

UNITED NATIONS
DEVELOPMENT ASSISTANCE
FRAMEWORK
(UNDAF)

2001 – 2005

GHANA

November 2000, Accra

Sign-off sheet by members of the country team

UNDAF II is the second-cycle framework through which the Ghana UN System continues to implement the country-level UN reform programme launched by UN Secretary-General Kofi Annan in July 1997.

The formulation of this second UNDAF was enriched by achievements in the implementation of, opportunities created by, and the lessons learned from the first UNDAF. The consultative assessment of the common country situation led by the Government of Ghana formed the basis for the issues identified for this UNDAF. The process has involved non-resident UN System agencies to the extent possible.

This UNDAF presents our consensus around the strategy of promoting sustainable human development through a human rights approach of considering the individual as the subject and the agent of change. On the bases of this consensus, we have identified three broad and cross-cutting thematic areas as the main goals of inter-agency collaboration that will set the direction and scope of action of UN System development assistance in the next five years. These are: access to basic services for all; opportunities for sustainable income, employment and personal development; and, greater national capacity for development management and implementation. We believe that collaborative efforts towards achieving these goals will enable the Ghana UN System to avoid duplication, and ensure complementarity and synergy with the efforts of other development partners, thereby maximizing the individual and collective impact of all UN development assistance to Ghana.

With the signing of this business plan, the Ghana UN Country Team wishes to underline its commitment to enhancing implementation of the UN reform programme at the country level to achieve greater impact of UN development assistance in Ghana.

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**UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK
GHANA 2001-2005**

EXECUTIVE SUMMARY

I. RATIONALE

The chosen UNDAF **strategy of promoting sustainable human development** through a human rights approach supports Ghana's own objectives by focusing on the individual as the subject and the agent of change. This approach is also solidly grounded in the results of the 1999-2000 Common Country Assessment, which provided a critical input to this UNDAF.

II. GOALS AND OBJECTIVES

Three thematic goals of inter-agency collaboration have been identified to enable UN System agencies to avoid duplication, and ensure complementarity and synergy with the efforts of other development partners in Ghana.

(1) Access to quality basic services for all

1.1 In the context of Ghana's Health Sector Programme, the UN System will support the country to focus on preventable disease control, and on improving the access and availability of quality basic health care for all Ghanaians, especially the vulnerable groups. The objectives of UN System support are:

- Increased utilization of quality basic health care services, especially for vulnerable groups
- Reduced inequity in access to basic health services
- Reduced morbidity and mortality due to priority health problems

1.2 To ensure the fulfilment of the right of every person, and particularly children, to quality basic education, the UN System will focus on improving the quality of teaching/learning, on reducing gender and geographical disparities in the access to education, and on the management of education, especially decentralization and community participation. Particular objectives of UN System support in this area are:

- Increased basic enrolment, especially for girls
- Improved basic school learning outcomes, including completion and achievement rates
- Increased adult literacy, especially for women

1.3 The UN System will support Ghana to focus on (a) improving management capacity at all levels of government and in communities; (b) adequacy of financial resources and the development of more affordable sanitation technologies; (c) behavioural change; and (d) the eradication of guinea worm.

The primary objective of UN System support in this regard is improved rural access to safe water and sanitary means of refuse and human waste disposal.

(2) Opportunities for sustainable income, employment and personal development

The UN System will support Ghana's efforts to: (a) regain macroeconomic stability, so that individuals and firms can make investments both in productive assets and in human resources; (b) establish good regulatory framework and enforce strategies to protect its natural resources; and (c) contain HIV/AIDS, protect the use of Ghana's cultural heritage and the rights of individuals, especially women and girls.

2.1 In the area of income and employment, the UN System will support (a) policy reforms aimed at restoring macroeconomic stability and encouraging private investment, including the Government's Gateway program; and (b) building technical skills of the industrial and agricultural labour force through vocational training programs, research and extension.

The objective of UN System support is accelerated economic growth through private sector development, skills acquisition and equitable distribution of opportunities and benefits

2.2 In the area of infrastructure, the UN System will continue to support Ghana's efforts to improve the roads network, to provide economic infrastructure for rural communities, and to build the capacity for local governments to manage the provision and maintenance of basic infrastructure.

The objective of support here is improved physical access to productive resources and social services, especially by rural and disadvantaged communities.

2.3 In food security and nutrition, the UN System will continue to support efforts at promoting behavioral change and at improving intra-household food distribution patterns in rural households and increasing income-generation by the rural poor.

- Improved food security through increased and sustainable agricultural productivity and incomes at small holder levels
- Improved nutrition, especially of women and children

2.4 The UN System will continue to support the multi-sectoral/multi-donor effort within the National Strategy, aimed at mobilizing a greater national response towards the prevention, management and control of HIV/AIDS with the view of reducing the rate of increase of the pandemic in Ghana. The primary objective of UN System support in this regard is to reduce the rate of increase of the HIV/AIDS epidemic.

2.5 The UN System will continue to support Ghana in its implementation of *CEDAW*, *ECOSOC* and *Beijing+5* recommendations for (a) improving gender equality and equity; (b) protecting women and girls from discriminatory and harmful customary practices and acts of violence; and (c) increasing the women's participation in economic, social and political decision-making. While promoting the mainstreaming of gender in all activities, the UN System will also continue the implementation of its first Joint Programme for the promotion of gender equality. The objective here is to achieve improved gender equality and equity, particularly in access to productive resources, participation in decision-making and promotion of human rights.

2.6 To help slow down the pace of environmental degradation and mitigate its effects, the UN System will support national initiatives/efforts to: (a) improve and promote the management of forestry and wildlife, and coastal and marine resources by strengthening the legal framework and institutional capacity and developing mechanisms for community involvement; and (b) improve management and control of industrial and urban pollution and waste, promotion of

alternative and rational use of available natural energy sources, particularly in the rural areas. The focus here includes: rational use of natural resources; improved management/control of industrial and urban pollution and waste; and, improved management of the use of energy (both rural and industrial).

2.7 The UN System will support Ghana's efforts to preserve and capitalize on its heritage for Ghana's development through (a) integration of culture in the design and implementation of development projects; (b) the preservation of positive traditional institutions and cultural practices; and (c) the development of cultural tourism as an income-generating activity. Integration of a cultural dimension in development processes and sustainable use of tangible and intangible cultural heritage are the main objectives of UN System intervention in this regard.

(3) Greater national capacity for development management and implementation

This thematic area focuses on UN System support to national institutional capacity-building for overall management, especially the implementation of development strategies; promotion of appropriate legal framework and protection of the rights of vulnerable groups; ensuring ownership of the development process and access to resources by strengthening community initiatives and promoting good governance at all levels; and the development of effective information systems.

3.1 The UN System will contribute to increased mobilization of community resources through building the capacity of communities and their leaders to participate actively in the development of policies, plans and programme implementation and to effectively take ownership of the development process. The main target of UNDAF here is increased community ownership of development processes, especially through stronger community-based organizations.

3.2 The UN System will support Ghana to improve the efficiency and responsiveness of public institutions, in particular to demands emanating from local and community levels. In addition, the UN System will continue to support stronger mechanisms for public-private interactions on development problems, and the capacity of the private institutions to engage in both policy dialogue and implementation. Specifically, the main objective of UN System involvement is to ensure effective and efficient public and private institutions for service delivery.

3.3 The UN System will support Ghana in its efforts to (a) build the management and technical capacity of Ghanaian enterprises; (b) sustain a healthy dialogue between the public and private sectors; (c) accelerate the implementation of the divestiture program; (d) formulate sound industrial policies especially for SMEs; and (e) promote clusters in key industrial sub-sectors.

3.4 The UN System will support the Government in its efforts to (a) rationalize oversight and distribution of responsibilities for cultural resources across institutions; (b) strengthen women's access to productive resources, especially land; (c) strengthen the capacity and legal basis for management of forestry and wildlife resources; (d) rationalize and modernize the business and commercial legal framework; and (e) modernize the judicial system itself, especially the courts. More specifically, UN System support focuses on effective protection of the rights of vulnerable groups, particularly children and adolescents, and an appropriate legal framework for access to and protection of resources.

3.5 The UN System will support Ghana's efforts to (a) develop its national information systems, using compatible databases, comparable statistics and electronic networks; (b) train

personnel to develop and maintain these systems, and (c) promote a management culture for the systematic use of IT services in decision-making.

UN System support aims at effective use of compatible databases and network information systems for development.

3.6 The UN System will support Ghana's efforts at institutional capacity development for governing institutions and help to establish mechanisms to promote effective partnership between Government and civil society to ensure wider participation, and greater transparency and accountability.

III. COOPERATION STRATEGIES

This common framework (UNDAF II) will form the basis for the preparation of individual agency country programmes (CPs). The three thematic goals of UNDAF II are to be pursued primarily by the country programmes of the respective agencies.

A limited number of specific areas have been identified for intensive collaboration at two levels. At the level of coordinated targeting of specific themes/issues, identified areas include:

Reduction of disparities especially in girls' education and maternal mortality; disease containment and prevention starting with guinea worm, buruli ulcer; and HIV/AIDS; food security; district capacity-building; and data management and dissemination.

Coordinated geographical targeting and information management is the second level of UN System support. Due to disparities in the development of different regions of Ghana, an increasing number of UN agencies and other development partners are pursuing geographical targeting as a way of addressing imbalances. Here, coordinated geographical targeting can either mean the selection of different districts where two or more agencies intend to implement similar activities, or the selection of the same districts where agencies would be active in complementary and/or integrated activities. To avoid duplication and improve synergies, it is necessary to coordinate among and beyond the UN System in this area.

Further, the UN System continues to work on the harmonisation of both internal and external activities. Internally, the System continues to synchronise programming cycles, and harmonise programming processes as well as operational and management rules and procedures. Externally, the UN System will continue to forge stronger partnerships and alliances with other members of the development community such as national and global civil society, the private sector, and bilateral donors.

IV. STRATEGIES FOR EFFECTIVE RESOURCE ALLOCATION

The Ghana UNDAF is primarily directed at maximizing utilization and impact of existing financial resources through effective coordination. Improved cost-effectiveness should enhance the credibility of UN-implemented programmes to attract additional resources. In addition, the UN System will pursue a number of strategies aimed at broadening its resource base, including:

- Joint programming
- Sector-wide approaches
- Active participation in CDF partner groups
- Partnerships with districts, communities and other beneficiaries
- Partnerships with bilaterals and NGOs, including international NGOs
- Joint policy dialogue and advocacy to mobilize public support
- Dissemination of best practices
- Results-based programming

V. MONITORING IMPLEMENTATION

Implementation Reviews. Implementation of the UNDAF will be monitored through the periodic programme reviews of agencies, monthly Heads of Agencies meetings; annual and midterm reviews by the country team, and end of cycle evaluation of UNDAF.

Monitoring Indicators. Seven **core impact indicators** have been chosen: extreme poverty head count ratio; human development index; per capita income; infant mortality rate; under-5 mortality rate; HIV prevalence rate; and adult female literacy.

The Country Team and the UN thematic groups will delegate to individual agencies the responsibility for collection and monitoring of data for indicators selected under this UNDAF. These agencies should provide specific support for the data collection and storage in their Country Programmes. In addition the UN country team has identified crucial data gaps for which baseline data will be selected and indicators developed during the coming years.

ACRONYMS

BWIs	Bretton Wood Institutions
CAS	Country Assistance Strategy
CAT	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
CCA	Common Country Assessment
CCPR	Covenant on Civil and Political Rights
CDF	Comprehensive Development Framework
CEDAW	Convention on all forms of Discrimination against Women
CERD	Convention on all forms of Racial Discrimination
CESCR	Covenant on Economic, Social and Cultural Rights
CG	Consultative Group
CP	Country Programme
CPC	Common Premises Committee
CRC	Convention on the Rights of the Child
CT	UN Country Team
ECA	Economic Commission for Africa
ECOSOC	Economic and Social Council (of the United Nations)
EPA	Environmental Protection Agency
FGM	Female Genital Mutilation
FAO	Food and Agriculture Organisation
GIS	Geographical Information System
GOG	Government of Ghana
HIV/AIDS	Human immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IAEA	International Atomic Energy Agency
IFAD	International Fund for Agricultural Development
IFC	International Financial Corporation
ILO	International Labour Office
IMO	International Maritime Organisation
IMF	International Monetary Fund
IT	Information Technology
ITU	International Telecommunication Union
JCGP	Joint Consultative Group for Programme
OPRC	International Convention on Oil Pollution Preparedness, Response and Co-operation
PRGF	Poverty Reduction Growth Facility
PRS	Poverty Reduction Strategy
PRSF	Poverty Reduction Strategy Framework
PRSP	Poverty Reduction Strategy Paper
RC	Resident Coordinator
RCS	Resident Coordinator System
SMEs	Small and medium enterprises
SWAPS	Sector Wide Approaches
TWG	Technical Working Group
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCHS/Habitat	United Nations Centre for Human Settlements
UNDAF	United Nations Development Assistance Framework
UNDCP	United Nations Drug Control Programme

UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children Fund
UNIDO	United Nations Industrial Development Organisation
UNS	United Nation System in Ghana
UNU/INRA	United Nations University/Institute for Natural Resources
UPU	Postal Union
WB	World Bank
WFP	World Food Programme
WHO	World Health Organisation

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I. RATIONALE

The chosen UNDAF **strategy of promoting sustainable human development** through a human rights approach supports Ghana's own objectives by focusing on the individual as the subject and the agent of change. This approach is also solidly grounded in the results of the 1999-2000 Common Country Assessment, which provided assessment and analysis of the status of sustainable human development in Ghana and its determinants.

Three themes have been identified as the main goals of inter-agency cooperation:

- (1) access to quality basic services for all;
- (2) opportunities for sustainable income, employment and personal development;
and
- (3) greater national capacity for development management and implementation.

Impact objectives have been specified for each theme.

The themes and objectives are based on national development priorities identified by the GOG, the major findings of the CCA and priorities laid down in the Conventions and Declarations of major UN and international conferences. The thematic areas will not only set the direction and scope of action by the UN System, but also enable UN agencies to avoid duplication, and ensure complementarity and synergy with the efforts of other development partners in Ghana.

One major lesson from the first UNDAF was the need to have a **clearer management of cross-cutting issues**, including gender, environment, HIV/AIDS, and culture, in order to realize the potential impact from collaboration. These have been included under the second thematic area, because of its focus on creating a favourable environment in which individuals can benefit from or create the opportunities for their economic and personal development and that of their family and communities. These cross-cutting issues are not solely limited to this thematic area, but generally impact the other two thematic areas.

II. GOALS AND OBJECTIVES

The overriding goal of Ghana's development programme, as indicated in Ghana *Vision 2020*, is to become a middle-income country by the year 2020, thereby reducing poverty and generally improving the welfare of all Ghanaians. The UN System supports this national development goal by promoting sustainable human development and human rights, through:

- sustainable economic growth;
- a reduction in the incidence and depth of poverty in both rural and urban areas;
 - strengthened capabilities of the poor and vulnerable to earn income;
 - reduced gender, geographical and socio-economic disparities;
- a healthier, better educated and more productive population.

Seven (7) **core impact indicators** have been chosen as the measure of overall progress on achieving sustainable human development. The targets for these indicators are the same as those proposed by the Government of Ghana Development Strategy for Poverty Reduction (March 8, 2000).

Core Impact Indicators	1999/a	2005*
Extreme poverty head count ratio	29%	
Human Development Index	0.544	
Per capita income	399 ¹	
Infant mortality per 1,000	57 ²	
Under 5 mortality per 1,000	108	
HIV prevalence rate	4.6%	
Adult female literacy	53%	

a/ 1999 or latest available data

1 - HDR (1999)

2 - 1998 (DHS)

THEMATIC AREA 1: ACCESS TO QUALITY BASIC SERVICES FOR ALL

While Ghana has made progress in the social sector as shown by the decline in infant mortality from 77.2 per 1000 lives to 56.7 per 1000 lives over the last decade, there has been increasing concern regarding the quality of and equal access to basic services. The first thematic area takes account of this situation and supports the Government of Ghana in its drive to fulfil the basic entitlements of each human person in Ghana with regard to the provision of social services of good quality. According to the human rights principles of non-discrimination, access to primary health care services, to basic education and to safe water and sanitation should be universal.

1.1 PRIMARY HEALTH CARE

- **Increased utilization of quality basic health care services, especially for vulnerable groups**
- **Reduced inequity in access to basic health services**
- **Reduced morbidity and mortality due to priority health problems**

The main health challenges in Ghana are a high prevalence of preventable communicable diseases, malnutrition and poor reproductive and child health. Access to quality basic health service is still very low, with utilization of service being around 40% and poor management of the use of traditional medicine. Inadequate infrastructure, deep poverty, poor quality of services and the implementation of cost sharing at health facilities are the key factors hindering access and utilization. In the context of Ghana's Health Sector Programme, the UN System will support the country to focus on preventable disease control, and on improving the access and availability of quality basic health care for all Ghanaians, especially the vulnerable groups.

1.2 BASIC EDUCATION

- **Increased basic enrolment, especially for girls**
- **Improved basic school learning outcomes, including completion and achievement rates**
- **Increased adult literacy, especially for women**

Ghana faces major challenges in the area of access, quality and management of the education system. Progress in expanding educational enrollment and arresting decline in quality has been very slow in recent years. Even though currently 30% of discretionary recurrent expenditure is devoted to education, GOG still has financial constraints in meeting its educational goals and objectives. To ensure the fulfilment of the right of every person, and particularly children, to quality basic education, the UN System will focus on improving the quality of teaching/learning, on reducing gender and geographical disparities in the access to education, and on the management of education, especially decentralization and community participation.

1.3 WATER AND SANITATION

- **Improved rural access to safe water and sanitary means of refuse and human waste disposal**

Only two-thirds of Ghanaians have access to safe drinking water, and far fewer have access to acceptable sanitation. This situation critically affects health outcomes, leading to high incidence of water-related diseases, such as guinea worm. Although coverage has been increasing under the Community Water and Sanitation Strategy, there are still large inequities between urban and rural dwellers and between regions. The UN System will support Ghana to focus on (a) improving management capacity at all levels of government and in communities; (b) adequacy of financial resources and the development of more affordable sanitation technologies; (c) behavioural change; and (d) the eradication of guinea worm.

THEMATIC AREA 2: OPPORTUNITIES FOR SUSTAINABLE INCOME, EMPLOYMENT AND PERSONAL DEVELOPMENT

This thematic area focuses on the human being as an actor in development and the subsequent need to create economic, social and physical environments that enable individuals to seize the opportunities for their own personal development. Ghana also needs to consolidate gains in improving infrastructure services that will raise the productivity of its people and make more effective use of its resources. However, this enabling environment can only serve human development if individual Ghanaians are physically able and empowered to take advantage of opportunities for personal and social development. The UN System will support Ghana's efforts to: (a) regain macroeconomic stability, so that individuals and firms can make investments both in productive assets and in human resources; (b) establish a good regulatory framework and enforce strategies to protect its natural resources; and (c) contain HIV/AIDS, protect the use of Ghana's cultural heritage and the rights of individuals, especially women and girls.

2.1 INCOME AND EMPLOYMENT

- **Accelerated economic growth through private sector development, skills acquisition and equitable distribution of opportunities and benefits**

Higher economic growth is key to sustainable human development in Ghana and requires both the return of macroeconomic stability and the removal of constraints to private sector development and job creation. To achieve this higher growth, Ghana must also increase its ability to compete in the global economy by diversifying its economic base and by raising the skills level of both management and labour. The UN System will support (a) policy reforms aimed at restoring macroeconomic stability and encouraging private investment, including the Government's

Gateway program; and (b) building technical skills of industrial and agricultural labour force through vocational training programs, research and extension.

2.2 INFRASTRUCTURE

- **Improved physical access to productive resources and social services, especially by rural and disadvantaged communities**

Ghana also needs to consolidate gains in improving those infrastructure services, especially in the roads and transport and energy supply sectors, that will raise the productivity of its people and resources. With only 25% of feeder roads in good condition, and only 40% of households with access to electricity, rural dwellers have limited access to both markets and productive services. The UN System will continue to support Ghana's efforts to improve the roads network, to provide economic infrastructure for rural communities, and to build the capacity for local governments to manage the provision and maintenance of basic infrastructure.

2.3 FOOD SECURITY AND NUTRITION

- **Improved food security through increased and sustainable agricultural productivity and incomes at small holder levels**
- **Improved nutrition, especially of women and children**

To address persistent levels of malnutrition, the supply of adequate quantities of safe and nutritious food will have to be improved. The availability of food needs to be increased through the use of appropriate technology that enhances productivity value added and reduces post-harvest losses at the small holder level, particularly in the regions that are most food insecure. The UN System will continue to support efforts at promoting behavioral change and at improving intra-household food distribution patterns in rural households and increasing income-generation by the rural poor.

2.4 PREVENTION AND CONTROL OF HIV/AIDS

- **Reduction in the rate of increase of the HIV/AIDS epidemic**

In Ghana, the HIV/AIDS epidemic is a major threat to health and development. The prevalence rate was estimated at 4.6 % in 1998 and the potential for an explosion is ever-present. It is expected that the prevalence rate will rise to 6.4 % and 8.4 % in 2004 and 2009 respectively, unless very serious counter-measures are taken. The UN System will continue to support the multi-sectoral/multi-donor effort within the National Strategy, aimed at mobilizing a greater national response towards the prevention, management and control of HIV/AIDS with a view to reducing the rate of increase of the pandemic in Ghana.

2.5 GENDER EQUALITY AND EQUITY

- **Improved gender equality and equity, particularly in access to productive resources, participation in decision-making and promotion of human rights**

Ghana has made significant efforts to improve the socio-economic situation of women and enhance their role in the development process. The UN System will continue to support Ghana in its implementation of *CEDAW*, *ECOSOC* and *Beijing+5* recommendations for (a) improving gender equality and equity; (b) protecting women and girls from discriminatory and harmful customary practices and acts of violence; and (c) increasing women's participation in economic, social and political decision-making. While promoting the mainstreaming of gender in all

activities, the UN System will also continue the implementation of its first Joint Programme for the promotion of gender equality.

2.6 SUSTAINABLE ENVIRONMENT

- **Rational use of natural resources**
- **Improved management/control of industrial and urban pollution and waste**
- **Improved management of the use of energy (both rural and industrial)**

The growing dependence of Ghanaians on forestry and mining for livelihoods has accelerated environmental degradation. To help slow down the pace of degradation and mitigate its effects, the UN System will support national initiatives to: (a) improve and promote the management of forestry and wildlife, and coastal and marine resources by strengthening the legal framework and institutional capacity and developing mechanisms for community involvement; and, (b) improve management and control of industrial and urban pollution and waste, and promotion of alternative and rational use of available natural energy sources, particularly in the rural areas.

2.7 CULTURE

- **Sustainable use of tangible and intangible cultural heritage**
- **Integration of cultural dimension in development processes**

The very rich cultural heritage of Ghana represent the identity and creativity of its peoples and should be served by and utilized in a human-centered approach to development. The UNS will support Ghana's efforts to preserve and capitalize on this heritage for Ghana's development – through (a) integration of culture in the design and implementation of development projects; (b) the preservation of positive traditional institutions and cultural practices; and (c) the development of cultural tourism as an income-generating activity.

THEMATIC AREA 3: NATIONAL CAPACITY FOR DEVELOPMENT MANAGEMENT AND IMPLEMENTATION

Ghana has a number of policy initiatives to restructure the public sector and improve the delivery and quality of public services. Ghana is also implementing a decentralization programme to ensure greater local level participation/ownership, which is crucial for economic, social and political progress. However, lack of capacity has prevented effective management and implementation of these strategies – thus minimising the impact of these efforts and delaying the full attainment of the aspirations of its people. Development planning and implementation is also plagued by the lack of appropriate indicators and data for planning, monitoring and evaluation.

This thematic area focuses on UN System support to national institutional capacity-building for overall management, especially the implementation of development strategies; promotion of appropriate legal framework and protection of the rights of vulnerable groups; ensuring ownership of the development process and access to resources by strengthening community initiatives and promoting good governance at all levels; and the development of effective information systems.

3.1 COMMUNITY DEVELOPMENT

- **Increased community ownership of development processes, especially through stronger community-based organizations**

Ghana faces a major challenge in building the capacity of local decision-makers and communities for effective planning, implementation and management of development projects and participation in decision making. The UN System will contribute to increased mobilization of community resources through building the capacity of communities and their leaders to participate actively in the development of policies, plans and programme implementation and to effectively take ownership of the development process.

3.2 INSTITUTIONS AND DECENTRALIZATION

- **Effective and efficient public and private institutions for service delivery**

Ghana is trying to rationalize its public service in order to improve efficiency and the delivery of services. The pace of decentralization also needs to be accelerated to reap the benefits of greater participation in and ownership of public affairs at the local level. The UN System will support Ghana to improve the efficiency and responsiveness of public institutions, in particular to demands emanating from local and community levels. In addition, the UN System will continue to support stronger mechanisms for public-private interactions on development problems, and the capacity of the private institutions to engage in both policy dialogue as well as implementation.

3.3 PRIVATE SECTOR DEVELOPMENT

- **More effectively managed private enterprises/institutions for development**

Ghana's Vision 2020 identifies the private sector as the engine of growth. However, many Ghanaian firms are hampered from making the leap to international competitiveness by inadequate management and technical capacity. The UN System will support Ghana, in its efforts to (a) build the management and technical capacity of Ghanaian enterprises; (b) sustain a healthy dialogue between the public and private sectors, (c) accelerate the implementation of the divestiture program; (d) formulate of sound industrial policies especially for small and medium enterprises (SMEs); and (e) promote clusters in key industrial sub-sectors.

3.4 LEGAL AND PROTECTION ISSUES

- **Overall promotion of human rights**
- **Effective protection of the rights of vulnerable groups, particularly children and adolescents**
- **Appropriate legal framework for access to and protection of resources**

Ongoing improvements in the legal framework for the protection of the rights of vulnerable groups need to be sustained and increased. Emphasis will have to be place on its effective enforcement. The UN System will continue to support Ghana in its efforts to address the issue of children and adolescents in need of special protection; rights of people with disabilities and living with HIV/AIDS; and the reproductive rights of women and girls.

The existing legal framework, in such areas as culture, natural resources, the enabling environment for private sector development, is also fragmented and requires modernization and effective enforcement. At the same time, the judicial system itself is in urgent need of

modernization in order to speed up its responsiveness and ability to deal with the case-load. The UN System will support the Government in its efforts to (a) rationalize oversight and distribution of responsibilities for cultural resources across institutions; (b) strengthen women's access to productive resources, especially land; (c) strengthen the capacity and legal basis for management of forestry and wildlife resources; (d) rationalize and modernize the business and commercial legal framework; and (e) modernize the judicial system itself, especially the courts.

3.5 INFORMATION SYSTEMS

- **Effective use of compatible databases and network information systems for development**

The 1999 Ghana Common Country Assessment (CCA) revealed some of the causes of the gaps in available data for monitoring socio-economic development. These include the inadequacy of data for cross-reference and co-relation purposes and the lack of standard reference coding. A Data and GIS Taskforce comprising the Government, a number of UN agencies, and other donors has been established. Working through this taskforce, the UN System will support Ghana's efforts to (a) develop its national information systems, using compatible databases, comparable statistics and electronic networks; (b) train personnel to develop and maintain these systems; and (c) promote a management culture for the systematic use of IT services in decision-making.

3.6 GOVERNANCE

- **Greater transparency and accountability and wider participation in public affairs**

Ghana has achieved some successes in pursuing democratic and economic reforms. Efforts are also under way to reform the public bureaucracy. Civil society groups are slowly building their capacity to dialogue constructively with Government, to demand accountability of elected officials and to enforce transparency in public affairs. The UN System will support Ghana's efforts at institutional capacity development for governing institutions and help to establish mechanisms to promote effective partnership between Government and civil society to ensure wider participation, greater transparency and accountability.

III. COOPERATION STRATEGIES

PREPARATION OF COUNTRY PROGRAMMES AND JOINT PROGRAMMES

The UNDAF presented here will form the basis for the preparation of individual agency country programmes (CPs). Some agencies have already finalised their programming exercises. Their new programmes are based on the priorities identified in the CCA and were found to be in line with the UNDAF. This UNDAF will continue the initiative to harmonize the programming cycles of remaining resident agencies to the UNDAF cycle.

Areas for Intensified Cooperation

The Ghana UN System already has some good experience in sectoral collaboration, particularly in the context of the Health Sector Programme, sector-wide approaches (SWAP), the unique joint programme on Gender Equality and in the area of environment and natural resource management. During the implementation period for this UNDAF, 2001-2005, the UN System in Ghana will intensify cooperation in selected focus areas in which stronger coordination will yield the highest impact. These areas are expected to provide lessons and best practices for improving future cooperation in all areas covered by the UNDAF. A number of agencies are already in various

collaborative arrangements to provide UN support in the respective focus areas. Over time, other agencies will join in as appropriate. The following areas have been identified for intensified cooperation:

1. **Reduction of disparities:**

- (a) Despite recent improvements, girls' enrolment and transition rates remain significantly lower than those for boys at all levels of education, particularly in the northern sector of the country. Initially, UNFPA, UNESCO, UNICEF, WFP and UNDP will continue to pursue *Joint Strategy Formulation* within the *Education Coordination Group* with a focus on creating girl-friendly school environments for basic education. *Joint Impact Monitoring* will be undertaken as well as *Coordinated Geographical Targeting* and joint activity frameworks to avoid duplication and to consolidate efforts.
 - (b) The incidence of maternal mortality remains unacceptably high in Ghana. Initially UNFPA, WHO, WB and UNICEF will intensify their efforts to address this problem through *Joint Strategy Formulation, Joint Policy Dialogue and Advocacy*, a *Joint Activity Framework* which delineates individual agencies' responsibilities in their respective programmes, *Joint Impact Monitoring* through a *Common Information Database* and occasional *Problem-solving Groups* to address specific issues and monitor implementation.
2. **Disease containment and prevention:** Starting with the **eradication of guinea worm**, the UN System will periodically select one disease programme¹ (for example, malaria) for which WHO, WB and UNICEF, will under take *Joint Strategy Formulation*, joint advocacy, coordinate their input into the Annual Plan of Works of the Ministry of Health and joint monitoring in close coordination with the CDF working group.
3. **HIV/AIDS:** HIV/AIDS is at the epidemic stage in Ghana. During this UNDAF period, *all agencies* will continue the recently initiated collaboration on implementing a multisector strategy for reducing the rate of transmission. The cooperation strategies to be utilized include: *Joint Assessment, Joint Programming, Co-financing, Joint Strategy Formulation, Joint Policy Dialogue and Advocacy, Coordination/Theme group*. One focus of the UN System will be on developing a strategy to curb mother-to-child transmission.
4. **Food security:** FAO, World Bank, WFP, UNU, UNDP, IFAD, UNICEF and WHO are intensifying their efforts to assist Government initiatives toward greater food security in Ghana, particularly under the Agriculture Services Subsector Investment Programme (AGSSIP) and the National Programme on Food Security. This support will focus on a greater use of the established Task Force on Food Security for co-ordination, more frequent *Joint formulation* and *appraisal of projects, Co-financing, Joint monitoring and evaluation*, and efforts to mobilize other donor support for the sector.
5. **District capacity building:** Decentralization is key to the development strategy in Ghana. Consequently, many agencies within and outside the UN System are seeking to develop the capacity of district assemblies and administrations. There is already significant overlap of programmes in this area. In an attempt to maximize the impact of

¹ In addition to HIV/AIDS, which will remain an area of intensified cooperation over the UNDAF period.

UN-financed activities, and to minimize the burden on the recipient districts, the UN System will engage in *Joint Assessment, Joint Strategy Formulation, exchange of best practice and lessons learned, Coordination/Theme Group, and Coordinated Geographical Targeting*, to address these issues.

- 6. Information database development:** To follow up the data and database related issues that emerged from the CCA exercise, a Database and GIS Taskforce has been established with membership comprising of UN agencies and Government representatives as well as interested donors. The UN System will continue to support the common database initiative, as well as advocacy and specific capacity-building support to enhance the data collection, processing and dissemination. **Joint assessment, strategy formulation, impact monitoring are all part of the strategies** for cooperation in this regard.

Mainstreaming Specific Cooperation Strategies

Beyond the focus areas identified above, during this UNDAF period, the UN System will mainstream the following system-wide co-operation strategies:

- 1. Coordinated geographical targeting and information management:** Given the substantial disparities in the development of different regions of Ghana, an increasing number of UN agencies and other development partners are pursuing geographical targeting as a way to address inequities. To avoid duplication and improve synergies, it is necessary to coordinate among and beyond the UN System in this area. Coordinated geographical targeting can either mean to select different districts where two or more agencies intend to implement similar activities, or to select the same districts where agencies would be active in complementary activities. In all cases, it will be crucial to share lessons learned and support the Government in identifying and institutionalizing best practices. Lead UN agencies will be identified for different geographical areas and entrusted with the responsibility of serving as clearing houses for all corresponding geographical information.
- 2. Synchronization/harmonization of programme cycles:** Three agencies: - UNICEF, UNFPA and UNDP - have fully harmonized their programme cycles in line with the national development planning cycle 2001-2005. The specialized agencies, including FAO, WHO and WFP which have rolling programmes, are also reviewing their respective programmes in support of the UNDAF. UNESCO will launch its first country programme in Ghana synchronized with the UNDAF cycle.
- 3. Harmonizing development partner groups:** During this UNDAF period, the UN System will work with the wider constituency of development partners to rationalize the formation of coordinating groups in the context of the Government's own efforts under the Comprehensive Development Framework. All efforts will be made to integrate UN System theme groups into the relevant Government-led CDF partner groups which include the wider donor community and other stakeholders. Problem-solving groups will be used on an ad hoc basis but in general will not be limited to UN agencies only.

Table 1 presents detailed list of cooperation strategies for each impact objective.

Table 1: Detailed List of Cooperation Strategies for each Impact Objective

	Joint assessment of problems	Joint strategy formulation	Joint activity framework	Joint programming	Joint project preparation	Joint project implementation	Joint impact M&E	Co-financing	Joint policy dialogue/advocacy	Ad hoc problem-solving groups	UNS theme groups (temporary)	Joint UN representation on CDF	Coordinated geographical/group	Delegated implementation	Common information database	Sector Wide Programmes	Building partnerships with other development partners
THEMATIC AREA 1: ACCESS TO QUALITY BASIC SERVICES FOR ALL																	
1.1 (a) Increased utilization of quality basic health care services		X							X	X					X	X	
(b) Reduced inequity in access to basic health care services		X														X	X
(c) Reduced morbidity & mortality due to common preventable diseases		X														X	X
1.2 (a) Increased basic enrolment especially for girls		X							X				X			X	
(b) Improved basic school learning outcomes		X														X	X
(c) Increased adult literacy, especially for women		X														X	X
1.3 Improved rural access to safe water & sanitary means of refuse & human waste disposal		X							X				X				
THEMATIC AREA 2: OPPORTUNITIES FOR SUSTAINABLE INCOME, EMPLOYMENT AND PERSONAL DEVELOPMENT																	
2.1 Accelerated economic growth, through private sector development, skills acquisition, & equitable distribution of opportunities & benefits				X					X	X		X					
2.2 Improved physical access to productive resources & social services, especially by rural & disadvantaged communities						X							X				X
2.3 (a) Increased & sustainable agricultural productivity & incomes						X							X		X		
(b) Improved nutrition, especially of women & children				X				X	X								X
2.4 Reduced rate of HIV/AIDS epidemic & its impact				X					X				X				X
2.5 Improved gender equality & equity				X				X	X						X		X
2.6 (a) Improved management/control of industrial & urban pollution & waste		X							X								X
(c) Improved management of the use of energy																	
(d) Rational use of natural resources							X		X				X				
2.7 (a) Sustainable use of heritage & traditional culture heritage				X					X	X	X						
(b) Integration of cultural dimension in development processes.																	
THEMATIC AREA 3: NATIONAL CAPACITY FOR DEVELOPMENT MANAGEMENT AND IMPLEMENTATION																	
3.1 Increased community ownership of development processes	X			X			X	X	X				X				
3.2 Effective & efficient public & private institutions for better service delivery		X	X				X	X									
3.3 More effectively managed private enterprises/institutions for development											X				X		X
3.4 (a) Effective protection of the rights of vulnerable groups	X								X								
(b) Appropriate legal framework for access to & protection of resources & rights																	
3.5 Effective use of compatible databases & networked information systems	X	X					X		X								X
3.6 Greater transparency & accountability & wider participation in public affairs								X	X								X

IV. STRATEGIES FOR EFFECTIVE RESOURCE ALLOCATION

The Ghana UNDAF is primarily directed at maximizing utilization and impact of existing financial resources, through effective coordination. Improved cost-effectiveness should enhance the credibility of UN-implemented programmes to attract additional resources. In addition, the UN System will pursue a number of strategies aimed at broadening its resource base, including:

- Joint programming
- Sector wide approaches
- Active participation in CDF partner groups
- Partnerships with districts, communities and other beneficiaries
- Partnerships with bilaterals and NGOs, including international NGOs
- Joint policy dialogue and advocacy to mobilize public support
- Dissemination of best practices
- Results-based programming

Programme Resource Framework²

Table 2 presents the expected programme resources that would be available over the period of this UNDAF.

	TOTAL	FAO	ILO	IMO	UNDP	UNESCO	UNFPA	UNHCR	UNICEF	UNIDO	UNU	WB	WFP	WHO
1 Access	325.1	0.0	0.0		0.0	0.0	14.5		39.6	0.4	0.0	252.0	15.0	3.6
1.1 Health	68.2								26.3			33.3	5.0	3.6
1.2 Education	117.5						11		9.5			87.0	10.0	
1.3 Water & San.	139.4						3.5		3.8	0.4		131.7		0.03
2 Opportunities	660.5	0.0			16.0	0.0	5.3		8.1	3.4	0.1	617.8	9.7	0.1
2.1 Income & Employment	277.9				12.5		0.5			1.6		263.3		
2.2 Infrastructure	216.5											214.0	2.5	
2.3 Food Sec/ Nutrition	88.7								5.0	0.4	0.03	76.5	7.2	
2.4 HIV/AIDS	21.6				0.5		3.0		1.5			18.0		0.06
2.5 Gender	5.7				2.5		1.5		1.6		0.04	0.0		0.05
2.6 Environment	43.2			0.2	0.5					1.4	0.08	41.0		
2.7 Culture	5.3						0.25					5.0		
3 Capacity	230.8	0.0	0.0		10.5	0.0	1.0		8.6	3.5	0.0	206.6	-	0.0
3.1 Comm. Devt	4.4								1.8			2.6		
3.2 Inst. & Decntr.	82.0								1.0		0.02	81.0		
3.3 Priv. Sec. Devt	13.2									3.2		10.0		
3.4 Legal & Protection	9.8						1.0		5.8			3.0		
3.5 Info. Systems	16.4				0.5					0.3		15.0		
3.6 Governance	105.0				10.0							95.0		
TOTAL	1216.4	0.0	0.0	0.2	26.5		20.8		56.3	6.9	0.2	1076.4	24.7	3.7

² These are “indicative” number. Commitments can only be made in country programme or project documents, according to the procedures and approved mechanisms of each organization. (Figures in 000,000)

V. MONITORING IMPLEMENTATION

Implementation Reviews: All agencies will be charged with monitoring the implementation of the UNDAF through their periodic programme reviews. The monthly HOA meeting will be a location for the periodic monitoring of cooperation towards the individual impact objectives. The UN Country Team will hold annual and midterm reviews specifically on UNDAF implementation. The midterm review will comprehensively address issues of cooperation and impact. The annual reviews will focus on the six focus areas for intensified cooperation with a view to assess the effectiveness of the processes used and their impact. The mid-term review will form the basis for the revision of the list of focus areas.

Monitoring Indicators: The Country Team and the UN thematic groups will delegate to individual agencies the responsibility for the collection and monitoring of data for indicators selected under the UNDAF. These agencies should provide specific support for this data collection and storage in their Country Programmes. In addition, the UN country team has identified crucial data gaps for which baseline data will be collected and indicators developed during the coming years. These are presented in Box 1, below.

Box1: Indicators for which collection of data required

- Growth of share of labour force in private formal employment
- Food self-sufficiency ratio (regional)
- Prevalence of FGM
- Share of concluding observations on major UN human rights treaty bodies ratified by GOG³ that have been implemented
- Number of communities with accepted environmental management plan
- Percentage of the selected services that have been fully and functionally decentralized
- Share of public sector posts at the district level.
- Number of statutes/laws revised or adopted for reproductive health and HIV/AIDS
- Representation of non-public sector actors in committee meetings/Measure of civil society participation in government affairs
- Number of community based farmer-organizations
- Prevalence of FGM/FGC.
- Percentage of districts increasing the share of their budgets coming from own resources (1998)

Evaluation. Taking into account the annual and mid-term reviews, an end-of-cycle evaluation of operational and management aspects of this UNDAF will be conducted at the beginning of the last year of the cycle (i.e., first quarter 2005). The results will provide important inputs to the operational and management arrangements of the next UNDAF.

³ Committees overseeing the implementation of various UN human right treaties review in regular intervals the implementation of the conventions by individual States and issue recommendations. Ghana has ratified the CERD (International Convention on All Forms of Racial Discrimination), the CEDAW (Int. Convention on elimination of all Forms of Discrimination against Women), the CRC (Convention on the Rights of the Child). Not ratified are the CCPR (Int. Covenant on Civil and Political Rights), the CESC (Int. Covenant on Economic, Social and Cultural Rights) and the CAT (Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment).

ANNEX 1: LESSONS LEARNT

The first UNDAF (1998-2000) was a pilot exercise both as a product and as a process. The exercise became mainly one of recasting the activities in progress to a new framework for cooperation. It was a stock-taking exercise rather than a strategic one. However, that first exercise of taking inventory, classifying, comparing and assessing the various UN System activities made it possible to develop a systematic effort aimed at streamlining the use of resources and energies across agencies. In that vein, the preparation of the first UNDAF reinforced the process of cooperation, which was extremely useful in bringing together the different UN and BWI teams.

A major lesson from the first UNDAF is the need for realism. Many of the early objectives were over-optimistic about the pace of UN System reform and the ease of promoting synergies rather than competition among agencies. The fact that many of the objectives have not yet been achieved highlights the reality that reforming the system is a gradual process, but one that can be fuelled by frequent interactions and joint exercises like the UNDAF.

The process of preparing this UNDAF (2001-2005) showed a marked difference from the first one, in terms of clarity and methodology. It enabled UN agencies to focus on the Government's development priorities in a more realistic but integrated way, pooling and directing the various agency competencies and experiences toward national goals. The availability of guidelines facilitated agency participation, and the organization of the work process.

Decentralization by some UN agencies to the country level has greatly enabled the agencies to effectively respond to national priorities.

Another lesson is that the UNDAF, as a coordinating tool, should explicitly treat, if not emphasize, cross-sectoral issues in order for the UN System to fully capture the benefits from potential cooperation.

Finally, the need for a common database to provide inputs and monitoring data for the UNDAF gave further meaning to the CCA. In fact the 1999-2000 CCA underscored the need for the UN System to help Ghana develop a comprehensive approach to development data, which has been included as a focus area for cooperation in this current UNDAF 2001-2005.

ANNEX II: STATUS OF DEVELOPMENT COOPERATION IN GHANA

Ghana is one of the pilot countries for the Comprehensive Development Framework. In Ghana this is rooted in the “Mini-CG” process. The “Mini-CG” was created after the 9th full CG Meeting of November 1997, and created a forum for the Government to meet with its development partners on a quarterly basis to discuss matters of key mutual interest, notably related to the economic situation and development coordination. This forum is chaired by the Minister of Finance. Having rooted the CDF in the Mini-CG, it was then important to consider how to make concrete progress with the aims and objectives of the CDF. In particular, it was viewed from the start as being about a process of enhancing government ownership and leadership of development programs, and of bringing together partners behind these programs to support their implementation. To this end, it was essential to have a firm institutional foundation to support the approach.

Existing coordination arrangements were examined, and the Bank and UNDP submitted a joint note to the April 1999 Mini-CG meeting, which observed that: (a) there were areas that were well covered (such as health, roads and public finance); (b) there were others that function intermittently, or where donors predominate (agriculture, governance, decentralization); and (c) there were areas where there was no systematic attempt at coordination (urban development, energy, financial sector, private sector development). Moreover, much of the aid coordination was mostly exchange of information, without entering into the substance of the causes for low effectiveness of assistance, including the policy environment in which such assistance is made available. It was also notable that it was in the sector where strategies had been well elaborated, as in health or natural resource management, that most progress had been made in pursuing partnerships. In this regard, the Mini-CG meeting of April 1999 took four key decisions that:

- partners groups should be formed where none existed, and those that were not functioning well should be revived;
- each group would be chaired by the relevant Ghanaian agency, mostly, but not exclusively, Government;
- each group would have a nominated “focal support.” This “focal support” is distributed among different partners according to their interests and comparative advantage; and
- each group would have a work program leading up to the next full CG meeting in Ghana in November 1999.

A list of the Ghana Partner groups is presented in the table below, including the chair, and the focal point for support. These groups are open to all partners who wish to attend, including NGOs and private sector representatives. It should be noted that the term “focal support” has been explicitly chosen instead of the more traditional “lead donor”. The purpose of this focal support is not to lead, but rather to bring the necessary support to the chair of the group, lending logistical support (photocopiers, messengers, meeting rooms, etc.), and keeping other partners well informed.

So far, this system of a network of partner groups under the overall coordination of the Mini-CG is working well, and has generated significant benefits. Notably:

- Each group has produced a statement of sector strategy and compiled a compendium of ongoing programmes;
- Under the aegis of this cooperation framework, the Tenth Consultative Group Meeting was held in Ghana for the first time;

- The groups are promoting the use of sector-wide approaches, with notable progress in agriculture, water, roads, and education, as well as ad hoc coordinated approaches, as for the 2000 elections and the 2000 Population Census.
- Links have been created from these groups to other initiatives, such as this CCA and UNDAF, and the preparation of a Poverty Reduction Strategy Paper, as explained in the box below.

Partners' Groups Table

SECTOR	LEAD NATIONAL AGENCY	FOCAL SUPPORT
1. Mini Consultative Group	Min. of Finance	World Bank
2. Poverty Reduction (incl. Nutrition, Street Children, Poverty monitoring)	National Development Planning Commission	UNDP
3. Governance (inc. Justice)	National Institutional Renewal Program/Office of the Speaker of Parliament	UNDP
4. Health	Min. of Health	Danida/DFID
5. Roads	Min. of Roads & Transport	EU
6. Education	Min. of Education	UNICEF
7. Agriculture/Food Security	Min. of Food & Agriculture	FAO
8. Public Finance	Min. of Finance	DFID
9. Decentralization	Min. of Local Govt. & Rural Devt.	CIDA
10. Energy	Min. of Mines & Energy	AFD/Danida
11. Private Sector & Industrial Development	Private Enterprise Foundation/ Min. of Trade & Industry	USAID/UNIDO
12. Urban Development	Min. of Local Govt. & Rural Devt.	WB
13. Water	Min. of Works & Housing	CIDA
14. Natural Resources and Environment	Min. of Lands & Forestry/ Min. of Environment, Science, & Technology	WB/UNU/IMO
15. Financial Sector	Bank of Ghana/Min. of Finance	IMF/USAID

HOW DO THE CCA, CDF, PRSP, UNDAF, CAS and PRGF RELATE? THE CASE OF GHANA

The UN family has worked together in Ghana in an effort to make all of these bewildering acronyms and initiatives work consistently for the benefit of the client. It is the belief of the UN and Bretton Woods institutions that we have achieved this to a reasonable degree. But this starts from the fact that in Ghana the Government has articulated a national strategy – *Ghana-Vision 2020* – that forms the essential backdrop to all such exercises.

The collaboration started in earnest in 1997, with the preparation of the first UNDAF (United Nations Development Assistance Framework), which sought to realize the Secretary-General's vision of greater efficiency and consistency among UN agencies. The first UNDAF for Ghana was prepared collectively by the Ghana UN country team, and was signed by the representatives of FAO, IMF, UNFPA, UNHCR, UNIC, UNICEF, UNU, WFP, WHO, The World Bank, and the UNDP/UN Resident Coordinator. It set out the key themes of importance to the UN family, and the coordinated programs to be put in place to support them.

In early 1999, the World Bank introduced the CDF (Comprehensive Development Framework) concept to the UN country team. It was immediately apparent to the team that the CDF sought to apply the same principles as the UNDAF to all partners in development. It was warmly embraced by the UN, and the World Bank and the UNDP in particular worked closely to create the family of partner groups that government now uses to coordinate sector strategy and program formulation and implementation. Several UN agencies – UNDP, FAO, UNICEF, for example – act as the “focal support” to these groups.

Soon after the CDF groups were established, the CCA (Common Country Assessment) was launched in preparation for UNDAF2. The county team decided to link the CCA very explicitly to the CDF process, with sectoral themes aligned to CDF partner groups, and using the CCA analysis as a contribution to the work of the CDF partner groups as they sought to define strategies and programs.

The draft of the CDF for Ghana was finished in November 1999 in time for the first in-country CG meeting (at which all UN agencies were able to participate for the first time). Sectoral strategies and programs were prepared for some 14 areas, including an overarching poverty reduction strategy. This also coincided with the completion of the latest Ghana Living Standards Survey (GLSS) to provide a data base for poverty analysis.

When the proposal for the PRSP came, Ghana was thus in a remarkably strong position to prepare an interim PRSP document very rapidly indeed, and literally in a matter of weeks. The CDF provided the sectoral and strategic content of the PRSP, and the GLSS the poverty profile. This draft Poverty Strategy was used by the Bank as the basis for its Country Assistance Strategy, and will be used by the IMF as the basis for its new programme with Ghana. Ghana has made it clear that it expects other partners to also use its Poverty Strategy as the basis for their own strategy documents, and this is certainly the case for the UN family as we move into UNDAF2 in 2001.

For the UN country team in Ghana, these are therefore mutually reinforcing processes and products. The CDF *process* helps Government to formulate its strategies and programs, building on the analysis of the CCA. The PRSP is an *expression* of strategy, and then we use that to formulate our business plans – the CAS, the UNDAF, and the PRGF. A bewildering number of acronyms, but, in the end, a consistent set of processes leading to coherent, coordinated products.

ANNEX III: CCA INDICATOR FRAMEWORK DATA
(with baseline and targets where available)

Thematic Area 1: Access to Quality Basic Services for all

1.1 Primary Health Care

Core Indicators: Under-5 mortality, Infant mortality

Maternal mortality rate (per 100,000 live births)

Mortality due to malaria

Utilization of family planning

Percentage of children fully immunized at age 1

1.2 Basic Education

Core indicators: Adult female literacy

Basic net enrolment rates (boys and girls)

P6 completion rates (boys and girls)

Criterion reference tests ratios for primary students in math and English (boys and girls)

1.3 Water and Sanitation

Share of rural population with access to safe water

Number of guinea worm endemic villages

Thematic Area 2: Opportunities For Sustainable Income, Employment & Personal Development

2.1 Income and Employment

Real per capita income growth rates

Industrial share of GDP

Number of available places in post-secondary education

2.2 Infrastructure

Percentage of feeder roads in good condition

Share of population with access to electricity

2.3 Food Security and Nutrition

Core indicators: Rural under-5 malnutrition (weight-for-age and height-for-age)

Food self-sufficiency ratio (national)

Percentage of household expenditure spent on food for the poorest quintile

2.4 Prevention and Control Of HIV/AIDS

Core indicator: HIV estimated adult prevalence rate

Percentage of population reporting condom use

2.5 Gender Equality and Equity

Percentage of (elected/appointed) seats held by women in Parliament and District Assemblies

Trends in the numbers for reported cases of violence against women and girls

2.6 Sustainable Environment

Air pollution: SO₂, CO₂, PM10

Rate of deforestation

Percentage of population relying on traditional fuel sources

2.7 Culture

Tourism GDP

Percentage of listed cultural heritage sites rehabilitated

Thematic Area 3: National Capacity For Development

3.1 Community Development

Percentage of rural communities with active water and sanitation committees
Number of farmer-based organizations

3.2 Institutions and Decentralization

Number of public sector employees (excluding SOEs) as a share of total working-age population
Numbers of district administrations with filled approved posts in: (a) finance and budgeting; (b) planning, monitoring and evaluation; and (c) emergency and disaster preparedness.

3.3 Private Sector Development Indicators

Private investment as share of GDP
Share of non-traditional exports in total export (value)

3.4 Legal and Protection Issues

Incidence of child labour
Number of children living and working on the streets in Accra

3.5 Information Systems

Indicators to be developed

3.6 Governance

Transparency International index
Time lag in the publication of audited public accounts

ANNEX IV: CONTINGENCY PLAN

FORMULATION OF A CONTINGENCY PLAN FOR DISASTER PREPAREDNESS AND RESPONSE.

Ghana has been a peaceful and stable country, in a region that has witnessed serious man-made disasters. As such, Ghana has hosted, and continues to host, refugees from neighbouring countries. The UNS, led by UNHCR and WFP, will update an existing contingency plan in order to map the UN System's response in the case of an emergency situation that may affect Ghana itself, as well as its response in the case of a large influx of refugees from other countries. The plan will delineate the response of the various UN agencies and will be drawn up in full consultation with the relevant bodies of the GOG. The plan will be completed by March 2001.

Ghana as a coastal state has the responsibility of establishing a contingency plan for oil spill preparedness and response, and the Government is in the process of becoming a party to the International Convention on Oil Pollution Preparedness, Response and Co-operation, 1990 (OPRC Convention). IMO is seeking funding to assist the Environmental Protection Agency to put in place a contingency plan. Part assistance has already been made available to EPA to commence an environmental sensitivity mapping for both Ghana's sea and lake coastlines.