



United Nations
Sustainable Development Partnership
(UNSDP)
2018 – 2022

Ghana

between

The Government of the Republic of Ghana

and

the United Nations in Ghana

June 2018





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Refer to this publication as: UN Ghana Sustainable Development Partnership Framework with Ghana 2018-2022

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Published :June 2018

Prepared by: UN Resident Coordinator's Office (RCO), Ghana

This publication and supporting documentation are available at www.gh.one.un.org

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Executive Summary

The UN works in partnership with the Government and people of Ghana for sustainable economic and social development, peace, and human rights.

This document, the **United Nations Sustainable Development Partnership** (UNSDP) 2018-2022, reflects Ghana's national goals and its commitments to global development initiatives and sets out the UN system's collective contributions to help the Government and other stakeholders achieve these goals. In particular the UNSDP is aligned to **The Coordinated Programme of Economic and Social Development Policies, 2017-2024**, which sets out a vision for agricultural modernisation, industrial diversification, and youth employment; embeds national strategies to localise and achieve the Sustainable Development Goals; and articulates a self-reliant pathway to economic transformation and inclusive growth.

The UNSDP also reflects the findings of the UN's Common Country Assessment (2016) of the underlying development challenges in Ghana and of the Human Rights Assessment (2016) to identify who is at risk of not having their human rights protected and thus of being left behind. The UNSDP aims to put into action the UN Country Team's vision that *"UN collective efforts leverage development resources and partnerships in support of inclusive, sustainable and equitable development for all in Ghana."*

The partnership framework set out in the UNSDP brings together the efforts of two dozen UN agencies to provide coherent, effective and efficient support – in keeping with the principle of "Delivering as One." In encompassing the entirety of the UN's activities in Ghana, the UNSDP presents the UN's **One Programme** for Ghana. It will be implemented through annual joint work plans agreed with Government Ministries and Agencies and carried out with many implementing partners in government, civil society, and academia.

The UNSDP has been designed to meet the overarching programming principles that UN country programmes be gender sensitive, human rights based, environmentally sustainable, and focused on developing national capacities for results.

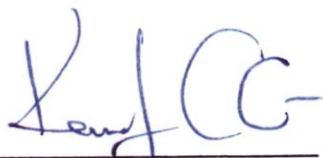
Ghana played a significant role in the global development of the 2030 Agenda and the African Union's Agenda 2063. This leadership was recognised by the 2017 appointments of President Akufo-Addo as co-Chair of the UN's group of SDG Eminent Advocates and as AU Gender Champion. These opportunities for further global and regional leadership help motivate the implementation of these global and regional development agendas in Ghana.

Inspired by the 2030 Agenda for Sustainable Development, with its five components of **Prosperity, People, Planet, Peace, and Partnerships**, and aligning to the **Coordinated Programme of Economic and Social Development Policies**, the UNSDP sets out the UN's partnership for 2018-2022 through four Results Areas:

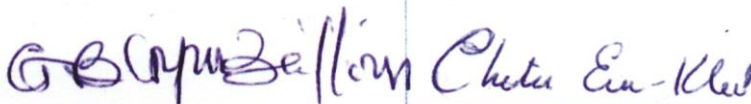
- 1) Shared prosperous economy;
- 2) Social investment in people;
- 3) Protected and safe environment; and
- 4) Inclusive, accountable governance.

The UNSDP planning process has been informed by consultations with key Government planning bodies, in particular the Ministry of Planning, the Ministry of Finance, the Ministry of Monitoring and Evaluation, the Ministry of Foreign Affairs and Regional Integration, and the National Development Planning Commission. It also reflects priorities articulated within Sector Working Groups set up by the Government. Monitoring and guidance for UNSDP implementation will be carried forward through the High Level Ministerial Committee for SDG implementation established by President Akufo-Addo on 7 September 2017.

Signature Page

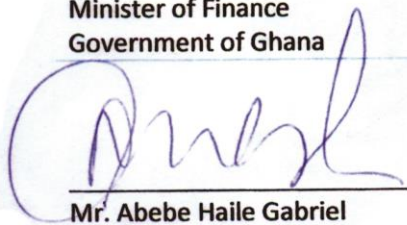


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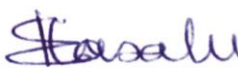


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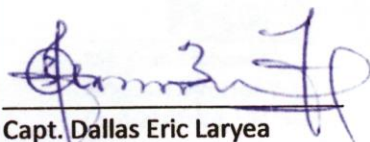
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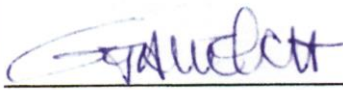
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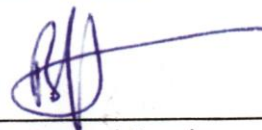
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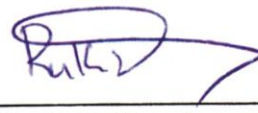
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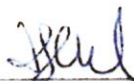


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Acronyms and Abbreviations

AU	African Union
CCA	Common Country Assessment
CHRAJ	Commission for Human Rights and Administrative Justice
CPESDP	Coordinated Programme of Economic and Social Development Policies (2017-2024)
CSO	civil society organisation
DaO	delivering as one
FAO	UN Food and Agricultural Organisation
FDA	Food and Drugs Authority
GAC	Ghana AIDS Commission
GDHS	Ghana Demographic and Health Survey
GLSS	Ghana Living Standards Survey
GHS	Ghana Health Service
GoG	Government of Ghana
GSGDA	Ghana Shared Growth & Development Agenda II
GSS	Ghana Statistical Service
IAEA	International Atomic Energy Agency
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMF	International Monetary Fund
IMO	International Maritime Organization
IOM	International Organisation for Migration
JUTA	Joint UN Team on AIDS
LMIC	Lower Middle-Income Country
LEAP	Livelihood Empowerment Against Poverty Programme
M&E	monitoring and evaluation
MDA	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MESTI	Ministry of Environment, Science, Technology and Innovation
MMDAs	Metropolitan, Municipal & District Assemblies
MoE	Ministry of Education
MoF	Ministry of Finance
MoFA	Ministry of Food and Agriculture
MoFARI	Ministry of Foreign Affairs & Regional Integration
MoGCSP	Ministry of Gender, Children & Social Protection
MoH	Ministry of Health
MoJAGD	Ministry of Justice and Attorney General Department
MOTI	Ministry of Trade and Industry

NADMO	National Disaster Management Organisation
NDPC	National Development Planning Commission
NGO	non-governmental organisation
OCHA	UN Office for the Coordination of Humanitarian Affairs
ODA	official development assistance
OMT	Operations Management Team, UNCT Ghana
PLHIV	people living with HIV
PLWD	people living with disability
PPP	public-private partnership
QCPR	Quadrennial Comprehensive Policy Review
RCO	UN Resident Coordinator Office
SDGs	Sustainable Development Goals
UNAIDS	Joint UN Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCG	UN Communications Group, UNCT Ghana
UNCT	United Nations Country Team in Ghana
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	UN Education, Science and Culture Organisation
UNFCCC	UN Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNGT	UN Gender Team, UNCT Ghana
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	UN Industrial Development Organisation
UNODC	United Nations Office on Drugs and Crime
UNOHCHR	UN Office of the High Commissioner for Human Rights
UNOPS	United Nations Operations
UNSDP	UN Sustainable Development Partnership, Ghana
UNU-INRA	United Nations University – Institute for Natural Resources in Africa
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	water, sanitation and health
WB	World Bank
WFP	World Food Programme
WHO	World Health Organisation

Introduction

UN Country Teams have been agreeing strategic planning frameworks, known as UN Development Assistance Frameworks (UNDAFs) with countries for almost two decades now. Their purpose is to target the collective support of UN Agencies at the country level towards meeting national development priorities and international commitments.

New guidelines were agreed by the UN Development Group to draw lessons from this experience and to set good practices as to ways these frameworks can be made most meaningful to Member States in achieving the broad 2030 Agenda for Sustainable Development, can take a human rights-based approach in line with UN values, and, as in Ghana, respond to the circumstances of Lower Middle-Income Countries (LMIC).

The title for the UN programme for Ghana, **UN Sustainable Development Partnership (UNSDP)**, reflects the conviction that UN work should support SDG attainment and expresses the nature of work with the UN as a partnership rather than as a source of assistance.

The UNSDP comprises four sections. The first section provides the rationale for UN work in terms of: 1) response to national development aspirations and strategies, which also localise the SDGs; 2) UN assessment of underlying root causes of persistent development challenges in Ghana, including human rights assessment; and 3) the capabilities of the UN to best support Ghana as a LMIC.

The second section articulates the intended results of UN partnership in Ghana, explaining **what** is intended to be achieved in the four Results Areas and cross-cutting priorities, their justification in terms of relevance to the current situation, and their linkage to SDG attainment in Ghana.

The third section discusses implementation, addressing **how** this partnership is to be carried through. It articulates the mechanism for governance and joint accountability with the Government of Ghana to ensure implementation and results, summarises the financial resources required and sourced, and outlines the implementation system through agreed annual joint work plans. It also acknowledges a set of risks that could impede implementation and impact and summarises preventative and response measures.

The final section outlines how the delivery of this programme will be monitored, how it will be evaluated, and how implementation and results will be communicated.

Background

National Strategic Priorities

The priorities outlined in the *UN Sustainable Development Partnership (UNSDP), 2018-2022*, as the basis for the collective support of UN Agencies, are consistent with the medium-term development aspirations of Ghana as defined in the President's *Coordinated Programme of Economic and Social Development Policies (CPESDP), 2017-2024*. This document, which was prepared on behalf of the President by the National Development Planning Commission (NDPC), in collaboration with the Ministry of Planning, and with substantial inputs from Ministers of State, was approved by Cabinet in September 2017. It was submitted to Parliament by President Nana Akufo-Addo on 20 October 2017.

The title of the CPESDP, ***An Agenda for Jobs: Creating Prosperity and Equal Opportunity for All***, reflects the Government's vision that the CPESDP is to create: *"An optimistic, self-confident and prosperous nation, through the creative exploitation of our human and natural resources, and operating within a democratic, open and fair society in which mutual trust and economic opportunities exist for all."* (CPESDP, page xiv)

The CPESDP identifies a "new direction" for national development in creating "the conditions for the Ghanaian private sector to propel growth and create ample employment opportunities, especially for the youth" (CPESDP, page xv). This reflects a commitment to private sector development as the means of growth and to better work for more young people as a key goal of that growth.

The direction of "Ghana beyond aid" for self-reliant growth, to break out of the "mind-set of dependency," is to be founded on creating the conditions for private sector innovation, industrialisation, and job growth that will build "one of the most business-friendly and people-centred economies in Africa." (CPESDP, page 3)

The ***Coordinated Programme of Economic and Social Development Policies*** spells out four main goals:

- i. creating opportunities for all Ghanaians;
- ii. safeguarding the natural environment and ensuring a resilient built environment;
- iii. maintaining a stable, united and safe country, and
- iv. building a prosperous country.

An additional priority is to strengthen Ghana's role in international affairs. This includes leveraging the nation's "governance and security" credentials to promote its political and economic interests abroad, creating a favourable business environment for trade and investment, capitalizing on the potential of the Ghanaian diaspora to support national development, and enhancing Ghana's influence in international organisations, including the United Nations (CPESDP, page 99).

The Government has announced the creation of a number of key policy initiatives, or flagship programmes, as the centrepieces of putting its vision into practice in the short- to medium-term. Their implementation will be monitored directly by the Office of the President, through the Minister for Monitoring and Evaluation, and target priorities in agriculture, industry, infrastructure and poverty alleviation.

The ***2030 Agenda for Sustainable Development*** is an ambitious and unified agenda for social, economic and environmental development, translated into concrete and measurable results through its 17 Sustainable Development Goals (SDGs). The SDGs are owned nationally, and each UN Member State is responsible for setting its own strategy for how to achieve them - strategies that are enabled through national budgets, that are prioritised in development partnerships, and that can be tracked and documented through national data sources.

Ghana took a leadership role in influencing the global development of the Sustainable Development Goals and early on established a cross-Ministerial Technical Committee to ensure their inclusion in national planning and budgets. This work was reinforced in September 2017 with the President's inauguration of the High Level Ministerial Committee for SDG implementation. These inter-ministerial bodies, at technical, strategic, and political levels, recognise that the SDGs are not stand-alone goals. They are all interconnected. Working to achieve one goal helps achieve another.

The CPESDP outlines the "localisation process" for integrating Ghana's global development commitments in national development strategies (CPESDP, page 99-100), citing in addition to the 2030 Agenda, the African Union's Agenda 2063 and the Paris Agreement on Climate Change (COP21). A three-step localisation process has been adopted: i) Alignment, to assess the extent of convergence between local, regional and global frameworks; ii) Adaptation, to identify suitable targets and indicators and make any needed amendments to suit the Ghanaian context; and iii) Adoption of targets and indicators for use in national and sub-national plans without modification if found to be consistent with national aspirations.

Ghana has also made substantial commitments to other recent international development initiatives, most importantly the development finance agenda (set out at the International Conference on Financing for Development in Addis Ababa in July 2015), the integration of the humanitarian and development agendas (agreed at the World Humanitarian Summit in Istanbul in May 2016), and the New Urban Agenda (agreed in Quito in October 2016).

Development Context¹

The development context for achieving national development goals, and through them the SDGs, has significant strengths but also some recognised weaknesses. Among the considerable strengths are robust democratic institutions, peaceful and credible elections, a substantial basis for improving data collection and management, as well as its use for development, and vibrant civil society with necessary political space to promote public accountability. Among weaknesses, the Government has acknowledged systemic challenges in translating policies and laws into action, constrained national financial resources to invest in development, gaps in accountability with corruption, and high inequalities – including gender inequality. However, it is recognised that gender parity in junior high school has been achieved at the national level, while yet to be achieved in senior high school. Ghana has also recognised the urgency to prioritise youth development, given the growing population and the worrying levels of unemployment and under-employment.

Human Rights: Ghana is party to most of the main Human Rights instruments and International Labour Conventions and has strong institutions to support democracy and the rule of law. Ghana has committed to protecting human rights and to implementing its human rights obligations under international treaties.² Ghana has also made positive commitments as part of the second and third cycle of the Universal Periodic Review (UPR) of the Human Rights Council in 2012 and 2017.

Most recently, in its National Report submitted to the Human Rights Council Working Group on the Universal Periodic Review in August 2017,³ the Government cited progress made in many areas of human rights. It referenced Article 17 of the 1992 Constitution of Ghana that provides that "All persons shall be equal before the law." In its Report, Ghana committed to make continued progress in a broad range of human rights issues, including protecting the rights of the child, women, the elderly, and workers; strengthening the

¹ This section draws heavily from *Ghana Common Country Assessment*, Dr. Barbara Orlandini and Dr. Cornelius Abablah, October 2016. Available at UN Ghana website www.gh.one.un.org.

² As noted in the latest recommendations of the United Nations Human Rights Committee to Ghana, *Concluding Observations on the Initial Reports of Ghana*, 9 August 2016.

³ Ghana, National Report submitted to the Human Rights Council Working Group on the Universal Periodic Review, Twenty-eighth session, 25 August 2017, A/HRC/WG.6/28/GHA/1.

Commission on Human Rights and Administrative Justice (CHRAJ); promoting gender equality and combatting domestic and gender-based violence and harmful traditional practices such as female genital mutilation and *trokosi*, including in rural areas, and ending child, early and forced marriage; ending human trafficking, child sexual exploitation and child labour; reducing infections and discrimination against persons infected with HIV/AIDS; protecting the rights of detainees and prisoners, including minors; protecting the rights of migrants and refugees; improving protection and health care for persons with mental illnesses; promoting universal access to education; and protecting the rights of persons with disabilities.

The Government report noted that under the Discriminating Reporting System (DRS) being implemented by CHRAJ, there are measures against violence, access to healthcare, stigmatization and discrimination directed at identifiable groups.

At the Human Rights Assessment workshop in May 2016 organized by the UN in Ghana, national human rights experts, CHRAJ, and civil society organisations mapped human rights successes and ongoing challenges in Ghana. They identified vulnerable groups which, for a variety of reasons, were at particular risk of facing discrimination. They recognized progress being achieved but also noted continuing difficulties, for example in meeting the human rights of the prison population due to overcrowding. The assessment was carried out to inform the development of the UNSDP in order to support the Government in meeting the challenge of leaving no one behind in terms of extending access to justice. The United Nations system is mandated to support Member States to implement their human rights obligations and commitments, including those commitments made as part of the UPR.

In 2017, the UN supported dialogue between the NGO Platform on the UPR and the Ministry of Justice representing the Government of Ghana in the lead-up to Ghana's third cycle UPR (November 2017). In these discussions NGO representatives raised a range of human rights issues relating to gender equality; pending legislation in the Parliament, in particular in relation to women's rights and the right to information; protection from violence perpetrated against children and gender-based violence; discrimination on the basis of sexual orientation, underage sex workers or intravenous drug users; protection of refugees and migrants; protection of the rights of persons with disabilities; environmental protection and rights; quality health care treatment of the mentally ill; protection against discrimination of persons with HIV/AIDS; and promotion of the rights of all to education, health care, and access to administrative justice and the rule of law.

Ghana is a party to international conventions promoting gender equality and women's empowerment, and has adopted laws, policies and frameworks to give them effect. Though some progress has been made, gaps persist in women's access to credit, land and other productive resources, participation in decision-making, and eradication of harmful traditional practices and violence against women and girls.

Ghana has not yet ratified the two UN Conventions on statelessness, although it has committed to do so since 2015. There is a need to mobilise government, development partners, civil society and UN partners to ensure that the campaign to end statelessness yields positive results in line with the targets of the Global Action Plan to End Statelessness by 2024 and the ECOWAS-led initiative through the Banjul Plan of Action, May 2017. Ratification and implementation are also important to the success of national and regional efforts to protect the rights of nomadic pastoralists and reduce conflict with local communities.

Overdue reporting to human rights mechanisms and, in this regard, the pending establishment of a permanent National Mechanism on Reporting and Follow-up (NMRF) appear as further milestones to be achieved by the Government of Ghana.

Democracy: Ghana further strengthened its record in democratic governance with the conduct of its 7th successful Presidential elections in December 2016 and 3rd peaceful transition of power from the incumbent to the opposition, on 7 January 2017, since the 1992 Constitution. Ghana's continued success in managing

electoral processes enhanced its reputation as a beacon of democracy and rule of law across Africa, which in turn strengthens the enabling conditions, and raises expectations, for the recognition and protection of human rights for all Ghanaians.

The overall infrastructure for peace that the country has built up, encompassing the National Peace Council and the Regional Peace Councils in particular, has proven effective in strengthening Ghana's resilience to conflict, promoting peaceful discourse across ethnic and regional divides, and facilitating national peace accords ahead of the 2012 and 2016 Presidential elections. However, there are still gaps in the level of involvement of women and youth in peacebuilding and conflict management initiatives.

Ghana has adopted an official policy on decentralisation, and much progress has been achieved, especially in planning and budgeting. Ghana comprises 10 regions and 216 districts, with regional, district and sub-district levels of government. The Metropolitan, Municipal and District Assemblies (MMDAs) are responsible for development planning, revenue collection, and service delivery, but low or late disbursement of central funds, limited local revenue collection, and the low participation of women and marginalised groups in decision-making undermine this local level of democracy, and its balance between duty-bearers and rights-holders. Moving the selection of district assembly executives away from Presidential appointment to local election, which requires Constitutional reform, was heralded by President Akufo-Addo in his 2017 inauguration speech as an important commitment to counter the "winner-take-all" system which contributes to polarisation and reduces accountability in the country.

There is a perception of persistent corruption, encompassing mismanagement of public resources. In 2013, a majority of Ghanaians reported perceiving that key institutions were "extremely corrupt" or "corrupt", including the police, the judiciary, public officials/civil servants, and Parliament, or that they had "little" or "no" trust in the Tax Department, local government, and political parties.⁴ Curbing corruption is widely spoken of at the top tiers of Government as essential to national priorities, including improving the enabling environment for business growth, protecting natural resources, and mobilising domestic resources for investments in development. Where progress is most needed is in moving from rhetoric to practice, to meet public expectations that reports of investigations of major scandals lead to indictments, due legal processes and consequences under the law. The Government seeks to strengthen existing legal systems for combatting corruption with the creation of the Office of the Special Prosecutor.

Economy: Ghana was classified as a Lower Middle-Income Country (LMIC) in 2010 by the World Bank. The GDP growth rate that year was 7.9 per cent, oil production had begun at modest pace with high expectations for future revenues, and after a rebasing of national accounts, per capita GDP was estimated at nearly US\$ 1,300. These were welcome developments, but standards of living and provision of essential public services in most parts of the country were not at middle income standards. The new classification, however, meant that Ghana would increasingly lose eligibility for concessional borrowing and official development assistance. By 2014 GDP growth had fallen to 4 per cent, and world oil prices had plummeted to US\$ 45 a barrel compared to the US\$ 99 that had been estimated for the national budget for 2015. Persistent budget and balance of payments deficits led to rising public debt, which reached 72.5 per cent of GDP in 2016. This has undermined public financing for development: in 2017, just 1.2 per cent of the budget was allocated to goods and services and 3.5 per cent to capital investments, after the bulk of the budget was devoted to debt service and payments to public employees. Government borrowing has crowded out the private sector in domestic capital markets, with interest rates typically above 20 per cent. The country entered an Extended Credit Facility for US\$ 918 million with the IMF in April 2015. The current Government has agreed with the IMF that this programme will end in December 2018.

⁴ *Global Corruption Barometer, 2013; Afrobarometer, 2014.*

The country's macroeconomic challenges restricted fiscal space and thus the Government's ability to invest in public services and infrastructure development. As a LMIC, Ghana recognises the imperative to increase domestic revenue mobilisation for sustainable development financing.

Annual real GDP growth declined from as high as 14 per cent in 2011 to 4 per cent in 2014, although early estimates for 2017 predict a significant uptick to just over 6 per cent. The high-growth period witnessed a substantial drop in poverty, and Ghana met the MDG target to halve extreme poverty: according to the GLSS, extreme poverty dropped from 36.5 per cent in 1991/1992 to 8.4 per cent in 2012/2013 (absolute poverty followed the same trajectory, dropping from 51.7 per cent in 1991/1992 to 24.2 per cent in 2012/2013).

This success was unfortunately accompanied by persistent inequality. Nationally, the Gini coefficient increased slightly from 41.9 in 2005/06 to 42.3 in 2012/13 (GLSS 6, 2014). This implies that over time Ghanaians have not benefitted evenly from the growth process. The rural/urban divide accounts for some of the growing inequality: In 2012/13 rural areas accounted for 50 per cent of the national population but 78 per cent of the Ghanaians living in poverty. But such generalisation masks substantial differentiation by district and within urban areas (UNICEF, annual District League Tables).

Data for development: Ghana has developed a statistical system to inform development planning, monitoring, and accountability. The importance of evidence-based policy-making and of disseminating data to the public for transparency and accountability was emphasised in Ghana's presentations at side events at the High-Level Political Forum in July 2017 and the UN General Assembly in September 2017.

Data that is disaggregated by sex, social groups, and locality is needed to be able to unmask the causes of uneven development and growing disparities and to be able to track its persistence or transience over time. This is imperative for guiding policy and resource allocation priorities, matching progress in the decentralisation and devolution of political power with accountability by equipping civil society with relevant current data with which to hold duty-bearers accountable for the effectiveness of government institutions and policies.

The Ghana Statistical Service and the National Development Planning Commission have provided substantial leadership in creating the SDG Data Roadmap. There is commitment to integrate the SDGs into the national development plans and avoid duplication of reporting schemes by using the same set of indicators to the maximum possible, and to be able to disaggregate data and identify which groups or locations are at risk of being left behind.

A central challenge now is to complement the substantial array of census and survey data⁵ with better use of administrative data, that is, information produced as government institutions go about their business in providing health care or education, tracking deforestation, etc., and to make disaggregated data more readily available to the public to facilitate transparency and foment accountability.

A second major challenge is that beyond generating better data, there is a need to make data more readily available through improved dissemination, increasingly via electronic and social media channels rather than infrequent and expensive print documents, and then to ensure that the data is actually used for transparent evidence-based planning, monitoring, and evaluating purposes. As a signatory to the 2030 Agenda and COP21, Ghana has committed to meeting substantial reporting requirements. To meet the CPESDP's fifth goal to strengthen Ghana's role in international development frameworks, progress will be needed along

⁵ Relevant data for SDG benchmarking and monitoring can be tracked through the Ghana Living Standard Surveys wave 6, the 2010 Housing and Population Census, the Census of Agriculture, and the Demographic and Health Survey. Plans for the 2020 Census are expected to contribute data on SDG indicators.

this continuum from generating, to using, to reporting a wide range of social, economic, and environmental data.

Social mobilisation for SDGs and accountability: Ghana benefits from a vibrant civil society which enjoys broad political space in which Civil Society Organisations are engaged in local development as well as in advocacy and governance accountability.

One of the lessons drawn from the experience with the Millennium Development Goals (MDGs) worldwide is the importance of ownership of global goals at the local level. In 2016, Civil Society Organisations (CSOs) in Ghana took the initiative to organise themselves into the CSO Platform on SDGs. By end of 2017, some 140 CSOs work in 17 clusters, one per SDG. The Platform is raising awareness of what the SDGs should mean to all Ghanaians and is promoting community engagement, ownership, and accountability in all 216 districts.

The work of CSOs, individually and moreover through the CSOs Platform they created, is an asset in building accountability at the local level for SDG implementation in Ghana. Given their pervasive presence throughout the country, the members of the CSO Platform are prime users of data to track progress at district and community levels and thus to strengthen accountability for development results at local and national levels.

Underlying challenges to sustainable development: Following an extensive and inclusive consultation process, the 2016 UN Common Country Assessment (CCA)⁶ summarised the development context by identifying four interrelated “root challenges” to inclusive and sustainable development in Ghana as a Lower Middle-Income Country:

- **Persisting inequalities** in terms of income, representation and participation in decision-making, and access to quality health, education, and justice services have resulted in polarisation between regions, rural and urban areas, and social groups. Drivers of polarisation include inequalities in educational attainment, access to basic public services and infrastructure, representation and participation in decision-making, and susceptibility to climate change and natural disasters. Breaking the cycle of inequalities requires looking more closely at the issue of regional disparity, so that UN and Government attention is targeted to data-indicated pockets of persistent extreme poverty, under-delivery of quality public services, and dearth of productive livelihoods. Education is of particular importance due to the clear correlation between health conditions, wealth, productivity, and the level of education. Success in overcoming unequal access to quality education, at all levels, thus becomes a key determinant of future inequalities. Some progress has been recorded in addressing gender disparities but gaps still exist. While the incidence of poverty is actually lower for female-headed than for male-headed households, the CCA cited research evidence that the gender distribution of wealth is highly uneven, with women having lower wealth assets than men in all income categories except among the lowest fifth.
- **Low productivity**, evidenced in dependence on export of raw natural resources and unprocessed crops, is due to an environment that is not yet conducive to transformation to higher-value activities, private sector growth and better jobs. The CPESDP rightly targets modernising agriculture, diversifying industry and improving the overall productivity and competitiveness of the economy. Achieving these objectives goes hand in hand with supporting sustainable agriculture, natural resource management, and transparency in public-private partnerships. Access to financial resources, infrastructure and reliable energy, and quality of basic education and of vocational and technical education are among the key enablers for improving productivity and ensuring equitable participation in a growing economy, especially for youth and women.

⁶ UN Ghana, *Ghana Common Country Assessment*, 2016, www.gh.one.un.org

- **Demographic dividend**, due to a burgeoning cohort of young people entering the workforce, creates a window of opportunity to accelerate economic development - if education and decent work opportunities likewise grow. If not, regional disparities and poor education attainment and the lack of employment opportunities can drive migration and rapid and unplanned urbanisation, while unmet burgeoning demand for decent work by young people can lead to social conflict, crime, and political unrest. Employment prospects for youth are influenced by both demand and supply factors. The demand side requires scaled-up expansion in productive economic activities to absorb new entrants into the labour market, while on the supply side there is need for investment in training of high quality to equip young men and women with skills and capabilities that meet needs of private-sector employers.
- **Environmental degradation** and poor sanitation threaten public health and undermine future sustainable growth in forestry, mining, fisheries, and agriculture. The environment is a source of livelihood and its status determines to a large degree the productivity and quality of life of Ghanaians. The consequences of non-enforcement of regulation on natural resources exploitation are seen in economic terms (low agricultural output, depletion of non-renewable resources) and social terms (social conflict over access to natural resources and competing uses of land, involuntary mobility, health threats related to water pollution). Environmental degradation also lowers resilience to natural hazards which are in turn intensified by climate change.

Policy implementation: The design and adoption of new policies in key areas has been remarkable, but progress in their implementation has lagged. Difficulty in follow-through on new policies was identified in the CCA as a persistent, cross-cutting difficulty that hinders even well-intended and well-designed policies and programmes from making substantial strides in addressing these underlying development challenges.

Important progress made in strengthening the overall policy environment includes policies related to gender (National Gender Policy; National Strategic Framework on Ending Child Marriage; Domestic Violence Act; Property Rights of Spouses Bill), welfare (National Social Protection Policy), children (National Child and Family Welfare Policy; National Justice for Children Policy), trafficking (National Plan of Action for the Elimination of Human Trafficking in Ghana 2017-2021), public management (Public Financial Management Bill), decentralisation (National Decentralisation Policy Framework), employment (National Employment Policy), environment and energy (National Climate Change Policy), and governance (National Anti-Corruption Action Plan), among others. A succession of medium-term development frameworks, namely the Ghana Shared Growth Development Agenda 2010-2013 (GSGDA) and its successor, GSGDAII through 2017, have guided national planning and UN partnerships.

Increasingly, the challenge is the follow-through, the actual implementation of policies and development plans. The translation of policies, laws and plans into action remains uneven due to financial constraints, capacity gaps within public institutions, unclear division of labour or responsibility across Ministries or levels of government, and lack of political will and accountability. It is thus fitting that the CCA identified the UN's greatest potential for value-addition to Ghana as a Lower Middle-Income Country in terms of supporting institutional capacities to implement and enforce policies and programmes and in promoting domestic resource mobilisation and investment in development.

UN partnership

Two dozen UN Agencies work together in Ghana as the UN Country Team (See Box 1). Together they have the responsibility to support Ghana in four areas: 1) social and economic development, 2) democracy and peace; 3) recognition and protection of human rights; and 4) resilience, preparedness and response capabilities for humanitarian crises.

The value proposition of the UN in Ghana, agreed in this *UN Sustainable Development Partnership* (UNSDP), centres on supporting the Government's commitment that economic growth be inclusive and sustainable. The Government's CPESDP sets out a strategy to create a more conducive environment for private sector-led growth in order to transform agriculture, diversify industry, and create jobs – especially for young people. However, the CPESDP recognises that a vibrant private sector is a necessary but not sufficient condition for inclusive growth that is sustainable over the long run. Hence its inclusion of national goals to improve basic public services, protect the environment, strengthen participatory democracy, and improve public sector efficiency and transparency.

Complementing private-sector growth with other factors that are necessary for inclusive growth will be important in Ghana, where, as in many LMICs, economic growth has been accompanied by widening disparities, but where there is now a strong commitment to the principle in the 2030 Agenda to leave no one behind.

The UNSDP takes a pro-active approach to this fundamental question of ***how to ensure that all Ghanaians are able to participate in and benefit from private sector-led economic growth*** because only inclusive growth leads to sustainable development. For example:

Box 1: UN Country Team in Ghana

The **UN Country Team** comprises the heads of the UN resident agencies and designated senior programme officers or other representatives for the non-resident UN agencies. It is the strategic decision-making body of the UN system at country level to ensure the implementation of the agreed partnership programmes and to respond to new needs and requests.

The **UN Resident Coordinator** provides leadership within the UN Country Team in delivering the UNSDP and in working with GoG and other stakeholders on the other aspects of the UN mission: peace, human rights and humanitarian support.

As of end-2017, the following 14 UN Agencies have representative offices in Ghana:

- Food and Agriculture Organization (FAO)
- International Fund for Agricultural Development (IFAD)
- International Organization for Migration (IOM)
- Joint United Nations Programme on HIV/AIDS (UNAIDS)
- United Nations Children's Fund (UNICEF)
- United Nations Development Programme (UNDP)
- United Nations Educational, Scientific and Cultural Organisation (UNESCO)
- United Nations High Commissioner for Refugees (UNHCR)
- United Nations Industrial Development Organization (UNIDO)
- United Nations Office for Project Services (UNOPS)
- United Nations Population Fund (UNFPA)
- United Nations University Institute for Natural Resources in Africa (UNU-INRA)
- World Food Programme (WFP)
- World Health Organisation (WHO)

A further five "non-resident agencies" provide support through project offices in Accra, with senior programme officers representing their agency in the UN Country Team:

- International Labour Organization (ILO)
- International Maritime Organization (IMO)
- United Nations Capital Development Fund (UNCDF)
- United Nations Human Settlements Programme (UN-Habitat)
- United Nations Office on Drugs and Crime (UNODC)

Other UN Agencies provide policy advice to the Government of Ghana and to the UN Country Team through their regional or global headquarters, and their work is also reflected in the UNSDP:

- International Atomic Energy Agency (IAEA, Vienna)
- United Nations Entity for Gender Equality and the Empowerment of Women (UN Women, Dakar)
- United Nations Environment (Nairobi)
- United Nations Office for the Coordination of Humanitarian Affairs (OCHA, Dakar)
- United Nations Office of the High Commissioner for Human Rights (OHCHR, Dakar)

The UN Country Team also benefits from the presence in Accra of the FAO's Regional Office for Africa.

- Within agriculture and industry this question focuses UN partnerships with Government and others on enabling small holders and small businesses to improve their productivity and actively engage in value chains. This includes supporting education and training systems that prepare young people for new jobs. It also means targeting agriculture production towards foodstuffs of higher nutritional value that can improve the health of all Ghanaians but especially of children. Ensuring access to services for women and young people that can help them transform their farming from subsistence labour into thriving businesses will continue to be important for inclusive growth.
- Within social services the goal of inclusive growth focuses UN partnerships with Government and other stakeholders on strengthening the financial sustainability and technical capacities of the health and education systems so as to improve the quality and accessibility of their services to the most vulnerable populations. It also focuses on steadily expanding the outreach of social protection schemes. And it builds partnerships on overcoming discrimination or stigma that bars access of anyone to education or health services on the basis of their HIV status, migrant or refugee status, disability, location in the country or on the basis of discrimination on any grounds.
- On natural and built-up environment, inclusive growth focuses UN partnerships with Government and communities on strengthening resilience to changes brought by climate change and to natural hazards such as flooding in vulnerable communities. Inclusive growth puts a premium on ensuring access to improved sanitation and safe water for all Ghanaians. It also places priority on using forests, fishing, mineral and other natural resources responsibly and sustainably, in order to protect public health today and sustain prospects for livelihoods into the future.
- In the area of governance, ensuring inclusive, equitable growth focuses UN partnership on human rights protection – in particular for children, women, migrants and refugees. It also emphasises support for effective transparent implementation of government policies. Emphasising inclusive growth also focuses efforts on the expansion and sustainability of mechanisms that aim to mitigate conflict, expand political participation of youth and women, and protect access to justice of vulnerable and marginalised groups. Data is an important asset for monitoring the inclusiveness of growth. And so UN partnerships will also help expand capabilities to generate and use data to inform policies and monitor their impact. In this respect, it will be important to go beyond measurement in terms of national averages but to use data to reveal progress and gaps at district and city levels and by all segments of society, in order to avoid leaving anyone behind and to improve accountability.

To be effective, these efforts to ensure that private-sector led growth is also inclusive and equitable must address the four underlying challenges to sustainable development in Ghana explained above, and not be satisfied with treating their symptoms. This requires reversing the trend of growing **disparities** towards greater inclusiveness and equity - in governance, economic opportunities, and public services; moving from informality and **low productivity** to competitiveness along value chains; transitioning from **environmental degradation** to sustainable, equitable development of natural resources and to a more sustainable built-up environment of resilient communities with assured access to improved water and sanitation; and profiting from a **demographic dividend** by pivoting from a largely un- and under-employed youth population to a productive, entrepreneurial, engaged work force that will boost the nation's economic development.

Addressing these challenges to inclusive growth features prominently in the intended results of UN partnerships in 2018-2022 described below. Towards those ends, the UN is well positioned in Ghana to deploy technical expertise, extend objective and experienced policy advice, and support compliance with agreed international normative standards. From 2013 through 2017, UN expenditures under the *UN Development Assistance Framework* totalled about US\$ 325 million, delivered through the following strategic interventions, or **means of action**:

- needs assessments;
- policy research, with local research institutions;
- sharing of good practices and facilitation of South-South knowledge-sharing;
- technical advice in policy and programme design;
- assistance for policy implementation and impact assessment;
- pilot programmes to build up national and local capabilities;
- strengthening mechanisms for policy coordination and coherence; and
- integrating human rights and resilience in development strategies to ensure that no one will be left behind in Ghana's expected growth and prosperity.

The UNSDP for 2018-2022 builds on past work and recognises the importance of building up national capabilities all along the continuum from needs assessment to policy design, to implementation and monitoring results. As is expected in Ghana as a LMIC with strong commitment to self-reliant development, UN direct provision of services will progressively decline as a strategic intervention.

UNSDP expected results for 2018-2022

The UNSDP sets out the strategic priorities for partnership between the UN and the Government of Ghana. It targets support towards the implementation of national development strategies and the achievement of global development, human rights, and environment commitments.

Through partnerships with Government and other stakeholders, this set of priorities addresses the root causes of development challenges outlined above – for greater equality, productivity, youth development, environmental sustainability, and policy implementation - in order to help fulfil the vision for a prosperous and equitable Ghana outlined in the CPESDP. Addressing these challenges are the threads that run through the UN’s current work and feature predominately in the intended results for 2018-2022 described below.

This partnership framework, the UNSDP, is organised into four Results Areas to support implementation of the Policy Areas in the CPESDP⁷, which in turn align closely to the 2030 Agenda (Table 1). The UNSDP centralises the Government of Ghana’s economic transformation agenda and commitment to leaving no one behind, with special attention to the country’s youth.

2030 Agenda component	Policy Areas in Coordinated Programme of Economic and Social Development Policies 2017-24 (CPESDP)	UN Sustainable Development Partnership Results Areas for Ghana 2018-22 (UNSDP)
Prosperity	1) economic development	1) Shared prosperous economy
People	2) social development	2) Social investment in people
Planet	3) environment, infrastructure and human settlements development	3) Protected and safe environment
Peace	4) governance, corruption and public accountability	4) Inclusive, accountable governance
Partnership	5) strengthening Ghana’s role in international affairs	

Within these Results Areas, UN actions will help achieve **cross-cutting priorities** that reflect UN values on human rights, gender equality and women’s empowerment, data for development, HIV/AIDS, and resilience and preparedness for humanitarian crises.

UNSDP results areas and outcomes

UN partnership in the four Results Areas of prosperous economy, investment in people, environmental protection and good governance provides support to Ministries and other Government institutions, as well as to civil society organisations, with the overall aim of improving the self-sufficiency of Ghana’s development investment and accountability of its results.

This section provides a narrative account of the justification of the identified UNSDP Outcomes and areas of UN support. The UNSDP results matrix is attached as Annex III. The Results are explained following a *Theory of Change* approach, as follows:

⁷ *Coordinated Programme of Economic and Social Development Policies, 2017-2024, page 56.*

- Four **Results Areas** that reflect key policy areas of the *Coordinated Programme of Economic and Social Development Policies* and the commitments therein to localise the 2030 Agenda for Sustainable Development;
- Seven **Outcomes** which articulate the ‘high level’ national changes that are expected in the Results Areas (See Table 2); and
- A set of **UN Outputs**, under each Outcome, which identifies the strategic interventions of UN Agencies that will support Ghana in achieving the Outcomes, and towards which UN Agencies have estimated budget requirements.

Table 2 UNSDP Summary	
Result Areas	Outcomes
Result Area 1: Shared Prosperous Economy	Outcome 1: Productive agriculture drives sustainable industrialisation, improves livelihoods and ensures a hunger- and malnutrition-free nation
	Outcome 2: Competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth
Result Area 2: Social Investment in People	Outcome 3: Government of Ghana delivers equitable, quality and financially-sustainable social services
	Outcome 4: Marginalised and vulnerable populations demand and utilise social services
Result Area 3: Protected and Safe Environment	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
Result Area 4: Inclusive, Accountable Governance	Outcome 7: Transparent, accountable institutions at all levels that protect the rights of all people

Some Outcomes target duty-bearers, within the Government, and others target rights-holders – ultimately individuals but through strengthening the capabilities of intermediaries in civil society and non-governmental organisations. This dual focus is designed to promote sustainability of results, in keeping with the commitment to self-reliant democratic development, where accountability for results is between the Government and its citizens.

Because the Outcomes support Ghana’s strategies to achieve the SDGs, the icons for the most relevant SDGs appear in the side bar to each Outcome. Efforts to capitalise on the interlinkages between Result Areas, in support of interlinked SDGs, are noted in the narratives.

Result Area 1: Shared Prosperous Economy

The Government has set priorities and put in place landmark initiatives to boost private-sector led agricultural transformation and industrialisation that create more opportunities for productive work for more Ghanaians.

Outcome 1: Productive agriculture drives sustainable industrialisation, improves livelihoods and ensures a hunger- and malnutrition-free nation

The economy is largely based on agricultural and mining commodities, with truncated or incomplete value-chains, and thus limited opportunities to expand employment opportunities. This economic base is not sufficiently diversified and competitiveness is hindered by low productivity. Commodity price volatility, in particular for key exports in cocoa, gold, and oil, have accelerated efforts to diversify the economy and improve agricultural productivity. Ghana is a net importer of some cereals (essentially rice) and the Government has targeted import substitution in foodstuffs as a means to improve agriculture livelihoods and the affordability of nutritious foods for urban populations (MOFA, Agricultural Sector Progress Report, 2016).

Low processing capacity is a significant barrier to increasing agribusiness output, exacerbated by high interest rates that put investment and operating capital out of reach, administrative barriers to business start-ups, and unreliability in the supply of affordable electricity. Climate changes and the need to build resilience in agriculture to drought and flooding further increase the need for agricultural extension services and other means to expand access to climate-smart agriculture and modern and sustainable agriculture methods.

Low agricultural productivity exacts a high human and economic cost. An estimated 2.2 million Ghanaians, out of a population of some 27 million, have a diet inadequate to ensure good health. While nationally, acute malnutrition is at 10 per cent and stunting among children under 5 has declined by one third since 2008, now at 19 per cent, these national averages conceal pockets of persistent high stunting. In addition to resulting effects in terms of health and learning ability, the economic cost of child undernutrition was estimated to be equivalent to 6.4 per cent of GDP in 2012 (WFP, *Ghana Cost of Hunger in Africa*, 2016). Low agricultural productivity is also a major cause of rural-urban as well as international irregular migration.

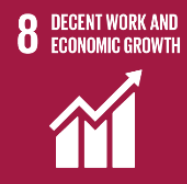




Women constitute over half the agricultural labour force and produce 70 per cent of Ghana's food stock and constitute 95 per cent of those involved in agro-processing (MoFA, Gender in Agriculture Strategy II, 2016). As long as they face discrimination in access to land, improved seeds, new technologies, storage facilities, distributors and markets (through middlemen along value chains), national goals on agriculture, nutrition, and gender equality will not be met.



Towards helping the Government achieve Outcome 1 – ***that agriculture becomes more productive and drives sustainable industrialisation, improves livelihoods and ensures a hunger- and malnutrition-free nation*** - the UN will focus its strategic interventions through the following Outputs led by FAO, IFAD, and WFP along with IOM, UNIDO and UNCDF:

- 1.1. Initiatives to raise agricultural productivity reach a larger share of intended beneficiaries, expanding their access to catalytic finance and agricultural good practices;
- 1.2. The agricultural sector and rural communities are more resilient, with reduced exposure to financial and natural disaster risks and shocks;
- 1.3. Government and non-State actors have greater capabilities to improve sustainable production and consumption of nutritious foods; and
- 1.4. Smallholder farmers have greater access to, and service providers are better able to extend, productive resources and services needed to improve rural wellbeing.

Outcome 2: Competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth

<p>As with most countries characterised with preponderant informal economies, open unemployment is low. Nearly 94 per cent of the population aged 15 years and above who are economically active are employed. The informal economy accounts for 86 per cent of employment, characterised by low productivity and earnings, often in unregulated and unsafe conditions, and accounting for preponderance of women’s livelihoods.</p> <p>The Government has recognised factors that inhibit the transition to formality, including low access to affordable credit, high level of financial risk with underdeveloped finance, savings and insurance markets, and insufficient capacity to implement regulations on work safety, taxation, and child labour. In 2017 the Government launched major initiatives to improve street addresses and numbers and expand national identity cards in an effort to improve business registration, regulation and tax revenue.</p> <p>High unemployment among graduates is attributed in part to the weak linkage between the educational system and productive sectors of the economy, resulting in severe mismatch between the skills acquired by young people compared to the skills required in the job market. There is a need to strengthen the capacity of skills training institutions and of employers’ and workers’ institutions to be able to better link skills supply and demand in the current economy. It also requires anticipating new skills needs and linking skills training to development strategies. Improving the quality of skills training includes incorporating entrepreneurship training in vocational training and overcoming gender stereotyping that leads to occupational segregation and reduced opportunities for young women.</p> <p>Financial inclusion should be an important element of strategies to promote entrepreneurship, small-scale business growth for self-employment, migrant remittances, savings and productive investment, including at the household level.</p> <p>Efforts are needed to overcome the unequal access of women to financial services and other productive resources such as land, agricultural extension services and business services.</p> <p>For both young women and men, there is a need to turn the potential of agricultural growth into gainful employment opportunities in agriculture and agribusiness along value chains.</p>	     
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Towards helping the Government achieve Outcome 2 – ***that a competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth*** - the UN will focus its strategic interventions through the following Outputs led by ILO, FAO, IFAD, UNDP, UNIDO and WFP along with UNCDF and UNESCO:

- 2.1. Responsible investment in value chain development increases;
- 2.2. Government has stronger capability to provide a sustainable and equitable business environment and improve economic policy coherence;
- 2.3. Enterprises and workers in the informal economy have greater access to transition pathways from the informal to the formal economy;
- 2.4. Quality market-responsive vocational education and training is more widely accessible, improving the employability of young people and the productivity of enterprises;
- 2.5. Micro, Small and Medium Enterprises (MSMEs) have greater access to finance and business services, and women, youth and marginalised groups, in particular, are better motivated to increase usage of these services; and
- 2.6. Government institutions are better able to implement fair labour practices to promote safe and decent work for all workers.

Result Area 2: Social Investment in People

The Government has renewed commitments to reducing inequalities, especially in availability of quality basic public services to underserved populations and in underserved areas.

Outcome 3: Government of Ghana delivers equitable, quality and financially-sustainable social services.

Economic growth and development cannot be sustained without inclusive, equitable and sustainable human development. The 2030 Agenda is premised on meeting first the needs of those that are furthest behind and most vulnerable, and on reducing inequalities. As a LMIC, with lower eligibility for aid to fund direct service delivery, and a political commitment to self-reliant development, Ghana is increasingly focused on mobilising resources from domestic sources to fund essential public services. In 2016, the Government allocated 7.8 per cent of its budget for health, equivalent to 2 per cent of GDP, and 17.4 per cent of its budget for education, or 4.5 per cent of GDP (National Budget Statement and GSS data).

A healthier and more educated and empowered population will result in a more productive workforce, which in turn boosts economic growth. Thus, social investments in people to extend the availability of essential health, education, and social services are critical in their own right, but also complement Result Area 1 on economic development. For example, malaria is a leading cause of low productivity and poverty, accounting for one third of outpatient treatments (2015, Ghana MDG Report).

Ghana has made significant progress in health care service provision. The 2014 Ghana Demographic and Health Survey estimated that 97 per cent of pregnant women attended at least one antenatal visit and 73 per cent gave birth in health facilities and were attended by skilled birth attendants. However, maternal mortality, at 319 per 100,000 live births, and under-5 mortality, at 60 deaths per 1,000 live births, remain above the MDG targets.



Ghana, like other West African countries, is prone to various public health emergencies. A joint UN-Government evaluation of core capacities for effective, timely responses to public health emergencies, conducted in 2017, highlighted key gaps in a number of areas, and formed the basis for the development of a comprehensive multi-hazard national public health security action plan. Support from all agencies and partners is expected in its implementation to build capacities to prevent, detect, and respond to public health threats. These include threats that have the potential to spread across borders, mainly due to human mobility.

Ghana initiated a universal health coverage scheme in 2003 - widely regarded as pioneering in the Region. Today the National Health Insurance Scheme faces persistent challenges in ensuring full national coverage, adequate numbers of the right mix of health workers in the right places, accountability mechanisms for health service providers, and sustainable financing mechanisms. The health sector continues to need to ensure access to preventative and care services for major communicable diseases – malaria, HIV/AIDS, TB – but also must meet increasing demand to provide services for non-communicable diseases and mental health conditions. The care of persons living with mental health conditions is inadequate and to some extent non-existent. This need is driven by the seven-fold increase in the number of persons aged 60 and older, from 1960 to 2010.

Ghana has made marked progress in controlling the HIV epidemic. But due to complacency, lack of adequate health and sexual reproduction education targeting youth, persistent stigmatisation, and unequal access to health care, prevalence crept up from 1.6 per cent in 2014 to 2.4 per cent in 2016 (*HIV Sentinel Survey Report, 2016*). Mother to child transmission has accounted for a large share of this increase. The unmet need for ART drugs is estimated at 65 per cent; ART paediatric coverage stands at less than 30 per cent.

Despite significant progress in reducing stunting and other forms of undernutrition, one of every five children are stunted and two of every three children have anaemia which results in part from micronutrient deficiencies. Rates of undernutrition and anaemia are highest in the northern region with stunting at 33 per cent and anaemia in children at 79 per cent. National rates of anaemia in adolescent girls and women of reproductive age are 48 and 42 per cent respectively, with higher rates in rural areas.

In education, primary school enrolment for girls and boys met the MDG targets, and the gap is closing at the junior high school level. However, 15 per cent of children aged 6-14 had never entered primary school in 2014, and the numbers were much higher in the northern regions and inner cities. The emerging alarm is over poor learning outcomes for those who are in school: The National Education Assessment for 2016 documented that less than 40 per cent of students met proficiency standards in P4 and P6 English, and only 25 per cent met the standards in P4 and P6 mathematics. There was no significant improvement over the National Education Assessment 2013.

Gender is a significant determinant of access to education for adolescents. Gender parity at the junior high school level varies across regions, and is in general lower at the senior high school level. Increasing completion of secondary education by girls is critical



in combating early marriage and teen pregnancy, and in breaking the inter-general cycle of poverty, hunger and malnutrition.

Providing adequate reproductive health services remains a challenge, with only 23 per cent of women nationwide using any method of contraception in spite of the importance placed on family planning in national policies, strategies and plans. Currently only 47 per cent of the total demand for family planning is being met, with the highest unmet demand among young women, rural women and those with primary or junior high school education.

Ghana has also pioneered social protection measures, targeting the most vulnerable and poorest populations, and within these targeting children and women with children. A number of programmes have been launched in the last few years under the National Social Protection Policy. The Livelihood Empowerment Against Poverty programme (LEAP) has been documented to make a difference in nutrition, keeping children in school, and helping families weather emergencies. However, coverage is limited. Currently LEAP reaches 213,000 households, about 1 of every 8 poor households in the country. Key tasks ahead are to ensure that these key social protection services are anchored in law, to expand coverage, cater for aging populations and to improve transparency in financial management and impact assessment.

Towards helping the Government achieve Outcome 3 – ***that the Government of Ghana delivers equitable, quality and financially-sustainable social services*** - the UN will focus its strategic interventions through the following Outputs led by WHO, UNFPA, UNICEF, UNAIDS, and UNESCO along with IOM, UNDP and WFP.

- 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;
- 3.2. National institutions have strengthened capacities to increase the coverage of effective preventative and care services for major communicable (malaria, HIV/AIDS, TB) and for non-communicable diseases, ageing populations and mental health conditions;
- 3.3. National institutions and stakeholders have strengthened capability to deliver Sexual, Reproductive, Maternal, Neonatal, Child and Adolescent Health and nutrition interventions;
- 3.4. National institutions and stakeholders, including the general public, have strengthened resilience and capacity to prevent and address public health emergencies;
- 3.5. National and local institutions have strengthened technical and financial capacity to scale up quality services for HIV prevention and treatment to ensure availability to all, especially to marginalised and stigmatised groups;
- 3.6. Institutions in education sector have greater capacity to deliver better learning achievement at basic and junior high school levels; and
- 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: Marginalised and vulnerable populations demand and utilise social services

For impact and long-term sustainability, improved quality and accessibility of public services must be matched by greater citizen education and awareness. Social mobilisation to maintain accountability for the delivery of key public services, by citizens who are aware of their rights to essential public services and of the SDG commitments to decrease inequality, is an enabling condition of self-reliant development.

Barriers to access to health, education, and social services due to discrimination or stigmatisation must be addressed through social mobilisation as well as legal redress. Groups that have been identified by the Government of Ghana and/or the United Nations as at risk of being left behind due to discrimination or location in disadvantaged regions and are thus are targets of UN interventions and support include the three Northern Regions, persons living with HIV/AIDS, persons facing discrimination on any grounds, refugees, and persons with disabilities.

Efforts to produce and distribute more nutritious foods needs to be accompanied by public services to make nutrition information and services accessible to vulnerable populations. Only 13 per cent of children are fed with a minimum recommended diet at 6-23 months of age, despite the critical importance of good nutrition during the first 1000 days of life for long-term development. Social values and cultural practices affect feeding practices in the population, across all wealth quintiles.

Better availability of health care facilities needs to be matched by increasing awareness of their importance through improved school curriculum on reproductive health, nutrition, and rights of girls and women.

Cultural barriers that build up discrimination and effectively deny equal access on the basis of HIV status, discrimination or lack of understanding of addiction as a medical condition rather than a criminal offense can be redressed by social mobilisation, awareness-raising, training for health care workers, and access to justice for those wishing to obtain redress.

Availability of education opportunities and efforts to improve their quality must be matched with concrete targeted measures aimed at keeping adolescent girls and boys in school. For example, Ghana has had positive experience providing take-home rations through commodity vouchers or cash incentives to access locally produced commodities, to reward attendance and encourage completion. Keeping young people in school provides opportunity to deepen education on nutrition and on sexual and reproductive health. These efforts target adolescent girls in junior high schools in vulnerable areas with high gender gaps in order to reduce teen pregnancy and school drop outs.

School feeding programmes can also increase demand for locally-produced nutrition foods, thus improving livelihood of local farmers – again linking social objectives to agricultural transformation objectives.

In addition to efforts under Outcome 3 to expand the coverage of effective social protection schemes, such as LEAP and school feeding, there is a need to expand awareness of poor families on how to access basic social services and to catalyse their utilisation of other social services provided by the Government, with the aim of increasing direct linkages between beneficiaries and services, particularly in reducing financial barriers and stigma.



Towards helping the Government achieve Outcome 4 - **that marginalised and vulnerable populations hold government to account for quality services and are well-informed and empowered to utilise social services** - the UN will focus its strategic interventions through the following Outputs led by UNFPA, UNESCO, UNHCR, UNICEF, IOM, UNDP and WHO along with WFP and IMO:

- 4.1. Marginalised and vulnerable populations have greater capacity to demand and use health and nutrition services and improve their dietary nutrition;
- 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;
- 4.3. Marginalised groups are empowered to demand and access quality HIV/AIDS services; and
- 4.4. Marginalised and vulnerable populations are made more fully aware of and have access to the social protection services available to them.

Result Area 3: Protected and Safe Environment

The Government has taken a leadership role in international initiatives to combat climate change, enable business and communities to adjust to its impact, safeguard the environment and spatial development, and strengthen disaster risk reduction measures.

Outcome 5: Environmental governance at national and local levels is effective, efficient and coherent

Natural resources have been the backbone of the Ghanaian economy, and can continue to be an asset for future growth. While the environment sector is equipped with a largely adequate legislative and policy framework, there are weak institutional capacities to implement policies and enforce laws in logging, mining, oil exploitation, and fishing. This has contributed to resource depletion, public health risks, and loss of government revenue and its potential investment in development. Just over one third of the country's forest cover was lost between 1990 and 2010.

Pressure on natural resources is increasing due to population growth and limited economic diversification. Lack of good productive work increasingly pushes young people into dangerous and illegal mining, motivates likewise dangerous irregular migration, and traps youth in unproductive and unsustainable farming and fishing. Thus improving environmental sustainability will have direct consequences for the intended results on prosperous growth.

Ghana has recently signed the key global environment commitments, including the Paris Agreement on Climate Change, the Minamata Convention on Mercury, the Sendai Framework for Disaster Risk Reduction, and the New Urban Agenda.

To meet those ambitious commitments in the coming years, the Government will need to be successful in mobilising the needed financial resources, in particular by creating an enabling environment to facilitate private investment and the growth of green jobs and enterprises, as well as by accessing global climate and environmental funds. Government will also need to build capacity to implement policies and to enforce regulations consistently and transparently, not only at the national but also at the local level.



Underfunded decentralisation and limited delegation of power have indeed constrained the capacity of local government institutions to enforce regulations, especially in the forestry, mining, and fishing sectors, and to plan for climate change adaptation investments. Environment, climate change, energy, jobs, and governance are undoubtedly intertwined and can be advanced jointly if supported by coherence in policy design and effectiveness in their implementation. The Government’s adoption of an All-of-Government strategy to end the illegal informal mining (*Galamsey*), with its negative impact on resource conservation, water pollution, public health, and government revenue could provide an example of a response to the need for coherent policies.



Towards helping the Government achieve Outcome 5 – **that environmental governance is effective, efficient and coherent** – the UN will target its strategic interventions to national and local levels of environmental governance through the following Outputs led by UNDP, UNICEF, UNIDO and FAO along with UNFPA, UN-Habitat, UNU, UNCDF, WFP and IMO:

- 5.1 National and sub-national institutions have greater capability to implement environment- and climate-related policies in line with global conventions;
- 5.2 The National Disaster Management Organisation has stronger national and regional capabilities for disaster management and coordination;
- 5.3 Key sectoral policies are coherent with environmental policies and considerations to support climate-resilient inclusive economic growth; and
- 5.4 National and sub-national institutions have greater capability to mobilise financial resources, in particular from private sector and climate finance, to achieve environmental outcomes.

Outcome 6: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience

Persisting disparities in access to resources and public services are exacerbated by environmental degradation, climate change and vulnerability to natural disasters, in particular flooding, drought, coastal erosion and wildfires. There is a need to strengthen a culture of resilience to climate change, natural hazards and environmental degradation.

Gender inequalities and discriminatory practices in access and control of natural resources are prevalent. Limited access to information by the population hinders behavioural change, resilience in the face of increasing environmental hazards, and ability to hold government institutions accountable for sustainable and equitable resource management. It also hinders the provision or regulation of basic public services. Communities need innovative approaches and technologies to help them adapt to climate change, reduce their vulnerability to disasters and promote environmental conservation.

Degradation in agriculture areas has contributed to rural-to-urban migration, which along with population growth has resulted in rapid urbanisation with inadequate housing and utilities, weak spatial planning, pollution, and inadequate sanitation and



waste management. Cities are now also facing the problem that they cannot provide adequate basic social services to the urban poor population including vulnerable groups and among them migrants and refugees. Decentralisation policies have been more successful in transferring responsibility than in transferring resources to enable local government institutions to deliver basic services, in particular sanitation and garbage management, or capacity to mobilise private sector investment.

Apart from enhancing the capacity of local government institutions, it is important to capitalise on the potential for business growth and job creation in the delivery of water, sanitation, and environmental services, as well as in the sustainable use of natural resources. Enabling the environment for private sector investment includes skills training, linkages to R&E for innovation, and access to finance and technology.

Fewer than 1 in 6 persons has access to improved household sanitation facilities, with only marginal increases realised over the past 25 years. The access rate is only about 1 in 10 people in rural areas. While rates of handwashing doubled between 2011 and 2014, they remain very low, with only 1 in 5 Ghanaians washing their hands with soap and water. With fewer than 2 in 5 people drinking safe water, earlier achievements in expanding access to improved water sources are threatened by pollution from unsafe sanitation management and illegal small-scale mining, as well as by competing needs due to the growth of both population and agricultural activities.

8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



Towards helping the Government achieve Outcome 6 - ***that urban and rural communities have access to affordable services, knowledge and tools to increase their resilience*** - the UN will target its strategic interventions to communities and people through the following Outputs led by UNDP, UNICEF, IFAD, FAO and UNFPA along with UN-Habitat, UNU, UNCDF and WHO:

- 6.1. The general public is better informed and thus better able to change behaviour on energy, waste, water, sanitation and hygiene;
- 6.2. Communities are better able to adapt to climate change and cope with natural hazards;
- 6.3. Communities have greater capacities and skills to adopt environmental conservation practices, such as climate-smart agriculture;
- 6.4. Research and private sector investment is better targeted towards green production and delivery of environmental, water and sanitation services; and
- 6.5. Cities and other human settlements have more effective mechanisms for inclusive and resilient urban development.

Result Area 4: Inclusive, Accountable Governance

The Government has made substantial public commitments to further strengthen the institutions of a democratic society, combat public corruption, and ensure access to justice for all.

Outcome 7: Transparent, accountable institutions at all levels that protect the rights of all people

Ghana has rightly earned its reputation as a stable democracy governed by the rule of law. Ghana is party to most of the main international Human Rights instruments and has put in place legislation and institutions to implement protections and monitor their enforcement, as well as built up institutions to promote transparency and to deal effectively with social conflict and improve access to justice, including the Commission for Human Rights and Administrative Justice, the National Peace Council, the Economic and Organised Crime Office, the National Commission for Civic Education, the National Commission on Small Arms, and an expanding Legal Aid Scheme. Despite a robust architecture for conflict resolution, violent extremism, the proliferation of small arms, and the influence of vigilante groups linked to political parties pose new kinds of threats.

Gaps remain in implementing the Convention on the Rights of Persons with Disabilities; reducing stigma and ensuring adequate health care for persons with mental illness, persons with HIV/AIDS and persons stigmatised on any other grounds; legislation to guarantee right to information; combatting vigilantism and violence against identified vulnerable groups; and enforcing legislation on child labour and trafficking in persons. Child labour still affects some 1.9 million children in Ghana.

While the overall policy and legislative environment has improved in Ghana when it comes to violence against women and children, including gender-based violence, the prevalence of violence continues to be unacceptably high. One in 4 children have suffered from sexual abuse. Fourteen per cent of women age 15-19 have begun childbearing (GDHS 2014), and 1 in 5 girls gets married before celebrating her 18th birthday (DHS 2014.)

Persistent inequalities constrain the empowerment of women in political and economic life. With 35 out of 275 Parliamentarians being women, or 12.7 per cent, Ghana ranks 141st in the Inter-Parliamentary Union's ranking of women elected to Parliament. Remedies to be implemented include targeted efforts by Government and political parties to expand participation by women and youth, further social mobilisation on gender equality, and the implementation of the 2015 Gender Policy, as well as a push for the adoption and subsequent implementation of the pending Affirmative Action Bill.

Ghana has been rightly recognised for providing a favourable protection environment for refugees and for including refugee communities in national education and health services. Steps are needed to act on the Government's commitment to ratify the two UN Conventions on Statelessness and to implement it through actions by State and non-State actors to ensure that the campaign to end statelessness yields concrete results, in line with global and ECOWAS initiatives, in particular the Banjul Plan of Action of May 2017. Conflict between nomadic pastoralists and stationary farmers has risen in recent years, due in part to changing climatic conditions which exacerbate competition for land, to persistent ethnic conflicts, and to statelessness of nomadic ethnic groups.



Ghana's National Migration Policy was launched in 2016 and provides a comprehensive and sustainable approach to migration governance. Its full implementation is now a priority to ensure that Ghana realises the full developmental benefits of well-managed migration and increases protection for Ghanaians on the move. A dedicated governance structure and a well-managed migration data system will be critical in this endeavour. An increasing number of young Ghanaians, especially women, are turning to domestic work abroad, but there is a need to support the development of better policies and administrative structures to ensure safer labour migration practices and better protection and positive outcomes for migrant workers.

The Government has recognised the need to strengthen the institutions and processes for improved accountability and quality in service delivery, including those that govern public procurement and infrastructure planning and implementation. This has been recognised to be of particular urgency in order to expedite action on the planned flagship transportation and industrial development projects while simultaneously strengthening transparency and accountability in order to stop the "leakages in public funds," in the words of President Akufo-Addo. Further efforts are needed to meet obligations under the United Nations Convention against Corruption, 2003.

Continuous efforts are needed to make the best use of census and survey data and to glean useful information from administrative data, i.e. information produced as government institutions go about their business, such as providing health care, education, or pensions. In this effort, it is important to adopt a human rights-based approach to data (disaggregated by different grounds of discrimination as have been acknowledged and identified by the Government including sex, age, ethnicity, migration or displacement status, disability, religion, civil status, income, and identified vulnerable groups as identified in the UN human rights assessment) so as not to leave anyone behind. Efforts to consolidate the production and management of reliable data, disaggregated by location and population group, needs to be matched by efforts to disseminate it widely, also in user-friendly graphic and map formats, so that civil society organisations and researchers can monitor implementation of development policies and programmes and their impact on target groups, such as through the District League Tables.

Good planning, effective governance, and accountable and inclusive participatory institutions create an enabling environment for the successful implementation of the entire 2030 Agenda and all the UNSDP Outcomes. For example, adequately funded decentralisation and delegation of power will enable local government institutions to enforce regulations in the forestry, mining, and fishing sectors. Efforts towards universal birth registration, compared to the estimated 70.5 per cent of births registered in 2011, is seen as fundamental to ensuring: access to education and health care; the credibility of voter registration; ending statelessness; and providing an accurate basis for planning and monitoring. Supporting national capacity to deal with organised crime and trafficking in guns, drugs, and persons helps ensure that security issues do not undermine progress in development, human rights, and governance.

Towards helping the Government achieve Outcome 7 - ***transparent, accountable government institutions at all levels that protect the rights of all people*** - the UN will target its strategic interventions through the following Outputs led by UNDP, UNICEF, UNHCR, IOM, UNOPS, and UNODC, with also IMO:

- 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;
- 7.2. National and sub-national mechanisms have greater capabilities to promote peace, security and social cohesion and combat public corruption;
- 7.3. The Government is more effective in migration governance and refugee management;
- 7.4. Accountability systems have greater capabilities and more effective measures to ensure that children are protected from violence, abuse, exploitation, neglect and injustice;
- 7.5. The national Justice system is better able to ensure compliance in meeting Ghana's international Human Rights commitments to protect the rights of women and of vulnerable groups;
- 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 mobilise in demanding transparency, responsiveness and accountability from public institutions, in particular in attaining the SDGs in Ghana.

Cross-cutting Priorities

Across these four Results Areas, the UN's actions will help achieve the following cross-cutting priorities, ensuring that the partnership meets the expectations that UN work everywhere be gender sensitive, human rights based, environmentally sustainable, and focused on building up national capacities to achieve development results. This expectation has been heightened by the need to promote coherence in attaining the inter-related and mutually-dependent 17 SDGs. In following the priority set in the CPESDP, UN efforts will explicitly target youth development throughout the Results and Cross-Cutting Priorities.

- 1) **Human rights:** The work of the UN will aim to reduce barriers to the recognition and protection of human rights by identified vulnerable and marginalised groups. The UNSDP will target the work of the UN towards filling the capacity gaps of rights holders to claim their rights and of duty bearers to fulfil them, working across all the UNSDP Outcomes. The UN will work across political spheres, with civil society, and government services in this endeavour.
- 2) **Gender equality and women's empowerment:** All UN efforts will be grounded in gender analysis and will identify and address the barriers that women and girls face in political participation, education, health, livelihoods, etc. Efforts will also be directed at ensuring that women and girls benefit from policies and services and are empowered to contribute to political, economic and social well-being. Gender equality is mainstreamed in the UNSDP not only as a fundamental right, but as a means to sustainable development. This work will be supported in coherent fashion through the leadership of the UN Gender Team, comprising gender specialists and focal points from across the UN Agencies.
- 3) **HIV/AIDS:** Success in curtailing the AIDS epidemic stems from taking a holistic approach that spans rights, health care, education, and livelihoods. UN work will aim to reduce stigma and discrimination that bar persons living with HIV/AIDS from accessing public services in health, education, jobs, and the justice system, and to confront any complacency in terms of educating young people and other at-risk groups about HIV/AIDS. The combined efforts of UN Agencies support the achievement of the global 90-90-90 strategy in Ghana and promote Ghana's advocacy leadership at the regional and global levels. This work will be taken forward by the Joint UN Team on AIDS (JUTA), under the leadership of UNAIDS.
- 4) **Data for development:** UN Agencies will work with the Ghana Statistical Service, the National Development Planning Commission, MMDAs, and line Ministries that generate agricultural, employment, environmental and social data, to reduce gaps in SDG indicators, generate human-rights disaggregated data, make better use of administrative data sets, and improve collaboration and information sharing among those that produce data and those that need data for planning, monitoring, and public accountability. This work will be taken forward through the Inter-Agency UN Data Group.
- 5) **Resilience:** The UN will support humanitarian crisis prevention and preparedness, working directly with at-risk communities and with the National Disaster Management Organisation (NADMO). Work on risk and vulnerability analysis leading to contingency planning and preparedness will be carried forward by the Inter-Agency Working Group on Emergencies, with support from OCHA, including key NGOs.
- 6) **Youth:** UN agencies will take a comprehensive approach to spur youth development, to support the implementation of the AU Roadmap on Demographic Dividend in Ghana, and protect the human rights of children and adolescents. Support will target: increasing access to good quality basic education and health services throughout childhood; improving the quality and availability of primary education that equips teenagers with basic skills and the ability to continue to learn; meeting the needs of adolescents for comprehensive sexual and reproductive health education and rights; combatting discrimination, gender-based violence and harmful cultural practices such as early and forced marriage; and addressing both demand and supply side constraints on decent work for young women and men.

The coherent approach to achieving the cross-cutting priorities across the four Results Areas is illustrated in Table 3 below, showing a sample of work under each Result Area that supports the achievement of the cross-cutting priorities and the emphasis on youth development.

Table 3. Illustrations of the pursuit of cross-cutting priorities

Cross-cutting Priorities	Results Areas			
	(1) Shared prosperous economy	(2) Social investment in people	(3) Protected and safe environment	(4) Inclusive, accountable governance
Human rights	<ul style="list-style-type: none"> Implementation of labour protection laws 	<ul style="list-style-type: none"> Promotion of gender equality as a human right Overcoming stigma (HIV/AIDS, mental illness, disability) Promotion and protection of the rights of identified vulnerable groups Social protection as a basic right, enacted through legislation 	<ul style="list-style-type: none"> Environmental justice 	<ul style="list-style-type: none"> Follow-up UN Human Rights mechanisms' recommendations Protection of migrants & refugees Promotion and protection of child rights
Gender equality and women's empowerment	<ul style="list-style-type: none"> Access to land, finance, markets, entrepreneurship & skills training for girls & women as part of agricultural & industrial development schemes 	<ul style="list-style-type: none"> Equal access to quality education at all levels for girls & boys Targeted activities to keep adolescent girls in school Ensuring reproductive rights & access to quality health services Partnerships with civil society & cultural leaders to stop harmful cultural practices 	<ul style="list-style-type: none"> Facilitate greater participation of women at community levels in natural resource protection Gender-responsive WASH systems, in urban & rural areas 	<ul style="list-style-type: none"> Participation in political parties & decision-making Implementation of National Gender Policy, National Framework on Child Marriage, and other legal frameworks targeting gender equality and women's rights Protection from gender-based violence
HIV/AIDS	<ul style="list-style-type: none"> Pharmaceutical industry development 	<ul style="list-style-type: none"> Access to quality health care Expansion of preventative education & advocacy 		<ul style="list-style-type: none"> Overcoming stigma & discrimination
Data for development	<ul style="list-style-type: none"> Agriculture surveys 	<ul style="list-style-type: none"> Use of administrative data in the health & education sectors 	<ul style="list-style-type: none"> Data for reporting on Nationally Determined Contribution to the UNFCCC 	<ul style="list-style-type: none"> Data for SDG indicators Build accountability through public dissemination of SDG indicators
Resilience	<ul style="list-style-type: none"> Sustainable agricultural production & consumption 	<ul style="list-style-type: none"> Expansion of social protection schemes, enabling more people to manage risks 	<ul style="list-style-type: none"> Disaster Risk Reduction Climate-smart agriculture Green jobs Community resilience 	<ul style="list-style-type: none"> Environmental justice
Youth	<ul style="list-style-type: none"> Pro-employment growth & economic diversification Labour market relevant skills training Reduced barriers to youth entrepreneurship 	<ul style="list-style-type: none"> Education quality & accessibility Access to reproductive & HIV/AIDS education & health services 	<ul style="list-style-type: none"> Jobs for youth in new green economy 	<ul style="list-style-type: none"> Political party participation Facilitation of youth voice through CSOs Human rights protection for at-risk populations Alternatives to irregular migration Address vulnerability to crime and violence

Implementation

Delivering as One UN

In carrying out their work, the UN Agencies in the Country Team in Ghana take a “**Delivering as One**” (DaO) approach. This comprises five pillars: One Programme - hence this UNSDP for planning, implementing and reporting as One; One Leader, for clear leadership from the UN Resident Coordinator working with the Heads of UN Agencies through the UN Country Team; a Common Budgetary Framework for implementing the UNSDP; Operating as One for harmonised and efficient business practices; and Communicating as One to deliver common messages.

The DaO approach, to strengthen cooperation and coherence among all the UN Agencies working at the national level, aims to increase the UN’s impact by marshalling Agencies’ complementary mandates and individual areas of expertise to tackle complex development challenges and build coherence across policy areas. Globally, the DaO approach has been shown to enhance the efficiency, effectiveness and relevance of the UN in partnering with member States.⁸

The UN General Assembly has directed the UN Secretary-General to strengthen UN development work at the country level by improving teamwork, coherence and mutual accountability.⁹ In Ghana, the UNSDP serves as the principal source of UN Country Team accountability. It provides the strategic framework against which individual and collective support provided by UN Agencies is authorised and evaluated.

The implementation strategy for the UNSDP includes strengthening key areas of delivering as one. This responds to findings of the independent evaluation of the UN Development Assistance Framework 2012-17 (UNDAF),¹⁰ which concluded that the work of the UN in Ghana had been well aligned with national development priorities but that utilisation of the UNDAF itself was low, especially among government institutions, and that there was need to improve the harmonisation of UN interventions in Ghana through “Delivering as One.”

In response, the UNSDP entails two principal innovations on UN visibility and accountability:

- First, that the UNSDP implementation oversight responsibility will be carried out through the High Level Ministerial Committee for SDG implementation, in order to anchor UN work firmly in national strategies to achieve the SDGs through national development plans, and
- Second, that once strategic priorities are agreed at the highest level of the Government, they will be operationalised through annual joint work plans agreed between Ministries and the set of UN Agencies working with them, thus encompassing the activities of all UN partners.

These innovations, explained further in the following sections, offer advantages in terms of 1) wider understanding of UN partnerships at the ministerial level, 2) accountability for keeping UN work firmly focused on agreed national priorities, 3) coherence and avoidance of gaps and duplication in the work of multiple UN Agencies with individual Ministries and other Government entities, and 4) greater feasibility of UN work plans by reflecting actual resource availability on an annual basis.

⁸ The UN General Assembly has set expectations for UN Country Teams to increasingly follow the DaO approach. Surveys of member States found that Governments in DaO countries were substantially more likely to report that UN activities there were “very closely aligned with their development needs and priorities,” had achieved better results than if each UN agency had worked alone, and was more effective in targeting attention and resources to the needs of the poorest and most vulnerable than were Governments in non-DaO countries.

⁹ UN, *2016 Quadrennial Comprehensive Policy Review (QCPR)*; UN Secretary- General, “*Repositioning the UN development system to deliver on the 2030 Agenda*”, July 2017.

¹⁰ *UNDAF 2012-17 Evaluation*, Cliff Bernard Nuwakora and Nicholas Guribie, September 2016.

Partnership with the Government of Ghana

The UNSDP comprises a joint accountability framework. The key tasks for Government to ensure the relevance and impact of UN partnership include: regular periodic implementation review; joint problem-solving; support for resource mobilisation with development partners; participation in the mid-term review and final evaluation; and ensuring that UN work with all levels of Government follows the **Delivering as One** approach in order to target strategic priorities, avoid duplication of efforts, and ensure policy coherence.

This oversight responsibility will be carried out through the High Level Ministerial Committee for SDG implementation, inaugurated by President Akufo-Addo in September 2017. This responds to lessons under the UNDAF 2012-2017, which had set up a Joint UN-Government Steering Committee for the sole purpose of overseeing its implementation. The UNDAF Evaluation Report noted that this Committee had met only once, in May 2015, and that Ministries had negotiated priorities on an individual basis with UN Agencies without substantive oversight of the UNDAF as a whole. The innovation of embedding UNSDP governance within the existing inter-ministerial committee set up to oversee SDG implementation aims to avoid duplication of inter-ministerial bodies, and hence be more respectful of Ministers' time commitments, as well as to emphasise the overriding purpose of the UNSDP to support national coordinated strategies for SDG domestication and implementation.

UNSDP implementation will also be promoted through the architecture being set up by the Government to guide overall development partnerships (tentatively titled *Development Cooperation Policy*, whose text was being discussed with Development Partners as of mid-2017). This Policy is expected to establish periodic high-level dialogue between Government and Development Partners to discuss strategic priorities for partnership and to strengthen the existing system of Sector Working Groups, chaired by Ministers and bringing development partners, UN agencies, and Ministries together to discuss sector development strategies, harmonise support, and avoid duplication and gaps.

Joint Annual Work Plans

As mentioned above, specific activities to be carried out by UN Agencies will be articulated in annual joint work plans. This is in keeping with the Guidelines for the current generation of UN country programmes, which promotes realistic planning, in annual segments, in order to reflect financial realities and to be flexible in responding to significant changes in national circumstances.

Just as Ghana's medium-term national development policy framework for 2018-2022 will operationalise the **Coordinated Programme of Economic and Social Development Policies**, the UN annual joint work plans will operationalise the UNSDP.

Annual work plans will be set out, for each of the five years covered in the UNSDP, in each Result Area. They are to be used in monitoring and assuring accountability of overall UN work, in terms of targeting work by the UN Agencies towards the agreed Outcomes. And they are to be "user friendly," organised not only by Result Area (for the sake of UN accountability), but also by Ministries, or sets of Ministries working in related areas, following UN joint consultations with those Ministries so that they can see in one place the proposed work with all their UN partners and agree on it in terms of priorities and coherence, and commit to it in terms of relevance to their own priorities.¹¹ This approach, recommended in UN Guidelines for Country Teams, has been found effective in terms of supporting teamwork and mutual accountability among UN

¹¹ In 2017, following the change of Government, efforts were made to present UN work collectively in coherent manner to newly appointed Ministers. The issue overviews and mapping of UN work (available at www.gh.one.un.org) provide models for the development of the UNSDP annual joint work plans.

Agencies in the UN Country Team and in terms of ensuring ownership and sustainability of the work by Government counterparts.

Agreement on the Joint Annual Work Plans with Ministries paves the way for coherence on policy approaches and technical activities with specific UN Agency partners. They will reflect understanding of work by bilateral and multilateral Development Partners with the aim of targeting UN work towards the highest value-added possible. Agencies' individual work plans with Ministries will derive from these Joint Annual Work Plans.

Common Budgetary Framework

Based on their participation in the four Results Areas, UN Agencies have provided estimates of the level of resources required to complete Outputs, and thus contribute to the intended Outcomes. These estimates comprise two portions: first, the level of resources reasonably expected from their own resources, and second, the level of resources which they have reason to believe can be mobilised from other sources. This includes projects supported by development partners, whether individual projects implemented by a single UN agency or Joint Programmes implemented by two or more agencies. It also includes expected resources to be mobilised through global or regional funds, such as on climate change.

The total amount estimated for 2018-2022 is US\$ 441.5 million, comprising US\$ 194.8 million from Agencies' own resources and US\$ 246.7 million to be mobilised. This compares to the approximately US\$ 325 million spent by the UN in delivering the previous *One Programme* from 2012 through 2017.¹²

In the spirit of partnership, the Government and the UN will work together to mobilise the resources required for successful delivery of the UNSDP. The UNCT will agree a resource mobilisation strategy to ensure coherence in fund-raising activities, in order to target efforts towards agreed strategic priorities and to act in full transparency with each other as team members and with bilateral and multilateral development partners. This strategy will differentiate fund raising priorities by individual agencies from priorities for Joint Programmes.

The CPESDP sets out a vision of private sector-led growth that internalises the 2030 Agenda commitment to "leave no one behind." Private sector development is seen as a necessary condition to increasing economic growth. For this growth to be inclusive, additional conditions must be met, as outlined above. The UN is committed to working with Government and civil society partners to ensure that all Ghanaians have opportunity to participate in and contribute to national economic growth and to benefit from it.

This commitment will underpin the UNSDP resource mobilisation strategy, working with development partners likewise committed to the 2030 Agenda's mandate to meet first the needs of those that are furthest behind and most vulnerable and to reduce inequalities.

The Operations Management Team of the UN Country Team manages a common budget for internal UN operations (e.g. procurement, UN clinic, IT, security, etc.) that seeks to lower operational costs through joint operations and economies of scale. The Business Operations Strategy for the UNSDP will drive cost-savings for all UN Agencies in Ghana and thus maximise the share of UN financial resources devoted to programmes and partnerships.

¹² United Nations Country Team Ghana, *United Nations Development Assistance Framework (UNDAF) Annual Reports: 2014-2015, 2016, 2017.*

Table 4. Common Budgetary Framework*					
Result Areas	Outcomes	Estimated Required Budget 2018-22 (US\$ '000)			
		Available from own resources	To be mobilised	UN Agencies expected own resources	
Result Area 1: Shared, Prosperous Economy	Outcome 1: Productive agriculture drives sustainable industrialisation, improves livelihoods and ensures a hunger- and malnutrition-free nation	28,832	22,070	FAO	6,450
				IFAD	10,392
				IOM	500
				UNIDO	1,500
				WFP	9,955
				Others	35
	Outcome 2: Competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth	9,210	12,566	FAO	1,500
				ILO	4,200
				UNDP	900
				UNIDO	2,000
WFP				500	
Others	110				
Result Area 2: Social Investment in People	Outcome 3: Government of Ghana delivers equitable, quality and financially-sustainable social services	67,850	57,808	IOM	100
				UNAIDS	1,488
				UNDP	200
				UNESCO	475
				UNFPA	15,823
				UNICEF	14,095
				WHO	35,669
	Outcome 4: Marginalised and vulnerable populations demand and utilise social services	15,376	21,077	IOM	800
				UNDP	144
				UNESCO	300
				UNFPA	7,829
				UNHCR	3,878
				UNICEF	1,968
WHO	457				
Result Area 3: Protected and Safe Environment	Outcome 5: Environmental governance at national and local levels is effective, efficient and coherent	8,220	28,775	FAO	3,000
				UNDP	8,110
				UNFPA	100
				UNICEF	3,210
				Others	115
	Outcome 6: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience	33,395	54,361	FAO	3,000
				IFAD	10,000
				UNDP	8,110
				UNFPA	500
				UNICEF	11,450
Others	115				
Result Area 4: Inclusive, Accountable Governance	Outcome 7: Transparent, accountable institutions at all levels that protect the rights of all people	31,944	50,086	IOM	1,570
				UNDP	12,000
				UNESCO	265
				UNHCR	2,629
				UNICEF	11,730
				UNODC	2,750
				UNOPS	1,000
TOTAL		194,827	246,743		

* Estimates provided by UN Agencies by end-November 2017. The figures do not include loans made by the UN International Fund for Agricultural Development (IFAD) to the Government for investment in agricultural productivity and value chain development, which amounted to some US\$ 68 million from 2013 through 2017.

Initiatives outside the results matrix

Work by some UN Agencies that responds to governmental requests is so specific that it falls outside the four Results Areas, although it is within UN mandates. In other cases, UN Agencies include Ghana within regional initiatives that cannot be wholly captured in the national level results. In keeping with the mandate of *One Programme* for Delivering as One countries, activities beyond the UNSDP are kept to a minimum yet need to be acknowledged both for the value they offer to Ghana and for the sake of providing a comprehensive accounting of UN work through the UNSDP. In 2018-2022 UN work beyond the UNSDP includes the following activities:

- Support for exploring the eventual integration of nuclear energy within national energy policies, and building up capabilities to meet international standards is being provided by the International Atomic Energy Agency (IAEA), directly to Ghana's Atomic Energy Commission. Other activities supported by the IAEA with respect to use of radiation for food safety and in medical applications, are included under the relevant UNSDP Outputs.
- Capacity-building and regional integration in promoting maritime commerce and dealing with maritime-based crime is provided by the International Maritime Organization (IMO), through its Coordinator Office in Accra for West & Central Africa, Non-Francophone Countries.
- Research and advocacy work carried out by several regional and global UN entities will continue to be relevant to Ghana, and the UN Country Team will promote their distribution in the country. Important examples are the Economic Commission for Africa (ECA), the UN Conference on Trade and Development (UNCTAD), the International Trade Centre, and the UN Institute for Training and Research (UNITAR).

Partnership with the Bretton Woods Institutions are of high importance. The success of the Government in completing the IMF programme is critical to its fiscal policies and domestic resource mobilization strategies. The World Bank has a portfolio that covers all key sectors of the Ghanaian economy including Human Development, Infrastructure, Energy, Agriculture, Urban and Rural Development, and Business Environment. Public Sector Governance reforms, implemented mostly through technical assistance and budget support operations coordinated with the IMF programme, aim to improve budgetary and expenditure monitoring, transparency and accountability in public financial management processes, and other selected sectoral reforms. A Systematic Country Diagnostics (SCD) is under preparation as a precursor to the new Country Partnership Framework (CPF), which will define World Bank Group support to Ghana over the next five years.

The priorities in water and sanitation, agriculture, skills development, and infrastructure offer important opportunities for coordination between the World Bank and UN agencies, directly and through the Government's Sector Working Groups. The UN will likewise strengthen communication and cooperation with the African Development Bank in its key focus areas on agriculture, electricity, and infrastructure.

Risks and assumptions

The CPESDP recognises that a number of key "preconditions" must exist for the attainment of the Government's goals (CPESDP, page 103): macroeconomic stability, including low inflation, stable currency, and affordable credit to spur growth and provide a buffer against external shocks; energy sufficiency, realising that availability and affordability of energy can boost economic growth; and governance, targeting land reforms, national identification, civil registration, and housing numbering to inform policies and

broaden a fair tax base, and public service reform, targeting in particular the tax and port authorities to improve domestic resource mobilisation for development.

Political: Ghana boasts a successful multi-party democracy, with successive credible and transparent elections and peaceful transfer of power between political parties. Although the risks of political and electoral unrest are small, there is no complacency, but rather commitment to continue to strengthen the institutions that govern electoral processes, ensure inclusive political participation, promote effective decentralisation and encourage a vibrant civil society capable of monitoring trustworthiness of public institutions and accountability of elected officials. Continued support for social dialogue on reforms will complement work for peaceful, credible and inclusive elections, and build on lessons from the 2016 successful elections and recommendations from national and international election observer missions.

Delays in achieving the promise of inclusive growth and prosperity is the single greatest threat to security, through abetting unrest among un- or under-employed youth, fomenting conflict over access to resources, motivating irregular migration, and leaving more young people vulnerable to exploitation in terms of violent extremism, criminality, or trafficking.

Peace and security in the region is also a prerequisite for the successful implementation of the UNSDP. Historically, Ghana has been a safe destination for refugees fleeing political crises in countries in the region. Political processes that undergird peace and democracy are stronger than ever in the region, but there is increasing concern over rising extremism and the number of terrorist acts in nearby countries. This risk is part of the motivation for strengthening Ghana's emergency response system and its participation in regional institutions for peace and security.

Public finance: Attainment of the GDP growth rates envisioned in the CPESDP, starting with 7 per cent for 2018, depend on several external factors, such as commodity prices (gold, oil, cocoa), as well as on internal public finance management, such as extent and costs of sovereign borrowing, extent of government borrowing in domestic finance markets with consequence for interest rates for private sector business, and the successful completion of the IMF programme, in terms of retaining confidence of the financial markets.

As a LMIC with limited future access to ODA, successful attainment of the Results and substantial progress in these five years towards the 15-year 2030 Agenda will depend to the largest extent on domestic resource mobilisation, managed in such a way as to crowd in private investment (through public investment in physical and human capital, responsible fiscal and monetary policies, fair and transparent taxation systems, reliable electricity supply, among other factors) rather than crowding it out (e.g. high inflation, currency fluctuations, corruption, lack of transparency in taxation and public procurement, etc.).

There is concerted effort by Development Partners, including WB, IMF, UN and bilateral agencies, to support domestic resource mobilisation, fair and transparent taxation, elimination of corrupt practices that rob Ghana of public resources, and transparency in budgeting and expenditure processes that will aid public accountability. Domestic resource mobilisation will be supported in the UNSDP in Outcome 6 on mobilising global climate change funds, in Outcome 3 on efficient institutional management and sustainable finance systems, and in Outcome 7 on support for realistic planning and transparency in public financial management.

Environment and Energy: Climatic variability and changes are being observed. The changing rainfall patterns can result in lower total precipitation per annum, with torrential rains and extreme events resulting in storm damage and flooding. The northern and coastal savannah areas often experience severe drought.

Parts of the coastline are susceptible to storm surge erosion and rising sea levels. These phenomena bring short-term hazards and long-term threats to livelihoods. In terms of floods, the National Contingency Plan projects 60,000 persons country-wide as population to be affected in the most likely scenario and some 1 million people affected in the worst-case scenario. NADMO estimates that the entire population of the three Northern Regions would be affected by severe drought, amounting to some 4 million people.

Outcome 5 recognises UN commitment to support national and regional authorities in humanitarian crisis prevention, preparedness, and response, and Outcome 6 recognises UN commitment to build up resilience of communities to climate change and extreme weather. The Results Matrix further describes these commitments in terms of specific indicators and targets. As noted under cross-cutting priorities above, the UN Inter-Agency Working Group for Emergencies will set out annual work plans in agreement with NADMO and the UN Country Team to support preparedness and to set up appropriate coordination responses to actual crises.

Access to electricity ranges from 91 per cent in Greater Accra to only 33 per cent in Upper West Region (Ghana Demographic and Health Survey, 2014). A return to the supply shortages that undermined business, agriculture and services in 2015 would threaten private sector growth and access to education and health services. The work to expand small-scale renewable energy sources would extend access to energy, stem rising energy costs, and improve resilience in the face of future energy supply disruption.

UNSDP financial resources: As noted above, delivering the UNSDP has been costed at some US\$ 441.5 million for the 2018-2022 period, with 44 per cent of that to be made available from UN Agencies' resources. Delivery of the entire UNSDP assumes that the gap, some US\$ 246.7 million, will be raised through projects or joint programmes financed with Development Partners, through funds raised from global sources or regional projects with allocations for UN work in Ghana, or through innovative financing mechanisms such as partnerships with private enterprises or South-South cooperation. The priorities and strategies for this resource mobilisation will be agreed within the UN Country Team in terms of gap areas and potential financial partners.

As also noted under Government Partnerships above, support for resource mobilisation with development partners is one of the key tasks to be carried out with the High Level Ministerial Committee for the SDGs, acting as a joint steering committee for the UNSDP. Agreeing priorities with the Government through this Committee is considered a prerequisite for successful resource mobilisation with Development Partners. Furthermore, as the oversight body, any changes necessitated in UN Outputs as envisaged in the UNSDP due to resource shortfall would be agreed with the Committee in a transparent manner and adjustment measures would be made through the Annual Joint Work Plans.

Monitoring, Evaluation and Communication

Progress towards these results will be monitored to the maximum extent possible using the sub-set of SDG indicators selected by Ghana for national reporting, in order to demonstrate UN contributions to achieving the 17 Sustainable Development Goals. The intent is to support a coherent reporting scheme and avoid duplicative separate reporting schemes in terms of national goals, national SDG progress, and UN work.

The UNSDP Outcome indicators have also been selected on the criteria of availability of data that can be disaggregated where needed in terms of locality, sex, and social groups in order to monitor achievements in leaving no one behind. The selected indicators are noted in the attached UNSDP Results Matrix (Annex III), including their benchmarks, targets, and data sources. The UN Agencies responsible for carrying out work that leads to the intended Outcomes are also listed, indicating their commitment and accountability.

Monitoring and guidance for UNSDP implementation will be carried forward through the High Level Ministerial Committee for SDG implementation, comprising 15 Ministers and chaired by the Minister of Planning. Review of progress in UNSDP delivery and its relevance to SDG achievements is to be reviewed semi-annually by the Committee and the UN Country Team.

The UN Country Team will organise an independent UNSDP Evaluation, timed to inform the final year of UNSDP implementation as well as to draw lessons for the development of the subsequent UN partnership programs. This will be supplemented by evaluations by individual Agencies of specific programmes.

The UN Country Team will prepare and publish annual reports on Ghana's progress in achieving the UNSDP Results and on the support provided by the UN Country Team. These reports will detail progress in each Result Area and Outcome, identify key achievements, barriers, and lessons learnt, and provide information on expenditures by UN Agencies.

The UN Communications Group, comprising communications specialists and focal points from across Agencies in the UN Country Team, will develop and implement a communications strategy for the UNSDP, succeeding the strategy for the UNDAF 2012-2017. This strategy will support system-wide coherence in explaining the work of the UN to external audiences. It will encompass direct outreach to target groups, media training, and public advocacy and information-sharing on the 2030 Agenda. Advocacy focuses on enhancing the understanding of the general public of the potential benefit of the SDGs for all Ghanaians and of ways in which everyone can be instrumental in achieving these goals. The group will organise commemorations of selected UN International Days that reflect key priorities in the UNSDP (such as those Days set aside to draw attention to gender equality, child protection, and UN Peacekeeping).

The communication strategy will highlight results of the UN partnership towards realising the promise of the 2030 Agenda for Sustainable Development to build a shared prosperity, to leave no one behind, to protect natural resources, and to build peace and protect human rights in Ghana.

Annex I UNSDP Theory of Change Schematic Summary

Result Areas	1. Shared Prosperous Economy	2. Social Investment in People	3. Protected and Safe environment	4. Inclusive, Accountable Governance			
National Outcomes lead to impact							
National Outcomes	<p>1. Productive agriculture drives sustainable industrialisation, improves livelihoods & ensures a hunger- & malnutrition- free nation</p> <p>2. Competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth</p> <p>3. Government of Ghana delivers equitable, quality and financially-sustainable social services</p> <p>4. Marginalised & vulnerable populations demand & utilise social services</p> <p>5. Environmental governance at national & local levels is effective, efficient & coherent</p> <p>6. Urban & rural communities have access to affordable services, knowledge & tools to increase their resilience</p> <p>7. Transparent, accountable institutions at all levels that protect the rights of all people</p>						
UN Outputs contribute to the achievement of national Outcomes							
UN Outputs	<p>1.1 Initiatives to raise agricultural productivity reach a larger share of intended beneficiaries, expanding their access to catalytic finance & GAP</p> <p>1.2 The agriculture sector and rural communities are more resilient, with reduced exposure to financial and natural disaster risks & shocks</p> <p>1.3 Government and non-State actors have greater capabilities to improve sustainable production, & consumption of nutritious foods</p>	<p>2.1 Responsible investment in value chain development increases</p> <p>2.2 GoG has stronger capability to provide a sustainable & equitable business environment and improve economic policy coherence</p> <p>2.3 Enterprises & workers in the informal economy have greater access to transition pathways from the informal to the formal economy</p>	<p>3.1 GoG & stakeholders are equipped with relevant advice, knowledge & skills to strengthen health systems for the delivery of quality health & nutrition services, including more sustainable financial & human resource systems</p> <p>3.2 National institutions have strengthened capability to increase the coverage of effective preventative & care services for major communicable (malaria, HIV/AIDS, TB) & non-communicable diseases & mental health conditions</p> <p>3.3 National institutions & stakeholders have strengthened capability to deliver Sexual, Reproductive, Maternal, Neonatal, Child and Adolescent Health and nutrition interventions</p>	<p>4.1 Marginalised & vulnerable populations have greater capacity to demand & use health & nutrition services and improve their dietary nutrition</p> <p>4.2 The education system is better able to implement measures to ensure that more girls & boys complete quality basic education and to overcome the particular barriers confronting adolescent girls.</p> <p>4.3 Marginalised groups are empowered to demand and access quality HIV/AIDS services</p>	<p>5.1 National & sub-national institutions have greater capability to implement environment- and climate-related policies in line with global conventions</p> <p>5.2 NADMO has stronger national & regional capabilities for disaster management coordination</p> <p>5.3 Key sectoral policies are coherent with environmental policies & considerations to support climate resilient inclusive economic growth</p>	<p>6.1 The general public is better informed & thus better able to change behaviour on energy, waste, water, sanitation and hygiene</p> <p>6.2 Communities are better able to adapt to climate change & cope with natural hazards</p> <p>6.3 Communities have greater capabilities & skills to adopt environmental conservation practices, such as climate smart agric</p>	<p>7.1 Governance institutions have better tools to improve effectiveness, transparency, equitability and gender-sensitivity, and guarantee the rights of all</p> <p>7.2 National and sub-national mechanisms have greater capabilities to promote peace, security and social cohesion</p> <p>7.3 The Government is more effective in migration governance and refugee management</p>

Result Areas	1. Prosperous Economy		2. Social Investment in People		3. Protected and Safe environment		4 Inclusive, Accountable Governance
National Outcomes	1. Productive agriculture drives sustainable industrialisation, improves livelihoods & ensures a hunger- & malnutrition- free nation	2. Competitive private sector generates decent jobs that increase opportunities for more inclusive economic growth	3. GoG delivers equitable, inclusive, quality social services	4. Marginalised & vulnerable populations demand & utilise social services	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	7. Transparent, accountable institutions at all levels that protect the rights of all peoples
UN Outputs	1.4 Smallholder farmers have greater access to, & service providers are better able to extend, productive resources & services needed to improve rural wellbeing.	2.4 Quality market-responsive TVET is more widely accessible, improving the employability of young people & the productivity of enterprises	3.4 National institutions and stakeholders, including the general public, have strengthened resilience to prevent and address public health emergencies	4.4 Marginalised and vulnerable populations are made more fully aware of and have access to the social protection services available to them	5.4 National & sub-national institutions have greater capacity to mobilise financial resources , especially from private sector & climate finance, for environmental outcomes	6.4 Research and private sector is better targeted towards green production & delivery of environmental & WASH services	7.4 Accountability systems have greater capabilities and more effective measures to ensure that children are protected from violence, abuse, exploitation, neglect and injustice.
		2.5 MSMEs have greater access to finance & business services, & women, youth, marginalised groups, in particular, are better motivated to increase usage of these services	3.5 National & local institutions have strengthened technical & financial capacity to scale up quality services for HIV prevention & treatment to ensure availability to all, specifically marginalised and stigmatised groups			6.5 Cities and other human settlements have more effective mechanisms for inclusive and resilient urban development	7.5 National Justice System is better able to ensure compliance with international Human Rights commitments made by Ghana to protect the rights of women & vulnerable groups, including from violence and discrimination (such as migrants, PLHIV, PLWD, & vulnerable groups identified in the UN human rights assessment).
	2.6 Government institutions are better able to implement fair labour standards to promote safe and decent work.		3.6 Institutions in education sector have greater capacity to deliver better learning achievement at basic and junior high school levels				7.6 National planning institutions, development authorities & statistical agencies have better capability to generate & use disaggregated data for policy, planning & SDG implementation & reporting.
			3.7 The government has the technical & financial capability to scale up social protection policies & mechanisms & improve the efficiency, equitable availability & financial sustainability of their implementation				7.7 Civil society has improved capability to mobilise in demanding transparency, and accountability from public institutions, in particular to attain the SDGs

Annex II UN Country Team in Ghana

The following UN agencies, organisations and funds work in Ghana, together delivering the priority programmes of support agreed with the Government of Ghana under the UNDAF. The team works together, supported by the leadership and coordination of the UN Resident Coordinator, to support economic and social development, democratic institutions, peace, human rights and resilience to crises. Efforts in many of these areas are supported through cooperation with key international and regional organisations working in Ghana.

UN Offices in Ghana (UN Resident Agencies):

Food and Agriculture Organisation (FAO) works to raise levels of nutrition and standards of living, to improve agricultural productivity and food security, and to better the conditions of rural populations.

International Fund for Agricultural Development (IFAD) mobilises financial resources to improve productivity along agricultural value chains, leading to better food production and nutrition.

International Organisation for Migration (IOM) works to help ensure the orderly and humane management of migration and to promote international cooperation on migration issues.

Joint United Nations Programme on HIV/AIDS (UNAIDS) is an innovative partnership of 10 UN Agencies and the World Bank that leads and inspires the world to achieve a shared vision of ending the AIDS epidemic.

United Nations Development Programme (UNDP) works with Governments and people at all levels of society to transform development, eradicate poverty and reduce inequality, strengthen governance and peacebuilding, and support climate and disaster resilience.

United Nations Educational, Scientific and Cultural Organisation (UNESCO) promotes education for all, cultural development, protection of the world's natural and cultural heritage, press freedom, and communication.

United Nations Population Fund (UNFPA) promotes the right of every woman, man and child to enjoy a life of health and equal opportunity, and aims to ensure that "every pregnancy is wanted, every birth is safe, every young person's potential is fulfilled, and every girl and woman is treated with dignity and respect."

United Nations High Commissioner for Refugees (UNHCR) works with Governments to protect refugees, and other forcibly displaced people, and to help resolve problems of statelessness.

United Nations Children's Fund (UNICEF) is mandated to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

United Nations Industrial Development Organisation (UNIDO) promotes the industrial advancement of developing countries through technical assistance, advisory services, and training.

United Nations Office for Project Services (UNOPS) helps expand the ability of its partners to manage projects, infrastructure and procurement in a sustainable and efficient manner.

United Nations University Institute for Natural Resources in Africa (UNU-INRA) supports African Governments and institutions to promote the sustainable management of the continent's natural resources through research, capacity development and policy advice.

World Food Programme (WFP) is the food aid arm of the United Nations system. WFP works to help prevent hunger, improve nutrition, meet emergency food needs and promote world food security.

World Health Organisation (WHO) coordinates programmes aimed at solving health problems and the attainment by all people of the highest possible level of health; it works in areas such as immunisation, health education, and the provision of essential drugs.

UN Agencies with project offices/collaboration in Ghana (UN Non-Resident Agencies)

International Labour Organisation (ILO) promotes rights at work, encourages decent employment opportunities, enhances social protection and strengthens dialogue on work-related issues.

International Maritime Organisation (IMO) works to improve international shipping procedures, encourages the highest standards in marine safety, and seeks to prevent marine pollution from ships.

United Nations Office for Humanitarian Affairs (OCHA) is the part of the United Nations Secretariat responsible for bringing together humanitarian actors to ensure a coherent response to emergencies, and to promote crisis prevention and preparedness.

United Nations Capital Development Fund (UNCDF)'s mandate from the UN General Assembly is to "assist developing countries in the development of their economies by supplementing existing sources of capital," promoting Inclusive Finance and Local Development Finance in particular through microfinance and savings programmes.

United Nations Environment is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment.

United Nations Human Settlements Programme (UN-HABITAT) is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all.

United Nations Office of the High Commissioner for Human Rights (OHCHR) is the principal human rights official of the United Nations. OHCHR supports the work of the UN human rights mechanisms, including the treaty bodies established to monitor State Parties' compliance with core international human rights treaties.

United Nations Office on Drugs and Crime (UNODC) was established to assist the UN in providing a coordinated, comprehensive response to the interrelated issues of illicit trafficking in and abuse of drugs, crime prevention and criminal justice, international terrorism, and political corruption.

UN Women is the UN Entity for Gender Equality and the Empowerment of Women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide.

Annex III UNSDP Results Matrix

National Strategic Priority on Economic Development UNSDP Result Area 1: Shared Prosperous Economy										
	Indicators*		Baseline	Targets 2022	Data source / Means of verification	UNCT partners / Potential partners	Indicative Common Budgetary Framework US\$			
	SDG	UNSDP Ghana					(a) projected available	(b) to be mobilized	(a) + (b) TOTAL	
Outcome 1: Productive agricultural drives sustainable industrialisation, improves livelihoods and ensures a hunger- and malnutrition-free nation	1.2.1 Proportion of population living in households below the national poverty line, by sex, region, district, urban-rural	1.1 Proportion of population living in households below the national poverty line, by sex, region, district, urban-rural	Poverty rate: 24.2%; 28.4% (Child poverty) poverty incidence male headed households (25.9%), female headed households (19.1%)	19% National rate	GLSS	FAO, WFP, IFAD, ILO, UNIDO, UNCDF, IOM / MoFA, MOFAD, MLGRD, MoLNR, MESTI, MOTI, FDA, GHS, CSIR, BoG, Mol, COCOBOD, GES, GHS, Academia, CSOs, rural banks, Agriculture Sector private sector, Agriculture Sector DPs	28,832,000	22,070,000	50,902,000	
	2.1.1 Prevalence of undernourishment	1.2 Prevalence of undernourishment	5% (GDHS, 2014)	<5%	GDHS					
	2.4.1 Proportion of agricultural area under productive and sustainable agriculture	1.3 Proportion of agricultural area under productive and sustainable agriculture	TBD (Agriculture census to be initiated in 2018 by GSS)	tbd	Agriculture census, GSS					
	14.4.1 Proportion of fish stocks within biologically sustainable levels	1.4 Proportion of fish stocks within biologically sustainable levels	1 - Fish production: 400 000 metric tonnes a year from its marine fisheries, inland waters and aquaculture. 2 - Aquaculture: 38500 metric tonnes per annum	1 - Quantity of capture fishery production maintained (no fish stock collapses) 2 - Aquaculture production 100 000 tonnes per annum	FAO Fisheries and Aquaculture Country Profile					
	12.3.1 Global food loss index	1.5 Global food loss index	46.1% (Ghana ranked 75 out of 109 countries).	tbd	FAO, 2015					
	9.2.1 Manufacturing value added as a proportion of GDP and per capita	1.6 Manufacturing value added (from agriculture) as a proportion of GDP.	tbd	tbd	GSS, Annual GDP Report					
	8.5.2 Unemployment rate, by sex, age and persons with disabilities	2.1 Unemployment rate, by sex, age and persons with disabilities	Unemployment rate; total: 11.9%; females: 12.5%; males: 11.1% (2015)	tbd	GLSS; Labour Force Survey	FAO, IFAD, WFP, ILO, UNDP, UNCDF, UNESCO, IOM / MOFA, MOFAD	9,210,000	12,566,000	21,776,000	
	9.2.2 Manufacturing employment as a proportion of total employment	2.2 Manufacturing employment as a proportion of total employment	9.1% (2014)	14%	GLSS; Labour Force Survey, AGI	MLGRD, MOTI, ME/LR, MoE, Ministry for Special Development Initiatives; Ministry for Business Development, Minerals Commission, Forestry Commission, CSIR, COCOBOD, FDA, COTVET, GEAT, TUC, SMEs, private sector, Agricultural Sector DPs				
	9.3.1 Proportion of small-scale industries in total industry value added	2.3 Proportion of small-scale industries in total industry value added	tbd	tbd	MoTI; AGI					
	8.3.1 Proportion of informal employment in non-agriculture employment, by sex	2.4 Proportion of informal employment in non-agriculture employment, by sex	male 31.2%; female 11.3% (2015)	tbd	LFS, 2015					
	8.6.1 Proportion of youth (aged 15-24 years) not in education, employment or training	2.5 Proportion of youth (aged 15-24 years) not in education, employment or training (NEET), by sex	Youth unemployment rate; total: 12.1%, female: 12% male: 12.3% (2015) NEET (11.0% (Male 8.7%; female: 13.3%))	tbd	GLSS					
	8.8.2: Level of national compliance of labour rights (freedom of association and collective bargaining) based on national legislation, by sex and migrant status.	2.6 Level of national compliance of labour rights (freedom of association and collective bargaining) based on national legislation, by sex and migrant status.	tbd	tbd	MERL					
	TOTAL Result Area 1							38,042,000	34,636,000	72,678,000

* Shaded indicators are included in the NDSP list of SDG indicators for the National SDG Baseline report, 2017

National Strategic Priority on Social Development
UNSDP Result Area 2: Social Investment in People

		Indicators					Indicative Common Budgetary Framework US\$				
	SDG	UNSDP Ghana			Baseline	Targets 2022	Data source / Means of verification	UNCT partners / Potential partners	(a) projected available	(b) to be mobilized	(a) + (b) TOTAL
Outcome 3: Government of Ghana delivers equitable, quality and financially-sustainable social services.	3.1.1 Maternal mortality ratio	3.1 Maternal mortality ratio, by age	319 per 100,000 live births (2015); disaggregated by adolescents age 12-14, and 15-19 (tbc)	319 per 100,000 live births (2015); disaggregated by adolescents age 12-14, and 15-19 (tbc)	td	MMEIG	WHO, UNFPA, UNICEF, WFP, UNAIDS, UNDP, IOM / MoH, GHS, MoGSP, MoE, MESTI, GAC, GES, NADMO, academic institutions, CSOs	67,850,000	57,808,000	125,658,000	
	3.2.2 Neonatal mortality rate	3.2 Neonatal mortality rate	29 per 1000 live births (2014)	29 per 1000 live births (2014)	21 per 1000 live births	GDHS					
	2.2.1 Prevalence of stunting among children under 5 years of age	3.3 Prevalence of stunting among children under 5 years of age	19% (2014)	19% (2014)	15%	GDHS/MICS					
	3.3.3 Malaria incidence per 1,000 population	3.4 Malaria incidence per 1,000 population	td	td	td						
	3.3.1 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations	3.5 Number of new HIV infections per 1000 uninfected population	7,991 (2012)	7,991 (2012)	td	2016 HIV Sentinel Survey					
	3.7.1 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods	3.6 % of adults and % of children living with HIV who are on ART with undetected viral load	Adults (by sex): tbd Children: tbd	Adults (by sex): tbd Children: tbd	Adults: 95% Children: tbd						
	4.6.1 Percentage of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex	3.7 Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods	39% (2014)	39% (2014)	td	GDHS					
	3.7.2 Adolescent birth rate (aged 10-14 years; aged 15-19 years) per 1,000 women in that age group	3.8 % of grade 4 and Grade 6 students attaining minimum competency of higher in English and Mathematics, by sex	English grade 4: Male 35%, Female 32%, grade 6: Male 35%, Female 33%; Math grade 4: Male 33%, Female 33%, grade 6: Male 46%, Female 46% (2016)	English grade 4: Male 35%, Female 32%, grade 6: Male 35%, Female 33%; Math grade 4: Male 33%, Female 33%, grade 6: Male 46%, Female 46% (2016)	English grade 4: 50%, grade 6: 50%; Math grade 4: 40%, grade 6: 40%	National Education Assessments, biennial					
	3.7.2 Adolescent birth rate (aged 10-14 years; aged 15-19 years) per 1,000 women in that age group	4.1 Adolescent birth rate (aged 10-14 years; aged 15-19 years) per 1,000 women in that age group	14% (2014)	14% (2014)	<10%	GDHS					
	4.2 % of FSW and % of MSM reached with individual/small group interventions meeting minimum standard with their most recent client.	4.2 % of FSW and % of MSM reached with individual/small group interventions meeting minimum standard with their most recent client.	FSW 56.3%; MSM 54.7% (2011)	FSW 56.3%; MSM 54.7% (2011)	FSW 95%; MSM 99%	IBBSS					
1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	4.3 Number of people, including refugees, covered by LEAP & School feeding Programmes disaggregated by children, elderly persons, persons with disabilities, & pregnant women	LEAP reaches 213,000 hrs: 943,000 people (375,000 children, 197,000 working age women, 205,000 elderly); GSFP 1,644,000 children	LEAP reaches 213,000 hrs: 943,000 people (375,000 children, 197,000 working age women, 205,000 elderly); GSFP 1,644,000 children	LEAP: 550,000 hrs; GSP: 3,000,000							
4.4 JHS completion rate, disaggregated by sex	4.4 JHS completion rate, disaggregated by sex	Total: 76.1%; F 73.5%; M 78.6% (2015/16)	Total: 76.1%; F 73.5%; M 78.6% (2015/16)	Total: 83.5%; F 82.4%; M 84.5%	EMIS data, annual						
4.5 % of people tested positive, counselled for HIV	4.5 % of people tested positive, counselled for HIV	19%	19%	<5%							
TOTAL Result Area 2						83,226,000		83,226,000	78,885,000	162,111,000	

National Strategic Priority on Environment, Infrastructure and Human Settlements Development
UNSDP Result Area 3: Protected and Safe Environment

Indicators							Indicative Common Budgetary Framework US\$		
SDG	UNSDP Ghana	Baseline	Targets 2022	Data source / Means of verification	UNCT partners / Potential partners	(a) projected available	(b) to be mobilized	(a) + (b) TOTAL	
									UNSDP Ghana
Outcome 5: Environmental governance at national and local levels is effective, efficient and coherent	5.1 Climate-related expenditures from state budget	USD210 million in 14 MDAs (2014)	10% increase	Ghana's biennial update reports to UNFCC, using Climate Finance Tracking Tool (MoF annual)	UNDP, UNEP, UNU-INRA, UNGDF, UNIDO / MESTI, EPA, MoF, MoE, MoTI, MLGRD, MoFA, Forestry Commission, Energy Commission, Minerals Commission, NADMO, Zonal Development Authorities, Ghana Cocoa Board, NDPC, MMDAs, NDP, GIPC, research Institutions, CSOs, Partners in Sector Working Groups	8,220,000	28,775,000	36,995,000	
	9.4.1 Co2 emissions per unit of value added	2010= baseline emissions (19.5 MtCO2e), GDP (32.2 billion USD), GDP value addition (0.61 kgCO2e/GDP)	2022 = project emissions (39.2 MtCO2e), GDP (64.4 billion USD), unconditional 15% emission cut (GDP value addition -0.52 kgCO2e/GDP USD)	Ghana's biennial update reports to UNFCC					
	7.2.1 Renewable energy share in total final energy consumption	43 MWp (2015)	750 MWp	Energy Commission annual published data. Indicator-target derived from Renewable Energy Master Plan					
	12.4.1 # of Parties to intl multilateral environmental agreements on hazardous waste & other chemicals that meet their commitments & obligations in transmitting	1	3	Annual/biennial GoG reports to UNFCC, Minamata Secretariat, Montreal Protocol Secretariat					
Outcome 6: urban & rural community resilience is increased due to access to affordable services, knowledge and tools	6.2.1: % of population using safely managed sanitation services	Urban 17.8%; Rural 8.5%; national 13.6%	Urban 24%; rural 14%; National: 19%	MIC Survey; DHS; every 4 years	UNICEF, UNDP, UNGDF, UN-Habitat, FAO / MESTI, MoF, MoGSP, MLGRD, Ministry for Water Resources and Sanitation, Ministry for Inner City and Zongo Development, Water Resources Commission, Community Water and Sanitation Agency, NDPC, MMDAs, NDP, Private Enterprise Federation, GIPC, Cities Alliance, research Institutions, CSOs, Partners in Sector Working Groups	33,395,000	54,361,000	87,756,000	
	6.1.1: % of population using safely managed drinking water	Urban Safely-managed 44%. Rural: safely-managed 7%. National: safely-managed 27%	Urban: Safely-managed 49%. Rural: safely-managed 12%. National: safely-managed 32%	GSS Multiple Indicator Cluster Survey/Demographic health Survey, every 4 years					
	11.1.1 % of urban population living in slums, informal settlements or inadequate housing	45%	10% reduction	GSS, Ghana's Living Standards Survey, every 5 years					
	15.1.1: Forest area as proportion of total land area	Forest area 2015: 9,337,000 ha	500,000 ha off-reserve areas planted with timber species	Forestry Commission data. Indicator/target derived from Ghana Forestry Master Plan (2016-2036)					
TOTAL Result Area 3						41,615,000	83,136,000	124,751,000	

National Strategic Priority on Governance, Corruption and Accountability
UNSDP Result Area 4: Inclusive, Accountable Governance

		Indicators				Indicative Common Budgetary Framework US\$				
		SDG	UNSDP Ghana	Baseline	Targets 2022	Data source / Means of verification	UNCT partners / Potential partners	(a) projected available	(b) to be mobilized	(a) + (b) TOTAL
Outcome 7: Transparent, accountable institutions at all levels that protect the rights of all people	16.5.1 Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months	7.1 Ghana's Corruption Perceptions Index * CPI) score	43 (2016)	44	Medium	Transparency Inti, Corruption Perception Index, annual	UNDP, UNICEF, UNFPA, FAO, UNOPS, UNAIDS, UNESCO, IOM, UNHCR, UNODC / MoGSP, MLGRD, Ministry of Interior, Ministry of Justice & Attorney General, Ministry of Planning, Ministry for Monitoring and Evaluation, Ministry for Regional Reorganisation and Special Projects, MoFAR, Office of the Senior Minister, Ministry of Chieftaincy and Religious Affairs, Legal Aid, CHRAJ, EOCO, Electoral Commission, Political Parties, Parliament, Ghana Immigration Service, Ghana Refugee Board, Ghana Prisons	31,944,000	50,086,000	82,030,000
	16.b.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law	7.2 Level of compliance to Human Rights Conventions mechanisms and recommendations pertaining to discrimination and protection against violence of identified vulnerable groups, on the basis of gender, or on the basis of refugee or migrant status	low (2016)			Ghana's UPR, CEDAW, other Review Reports; Reports by human rights NGO Platform				
	5.2.1, 5.2.2 Percentage of the population, disaggregated by sex subjected to physical, psychological or sexual violence by 2022	7.3 Citizen's level of trust in public institutions in Ghana	1) Local Government 34% 2) The Police -35% 3) Parliament-36% 4) Electoral Commission-37% 5) The Courts-42%	1) Local Government 39% 2) The Police -40% 3) Parliament-41% 4) Electoral Commission-42% 5) The Courts-47%		Afrobarometre Survey				
	5.3.1 Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18	7.4 % of women, girls and boys, aged 15 and older, subjected to physical, psychological or sexual violence, by intimate partner/by other than an intimate partner, in previous 12 months	By other than intimate partner: Female 42.9%, Male 43.6%, Children 93.6% by intimate partner: sexual violence 2.9%, physical violence 9% (2016)	F: tbd; M: tbd; children 83%		Ghana Family Life Survey; GDHS				
	16.9.1 Proportion of children under 5 years of age whose births have been registered with a civil authority	7.5 Proportion of women aged 20-24 years who were married or in a union before age 15 and before age 18	20.7 % (2014)	18%		GDHS, MICS, GLSS				
	16.6 Develop effective, accountable and transparent institutions at all levels	7.6 Percentage of children under 5 years of age whose births have been registered with a civil authority	70.5% (2014)	80%		GDHS				
	17.18.1 Proportion of SDG indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the FPoS	7.7 % of adopted national or sectoral policies that are implemented, in terms of Action Plan, budgets & administrative responsibility	45% (2017)	75%		NDPC (complimented with UN tracking reported in Annual Reports)				
	16.7.1 Proportions of positions by sex, age, persons with disabilities and population groups in public institutions (national and local legislatures, public service, and judiciary) compared to national distribution	7.8 Proportion of SDG indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics	63 SDG indicators	149 SDG indicators		GSS, NDPC reports; reports by CSOs				
	16.7.1 Proportions of positions by sex, age, persons with disabilities and population groups in public institutions (national and local legislatures, public service, and judiciary) compared to national distribution	7.9 Proportion of seats held by women in parliament and in District Assemblies	Parliament: 12.7% (2016), District Assemblies: 5.4% (2015)	30% in all categories		Electoral Commission Report; Parliamentary Hazard, Report of the Public Service Commission				
	TOTAL Result Area 4						31,944,000		194,827,000	50,086,000
Common Budgetary Framework Total										82,030,000
								194,827,000	246,743,000	441,570,000

Annex IV Legal Annex

The aim of the *UN Sustainable Development Partnership* (UNSDP) framework is to ensure that the work of the UN in Ghana fully contributes to the global sustainable development agenda and to Ghana's own national development. The UNSDP will be implemented in a transparent, evidence-based and participatory manner. Specifically, the following Basis of the Relationships will guide the implementation:

Whereas the Government of Ghana (hereinafter referred to as "the Government") has entered into the following:

- I. WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) has entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement, SBAA), which was signed by both parties on the **27th of November 1978**, to be also applied, mutatis mutandis, to UNCDF. Based on Article 1, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the GOVERNMENT and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of "execution" and "implementation" enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the United Nations Development Group (UNDG) simplification and harmonisation initiative. In light of this decision this Partnership Framework together with a work plan (which shall form part of this Partnership Framework, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.
- II. With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 5 May 1994.
- III. With the World Food Programme (WFP) a Basic Agreement concerning assistance from WFP was signed by the Government on 6 January 2006.
- IV. With the United Nations Population Fund (UNFPA), a Basic Agreement was concluded between the Government and UNFPA on 11th June 2007.
- V. With the Food and Agriculture Organization (FAO) of the United Nations the Agreement for the opening of the FAO Representation in Ghana on 07 October 1977.
- VI. With the World Health Organization (WHO) a Basic Agreement for the provision of technical advisory assistance, concluded between the Government and WHO on 2 April 1958.
- VII. With the office of the United Nations High Commissioner for Refugees (UNHCR) a Country Co-operation Agreement concluded between the Government and UNHCR on 16 November 1994, UNHCR assistance to the Government shall be subject to the availability of necessary funds to UNHCR.
- VIII. With the International Organization of Migration (IOM), a Cooperation Agreement was signed between the Government of Ghana and the IOM on 10 August 2010.
- IX. With the United Nations Industrial Development Organization (UNIDO) the Agreement between the Government and the Director General for UNIDO for the establishment of the UNIDO Office was signed on 2 December 1999.
- X. With the United Nations Educational, Scientific and Cultural Organization (UNESCO) a Host Country Agreement (HQA) was concluded between the Government and UNESCO on 12 May 2000. Discussions are underway for the revision of the HQA, in view of the re-profiling of the UNESCO office, from its initial cluster status to its current status of National Office.

- XI. With the United Nations University Institute for Natural Resources in Africa the Agreement between the Government and the United Nations University was signed on 28th August 1992.
- XII. With the Joint United National Programme on HIV/AIDS (UNAIDS) the Basic Cooperation Agreement was signed with the Government on 6 January 2017.
- XIII. With the United Nations Office for Project Services (UNOPS), the Host Country Agreement between the Government and the Executive Director of UNOPS is expected to be concluded in December 2017.
- XIV. For all other agencies: assistance to the Government shall be made available subject to the availability of funds and shall be furnished and received in accordance with the relevant and applicable resolutions and decision of the competent UN system agency's governance structures, in reference to IFAD, ILO, UN-Habitat, and UNODC.

The UNSDP Framework will, in respect of each of the United Nations system agencies signing, be read, interpreted and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency or international organization and the Host Government, as well as the 1946 Convention on the Privileges and Immunities of the United Nations and the 1947 Convention on the Privileges and Immunities of the specialised Agencies, to which Ghana succeeded on 10 October 1957.

Government commitments

The Government will support the UN system agencies' effort to raise funds required to meet the needs of this partnership framework and will cooperate with the UN system agencies including in: encouraging potential partner governments to make available to the UN system agencies the funds needed to implement unfunded components of the programmer; endorsing the UN system agencies' efforts to raise funds for the programmer from other sources, including the private sector both internationally and in Ghana; and permitting contributions from individuals, corporations and foundations in Ghana to support this programme, which will be tax exempt for the donor, to the maximum extent permissible under applicable law.

Cash assistance for travel expenses and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the UN system (as stated in the international Civil Service Commission (ICSC) circulars.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the first section of this Annex.

The Government shall apply the provisions of the Convention on the privileges and Immunities of the United Nations Agencies and the Convention on the Privileges and Immunities of the United Nations agencies to the Agencies' property, funds and assets, and to its officials and consultants. In addition, the Government will accord to the Agencies and their officials, and to other persons performing services on behalf of the Agencies, the privileges, Immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government.

The Government will be responsible for dealing with any claims which may be brought by third parties against any of the Agencies and its officials, advisors and agents. None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

- a) Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement.
- b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the convention on the privileges and Immunities of the United Nations of 13 February 1946, or the convention on the privileges and Immunities of the Specialised Agencies of 21 November 1947, as applicable, and no provisions of this *Note Verbale* or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

Cash transfers

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/contracts with the UN system agencies;
2. Programmatic monitoring of activities following the UN system agencies standards and guidance for site visits and field monitoring;
3. Special or scheduled audits: each UN system agency will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whole financial management capacity needs strengthening.

The remainder of this section refers only to UN system agencies using the Harmonised Approach to Cash Transfers (HACT)¹³

All cash transfers to an Implementing Partner are based on the work plans (WPs) agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in WPs can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a) prior to the start of activities (direct cash transfer),
 - b) in installments during implementation, or
 - c) after activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partners; or
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programmer implementations periods not exceeding three months. Reimbursements of previously authorised expenditures shall be requested and

¹³ In Ghana HACT implementing agencies are UNDP, UNFPA, UNICEF, and WFP

released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorised amounts.

Following the completion of the any activity, any balance of funds shall be refunded or programmed by mutual agreement between the implementing Partner and UN system agencies.

Cash transfer modalities, the size of disbursement, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner.

A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursement, and the scope and frequency of assurance activities may be revised in the course of programmer implementation based on the findings of the programme monitoring, expenditure monitoring and reporting, and audits.

A standard Fund Authorisation and Certificate of Expenditures (FACE) report, reflecting the activity lines of the WP, will be used by implementing partners to request the release of funds, or to secure the agreement that [UN organization] will reimburse or directly pay for planned expenditure. The Implementing partners will use the FACE to report on the utilization of cash received. The Implementing partner shall identify the designated official(s) authorised to provide the account details, and request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing partner. Similar formats to the FACE can be used by some specialised UN Agencies having specific reporting formats within their partners' agreements, such as UNHCR, but with the same function and for the same purpose.

Cash transferred to Implementing partners should be spent for the purpose of activities and within the timeframe as agreed in the WPs only.

Cash received by the Government and national NGO Implementing partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the WPs, and ensuring that reports on the utilization of all received cash are submitted to [UN organization] within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of INGO/civil society organization and intergovernmental organization (IGO) Implementing partners cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the WPs, and ensuring that reports on the full utilization of all received cash are submitted to [UN organization] within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing partner receiving cash from [UN organization] will provide the UN system agency or its representative with timely access to:

- all financial records that establish the transactional record of the cash transfers provided by [UN system agency], together with relevant documentation; and
- all relevant documentation and personnel associated with the functioning of the Implementing partner's internal control structure through which the cash transfers have passed

The findings of each audit will be reported to the Implementing partner and [UN organization]. Each Implementing partner will furthermore:

- receive and review the audit report issued by auditors;

- provide a timely statement of the acceptance or rejection of any audit recommendation to the [UN organization] that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to [UN organization];
- undertake timely actions to address the accepted audit recommendations; and
- Report on the actions taken to implement accepted recommendations to the UN system agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

2030 Agenda for Sustainable Development



UN Family in Ghana



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 in unity lies strength

