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Country programme document for Ghana (2018-2022)

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I. Programme rationale

1. Ghana is one of the most resilient democracies in West Africa with state institutions that uphold fundamental human rights, rule of law, and freedoms. Since it became a lower middle-income country (LMIC) in 2010, the Ghanaian economy has grown at an average rate of 7 per cent per annum. The human development index rose from 0.554 in 2010 to 0.579 in 2015. Ghana did well in terms of many of the Millennium Development Goals (MDGs).¹ Poverty fell from 51.7 per cent in 1992 to 24.2 per cent in 2013, and the proportion of extreme poor declined from 36.5 per cent in 1992 to 8.4 per cent in 2013. Ghana has a strong record of ratifying and domesticating global and regional commitments, including the Paris Climate Agreement. In 2017, the government articulated a national vision to build an optimistic, self-confident, and prosperous nation through the creative use of human and natural resources, and by operating within a democratic, open and fair society where mutual trust and economic opportunities exist for all. As a prominent advocate for the Sustainable Development Goals (SDGs), the Government of Ghana highlighted the alignment of this vision and its national policy frameworks with the 2030 Agenda, and Agenda 2063.

2. To achieve its vision Ghana needs to address two overarching and inter-connected development challenges. The first is persistent vertical and horizontal (gender, urban-rural, and North-South) inequalities caused by limited access to jobs and quality services for the most vulnerable; these have the potential to fuel discontent and conflict. The second, is environmental degradation and vulnerability to climate change, which negatively affects the resilience of the economy and society, particularly the poorest and hardest to reach. The Common Country Assessment (CCA) for 2016 highlighted that the root causes for these challenges lie in weak institutional capacities in implementing policies and reforms; gaps in data production, access and use; limited horizontal (across ministries and agencies) and vertical (with decentralized structures) coordination, and inadequate funding for core government-related activities.

3. Ghana is a top performer in various governance rankings for Africa. It is ranked third in participation, fourth in human rights, and fifth in rule of law.² Despite this, Ghana still faces political, democratic, and administrative governance deficits. Deterioration in public confidence is evident with citizens expressing “little” or “no” trust in local government bodies (62 per cent), police (62 per cent), Parliament (61 per cent), the ruling party (61 per cent), the Electoral Commission (59 per cent), the President (57 per cent), judicial courts (54 per cent), and opposition parties (50 per cent).³ Public confidence is on the decline because of inefficient state institution performance; increased corruption; the ineffective implementation and enforcement of policies, and the poor delivery of—and inequitable access to—basic quality services that fulfill and protect the rights of everyone.⁴ In addition, significant capacity gaps exist for the formulation and implementation of integrated development plans at local and national levels, with implications for achieving the SDGs and/or national strategies. This is exacerbated by not enough relevant disaggregated data that tells the story of what is taking place, who is being affected, and where.

4. A stable democracy, Ghana has held seven peaceful and credible general elections. Yet, remaining challenges include inadequate constitutional and legal frameworks; costly electoral processes and inefficient structures; limited access to information, and an inability of some citizens, especially the most marginalized—lesbian, gay, bisexual and transgender people (LGBT), people living with HIV, women, and youth—to claim their rights and hold authorities accountable, and unequal representation and participation of these populations. The governance landscape offers limited space for people to voice their opinions or mobilize on policy issues,

¹ UNDP Human Development Report 2016: Country Briefing note for Ghana.

² Ibrahim Index of African Governance (2016).

³ Afrobarometer 2014.

⁴ 2016 Common Country Assessment.

particularly those that affect women and youth.⁵ A mere 12.7 per cent of parliamentarians, and 15 per cent of chief executives in metropolitan, municipal and district assemblies (MMDAs), are women.⁶

5. The peace architecture of Ghana is under stress due to contestation over resources, political polarization, and the proliferation of illicit small arms caused by the growing number of unemployed and dismayed young Ghanaians. Simmering communal conflicts related to land access, natural resources, and succession disputes among chiefs persist in the north and are aggravated by a lack of transparency, legal frameworks, and policy coherence. Rising political exclusion and marginalization has led to sporadic electoral violence and pervasive political vigilantism.⁷ Other emerging threats to social cohesion include herdsman/farmer conflicts, and violent extremism and terror attacks in the sub-region (e.g. Burkina Faso, Cote d'Ivoire, Mali and Nigeria).

6. Persisting inequalities (socio-economic and spatial)⁸ suggest communities are being left behind. These inequalities are aggravated by severe environmental degradation and climate change. Environmental degradation, which costs 5 to 10 per cent of the gross domestic product,⁹ is driven by the unsustainable exploitation of natural resources and shaky practices in the agriculture, mining, and waste management sectors. The country has a high deforestation rate (approximately 3 per cent per year since 2000)¹⁰ and increasingly relies on fossil and wood fuels, with limited renewable energy alternatives.¹¹ Consequently, Ghana is now a net emitter of carbon emissions. The effects of climate change, rising temperatures, erratic rainfall, and extreme weather events,¹² are expected to exacerbate environmental problems and increase citizen vulnerability to natural hazards (specifically floods and droughts). They will disproportionately affect women and vulnerable communities, especially in rural areas, and in northern Ghana.

7. Policies and strategies for addressing climate change and environmental sustainability have been articulated but weak institutional capacities, data gaps, limited horizontal and vertical coordination, and inadequate funding for government-related activities hinder translation into action. In addition, not enough financial resources or investments exist for environmental conservation, climate action, and economic diversification. The private sector is constrained by an unfavorable business environment and limited access to green technologies. Participation in decision-making processes and management of natural resources is not inclusive, especially for women, vulnerable groups, and populations with insufficient access to information and services.

8. As a medium-term response, the government outlined various measures to address these issues in its Coordinated Program of Economic and Social Development Policies 2017-2024 (CPESDP). The government adopted a number of domestic policy measures in its budgetary frameworks and is implementing a three-year International Monetary Fund programme to restore macroeconomic stability, including debt sustainability, to put growth on a sustainable trajectory.¹³ The CPESDP is anchored in the SDGs and includes a section on international development frameworks. The four programmatic priority areas, derived from the 2018-2022 United Nations Sustainable Development Partnership (UNSDP), are: (i) economic

⁵ Ghana Anti-Corruption Coalition and West Africa Civil Society Institute, "The state of civil society in Ghana: An Assessment," (2013).

⁶ Inter-Parliamentary Union Women in Parliament.

⁷ Coalition of Domestic Election Observers (2017).

⁸ 2016 CCA.

⁹ Forestry Commission (2010).

¹⁰ Forestry Commission (2017), Ghana Forest Reference Level.

¹¹ Energy Commission (2016), National Energy Statistics.

¹² Government of Ghana (2015), Ghana's Third National Communication Report to the United Nations Framework Convention on Climate Change (UNFCCC).

¹³ Press release from 26 February 2017, Government of Ghana Highlights of The Mid-Year Fiscal Policy Review of the 2017 Budget Statement and Economic Policy.

development; (ii) social development; (iii) environment, infrastructure and human settlements, and (iv) governance, corruption and public accountability.

9. The UNDP contribution to the UNSDP¹⁴ is to support Ghana in becoming more equitable, sustainable and accountable in delivering public services, and managing resources. To achieve this requires solutions that address the overarching development challenges of persistent inequality, limited access to quality services, increasing conflict, environmental degradation, and consequences of climate change. Progress relies on strengthening institutions and processes to be more effective and accountable in providing equitable access to quality services; promoting inclusion in policy formulation; empowering vulnerable groups to participate in decision-making, especially at the community level; enhancing capacities for peace and social cohesion; strengthening institutional capacities to tackle environmental degradation and climate change; providing communities with information and tools to protect the environment and build community resilience, and promoting green and sustainable investments and businesses.

10. In terms of past performance, evaluations of the UNDP country programme document (CPD) for 2012 to 2017 and United Nations Development Assistance Framework (UNDAF) for the same period indicated the programme was well anchored, responsive and relevant to national priorities. UNDP contributed to strategic results by establishing a solid policy framework on climate change; consolidating the national peace architecture and peaceful elections in 2016; carrying out planning, surveys and data analyses; supporting regional coordination, and development planning in the North. Interventions related to the empowerment of local communities for sustainable development were effective, and UNDP collaborated with other United Nations organizations in promoting green economy practices. Lessons learned from the CCA, CPD, and project evaluations point to a need for future programmes to have fewer projects with a more defined focus, as well as a clearer transition strategy to ensure institutional sustainability, scaled up engagement with non-state actors, and strengthened capacities for gender mainstreaming and rights-based approaches.

11. UNDP has a comparative advantage when it comes to achieving proposed programme priorities. As a long-term and trusted government partner (for its leadership in policy support and in boosting resilience and inclusion, and addressing inequalities) UNDP is recognized by national and local stakeholders for playing a relevant role in the country's development progress, and in delivering on partner priorities.¹⁵ UNDP has an unparalleled record in building effective cross-sectoral partnerships, bridging gaps, and supporting reforms. Time and again, UNDP has shown to have a comparative advantage in supporting durable national responses (e.g. coordination during the Ebola crisis and other humanitarian-development emergencies). Impartiality, flexibility, responsiveness, local presence, and strong delivery channels are fundamentals of every UNDP response,¹⁶ especially with regards to technical expertise and capacity building. Because it addresses development issues according to the national context, UNDP has a comparative advantage in providing institutional feedback on implementation of the 2030 Agenda.

II. Programme priorities and partnerships

12. Based on stakeholder and strategic analyses, and comparative advantages outlined in CPD and UNDAF evaluations, two programme priority areas have been articulated: (i) inclusive, equitable and accountable governance, and (ii) green, equitable and resilient development.

¹⁴ The CPD contributes directly to UNSDP Outcome 5 (environmental governance at national and local levels is effective, efficient and coherent); Outcome 6 (urban and rural communities have access to affordable services, knowledge and tools to increase their resilience), and Outcome 7 (transparent, accountable institutions at all levels that protect the rights of all peoples). At the output level, contributions are made under Outcome 2 (competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth) and Outcome 3 (the Government of Ghana delivers equitable, inclusive, quality social services).

¹⁵ UNDP partnership survey reports, and CPD and UNDAF evaluation reports (2012 and 2017).

¹⁶ UNDP Evaluation Resource Centre.

Under these two pillars, UNDP will provide thought leadership and promote whole-of-government, and multi-stakeholder approaches for the implementation of the SDG 2030 Agenda.

Accountable, transparent and responsive governance

13. Drawing on its comparative advantage in institutional strengthening, and in line with SDG 16, UNDP will support partner governance institutions in enhancing their capabilities. This will be done through South-South cooperation and the exploration of innovative approaches. The focus will be on ensuring cost-effectiveness, efficiency and accountability in delivering equitable and quality basic services that respond to the prioritized needs of citizens, especially women and youth at national and local levels. To support SDG mainstreaming and acceleration, UNDP will provide mainstreaming, acceleration, and policy support to foster transformational policy-making and planning, data collection and use, and promote easy access to information through one-stop shops/dashboards. UNDP will draw on analytical and issue-based research, and use integrated modeling tools to inform policy, strategies and programming.

14. UNDP will partner with the Electoral Commission, Ministry of Justice, Department of the Attorney General, and Parliament to support ongoing constitutional, electoral, and legal reforms vis-à-vis an inclusive process. UNDP will engage with the Electoral Commission, specific institutions and civil society to improve transparency and the cost-effective management of general and local elections.

15. With regards to advocacy, UNDP will partner with civil society to: promote inclusive participation (especially of women and youth) in governance and political processes, monitor and transform service delivery by contributing to policy dialogues with government on citizens' rights and accountability, and advocate for policy options on inclusive and sustainable economic growth, and implementation of the SDGs through coordinated platforms. In line with SDG 5, UNDP will explore a joint intervention with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) in partnership with the Ministry of Gender, Children and Social Protection (MoGCSP), governments of Canada and Norway, national political parties, Parliament, and other actors to address the inadequate inclusion of women in political and governance processes. To address SDG 3, UNDP will partner with the Joint United Nations Programme on HIV/AIDS (UNAIDS), the World Health Organization (WHO), United Nations Industrial Development Organization (UNIDO), Government of Japan, Ghana Aids Commission (GAC), and Commission on Human Rights and Administrative Justice (CHRAJ) to strengthen rights protection measures for vulnerable groups (e.g. LGBT communities and people living with HIV/AIDS) for effective and equitable access to health services, especially those related to HIV/AIDS, and non-communicable and infectious diseases.

16. UNDP will continue to build on its trusted leadership role in developing effective mechanisms for sustaining the peace by liaising and partnering with regional peace councils, civil society, community-based organizations, and peace actors. In collaboration with the United States Agency for International Development (USAID), the European Union, and the Government of Japan, UNDP will strengthen efforts to prevent and/or mediate persistent and emerging conflicts with programmatic interventions targeted at strengthening the functionality of the national peace architecture, and introducing measures to promote social cohesion at the regional level and in conflict-prone communities (especially in northern Ghana). UNDP will support the creation of an environment that promotes the inclusion of women and youth in peacebuilding processes. UNDP will work with the Ghana National Commission on Small Arms and Light Weapons to improve policy coherence, implement policies, and improve access to relevant legislation by strengthening regulatory frameworks and systems for preventing the proliferation of small arms and light weapons.

Green, equitable, and resilient development

17. Protecting the environment, building resilience to climate change and natural hazards, and equitably sharing the benefits of natural resources are crucial for sustaining a green, inclusive,

and resilient economy. In line with SDGs 1, 5, 7, 12, 13 and 15, UNDP will strengthen public institutional capacities to reduce environmental degradation, implement climate action, and facilitate access to information, knowledge and tools that promote green jobs, citizen participation in environmental conservation, and community resilience.

18. Based on the role UNDP has played over the years mainstreaming climate change and environmental considerations into development planning and policy, UNDP will collaborate with the Ministry of Environment, Science, Technology and Innovation (and other institutions) to strengthen the planning and delivery process for gender-responsive mitigation and adaptation measures at national and local levels. This will involve focusing on internalizing and implementing global environmental agreements, promoting policy coherence, and coordinating climate change, disaster risk reduction (DRR), and green economy interventions across sectors. In addition, research institutions will receive technical assistance to improve climate and environment-related information and knowledge management systems. UNDP will support the Ministry of Finance and other institutions on new ways to mobilize financial resources for policy implementation (including climate finance), and promote an enabling environment for green private sector investments. UNDP will strengthen partnerships with civil society organizations (CSOs) to better advocate and support action on inclusive participation for all segments of society, women in decision-making processes, and the management of natural resources.

19. Drawing from its global expertise and networks, UNDP will improve access to new tools, approaches and technologies to help communities (particularly in the north or hard-to-access areas) adapt to climate change, increase their resilience, and promote environmental conservation. Provision of new approaches and tools will contribute to an influx in investment in value chain development (especially in extractive industries and neglected minerals), supporting the private sector in making production environmentally sustainable, and boosting business involvement in inclusive markets and delivering green products and services (this includes a focus on new business models, and the potential use of green and gender-responsive procurement modalities).

20. UNDP interventions will promote a gender-sensitive, integrated approach at various levels, and focus on the following sectors: (i) sustainable energy to promote decentralized energy solutions; (ii) forestry to reduce emissions from deforestation and forest degradation; (iii) agriculture to promote green commodities, expand ecosystem-based adaptation solutions, and scale up action on climate resilient livelihoods for the poor and vulnerable; (iv) waste and chemical management to promote the sound management of hazardous and non-hazardous waste streams and other related environmental health hazards, and (v) a small-scale artisanal mining sector to engage with local communities to ensure greater decision-making in extractive revenue management, allocation, and benefit sharing. UNDP will scale-up collaboration with other United Nations organizations—the United Nations Environment Programme (UNEP), the Food and Agriculture Organization (FAO), United Nations University Institute for Natural Resources in Africa (UNU-INRA), United Nations Capital Development Fund (UNCDF)—as well as other development partners active in the environmental and natural resource sectors (World Bank, European Union, and governments of Germany, Canada, and the United States of America).

Partnerships

21. UNDP will continue to coordinate support with the government by retaining strategic partnerships with metropolitan municipalities, district assemblies, ministries, and administrative departments, agencies, commissions and development authorities. This will be done while exploring government cost-sharing engagements. Additionally, UNDP will strengthen collaboration with other United Nations organizations in the context of the ‘Delivering as One’ modality and lean on existing partnerships with bilateral and multilateral donors, especially the top six from the last CPD cycle (Japan, Norway, the European Union, Denmark, Canada, and the United States of America). New partnerships with CSOs (for

advocacy), academia (for data gathering, identification of tech-specific solutions, and knowledge production and dissemination) and the private sector (for the incubation of solutions, identification of alternative sources of resources, and creation of green jobs) will be explored, nurtured and managed. The UNDP resource mobilization strategy will include scaling up vertical funds such as the Green Climate Fund, Adaptation Fund, Global Environment Facility, and Montreal Protocol, and retaining private funding such as Mondelez to attain the SDGs. In terms of South-South cooperation, emergency community infrastructure programmes, like those implemented in Togo and Senegal, will be assessed in terms of their viability for northern Ghana. Lessons from the ongoing China-Ghana-Zambia Renewable Energy Technology Transfer initiative will inform other South-South and triangular cooperation opportunities.

III. Programme and risk management

22. Programme implementation will be in line with the Standard Operating Procedures (SOPs) of the 'Delivering as One' framework of the United Nations Development Group. Harmonized Approach to Cash Transfers will be used in a coordinated fashion with other United Nations organizations to manage financial risks. As per Executive Board decision DP/2-013/32, cost definitions and classifications for programme and development effectiveness will be charged to projects.

23. This CPD outlines UNDP 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 plans and reviews. In response to weak implementation capacities of national institutions, UNDP will assess the capacities of partners, national systems, and mechanisms and strengthen them where needed. Given the potential for a significant increase in resources, UNDP will ensure that adequate technical capacity is earmarked in the project budget. In addition, UNDP will use the expertise of regional service centers and headquarter bureaus for advisory services. Programme accountability will focus on development results, use of programme resources, and sustainable development investments.

24. Development financing challenges in a LMIC environment, plus fiscal space limitations, may affect the ability of government and national stakeholders to implement programmes. This will be addressed by promoting a 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 with national authorities, and by strengthening early warning and response mechanisms. The programme will be agile enough to adapt to evolving contexts, United Nations reforms and the new UNDP Strategic Plan.

25. Potential health threats arising from poor sanitation management, regional and national health epidemics, climate-related disasters, and unregulated mining will be addressed through collaborative efforts with national authorities, regional entities and, where possible, by strengthening the resilience of institutions and local communities. UNDP will enforce quality assurance principles, apply its Social and Environmental Standards, undertake regular monitoring, and use the biannual review mechanism to assess programme risks and design mitigation actions.

IV. Monitoring and evaluation

26. Monitoring and evaluation (M&E) will rely on guidelines found in relevant UNDP policies and procedures, and indicators in the CPD results framework (drawn from the Partnership Framework and UNDP Strategic Plan for 2014-2017). In tandem with the United Nations Country Team and other development partners, UNDP will strengthen the National Statistical

System to ensure the timely production of data for SDG indicators since close to 60 per cent of data will come from administrative sources. UNDP is strategically positioned to provide technical support to the National Development Planning Commission and will help strengthen two newly created entities: the Ministry of Planning, and the Ministry of Monitoring and Evaluation.

27. UNDP will tap into the M&E capacities of national research and academic institutions, and the Ghana Statistical Service. This will contribute to a greater number of surveys and evaluations conducted, and policy briefs and reports written. Five percent of the programme budget will be allocated for M&E. A gender marker will be applied to outputs and used to track CPD budgets and expenditures to improve planning and resource allocation regarding gender equality. At the UNSDP outcome level, inter-agency working groups will be responsible for monitoring and evaluations, as well as mid-term and final evaluations of the UNDAF and CPD.

28. The evaluation plan will be periodically updated. Evaluations will be selected, planned and conducted to measure progress and results, and for learning and accountability purposes, allowing informed decision-making for necessary adjustments during the implementation phase. UNDP will implement the project quality assurance system and develop capacities for gender-sensitive monitoring and evaluation.

Annex. Results and resources framework for Ghana (2018-2022)

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					
UNDAF outcome indicators, baselines, targets	Data source, frequency of data collection, responsibilities	Indicative country programme outputs	Major partners/partnerships frameworks	Indicative resources by outcome (\$)	
<p>Indicator: Total installed renewable energy electricity capacity, excluding large hydro (MWp) Baseline: 43 MWp (2015) Target: 750 MWp</p> <p>Indicator: "Reduction in national emissions of carbon dioxide compared to the Business as Usual (BAU) scenario" Baseline: 19.53 MtCO₂e (2010) Target: 15.34% reduction</p> <p>Indicator: Percentage of state budget spent on climate related interventions Baseline: 210 million US dollars in 14 MDAs in 2014 (source: Climate Public Expenditure and Institutional Review (CPEIR), 2015) Target: 20% increase</p>	<p>Data source: Energy Commission of Ghana reports Frequency: Annual Responsible: Energy Commission</p> <p>Source: Ghana's Communications and Biennial Update Reports to UNFCCC Frequency: biennial Responsible: MESTI/EPA</p> <p>Source: Report by Ministry of Finance using the Climate Finance Tracking Tool Frequency: annual Responsible: MoF</p>	<p>Output 1.1: Evidence-based and gender-responsive climate action scaled up across sectors with increased funding at both national and local levels.</p> <p>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</p> <p>Indicator 1.1.2: Number of Ministries, Departments and Agencies (MDAs) reporting climate related expenditures for each financial year Baseline: 14 MDAs (CPEIR, 2015) Target: 19 (cumulative) Source: MoF report, Climate Finance Tracking Tool Frequency: annual Responsibility: MoF</p>	<p>Ministry of Environment, Science, Technology and Innovation (MESTI), Environmental Protection Agency (EPA), Forestry Commission, 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 (e.g., Germany and EU-REACH Programme), UNEP, UNU-INRA, UNCDF.</p>	<p>Regular: 450,000</p> <p>Other: 7,000,000</p>	
		<p>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</p> <p>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)</p>		<p>NDPC, MESTI, Ministry of Lands and Natural Resources (MLNR), EPA, Forestry Commission, Minerals Commission, MoFA, Ministry of Energy (MoE), Energy Commission, MMDAs.</p> <p>Research institutions. CSOs</p>	<p>Regular: 540,000</p> <p>Other: 4,000,000</p>

		<p>Target: 3 (partially) Source: MESTI/MLNR reports Frequency: annual Responsibility: MESTI/MLNR</p> <p>Indicator 1.2.2: Number of ratified international conventions on environment and climate change implemented and reported on. Baseline: 1 Target: 3 Source: Government of Ghana, reports to UNFCCC, Minamata Secretariat, Montreal Protocol Secretariat Frequency: annual/biennial Responsibility: MESTI/EPA</p>	Development partners, UNEP, UNU-INRA, UNIDO, United Nations Institute for Training and Research	
		<p>Output 1.3: Measures in place and implemented across sectors to improve policy coherence and a sustainable, equitable and gender-sensitive business environment</p> <p>Indicator 1.3.1: number of reform of subsidies and/or measures in place, which counteract environmental, climate change or sustainability policies. Baseline: 0 (2017) Target: 2</p> <p>Source: Reports Frequency: annual Responsibility: MoF, MESTI, NDPC</p> <p>Indicator 1.3.2: Number of measures adopted in policies and/or related support programmes which incentivize women owned MSMEs Baseline: 0 (2017) Target: 2 Source: Budget Statement Frequency: Biannual Responsibility: MoF, Bank of Ghana</p>	MoF, MESTI, Bank of Ghana, NDP, academia.	Regular: 500,000
		<p>Output 1.4: Technical and operational capacities of the Government enhanced to develop inclusive value chains in extractives, especially for neglected minerals.</p> <p>Indicator 1.4.1: Extent to which Mineral Commission develops and implements a gender-sensitive extractives strategic plan 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</p>	NDPC, MDAs, MMDAs, MoF, Minerals Commission	Regular: 500,000

		<p>Indicator: Number of registered artisanal, small- and medium scale enterprises participating in extractive sector value chains Baseline: 0 Target: 2 Source: Minerals Commission, Ministry of Trade and Industry (MoTI) Reports Frequency: Annual</p>		
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				
<p>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</p>	<p>Source: Forestry Commission reports Frequency: Annual Responsible: Forestry Commission</p>	<p>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</p> <p>Indicator 2.1.1: Number of Community Resource Management Areas or similar landscape management structures established and operationalized Baseline: 19 (2016; Ghana Forestry Development Master Plan) Target: 24 Source: Forestry Commission Report Frequency: annual; Responsibility: Forestry Commission</p> <p>Indicator 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</p> <p>Indicator 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</p>	<p>MESTI, MLGRD, EPA, Forestry Commission, WRC, EnCom, Development Authorities, NADMO, MoFA, Ghana Cocoa Board, Community Water and Sanitation Agency, MMDAs.</p> <p>Traditional authorities. CSOs, community-based organizations, research institutions.</p> <p>Development partners, UNEP, UNU-INRA, FAO, UNCDF.</p>	<p>Regular: 510,000 Other: 34,450,000</p>
		<p>Output 2.2: Key state and non-state actors (private sector, academia and CSOs) have improved capacities to form</p>	<p>MESTI, Ministry of Land and Natural Resources, Energy Commission, Forestry</p>	<p>Regular: 750,000</p>

		<p>innovative and effective partnerships on climate action and environmental management.</p> <p>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</p> <p>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</p>	<p>Commission, Minerals Commission, MoF, PEF, Ghana Investment Promotion Center (GIPC), Office of the President, MoTI, Private sector (including Mondelez, EcoBank)</p> <p>Research institutions</p> <p>CSOs</p> <p>Development partners, UNEP, UNU-INRA, FAO, UNCDF</p>	<p>Other: 3,500,000</p>
NATIONAL PRIORITY OR GOAL: INCLUSIVE, EQUITABLE AND ACCOUNTABLE GOVERNANCE				
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				
<p>Indicator: Ghana's Corruption Perceptions Index (CPI) score Baseline: 43 (2016) Target: 44 (2022)</p> <p>Indicator: The level of compliance to Human Rights Conventions' Reporting Mechanisms and recommendations pertaining to discriminated groups and refugees Baseline: Low (2016) Target: Medium (2022)</p> <p>Indicator: Citizen's level of trust in public institutions</p>	<p>Source: Corruption Perception Index Frequency: Annually Responsible: Transparency International</p> <p>Source: Ghana's Universal Periodic Review and CEDAW Review Reports Frequency: Annual Responsibility: Committee on the Elimination of Discrimination against Women (CEDAW) Committee and Office of the High Commission for Human Rights</p>	<p>Output 3.1: Governance institutions and processes enabled to be effective, accountable, gender sensitive, equitable and guarantee the rights of all</p> <p>Indicator 3.1.1: Extent to which governance institutions mainstream gender policy into their sectoral strategies and plans Baseline: 2 (2016) = Very Little Target: 3 = Somewhat Source: Reports Frequency: Annual Responsible: MoGCSP, Electoral Commission, MoD, MoI, NYA, CHRAJ</p> <p>Indicator 3.1.2: Number of engagement and dialogue platforms, legislation and policies targeting inclusion and participation of women and youth in decision making in place. Baseline: 0 (2017) Target: 6 Source: Reports</p>	<p>Parliament, Electoral Commission of Ghana, Ministry of Justice and 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.</p>	<p>Regular: 1,700,000 Other: 4,600,000</p>

<p>(Parliament, Courts of Law, Electoral Commission, Local Government Body, Police and Army) in Ghana Baseline: 56% (2014) Target: 60% (2020)</p>	<p>Source: Afrobarometer Survey report Frequency: 4 yearly Responsible: Centre Democratic Development</p>	<p>Frequency: Annual Responsible : MoGCSP, NYA, Ministry of Youth and Sports, National Population Council Ministry of Interior</p> <p>Indicator 3.1.3: Number of frameworks adopted to address sector specific corruption risks Baseline: 0 (2017) Target: 3 Source: Reports, Frequency: Annual Responsible: CHRAJ, Parliamentary Committee & Cabinet Office reports</p> <p>Indicator 3.1.4: Extent to which electoral, constitutional and legal reforms are in place Baseline: Electoral = 1 process started; Constitutional = 1 process started; Legal reforms = 1 process started Target: Electoral = 3 partially in place and partially functional; Constitutional = 3 partially in place and partially functional; Legal reforms = 3 partially in place and partially functional Source: Reports Frequency: Annual Responsible: European Commission, Ministry of Local Government Rural Development, Parliament, LAS, Ministry of Justice and Department of the Attorney General (MoJAGD)</p>		
		<p>Output 3.2: Peace actors and institutions have strengthened capacities for peace building including to reduce small arms violence.</p> <p>Indicator 3.2.1: Extent to which national laws on small and light weapons are harmonized. Baseline: 0 = not harmonized Target: 2 = partially harmonized and partially implemented Source: Parliamentary hansard, Report Frequency: Annual Responsible: Parliament, Ghana National Commission on Small arms and Light Weapons</p> <p>Indicator 3.2.2: Number of Women and Youth networks with strengthened capacity for conflict prevention and peace building. Baseline: Women = 2, Youth = 2 (2017) Target: Women = 3, Youth = 3 Data Sources: Reports Frequency: Annually Responsible: NPC, UNDP, NYA, MoGCSP</p>	<p>NPC, Ghana National Commission on Small Arms and Light Weapons, Kofi Annan International Peacekeeping Training Center, MoGCSP, MoI, CSOs</p>	<p>Regular: 3,000,000 Other: 5,000,000</p>

		<p>Indicator 3.2.3: Level of capacity of the National Peace Architecture and actors at all levels for gender sensitive conflict prevention and mediation. Baseline: Low (2017) Target: Medium Source: Report, Frequency: Annual Responsible: NPC, CSOs</p>		
		<p>Output 3.3: Civil Society, including youth and women's groups, empowered to demand transparency, accountability, and responsiveness from public institutions</p> <p>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: Ghana Integrity Initiative and Ghana Anti-Corruption Coalition.</p> <p>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 and UNDP</p>	CHRAJ, Economic and Organized Crime Office, MoF, Parliament, MoJAGD, Ghana AIDS Commission (GAC), UNAIDS, Ministry of Health (MOH), Ghana Health Services (GHS), WHO, CSOs.	<p>Regular: 2,100,000 Other: 5,100,000</p>
		<p>Output 3.4: Justice and human rights institutions have strengthened technical and operational capacity to provide equitable access to quality services.</p> <p>Indicator 3.4.1: Number of vulnerable groups especially women and men benefiting from legal aid services Baseline: 10,350 (Women: 6,208; Men: 4,142 [2016]) Target: 15,000 (Women: 10,000; Men: 5,000 [2022]) Data source: Report Frequency: Annual Responsible: Legal Aid Scheme</p> <p>Indicator 3.4.2: Percentage of UPR (human rights) and CEDAW (discrimination against women) recommendations that are implemented Baseline: 10% (2017)</p>	MoJAGD, CHRAJ, MoGCSP, Perceptor of Sentiments Foundation (PoSF), and LAS.	<p>Regular: 2,100,000 Other: 4,000,000</p>

		<p>Target: 50%</p> <p>Data source: Report</p> <p>Frequency: Annual</p> <p>Responsible: MoJAGD, MoGCSP, PoSF</p>		
		<p>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.</p> <p>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</p> <p>Indicator 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, National Aeronautics and Space Administration, Ghana Demographic and Health Survey</p>	GAC, UNAIDS, GHS, WHO, MoH, National Health Insurance Scheme (NHIS)	<p>Regular: 462,440</p> <p>Other: 288,440</p>
		<p>Output 3.6: National planning institutions, development authorities and statistical agencies effectively produce SDG-informed policies, plans and reports</p> <p>Indicative Indicator 3.6.1: Number of national policies which are coherent regarding the 3 sustainability dimensions Baseline: 2 (2017) Target: 4 Source: SDG Progress Report, annual progress reports and district plans Frequency: Biennial Responsible: NDPC</p> <p>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</p>	Ghana Statistical Service (GSS), National Development Planning Commission (NDPC), Data generating MDAs; MMDAs, academia, development partners, MoF	<p>Regular: 1,600,000</p> <p>Other: 161,560</p>

		<p>Responsible: NDPC</p> <p>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</p> <p>Baseline: 3 = Partially</p> <p>Target: 4= Largely</p> <p>Source: Ghana Statistical Service and SDG Progress Report</p> <p>Frequency: Biennial</p> <p>Responsible: GSS, NDPC</p>		
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