Draft country programme document for Ghana (2018-2022)

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I. Programme Rationale

1. Ghana is one of West Africa’s most resilient democracies, with state institutions which uphold fundamental human rights, rule of law, and freedoms. Since Ghana’s graduation to lower middle-income country (LMIC) in 2010, the economy has grown at an average rate of 7% per annum. The HDI rose from 0.554 in 2010 to 0.579 in 2015. Ghana did well in terms of many of the MDGs. Poverty is estimated to have fallen from 51.7% in 1992 to 24.2% by 2013, and the proportion of the extreme poor from 36.5% in 1992 to 8.4% in 2013. In 2017, the new Government articulated its national vision to build an optimistic, self-reliant and prosperous nation, through the sustainable deployment of Ghana’s human and natural resources, operating within a democratic, open and fair society, which expands economic opportunities for all. As a prominent advocate for the SDGs, the Government has highlighted the close alignment between this vision and its commitments to the 2030 Agenda and Agenda 2063.

2. In order to achieve its vision and solidify its MIC status, Ghana needs to address 4 fundamental inter-connected development challenges, as identified in the Common Country Assessment (CCA, 2016): 1) persistent vertical and horizontal inequalities (gender, urban-rural and north-south); 2) low productivity, with continued dependence on commodity exports; 3) burgeoning youth population which could spur growth but in the absence of quality education and job creation exacerbates social tension; 4) Environmental degradation and vulnerability to climate change impacts, which negatively affect the resilience of Ghana’s economy and society, particularly that of the poorest. The common root causes to these challenges lie in the weak institutional capacities and inefficiencies for implementation of policies and reforms; gaps in data production, access and use; the limited practice of horizontal (across ministries and agencies) and vertical (with decentralized structures) coordination; and the lack of adequate funding for core activities of government entities. In line with UNDP’s comparative advantage, this CPD contributes to tackling two of these (1 and 4), including through seeking to address the common root causes.

3. Ghana has substantial assets to confront these challenges. Ghana is a stable democracy and has held seven successive peaceful and credible general elections. It is a top performer on various governance rankings for the continent, ranked 3rd in Participation, 4th in Human Rights, 5th in Rule of Law. It has a good record in ratifying and domesticating global and regional commitments, including the Paris Climate Agreement. The Government will complete an IMF programme by December 2018 to restore macroeconomic stability, including debt sustainability, to put growth on a more sustainable trajectory.

4. However, Ghana still faces political, democratic and administrative governance deficits. The deterioration in public confidence is evident with citizens expressing “little” or “no” trust in Local Government Bodies (62%), Police (62%), Parliament (61%), Electoral Commission (59%), and Courts of law (54%). This is informed by the inefficient performance of state institutions; increased corruption; ineffective implementation and enforcement of policies; poor delivery of and inequitable access to basic quality services in fulfilment and protection of the rights of all. Remaining challenges, include the slow pace of constitutional and legal reforms and the high cost of elections. Additionally, significant capacity gaps exist for the formulation and implementation of integrated development plans at local and national levels with implications for the achievement of the SDGs and national strategies.

5. Citizens generally, and especially the most marginalized (LGBT, PLWHA, women and youth), have inequitable representation and limited capacity to claim their rights and hold authorities accountable. Although Ghana does well on continental rankings but at national and sub-national levels cultural and financial barriers hinder voice and mobilization in political processes and on policy and accountability issues. Just 12.7% of parliamentarians and 15% of the appointed chief executives of Metropolitan, Municipal and District Assemblies (MMDAs) are women.

6. Ghana’s well-regarded peace architecture is coming under stress due to increasing contestations over resources and political polarization coupled with proliferation of illicit small arms, given the growing numbers of unemployed, frustrated young Ghanaians. Simmering communal conflicts related to access to land and natural resources and succession disputes among Chiefs persist, particularly in the north. These conflicts are aggravated by the lack of

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1 UNDP Human Development Report 2016: Country Briefing note for Ghana
2 Ibrahim Index of African Governance (2016)
4 Afrobarometer 2014
5 CCA, 2016
7 IPU Women in Parliament
transparency, legal frameworks, and policy coherence. The growing sense of political exclusion and marginalization has led to sporadic electoral violence and pervasive political vigilantism. Other emerging threats to social cohesion include herdsman-farmer conflicts and rising violent extremism and terror attacks in the sub-region.

7. The persisting inequalities (socio-economic and spatial) point to the many who are being left behind. Existing disparities are being aggravated by severe environmental degradation and climate change impacts. Environmental degradation, which costs 5-10% of the GDP, is driven by unsustainable exploitation of Ghana’s rich natural resources and detrimental practices in agriculture, mining and waste management. The country has a high deforestation rate (approximately 3% per year since 2000) and is increasingly relying on fossil and wood fuels, with limited production of renewable energy. Consequently, Ghana is now a net emitter of carbon emissions. The effects of climate change in terms of rising temperatures, erratic rainfall and more extreme weather events, are expected to further exacerbate the environmental problems and increase vulnerability to natural hazards, in particular floods and droughts, and to have a disproportionate impact on women and vulnerable communities, especially in rural areas and the north of the country.

8. Policies and strategies for addressing climate change and environmental sustainability have been articulated, but their translation into action is less than optimal. Financial resources and investments for environmental conservation, climate action and economic diversification are inadequate. The private sector is constrained by the unfavorable business environment and the limited access to green technologies and innovation. Participation in decision-making processes and management of natural resources is not sufficiently inclusive, especially of women and vulnerable groups, and is also affected by inadequate access to knowledge and information.

9. In response to these challenges, the Government has articulated a pathway to self-reliant economic transformation and inclusive growth in its Coordinated Program of Economic and Social Development Policies (CPESDP 2017-2024). The CPESDP, anchored in the SDGs and Agenda 2063, is organized around four key programmatic priority areas: i) Economic Development ii) Social Development iii) Environmental and Spatial Development, and iv) Institutional Development.

10. The value proposition of the UN Sustainable Development Partnership (UNSDP 2018-2022) is derived from this articulation of the Government’s strategic priorities. UNDP’s contribution to the UNSDP focuses primarily on governance and environment. UNDP’s priority in the next five years will be to support more equitable, sustainable and accountable governance institutions and resource management to undergird social and economic development. It will facilitate solution pathways to address the overarching development challenges of persistent inequalities, limited access to quality services, increased conflict, environmental degradation and climate change impacts. Change will be posited on: strengthening institutions and processes to be more effective, equitable and accountable in the provision of quality services; promoting inclusion and empowering vulnerable groups to participate in decision-making; enhancing capacities for peace and social cohesion; strengthening institutional capacities to tackle environmental degradation and climate change; empowering communities with information and tools to protect the environment and build resilience; and promoting green and sustainable investments and businesses.

11. In response to the previous CPD evaluation, work in 2018-22 will build on identified strengths in policy and implementation support to climate change, the consolidation of the peace architecture and peaceful elections in 2016; as well as to development planning, surveys and data analyses, and successes in contributing to strengthening the regional coordination architecture and transformation planning in the poor north. Interventions related to the empowerment of local communities for sustainable development were also found to be effective. UNDP has been engaged, in collaboration with other UN entities, in the area of the green economy. This CPD also seeks to address the weaknesses and gaps identified in the areas of programme implementation by proposing fewer projects with a more defined focus; exploring policy and institutional design that can enhance effectiveness to ensure greater sustainability.

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8 CODEO (2017)
9 CCA, 2016
10 Forestry Commission (2010)
11 Forestry Commission (2017), Ghana’s Forest Reference Level
13 Government of Ghana (2015), Ghana’s Third National Communication Report to UNFCCC
14 The CPD contributes directly to UNSDP Outcomes 5. Environmental governance at national & local levels is effective, efficient & coherent; 6. Urban & rural communities have access to affordable services, knowledge & tools to increase their resilience and 7. Transparent, accountable institutions at all levels that protect the rights of all peoples. At an output level, there is also contribution to outcome 2. Competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth and 3. GoG delivers equitable, inclusive, quality social services.
in its institutional strengthening support; it will also adopt recommendations to scale up engagement with non-state actors.

12. UNDP has significant comparative advantage for achieving the proposed programme priorities. It is a long-term trusted partner of choice for Government and others for its leadership in policy areas and support for enhancing resilience, enabling inclusion and addressing inequalities. UNDP is recognized by national and local partners as playing a highly relevant role in Ghana’s developmental progress, and delivering in line with partners’ priorities. Given its proven convening ability, UNDP has an unparalleled record in building effective cross-sectoral partnerships, to bridge capacity gaps and support reforms. UNDP’s impartiality, flexibility, responsiveness, local presence and strong delivery channels are key elements of its comparative advantage, especially for areas of technical expertise and capacity building. UNDP is also recognized for its thought leadership in fostering integrated approaches to development, which is key for the implementation of the interlinked 2030 Agenda.

II. Programme Priorities and Partnerships

13. Based on stakeholder and strategic analysis and the identification of UNDP’s comparative advantage in the CPD and UNDAF evaluations, two interlinked programme priority areas are articulated: (i) Inclusive, Equitable and Accountable Governance; and (ii) Green, Equitable and Resilient Development. Within these two pillars, UNDP will provide thought leadership and serve as an integrator by promoting whole-of-government and multi-stakeholder approaches to the implementation of the SDGs interlinked agenda.

Accountable, Transparent and Responsive Governance

14. Drawing on its comparative advantage in institutional strengthening and in line with SDG 16, UNDP will support partner governance institutions in enhancing their capabilities, including through south-south cooperation and exploration of innovative approaches. The focus will be on cost-effectiveness, efficiency and accountability in institutions related to access to justice, conflict prevention and resolution, electoral processes, and national development planning and accountability.

15. In support of the Government’s commitment to the SDGs, UNDP will support impactful policy-making, planning, innovative data collection and use; and promote easy access to information through one-stop shops/dashboards; it will draw on analytical and issue-based research and foster the use of integrated modelling tools to inform sustainable development policy, strategies and programming. UNDP will support NDPC and provide technical assistance to strengthen the newly created Ministry of Planning and Ministry of M&E. Jointly with UNCT and other DPs, UNDP will work to strengthen the National Statistical System to ensure timely production of data for the SDG indicators.

16. UNDP will partner with the Electoral Commission, Ministry of Justice and Attorney General’s Department and Parliament to support ongoing constitutional, electoral, and legal reforms using an inclusive process. UNDP will also engage the Electoral Commission, key institutions and civil society to support efforts to improve transparency and cost-effective management of general and local elections.

17. Leveraging its advocacy influence, UNDP will partner with civil society to empower them to: promote inclusive participation (especially of women and youth) in governance and political processes; monitor and transform the delivery of services by contributing to policy through dialogues with government on citizens’ rights and accountability; advocate for policy options for inclusive and sustainable economic growth; and implementation of SDGs through coordinated platforms. In line with SDG 5, UNDP will explore a joint intervention with UN Women in partnership with the Ministry of Gender, Children and Social Protection (MoGCSP), Governments of Canada and Norway, political parties, Parliament, and other actors to address the inadequate inclusion of women in political and governance processes. Contributing to SDG 3 and in partnership with UNAIDS, WHO, UNIDO and Government of Japan, UNDP will work with the Ghana Aids Commission (GAC), Commission on Human Rights and Administrative Justice (CHRAJ) to strengthen the protection of the rights of vulnerable groups (e.g. LGBT, PLWHA) for effective and equitable access to health services, especially those related to HIV/AIDS, Non-Communicable and infectious diseases.

18. UNDP will continue to build upon its trusted leadership role in developing effective mechanisms for sustaining the peace architecture by expanding reach to regional peace councils, civil society, community-based organizations, and

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16 UNDP ERC
17 UNDG agreed MAPS: mainstreaming, acceleration and policy support.
peace actors. In collaboration with USAID, EU, and the Government of Japan, UNDP will strengthen efforts to prevent and mediate persistent and emerging (violent extremism, political vigilantism, and herders-farmer conflicts) conflicts with programmatic interventions targeted at strengthening the functionality of the peace architecture and introducing measures to promote social cohesion, at regional level and in conflict-prone communities especially in the northern deprived regions, in fulfilment of SDG 16. UNDP will also support the creation of an enabling environment to promote the inclusion of women and youth in peacebuilding processes through capacity building and dialogue. UNDP will work with the Ghana National Commission on Small Arms and Light Weapons to enhance policy coherence, implementation of policies and access to relevant legislation by strengthening the regulatory frameworks and systems for prevention of small arms and light weapons proliferation.

**Green, Equitable, and Resilient Development**

19. Protecting the environment, building resilience to climate change and natural hazards, and equitably sharing the benefits of natural resources are crucial to sustaining a green, inclusive and resilient economy. In line with SDGs 1, 5, 7, 12, 13 and 15, UNDP will work at two levels: strengthen public institutional capacities to reduce environmental degradation and implement climate action; and facilitate access to information, knowledge and tools to promote green jobs, citizen participation in environmental conservation, and community resilience.

20. Based on the leading role UNDP has been playing over the years in supporting the mainstreaming of climate change and environmental considerations into development planning and policy, at the upstream level, UNDP will collaborate with the Ministry of Environment, Science, Technology and Innovation and other key institutions in strengthening their capacity to plan and deliver gender-responsive mitigation and adaptation measures at national and local levels; internalize and implement global environmental agreements; promote policy coherence and coordination of climate change, DRR and green economy interventions across sectors. In addition, research institutions will be supported through technical assistance to improve climate and environment-related information and knowledge management systems. UNDP will support the Ministry of Finance and other key institutions to explore new and innovative ways to mobilize financial resources for policy implementation (including access to climate finance), and promote an enabling environment for green private sector investments. UNDP will strengthen partnerships with CSOs to advocate and support action for a more inclusive participation of all segments of society, in particular women, in decision-making processes and the management of natural resources.

21. Drawing from its global expertise and network, at the downstream level, UNDP will facilitate access to innovative tools, approaches and technologies developed and tested worldwide to: help communities (particularly in the north or in highly degraded areas) adapt to climate change, reduce their vulnerabilities to disasters and promote environmental conservation; contribute to enhancing responsible investments in value chain development, especially in extractives and including a focus on neglected minerals; support the private sector to make production more environmentally sustainable, and enhance their involvement in inclusive markets and the delivery of green products and services, including through a focus on innovative business models and the potential use of green and gender-responsive procurement modalities.

22. While promoting a cross-sectoral and gender-sensitive integrated approach at both levels, UNDP’s interventions will focus on the following sectors: sustainable energy, to promote decentralized energy solutions; forestry, to reduce emissions from deforestation and forest degradation; agriculture, to promote green commodities, expand ecosystem-based adaptation solutions, and scale up action on climate resilient livelihoods for the poor and vulnerable; waste and chemicals management, to promote sound management of hazardous and non-hazardous waste streams and other related environmental health hazards; small-scale artisanal mining sector, to engage with local communities to ensure greater voice in decision-making on extractive revenues management, allocation, and benefit sharing. UNDP will intensify its collaboration with other UN Agencies (in particular, UNEP, FAO, UNU, UNCDF) and other development partners active in the environment and natural resource sector (World Bank, European Union, Germany, Canada, and USA).

**Partnerships**

23. UNDP will continue to coordinate its support in close collaboration with the Government by retaining its core strategic partnerships with MMDAs, MDAs, Commissions and Development Authorities, while exploring Government cost-sharing engagements. Additionally, UNDP will strengthen collaboration with other UN Agencies in the context of Delivering as One (DaO) and leverage on its existing partnerships with bilateral and multilateral donors especially the top six donors in the last CPD cycle (Japan, Norway, EU, Denmark, Canada, and the United States). New partnerships with CSOs (for advocacy and accountability), academia (for quality data gathering, identification of innovative solutions and for knowledge production and dissemination) and private sector (for incubation of innovative solutions, alternative sources of resources and to create green jobs) will be explored, nurtured and managed.
24. The rationale for doubling the pipeline and resource mobilization target, compared to CPD 2012-17, is the potential to draw on UNDP’s comparative advantage to assist the government in tapping into more significant levels of climate finance to address critical adaptation and mitigation priorities and scaling-up institutional strengthening to transition to a more resilient pathway to full MIC status. UNDP’s resource mobilization strategy will include scaling up access to vertical funds such as Green Climate Fund, Adaptation Fund, Global Environment Facility and Montreal Protocol and retaining private funding such as Mondelez towards the attainment of the SDGs. In the area of South-South cooperation, Emergency Community Infrastructure Programmes, like those being implemented in Togo and Senegal, will also be assessed in terms of their feasibility potential, especially for the northern regions. Lessons from the ongoing China-Ghana-Zambia Renewable Energy Technology Transfer initiative will be used to leverage other South-South and Triangular Cooperation opportunities that will further position UNDP as a knowledge broker and partnership builder.

III. Programme and Risk Management

25. Programme implementation will be in line with the Standard Operating Procedures (SOPs) of the United Nations Development Group for “Delivering as One”. Harmonized Approach to Cash Transfers (HACT) will be used in a coordinated fashion with other UN agencies to manage financial risks. As per Executive Board decision DP/2012-013/32, cost definitions and classifications for programme and development effectiveness will be charged to the projects.

26. This CPD outlines UNDP’s contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. The programme will be nationally executed and different implementation modalities at the project level will be used as appropriate. National ownership and mutual accountability for development results will be strengthened through joint annual work planning and reviews. In respond to weak implementation capacities of national institutions, UNDP will macro/micro-assess capacities of partners, national systems and mechanisms and strengthen them where there are gaps. Given the potential for significant increase in resources, UNDP will ensure that through the project budget adequate technical capacity is earmarked. In addition, UNDP will leverage the expertise of the regional service centers and headquarters for needed advisory services. Programme accountability will focus on development results, use of programme resources as well as the sustainability of development investments.

27. Development financing challenges in an LMIC environment and fiscal space limitations that may significantly impact capacities of government and national stakeholders to implement programmes will be addressed through promoting the judicious use of resources, exploring new types of financing, partnerships and collaborations, and supporting analytical work on expanding fiscal space. Political risks and possible flare-ups of latent and emerging conflicts will be addressed in collaboration with national authorities and strengthening of early warning and response mechanisms. The programme will be agile enough to adapt to evolving contexts, UN development system reforms and the new UNDP Strategic Plan.

28. Potential health threats arising from poor sanitation management, and regional and national health epidemics, climate-related disasters, and negative environmental impacts caused by unregulated mining/galamsey will be addressed through proactive collaboration with national authorities, regional entities and, where possible, strengthening the resilience of institutions and local communities. UNDP will also enforce quality assurance principles and apply its Social and Environmental Standards (SES), undertake regular monitoring, and use the biannual review mechanism to assess programme risks and to put in place mitigation actions.

IV. Monitoring and Evaluation

29. Monitoring and evaluation will be guided by the relevant UNDP policies and procedures and the indicators in the CPD results framework (see annex) which is drawn from the Partnership Framework and the UNDP Strategic Plan, 2014-2017.

30. UNDP will leverage the M&E capacities of Ghana’s well-renowned research and academic institutions and the Ghana Statistical Service (GSS) to conduct surveys and contribute to evaluations, policy briefs and reports. Five percent of the programme budget will be allocated for M&E. Gender marker will be applied to outputs and used to track CPD budgets and expenditures to improve planning and resources allocation regarding gender equality. At the UNSDP outcome level, M&E will be undertaken via the inter-agency Results Groups, as well as mid-term and final evaluations of UNDAF and CPD.

31. The evaluation plan will be updated periodically. Evaluations will be selected, planned and conducted to measure progress and results for learning and accountability purposes. This will inform decisions to make needed adjustments
during the implementation phase. UNDP will implement the project quality assurance system and will develop capacities for gender-sensitive monitoring and evaluation.
## ANNEX A: RESULTS AND RESOURCES FRAMEWORK

### NATIONAL PRIORITY OR GOAL:
Protected and safe environment

### UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP #: SDP Outcome 5: Environmental governance at national and local levels is effective, efficient and coherent

### RELATED STRATEGIC PLAN OUTCOME: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

<table>
<thead>
<tr>
<th>UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)</th>
<th>DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES</th>
<th>INDICATIVE COUNTRY PROGRAMME OUTPUTS</th>
<th>MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS</th>
<th>INDICATIVE RESOURCES BY OUTCOME (US$)</th>
</tr>
</thead>
</table>
| **Indicator:** Total installed renewable energy electricity capacity, excluding large hydro (MWp)  
Target: 750MWp | **Source:** Energy Commission of Ghana reports  
**Frequency:** Annual  
**Responsible:** Energy Commission  
**Baseline:** 19.53MtCO2e (2010)  
**Target:** 15.34% reduction | **Output 1.1:** Evidence-based and gender-responsive climate action scaled up across sectors with increased funding at both national and local levels.  
**Indicator 1.1.1:** Number of key sectoral plans that explicitly address climate change and/or disaster risk reduction being gender responsive and implemented  
**Baseline:** 0  
**Target:** 3  
**Source:** Ghana’s Communications and Biennial Update Reports to UNFCCC  
**Frequency:** biennial  
**Responsibility:** MESTI/EPA | **Ministry of Environment, Science, Technology and Innovation (MESTI), Environmental Protection Agency (EPA), Forestry Commission (FC) Energy Commission (EnCom), Ministry of Finance (MoF) Ministry of Gender, Children and Social Protection (MoGCSP); Ministry of Local Government and Rural Development (MLGRD), Water Resources Commission (WRC), National Disaster Management Organization (NADMO), National Development Planning Commission (NDPC), Ministry of Food and Agriculture (MoFA), Municipal, Metropolitan and District Assemblies (MMDAs), Private Enterprise Federation (PEF), Research institutions. CSOs Development Partners (DPs), UNEP, UNU-INRA, UNCDF** | **Regular:** 450,000  
**Other:** 7,000,000 |
| **Indicator:** Percentage of state budget spent on climate related interventions  
Baseline: USD 210 million in 14 MDAs in 2014 (source: CPEIR, 2015)  
Target: 20% increase | **Source:** Report by Ministry of Finance using the Climate Finance Tracking Tool  
**Frequency:** annual  
**Responsibility:** MOF | **Output 1.2:** National institutions enabled to implement coherent policy and regulatory frameworks for conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions  
**Indicator 1.2.1:** Extent to which gender-sensitive legal, policy and institutional frameworks are implemented for conservation, sustainable use, and access and benefit-sharing of natural resources.  
**Baseline:** 2 (very partially) | **NDPC, MESTI, Ministry of Lands and Natural Resources (MLNR), EPA, FC, Minerals Commission (MC), MoFA, Ministry of Energy (MoE), EnCom, MMDAs.  
Research institutions.  
CSOs  
DPs, UNEP, UNU-INRA, UNIDO, UNITAR** | **Regular:** 340,000  
**Other:** 4,000,000 |
<table>
<thead>
<tr>
<th>Indicator 1.2.2: Number of ratified international conventions on environment and climate change implemented and reported on.</th>
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<tbody>
<tr>
<td><strong>Baseline:</strong> 1</td>
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<td><strong>Target:</strong> 3</td>
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<tr>
<td><strong>Source:</strong> GoG, reports to UNFCCC, Minamata Secretariat, Montreal Protocol Secretariat</td>
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<tr>
<td><strong>Frequency:</strong> annual/biennial</td>
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<tr>
<td><strong>Responsibility:</strong> MESTI/EPA</td>
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<thead>
<tr>
<th>Output 1.3: Measures in place and implemented across sectors to improve policy coherence and a sustainable, equitable and gender-sensitive business environment</th>
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<tbody>
<tr>
<td><strong>Indicator 1.3.1:</strong> Number of reform of subsidies and/or measures in place which counteract environmental, climate change or sustainability policies.</td>
</tr>
<tr>
<td><strong>Baseline:</strong> 0 (2017)</td>
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<tr>
<td><strong>Target:</strong> 2</td>
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<tr>
<td><strong>Source:</strong> Reports</td>
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<tr>
<td><strong>Frequency:</strong> annual</td>
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<tr>
<td><strong>Responsibility:</strong> MoF, MESTI, NDPC</td>
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<tr>
<th>Output 1.4: Technical and operational capacities of the Government enhanced to develop inclusive value chains in extractives, especially for neglected minerals.</th>
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<tr>
<td><strong>Indicator 1.4.1:</strong> Extent to which Mineral Commission develops and implements a gender-sensitive extractives strategic plan</td>
</tr>
</tbody>
</table>
| **Baseline:** 1 = Mining Policy and assessment report on extractives in place
| **Target:** 2 = Gender sensitive Extractives strategic plan mainstreamed into national and sub-national plans |
| **Source:** | MoF, MESTI, BoG, NDP, Academia |
| **Frequency:** | Regular: 500,000
| **Responsibility:** | Other: | NDPC, MDAs, MMDAs, MOF, MC | Regular: 500,000
| **Other:** |
**National Priority or Goal:** Protected and safe environment

**UNDAF (or equivalent) Outcome Involving UNDP 1:** *SDP Outcome 6* Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience

**Related Strategic Plan Outcome:** Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

<table>
<thead>
<tr>
<th>UNDAF Outcome Indicator(S), Baselines, Target(s)</th>
<th>Data Source and Frequency of Data Collection, and Responsibilities</th>
<th>Indicative Country Programme Outputs</th>
<th>Major Partners / Partnership Frameworks</th>
<th>Indicative Resources by Outcome (US$)</th>
</tr>
</thead>
</table>
| **Indicator:** Hectares of Degraded landscapes in off reserve areas restored through plantations development, community forestry, and natural regeneration  
**Baseline:** Forest Area (2015): 9,337,000 ha  
**Target:** 1.7 million ha  
**Source:** Forestry Commission reports  
**Frequency:** Annual  
**Responsible:** Forestry Commission | **Output 2.1:** Communities enabled to adopt systems for integrating climate change and environmental considerations into management of natural resources (e.g. forest and water) and livelihood activities  
**Indicators:**  
**2.1.1:** Number of Community Resource Management Areas (CREMA) or similar landscape management structures established and operationalized  
**Baseline:** 19 (2016; source: Ghana Forestry Development Master Plan)  
**Target:** 24  
**Source:** Forestry Commission (FC) Report  
**Frequency:** annual; **Responsibility:** FC  
**2.1.2:** Number of women and men adopting climate smart agriculture production and/or sustainable energy practices  
**Baseline:** 10,000  
**Target:** 25,000 men; 25,000 women  
**Source:** UNDP Annual Report  
**Frequency:** annual; **Responsibility:** UNDP  
**2.1.3:** Number of communities protecting and/or rehabilitating natural assets (water bodies, forest)  
**Baseline:** 0 (reached by UNDP in 2012-2017)  
**Target:** 600  
**Source:** UNDP Annual Report  
**Frequency:** annual  
**Responsibility:** UNDP | MESTI, MLGRD, EPA, FC, WRC, EnCom, Development Authorities, NADMO, MoFA, Ghana Cocoa Board, Community Water and Sanitation Agency (CWSA), MMDAs.  
Traditional authorities.  
CSOs, Community-based organizations (CBOs) Research institutions.  
DPs, UNEP, UNU-INRA, FAO, UNCDF | **Regular:** 310,000  
**Other:** 34,450,000 |
**Output 2.2:** Key state and non-state actors (private sector, academia and CSOs) have improved capacities to form innovative and effective partnerships on climate action and environmental management.

**Indicator 2.2.1:** Number of SSC and development partnerships with funding on climate action and environmental management

- **Baseline:** 3
- **Target:** 5
- **Source:** UNDP Annual Report
- **Frequency:** annual
- **Responsibility:** UNDP

**Indicator 2.2.2:** Number of private sector actors (with focus on MSMEs) who have developed and implemented business models for greener production and/or delivery of green products and services

- **Baseline:** 0
- **Target:** 10
- **Source:** PEF
- **Frequency:** annual
- **Responsibility:** UNDP

**Major Partners / Partnership Frameworks:**

- MESTI, MLNR, EnCom, FC, MC, MoF, PEF, Ghana Investment Promotion Center (GIPC), Office of the President, Ministry of Trade and Industry (MoTI)
- Private sector (including Mondelez, EcoBank)
- Research institutions.
- CSOs.
- DPs, UNEP, UNU-INRA, FAO, UNCDF

### Indicative Country Programme Outputs

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Ghana’s Corruption Perceptions Index (CPI) score</th>
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<tbody>
<tr>
<td><strong>Baseline:</strong></td>
<td>43 (2016)</td>
</tr>
<tr>
<td><strong>Target:</strong></td>
<td>44 (2022)</td>
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<tr>
<th>Indicator</th>
<th>The level of compliance to Human Rights Conventions’ Reporting Mechanisms and</th>
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<tr>
<td><strong>Source:</strong></td>
<td>Corruption Perception Index</td>
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<tr>
<td><strong>Frequency:</strong></td>
<td>Annually</td>
</tr>
<tr>
<td><strong>Responsible:</strong></td>
<td>Transparency International</td>
</tr>
<tr>
<td><strong>Baseline:</strong></td>
<td>2 (2016) = Very Little</td>
</tr>
<tr>
<td><strong>Target:</strong></td>
<td>3 = Somewhat</td>
</tr>
<tr>
<td><strong>Source:</strong></td>
<td>Reports</td>
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<tr>
<td><strong>Frequency:</strong></td>
<td>Annual</td>
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<tr>
<td><strong>Responsible:</strong></td>
<td>MoGCSP, EC, MoD, MoI, NYA, CHRAJ</td>
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<table>
<thead>
<tr>
<th>Indicator</th>
<th>Governance institutions and processes enabled to be effective, accountable, gender sensitive, equitable and guarantee the rights of all</th>
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<tbody>
<tr>
<td><strong>Baseline:</strong></td>
<td>2 (2016) = Very Little</td>
</tr>
<tr>
<td><strong>Target:</strong></td>
<td>3 = Somewhat</td>
</tr>
<tr>
<td><strong>Source:</strong></td>
<td>Reports</td>
</tr>
<tr>
<td><strong>Frequency:</strong></td>
<td>Annual</td>
</tr>
<tr>
<td><strong>Responsible:</strong></td>
<td>MoGCSP, EC, MoD, MoI, NYA, CHRAJ</td>
</tr>
</tbody>
</table>

| Major Partners / Partnership Frameworks | Parliamentary, Electoral Commission (EC) of Ghana, Ministry of Justice & Attorney Generals Department (MoJAGD), MoGCSP, Political Parties, National Youth Authority (NYA), Ministry of Youth and Sports (MoYS), Ministry of Defence (MoD), Ministry of Interior (MoI), National and Regional Peace Council (N/RPC), Legal Aid Scheme (LAS), CSOs |

<table>
<thead>
<tr>
<th>Indicative Resources by Outcome (US$)</th>
<th>Regular: 350,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other: 3,000,000</td>
<td></td>
</tr>
</tbody>
</table>

**UNDAF (or Equivalent) Outcome Involving UNDP #: SDP Outcome 7 - Transparent, accountable institutions at all levels protect the rights of all people**

**Related Strategic Plan Outcome:** Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Type</th>
<th>Description</th>
<th>Baseline</th>
<th>Target</th>
<th>Source</th>
<th>Frequency</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator 3.1.2:</td>
<td>Number of engagement and dialogue platforms, legislation and policies targeting inclusion and participation of women and youth in decision-making in place.</td>
<td>Baseline: 0 (2017)</td>
<td>Target: 6</td>
<td>Source: Reports</td>
<td>Frequency: Annual</td>
<td>Responsible: MoGCSP, NYA, MoYSP, NPC/RPC, MoI</td>
<td></td>
</tr>
<tr>
<td>Indicator 3.1.3:</td>
<td>Number of frameworks adopted to address sector specific corruption risks</td>
<td>Baseline: 0 (2017)</td>
<td>Target: 3</td>
<td>Source: Reports, Frequency: Annual</td>
<td>Responsible: CHRAJ, Parliamentary Committee &amp; Cabinet Office reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator 3.1.4:</td>
<td>Extent to which electoral, constitutional and legal reforms are in place</td>
<td>Baseline: E = 1 process started; C = 1 process started; LR = 1 process started</td>
<td>Target: E = 3 partially in place and partially functional; C = 3 partially in place and partially functional; LR = 3 partially in place and partially functional</td>
<td>Source: Reports</td>
<td>Frequency: Annual</td>
<td>Responsible: EC, MoLGRD, Parliament, LAS, MoJAGD</td>
<td></td>
</tr>
<tr>
<td>Output 3.2:</td>
<td>Peace actors and institutions have strengthened capacities for peace building including to reduce small arms violence.</td>
<td>Indicator 3.2.1: Extent to which national laws on SALWs are harmonized.</td>
<td>Baseline: 0 = not harmonized</td>
<td>Target: 2 = partially harmonized and partially implemented</td>
<td>Source: Parliamentary Hansard, Report</td>
<td>Frequency: Annual</td>
<td>Responsible: Parliament, GNACSA</td>
</tr>
<tr>
<td>Indicator 3.2.2:</td>
<td>Number of Women and Youth networks with strengthened capacity for conflict prevention and peace building.</td>
<td>Baseline: W = 2, Y = 2 (2017)</td>
<td>Target: W = 3, Y = 3</td>
<td>Data Sources: Reports</td>
<td>Frequency: Annually</td>
<td>Responsible: NPC, UNDP, NYA, MoGCSP</td>
<td></td>
</tr>
</tbody>
</table>

**Regular:** 3,500,000  
**Other:** 5,000,000
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Baseline</th>
<th>Target</th>
<th>Source</th>
<th>Frequency</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.3</td>
<td>Level of capacity of the National Peace Architecture and actors at all levels for gender sensitive conflict prevention and mediation.</td>
<td>Low (2017)</td>
<td>Medium</td>
<td>Report</td>
<td>Annual</td>
<td>NPC, CSO</td>
</tr>
</tbody>
</table>
| 3.2.3 | Baseline: Low (2017)  
Target: Medium  
Source: Report  
Frequency: Annual  
Responsible: NPC, CSO |
| 3.3 | Civil Society, including youth and women’s groups, empowered to demand transparency, accountability, and responsiveness from public institutions | 2 (2016) | 5 | Reports | Annual | GII & GACC |
| 3.3.1 | Indicator 3.3.1: Number of civil society empowerment and engagement initiatives that ensure transparency and accountability of public institutions | 2 (2016) | 5 | Reports | Annual | GII & GACC |
| 3.3.2 | Indicator 3.3.2: The extent to which youth groups have strengthened capacity to engage on accountability for the SDGs | 2 = Very partially  
Target: 4 = Largely | Reports | Annual | YES Ghana & UNDP |
| 3.4 | Justice and human rights institutions have strengthened technical and operational capacity to provide equitable access to quality services. | 10,350 (W: 6,208; M: 4,142; 2016) | 15,000 (W: 10,000; M: 5,000; 2022) | Report | Annual | Legal Aid Scheme |
| 3.4.1 | Indicator 3.4.1: Number of vulnerable groups especially women and men benefiting from legal aid services | 10,350 (W: 6,208; M: 4,142; 2016) | 15,000 (W: 10,000; M: 5,000; 2022) | Report | Annual | Legal Aid Scheme |
| 3.4.2 | Indicator 3.4.2: Percentage of Universal Periodic Review (UPR) (human rights) and CEDAW (discrimination against women) recommendations that are implemented | 10% (2017) | 50% | PoSF, and LAS |

Output 3.3: Civil Society, including youth and women’s groups, empowered to demand transparency, accountability, and responsiveness from public institutions

Indicator 3.3.1: Number of civil society empowerment and engagement initiatives that ensure transparency and accountability of public institutions

Baseline: 2 (2016)  
Target: 5  
Source: Reports  
Frequency: Annual  
Responsible: GII & GACC

Indicator 3.3.2: The extent to which youth groups have strengthened capacity to engage on accountability for the SDGs

Baseline: 2 = Very partially  
Target: 4 = Largely  
Source: Reports  
Frequency: Annual  
Responsible: YES Ghana & UNDP

Output 3.4: Justice and human rights institutions have strengthened technical and operational capacity to provide equitable access to quality services.

Indicator 3.4.1: Number of vulnerable groups especially women and men benefiting from legal aid services

Baseline: 10,350 (W: 6,208; M: 4,142; 2016)  
Target: 15,000 (W: 10,000; M: 5,000; 2022)  
Data source: Report  
Frequency: Annual  
Responsible: Legal Aid Scheme

Indicator 3.4.2: Percentage of Universal Periodic Review (UPR) (human rights) and CEDAW (discrimination against women) recommendations that are implemented

Baseline: 10% (2017)  
Target: 50%
<table>
<thead>
<tr>
<th>Data source:</th>
<th>Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency:</td>
<td>Annual</td>
</tr>
<tr>
<td>Responsible:</td>
<td>MoJAGD, MoGCSP, PoSF</td>
</tr>
</tbody>
</table>

**Output 3.5: Policies and strategies for equitable health services (esp for HIV/AIDS, Non communicable Diseases and infectious diseases) for the marginalized/vulnerable developed and implemented.**

**Indicator 3.5.1** Extent to which policies for reducing HIV related stigma and discrimination are developed and implemented  
**Baseline:** 2 developed, 2 partially implemented (2017)  
**Target:** 2 fully implemented  
**Source:** Report  
**Frequency:** annual  
**Responsible:** GAC, MoH, WHO, CHRAJ

**Output 3.5.2:** Extent to which strategies for effective NCD responses are developed and implemented  
**Baseline:** 2 developed, 1 partially implemented (2014)  
**Target:** 1 fully implemented  
**Sources:** Report  
**Frequency:** Annual  
**Responsible:** GAC, MoH, WHO, GHS, NHIS, NASA, GDHS

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

**Indicative Indicator 3.6.1:** Number of national policies which are coherent with regard to the 3 sustainability dimensions  
**Baseline:** 2 (2017)  
**Target:** 4  
**Source:** SDG Progress Report, annual progress reports and district plans  
**Frequency:** Biennial  
**Responsible:** NDPC

**Indicator 3.6.2:** Number of national and/or sub-national development plans aligned to the SDGs  
**Baseline:** (2017) National = 0; sub-national = 0  
**Target:** 1 national and 100 sub-national  
**Source:** SDG Progress Report, annual progress reports and district plans  
**Frequency:** Biennial  
**Responsible:** NDPC

**GAC, UNAIDS, GHS, WHO, MOH, National Health Insurance Scheme (NHIS)**

**Regular:** 324,000  
**Other:** 150,000

**Ghana Statistical Service (GSS), National Development Planning Commission (NDPC), Data generating MDAs; MMDAs, Academia, DPs, MOF**

**Regular:** 2,000,000  
**Other**
**Indicator 3.6.3:** Extent to which updated sex disaggregated data is produced and used to monitor progress on national development goals aligned with SDGs

**Baseline:** 3 = Partially

**Target:** 4 = Largely

**Source:** GSS and SDG Progress Report

**Frequency:** Biennial

**Responsible:** GSS, NDPC