	x	x	x	x																
			Consultations with Government and other partners		x	x	x	x	x	x	x	x																
Output 3.1 Required consultations are under taken	10	10	Design and deliver a communication strategy for the programme.		x	x	x	x	x	x	x																	
			Develop and disseminate communication materials		x	x	x	x	x	x	x	x																
			Prepare Joint Programme Reports		x	x	x	x	x	x	x	x																
Output 3.2 Required reporting and communication are fully undertaken	5	5	Design and deliver a communication strategy for the programme.		x	x	x	x	x	x	x																	
			Develop and disseminate communication materials		x	x	x	x	x	x	x	x																
			Prepare Joint Programme Reports		x	x	x	x	x	x	x	x																

## Annex 5. Risk Management Plan

Describe the overall risk management strategy (max 2 pages). Emphasize a systematic and structured risk management approach that is integrated into the processes and internal decision making and tailored to specific joint programme. It should include, besides identification of potential risks, assessment of their impact and likelihood, and design of mitigation measures also a rigorous process for documentation, evaluation and revision of the risks. When relevant, add aspects based on agency-specific approach (e.g. consideration of social and environmental standards and risks of UNDP)

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
<b>Contextual risks</b>					
JP's approach as informed by the problem statement and expected results as informed by the Theory of Change, are flawed / misinformed / not aligned to Government of Ghana priorities.	2	1	2	Continuous communication with key stakeholders during the Project Document development to ensure coherency.	RC and UNDP
<b>Programmatic risks</b>					
Capacity development technical assistance packages are not effective.	2	2	1	Systematic tracking of outputs and outcomes of individual technical assistance and capacity development events. Regular communication.	RC, UNDP, UNICEF, WHO, UNOPS
Impact of COVID-19, which has changed the way we work and by extension the implementation mechanisms	3	3	3	<ul style="list-style-type: none"> <li>• safeguarding SDG progress against future pandemics.</li> <li>• Shifting to working online. Further, online or virtual platforms will be established and/or utilized for data gathering, consultations, diagnostics and relationship management to enhance remote working;</li> <li>• Covid19 response measures by government include easing of lockdown restriction which permit maximum of 100 participants for</li> </ul>	RC, All PUNOs

				<p>mass gatherings. And this include conferences, workshops and meetings. For safe implementation, a mix approach - will be adopted. Thus, use of consultants and/or small team of technical officers to develop technical documents, virtual engagements, etc. Where workshops are required for validation of strategic shifts, we will ensure adherence to public health protocols;</p> <ul style="list-style-type: none"> <li>• Reduce dependence on international travels and face to face meetings in line with social distancing guidelines.</li> <li>• Establish sound governance arrangements to enhance data collection and national ownership. For example, establishing a technical working group (TWG) that includes representatives of partner government agencies and optimize information sharing within TWG to promote national ownership in spite of increased remote working.</li> <li>• Periodic review of implementation plan to implement/ramp up activities when there are less restrictions on movements</li> </ul>	
<b>Institutional risks</b>					
Lack of support and commitment by Government of Ghana to the Joint Programme	3	1	3	Regular communication on JP outputs, periodic communication on JP outcomes. Immediate action required by PUNO (UNICEF as lead) if support / commitment wanes.	RC, All PUNOs



Elections scheduled for December 2020.	2	3	3	Deliver political guidance actions before elections, ensure technical aspects remain the focus to avoid politicizing the JP efforts.	RC, UNDP
<b>Fiduciary risks</b>					
Irregular, fruitless and wasteful procurement of key inputs, notably external contractors (institutions, consultants)	1	1	2	Regular financial reports, especially highlighting key procurement items, scrutinized, in view for known risks, where necessary flagged for follow-up, corrective measures.	RC, All PUNOs

See further instruction below (and then delete the photo before finalizing the ProDoc)

Likelihood	Occurrence	Frequency	Consequence	Result
Very Likely	The event is <b>expected</b> to occur in most circumstances	Twice a month or more frequently	Extreme	An event leading to <b>massive</b> or <b>irreparable</b> damage or disruption
Likely	The event <b>will</b> probably occur in most circumstances	Once every two months or more frequently	Major	An event leading to <b>critical</b> damage or disruption
Possibly	The event <b>might</b> occur at some time	Once a year or more frequently	Moderate	An event leading to <b>serious</b> damage or disruption
Unlikely	The event <b>could</b> occur at some time	Once every three years or more frequently	Minor	An event leading to <b>some</b> degree of damage or disruption
Rare	The event <b>may</b> occur in exceptional circumstances	Once every seven years or more frequently	Insignificant	An event leading to <b>limited</b> damage or disruption

Level of risk	Result
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.

Likelihood	Consequences				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)