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Rome, 19 - 22 octobre 1998**

**Tercer período de sesiones ordinario de  
la Junta Ejecutiva  
Roma, 19 - 22 de octubre de 1998**

المجلس التنفيذي  
الدورة العادية الثالثة  
روما، ١٩ - ٢٢/١٠/١٩٩٨

## INFORMATION NOTES

## NOTES D'INFORMATION

## NOTAS INFORMATIVAS

## مذكرة معلومات

Distribution: GENERAL  
WFP/EB.3/98/INF/14  
15 October 1998

## UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK DOCUMENTS (UNDAF)

## PLAN-CADRE DES NATIONS UNIES POUR L'ASSISTANCE AU DÉVELOPPEMENT (UNDAF)

## MARCO DE ASISTENCIA DE LAS NACIONES UNIDAS PARA EL DESARROLLO (UNDAF)

## وثائق إطار الأمم المتحدة للمساعدات الإنمائية

### GHANA

The Secretariat of the World Food Programme presents the attached document to the Executive Board, for information. Please note that the United Nations Development Assistance Framework (UNDAF) document for Ghana is only available in English.

Le Secrétariat du Programme alimentaire mondial présente au Conseil d'administration le document ci-après pour information. L'on notera que le Plan-cadre des Nations Unies pour l'assistance au développement (UNDAF) pour le Ghana est disponible uniquement en anglais.

La Secretaria del Programa Mundial de Alimentos presenta el documento adjunto a la Junta Ejecutiva a título informativo. Se ruega tomen nota de que el Marco de Asistencia de las Naciones Unidas para el Desarrollo (UNDAF) correspondiente a Ghana solamente esta disponible en ingles.

تقدم أمانة برنامج الأغذية العالمي الوثائق التالية للمجلس التنفيذي للعلم والإحاطة  
بمحتواها. نلفت النظر إلى أن وثيقة إطار الأمم المتحدة للمساعدات الإنمائية لغانا مترجمة  
باللغة الإنكليزية فقط.

This document is produced in a limited number of copies.  
Delegates and observers are kindly requested to bring it to the  
meetings and to refrain from asking for additional copies

NEB398-600E98



Republic of Ghana



United Nations System

United nations Development Assistance  
Framework (UNDAF)

**Ghana UN System  
Framework for Cooperation and Coordination**

*June 1998*

## LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
BWI	Bretton Woods Institutions
CCA	Common Country Assessment
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CPESDP	Co-ordinated Programme of Economic & Social Development Policies
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UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission on Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNS	United Nations System
UNSID	United Nations Special Initiative for Africa
UNU/INRA	United Nations University/ Institute for Natural Resources in Africa
USAID	United States Agency for International Development
WB	The World Bank
WFP	World Food Programme
WHO	World Health Organisation

## **I Executive Summary**

In line with the UN Secretary General's reform proposals, this United Nations Development Assistance Framework (UNDAF) applies to country level UN System (UNS) development assistance in support of Ghana's development priorities. This UNDAF comprises all Funds, Programme and Specialized Agencies with resident missions in Ghana who actively participated in its formulation and have pledged their commitment for its implementation. These are: UNICEF, UNFPA, UNDP, WFP, FAO, UNIDO, UNHCR, WHO, UNU, IMF and World Bank. The Heads of these organizations constitute the Ghana UN Country Team (UNCT/CT). Non-resident UN organizations operating in Ghana will be kept informed about the UNDAF process and progress by the Resident Coordinator (RC).

The objective of this Framework is to enhance the collaboration and coordination of system wide operations in improving efficiency and effectiveness of UN. development assistance to Ghana. At the same time, it is understood that each agency would retain the distinctive character of its respective mandated operations. This UNDAF covers the period 1998-2000.

Based on the provisional guidelines from the UN Development Group Office (UNDGO), the first draft of the UNDAF was finalized in February 1998. The lessons learned from the process were basically three-fold. First, the CT was able to foster a collegial spirit gained during the first Common Country Assessment (CCA) report preparation in the first quarter of 1997 and follow up activities thereafter.

Second, agencies' traditional territorial tendency was counter-balanced by the CT's political will to make UNDAF a success. Third, but not the least, the CT assisted by the Resident Coordinator's budget, successfully drew up an extensive indicators list to form the common database for the UNS. The database is considered the most practical foundation for establishing a common platform for collaborative planning and programming.

The major challenges in Ghana forming the backdrop of the UNDAF operationalization revolve around the development targets based on Vision 2020. In order to make Ghana a middle income country by that date, the UNDAF process takes cognisance of challenges of liberalization, decentralization and democratization as well as the evolving role of civil society. That also includes the concerns expressed in the November 1997 CG on macro and micro-co-ordination by the Government of Ghana (GOG). Accordingly, the Sectoral Programmes (SPs) and Thematic Programming (TP) activities have to be streamlined for integrated synergies and complementarities. Through the UNDAF the UNS will be reinforcing the efforts of the GOG in addressing those challenges more effectively.

In assessing the CCA process in Ghana several aspects were evident. First, the Joint Consultative Group on Policy (JCGP) members (i.e., UNDP, UNICEF, UNFPA and WFP) at the country level successfully executed the process and institutionalized the CCA process under the Resident Coordinator System. Second, the JCGP set-up a common database at UNICEF. This process inspired all resident UN organizations including the Bretton Woods Institutions (BWIs) to participate in the common base. A list of 'common' indicators to monitor progress in implementing the action plans of the various UN Conferences, agency mandated and national development priorities has been compiled. Within this UNDAF, it is envisaged that the common database be institutionalized at both the Ghana Statistical Services (GSS) and the University of Ghana's Institute of Statistical Social and Economic Research (ISSER) to ensure continuity and sustainability of the process. This will anchor the research and statistical needs of monitoring the outcomes of UN conferences in the national research and statistical base.

The lesson learned from the UN system development assistance revealed the need for closer

collaboration and coordination among agencies to increase the impact of UN system development assistance to the country as well as to enhance the image of the system that of the individual agencies. To this end the following collaborative areas have been identified to which the parties have pledged their active participation:

1. Shared common register of respective programmes;
2. Common Country Assessment and common database;
3. Programme – both financial and activity - cycle harmonization;
4. Collaborative programme reviews, appraisal, monitoring and evaluation exercises;
5. Collaborative annual and mid-term reviews;
6. Collaborating in the review of the following common thematic areas identified by the CT:
  - 6.1 Health
  - 6.2 HIV/AIDS
  - 6.3 Education
  - 6.4 Gender
  - 6.5 Environment
  - 6.6 Poverty Reduction
  - 6.7 Agriculture, Rural Development and Food Security
  - 6.8 Good Governance (socio-economic) & Development Management
7. Collaborative resource mobilization;
8. Synchronized UNS positions in macro and sector specific development coordination including CGs and GOG-led sector and thematic coordination;
9. Collaborative positions synchronized for UNS participation in SPs and TP;
10. Common annual retreat;
11. Adaptation to procedures, rules and regulations;
12. Intensifying the application of common services;
13. Promoting the common premises already applicable to a number of the CT members (e.g. UNICEF/WFP/UNFPA/UNDP/UNIDO);

Networking of professional staff in the common thematic areas is encouraged. To monitor progress and streamline gender programming, a gender group will be established under the Resident Coordinator system (RCS), with members drawn from gender specialists and/or gender focal points within the UNS. Finally, to monitor implementation of UNDAF and to ensure well functioning of the common database, a monitoring and evaluation unit, comprising planning, and monitoring/evaluation officers of agencies, will be set-up under the RCS. The capacity of the RC's secretariat will have to be strengthened, if the effectiveness of RCS is to be maintained.

The CT is committed to making UNDAF an exemplary reality in the promotion of efficiency and effectiveness in the use of resources. The synergy created by collaborative programming under conditions supportive of inclusive and participatory approaches, are evidence of country ownership. That, in turn, will promote GOG's leadership with civil societies and other development partners. The cohesion promoted by the UNDAF process will make the UNS a more viable partner to Ghana.

## II Sign-off sheet by all Funds and Programmes

Following the UN Secretary-General's endorsement of the United Nations Development Assistance Framework (UNDAF) in July 1997, and Ghana's selection as a UNDAF pilot country, the Heads of Agencies of the UN system and the Bretton Woods Institutions in Ghana took up the challenge of formulating a common framework for collaboration and coordination. The UNDAF Country Team, comprising representatives of all eleven Agencies was established in August 1997.

The purpose of the exercise is to overcome fragmentation and overlap of UN development assistance in support of the development needs and priorities of Ghana and progress toward the attainment of globally agreed development targets. The immediate objective was to produce a consistent and coherent, common planning framework that would maximize the individual and collective impact of all UN programmes of assistance. It is nonetheless understood that each agency will retain the distinctive character of its respective operations.

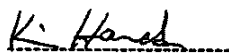
As intended, the exercise has provided a constructive contribution to the ongoing process of promoting and deepening collaboration within the UN system in Ghana.



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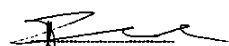
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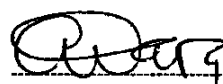
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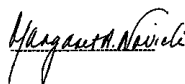
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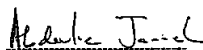
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# 1 Summary of the UNDAF Preparation Process

## 1.1 Introduction

The United Nations Development Assistance Framework (UNDAF) proposes a concrete response by the UN system to calls by the General Assembly for improvement in the efficiency and effectiveness of UN development operations at the country level. As such, the UNDAF is a planning framework, covering both programmes and programme resources, that is designed to integrate the individual country programmes of UN Funds, Programmes and Specialized Agencies, while enabling the agencies to retain the distinctive character of their respective operations. Thus the UNDAF seeks to overcome the fragmentation and overlap at the country level which make it difficult for the United Nations to respond effectively to the needs of countries in a flexible, consistent, coherent and cost-effective manner. The objective of the UNDAF, therefore, is to maximize individual and collective impact of all UN programmes of assistance in support of the national plans and priorities of recipient Governments.

Preparation of the UNDAF at the country level requires the collaborative effort of all UN Funds and Programmes conducting development activities in a country. Entities, such as Specialised Agencies and the Bretton Woods Institutions are also encouraged to participate. Similarly, donor organisations, NGOs, other civil society groups and professional groups in the country may be invited to participate. Finally, government participation and support is indispensable.

## 1.2 Initial steps

Following Ghana's selection as a pilot country for testing UNDAF, United Nations Heads of Funds, Programmes and Specialized Agencies resident in Ghana, including the BWIs and the UNU took up the challenge of formulating a UNDAF for Ghana. These are: UNDP, UNICEF, UNIDO, UNFPA, UNHCR, UNU, FAO, WFP, WHO, the World Bank and IMF. Operating under the leadership of the Resident Coordinator, these agencies constituted the United Nations Country Team (UNCT).

The process of preparing a UNDAF for Ghana was initiated with the fielding in February 1997 of a Joint Consultative Group on Policy (JCGP) Inter-Agency team - comprising headquarters staff of UNDP, UNICEF, UNFPA and WFP - to conduct a Common Country Assessment (CCA). Preparation of the CCA also involved programme staff from the local offices of the four JCGP organisations who formed a Technical Working Group (TWG). The first CCA report for Ghana was published in March 1997. Since then the TWG has been enlarged to include all resident UN agencies and BWIs and has continued its work on expanding and institutionalizing the CCA database.

In addition to the CCA along with a common database, another key component of the UNDAF process that was available to the TWG prior to the commencement of its tasks was the Country Strategy Note (CSN). The main outstanding activities of the UNDAF process that the TWG initially focused on were:

- consultations on emerging strategic programme policy issues between the UNCT and Thematic Groups and government, civil society representatives, donors and others;
- preparation of the UNDAF document and approval by UNCT.

The expanded TWG was assigned responsibility for undertaking preparatory work on the UNDAF, initially supported by two consultants.

Two weeks were allocated for extensive discussions with designated officials from the UN agencies; government ministries and departments with some responsibility for development co-operation and co-ordination; and major national consumers of development co-operation resources. Both personal interviews and structured questionnaires were used to solicit the required information. The period allocated for consultations coincided with the preparations for the Consultative Group meeting of Donors on Ghana that was scheduled to be held in November 1997. Consequently, many officials were either not available for meetings or had very little time to complete the questionnaires during the allotted time. As a result, the consultations fell below expectations. Nonetheless, the information that was obtained from the survey and personal interviews provided a useful basis for an initial draft outline of the UNDAF process.

### **1.3 Facilitators' mission and progress**

An important development in the UNDAF preparatory process was the fielding of a Facilitation Mission to join the CT for a week in November 1997. The presence of the Facilitators at an early stage proved to be instrumental in clarifying concepts and issues as well as dealing with the concerns of agencies. Equally significant was the fact that the presence of the Facilitators contributed toward stimulating team building among colleagues participating in the process. Also as a result of the Facilitators' mission, membership of the TWG was extended to include existing collaborative programmes, especially UNAIDS, as well as to reflect gender balance and gender concerns in general.

During the Facilitators' mission, a draft work-plan outlining activities required for completing the process of preparing the UNDAF document was approved by the CT. Thereafter, the outline of the UNDAF document, as provided in the Provisional UNDAF Guidelines, was elaborated and adopted as a framework for the first UNDAF of Ghana. Additionally, sub-groups of the TWG were set up to implement the work-plan along the lines of the stages to be completed and the main chapters of the Framework document as per the provisional guidelines of UNDAF.

An important decision concerning the planned implementation of the work-plan that was taken at that juncture related to the recognition of the fundamental importance of UNDAF as a team building process which brought together a large number of UN staff in a collaborative and cooperative manner. In this context it was felt that opportunities to enhance and ensure the ownership, leadership and participation by staff should be maximized during all phases of the exercise. It was therefore decided that all the outstanding activities, including the review and consultation process, would have to be performed by the TWG and extended to include, where necessary, more staff members according to their specialisation and relevance to the theme. Furthermore, to promote shared ownership and full participation, it was agreed that the chairmanship of the technical working group would be on a rotational basis.

Discussions on the above issues were enriched by inputs from the RC and a senior UNICEF staff member who had respectively visited UNDP Headquarters and participated in UNICEF's internal retreat on UNDAF. Particularly useful in this regard was the discussion and understanding readied regarding the nature of collaborative versus joint programming. The general consensus was for the CT to be flexible enough to operationalise UNDAF in line with the unique circumstances at the country level.

Some of the major decisions that emerged during the Facilitation Mission were:

- ◆ Reaffirmation of the six previously identified thematic areas, namely, poverty reduction, health and HIV/AIDS, education, agriculture and food security, environment, and good governance and development management. Gender was also included, and HIV/AIDS was considered as a separate common theme.
- ◆ Owing to limited capacity as well as to the existence of Development Partner Groups (in which the UNS participates) established at the national level to cover most of the identified common thematic areas, the HOA agreed not to create thematic groups. Instead, acting as a committee of the whole, the CT would deal with issues pertaining to the thematic groups as and when necessary.
- ◆ The first UNDAF would be a pilot one with its duration extending from 1998 to the end of the year 2000. Therefore, consultation with the Government and the donor community on the UNDAF would primarily be for information purposes. The RC would inform Government and donors via existing channels of communication.
- ◆ The duration of all JCGP members' programmes will be harmonised, with the cycle ending in 2000. WFP will, therefore, adjust its present five-year programme cycle to fit in with this harmonisation.
- ◆ Collaborative programming would be incremental with the CT working towards establishing common policies and strategies in programming.
- ◆ The importance of Sector Programmes (SPs)/Thematic Programming (TP) to the UNDAF process was endorsed.
- ◆ Formulation of UNDAF was given number one priority.

#### **1.4 Second round preparatory activities**

Following confirmation of the major decisions and approval of the work-plan, the second round of preparatory work on UNDAF began at the end of November 1997 with the exchange of information and documents. Each sub-group of the TWG was made responsible for procuring and circulating to all agencies data and information pertinent to its thematic area as well as relevant documents such as the Country Programmes. The methodology for the collection of up-to-date information on agencies' programmes and experiences included the use of:

- ◆ a questionnaire on lessons learned (see Annex 6.3.1);
- ◆ Agency/programme/projects profile on actual programme activities, programming procedures, and monitoring and evaluation arrangements (see Annex 6.3.2); and
- ◆ an overview of resource allocation by common thematic areas (Table 5.1)

The information collected was categorized according to relevant sections and thematic areas to be covered and was processed and presented in tables and matrices for further analysis (see Table 5.2 Annex 6.3.3 to 6.3.7).

To move the process forward, a workplan has been prepared for the 1998-2000 period, on the basis of the areas of collaborative activities that emerged from the review process and discussions at the various phases of the document (See Table 5.3a & b).

The CT discussed the first draft of the UNDAF report prepared by the TWG in February 1998. The final draft was shared with Government, civil-society' organizations, NGOs, the donor community, and UNDGO. Headquarters of participating agencies were notified and copies forwarded through the respective agencies. Copies of the document together with the revised list of indicators was forwarded to the Headquarters or Regional offices of non-resident agencies operating in Ghana. These include, UNDCP, IAEA, IFAD, ITC/UNCTAD, ILO and UNESCO (Nigeria), UNCHS (Nairobi). The document was reviewed by the CT and TWG at a one day retreat organized in June 1998. The comments received through these consultations are incorporated in this final version of the document.

### **1.5 Lessons learned from the exercise**

The existence of good working relationships and positive attitude among ALL the Heads of Agencies were among the basic factors that gave a head start to the process.

Mechanisms for maintaining and enhancing the positive spirit that prevailed at the beginning of the exercise were identified and put in place and sustained throughout the formulation process. These include: ensuring that all agencies participate in the process on equal footing, rotating chairpersonship at the TWG, shared responsibility, and focused and result oriented dialogue and consultation.

Further, the collaborative spirit within the UNS is reinforced by the increasing trend towards government led sector 'investment' programmes and thematic programming that are creating avenues for greater coordination among development partners. The sector programmes, if successful, will have far reaching implications for agencies' rules and regulations, in terms of, management of funds, accounting and reporting. As all agencies participating in sector programmes will be affected in the same way, collective measures are required to provide the maximum support possible to these initiatives.

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UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNS	United Nations System
UNSI	United Nations Special Initiative for Africa
UNU/INRA	United Nations University/ Institute for Natural Resources in Africa
USAID	United States Agency for International Development
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## 2 Major Development Challenges facing Ghana

### 2.1 National development goals and cycle

The 1992 Constitution enshrined the National Development Planning Commission (NDPC) and assigned it the responsibility for advising the President on development policy and planning. The NDPC has identified a body of long and medium-term national development policies and objectives which have been enunciated in *Ghana Vision - 2020: The First Step - Presidential Report on Coordinated Programme of Economic and Social Development Policies*. The long-term development objectives span a 25-year period from 1996-2020 while the medium term cover five-year periods through which the long-term objectives are to be achieved.

#### 2.1.1 Long term goals

The long-term development goal is to propel Ghana into middle income status by the year 2020. Hence it is envisaged that in the year 2020 Ghana will be a country in which:

— long, healthy and productive life for all individuals is the norm, with access to an enlarged range of choices for employment, shelter and leisure;

— the benefits of development are equitably distributed and gross deprivation and hard-core poverty are eliminated;

— national income is growing by at least 8% *per annum*, compared with the present average of 4-5%;

— population growth is reduced from its present level of about 3% to 2% per annum, thereby allowing real income *per head* to rise to more than four times the 1993 level;

— solutions to socio-cultural and economic problems of the individual, the community or the nation are recognised and sought within the domain of *science and technology* (*Ghana Vision - 2020*, p.1).

— The main elements of the strategy for achieving the long-term goals comprise:

— the creation of a robust, diversified and commercially-based agricultural sector with strong linkages to an efficient, technologically-progressive and market-oriented industrial sector; and

— maximising the generation of employment opportunities, particularly in the agricultural and industrial sectors, and also paying due attention to the maintenance of a sound and sustainable environment.

#### 2.1.2 Medium-term goals

In the medium-term, the overall aim of national development policy is to consolidate the foundations for accelerated economic and social development in the long-term and to initiate the changes necessary for the ultimate long-term transformation of Ghana's economy and society. The foundations for growth and transformation, which were partially established under the Economic Recovery Programme (ERP) that ran from 1983 to 1992, now need farther strengthening and deepening if more rapid and sustained growth is to be attained and

sustained. In broad terms, Ghana's development programme is based on five themes: human development, economic growth, rural development, urban development and an enabling environment.

**a. Human Development**

The major goals of human development are to reduce poverty, increase average incomes and reduce disparities in incomes and opportunities. Principal strategies for achieving these goals include: reducing the rate of population growth: reducing infant and child mortality and general morbidity; improving food security and nutrition: and further increasing access to health services. safe water and sanitation, and adequate housing; achieving universal basic education and adult literacy, especially for females; and increasing access to secondary and tertiary education.

**b. Economic Growth**

The basic goal of economic growth in Ghana is to establish an open and liberal market economy that optimises the rate of economic development and ensures the maximum welfare and material well-being of all Ghanaians. Related objectives are the equitable distribution of the benefits of development, closer integration of women and rural dwellers into the national economy, and the elimination of hard-core poverty.

**c. Rural Development**

The overall aim of rural development is to improve the living standards and incomes of the rural population, that comprises over two-thirds of Ghana's population, and to substantially reduce disparities between rural and urban areas.

**d. Urban Development**

The goal of urban policy is to ensure that the process of urbanisation contributes positively to development, and that small and medium-sized towns and cities, especially, fulfill their role as service centres for their rural hinterland.

**e. An Enabling Environment**

Ghana aims to achieve better capacity and greater efficiency in public administration and economic infrastructure, reinforce the legal and regulatory frameworks, and further liberalise the business climate with a view to solidifying the enabling environment so that all sections of society can more meaningfully contribute to sustained and accelerated social *and* economic development.

**2.2 Country priorities for follow-up to various international initiatives, General Assembly Resolutions and Conventions**

Ghana has participated in and subscribed to the global initiatives and declarations organised under the auspices of the United Nations system. These include:

- \_ World Summit on Children (New York, 1990);
- \_ UN Conference on Environment and Development (Rio de Janeiro. 1992);
- \_ World Conference on Human Rights (Vienna. 1993);



- International Conference on Population and Development (Cairo 1994);
- World Summit for Social Development (Copenhagen 1995);
- Fourth World Conference on Women (Beijing 1995);
- Second UN Conference on Human Settlements (Istanbul 1996); and
- World Food Summit (Rome, 1996).

The commitments made at these fora are reflected in *Ghana Vision 2020* and have also motivated other national policy initiatives, such as legislative reform. Regarding the Government's legislative response to the United Nations Conventions, perhaps the greatest achievement has been the progress that has been made on updating legislation to conform with the Convention on the Rights of the Child. Ghana was the first country to ratify the UN Convention on the Rights of the Child in February 1990. Harmonisation of national law with the Convention first occurred in the 1992 Constitution. Article 28 guarantees rights and freedoms for children in terms similar to those specified by the principles of the Convention, and enjoins Parliament to enact laws to ensure the survival, development, and protection of children.

In furtherance of its statutory obligation and supported by the Constitution, the Ghana National Commission on Children (GNCC), created the Child Law Reform Advisory Committee in 1995 to review the status and the law on children in Ghana. "The Children's Bill is the pinnacle of the achievements of the Committee. The object of this Bill, which has been put by the Government before Parliament for consideration and enactment, is to reform and consolidate the law relating to children, with provisions for the rights of the child, maintenance and adoption, child labour and day-care centres.

Although the Government has yet to ratify the Convention on Human Rights, a Commission on Human Rights and Administrative Justice established under the Constitution in 1993 has been actively investigating complaints of violations of fundamental human rights and freedoms.

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) has been ratified by the Government of Ghana. The 1992 constitution addresses the concerns of this convention, and steps are far advanced to make some of the articles operational by their inclusion in local laws and statutes. This convention was also boosted by the platform of action adopted at the Fourth World Conference on Women held in September 1995. The principal objective of development co-operation in Ghana continues to support the main themes of development policy identified by the government. Accordingly, priority programmes are aimed at the achievement of conditions that contribute to the underpinning, consolidation, maintenance and continuous enhancement of the social and economic development of the nation. In general, the Government's programmatic response to the various United Nations Conferences include the following:

**a. Children**

Programmes aimed at improving human resources and the quality of life give high priority to children and women, especially those in the rural areas and in low-income urban areas. Notable among these is the National Plan of Action on Children and Women, entitled "The Child Cannot Wait: A National Programme of Action on the Follow-up to the World Summit

for Children" which was finalised and approved by government in 1992. Implementation problems arising from capacity and financial constraints notwithstanding, this ten-year (1993-2002) programme sponsored by UNICEF has built upon and imparted greater momentum to efforts to improve the well-being of Ghanaian children. The Programme includes sectoral programmes on population, health and nutrition, education, water supply and sanitation, children in especially difficult situations and advocacy.

**b. Women and development**

Reduction of gender disparities is of paramount importance. Interventions in support of this objective are generally integrated into major social sector and rural development programmes discussed below. In addition to improving women's access to social services, including adult literacy classes, initiatives also include income generation activities among rural women and other women in development programmes. The purpose of these is to enhance women's welfare, promote their rights and achieve equality of opportunity for women in all social spheres and occupations.

Public institutions involved with gender issues include the National Council for Women and Development the Law Reform Commission and the Departments of Community Development and Social Welfare. In addition several NGOs, including the 31st December Women's Movement (DWM), multilateral and bilateral agencies such as UNDP, UNFPA, UNICEF, the World Bank, CIDA and DANIDA are making significant contributions to the enhancement of women's welfare.

**c. Population**

In the area of population management, the National Population Council (NPC) has recently been established to co-ordinate activities for the achievement of objectives of the National Population Policy. Current projects include the strengthening of institutional capacity to collect information on population issues, to implement policy and promote reproductive health and family planning issues and implementation. Along with a number of bilateral donors, UNFPA, in particular, is providing the government with considerable support and resources for population activities. Government departments such as the Ministries of Health and Education as well as the private sector and NGOs are also active, particularly in providing reproductive health including family planning outlets and imparting knowledge on good child spacing and health practices.

**d. Health**

Programmes for the development of wide coverage health services of sound quality targeted at the most vulnerable segments of the society are benefiting from assistance especially from the World Bank, UNICEF, WHO, UNFPA and bilateral organisations such as CIDA, DFID and USAID. Additional assistance is being provided by JICA and DANIDA and several NGOs. Priorities include provision of logistical support for primary health care including, staff, basic equipment and supplies, including drugs on the essential list, to rural health facilities on a partial cost recovery basis with built-in mechanisms for exempting the poor. Major programmes include: immunisation; the prevention and control of diseases; and the construction of community-based health centres to cover the 55% of the rural population who lack access to health care.

**e. Nutrition**

Nutrition programmes include the development of strategies to enhance household food security and increase agricultural output. The latter encompasses efforts to improve technologies for agriculture, including storage and distribution. The construction of additional feeder roads and other rural infrastructure are also major features of the programme as it is linked to agriculture and rural development. In addition to these, school feeding comprises an especially important element of nutrition improvement. Other programme components include efforts to promote better dietary habits and control micronutrient deficiencies through information, education and communication (IEC) strategies. Related to this, district social service delivery units will be assisted in designing IEC materials and in selecting appropriate channels for their dissemination and the evaluation of their impacts. The World Bank, UNDP, UNICEF, WHO, FAO and WFP have provided valuable assistance to such institutions as the Ministries of Health, Food and Agriculture, Education and Employment and Social Welfare. NGOs also make significant contributions to nutrition programmes.

**f. Education**

The education sector has been supported by the World Bank, the African Development Bank, UNICEF, DFID, CIDA and USAID as well as several NGOs. Current education programme priorities focus on quality and access. In particular, national capacity to develop and produce relevant learning and teaching materials for the educational system is being enhanced. The curricula of basic education is also being up-dated and given a stronger bias towards science education. Similarly, teacher education programmes for the supply of teachers to the basic and senior secondary levels are also being improved and expanded. Logistical support for basic education countrywide, especially supplies of textbooks and other teaching materials, is being increased.

Access is being increased through the development of such programmes as interactive radio and distance learning systems for the basic education, tertiary and adult literacy programmes. In addition, construction of pre-school institutions, primary schools and adult learning centres will be undertaken in deprived areas, especially in the savannah regions of the country. Enrolment in adult literacy classes is to be expanded.

**g. Shelter**

Measures to expand the housing stock include research into the use of suitable local materials and improved physical planning of human settlements. Existing programmes for rural electricity expansion are significant aspects of the housing agenda. In urban areas, access to housing finance by lower-income groups is being improved. The World Bank, UNCHS and the local Housing Finance Company (HFC) have been instrumental in the housing sector.

**h. Agriculture and Rural Development**

The Ministry of Food and Agriculture formulated an Accelerated Agricultural Growth and Development Strategy to increase the agriculture sector's annual growth from the current 2-3 per cent to 6 per cent. The key to achieving this average growth rate would be a significant increase in the growth of non-traditional agricultural exports.

## 2.3 Other country priorities related to the principles of UNDAF

### a. Good governance

Positive progress in social development and the effective management of social change is critically dependent on good governance. The Government's governance programme primarily seeks to bring government closer to the people and to achieve effective grassroots participation in economic and social development. The most important policy for attainment of these objectives has been the decentralisation of a wide range of governmental responsibilities to the district level. Under the Local Government Bill of 1993 responsibility for the operation of 22 government departments has been transferred to District Assemblies (DA). Technical support for development planning is provided by District Planning and Co-ordinating Units (DPCU). Regional Co-ordinating Councils (RCC) serviced by Regional Planning Co-ordinating Units (RPCU) are responsible for the co-ordination of district plans. Central government has inaugurated the District Assembly Common Fund to provide financial assistance to DA with their development programmes.

The governance programme is being oversighted by the Vice-President as chairperson of the NOC and co-ordinated principally by the Office of the Head of the Civil Service (OHCS) and the Ministry of Local Government and Rural Development (MLGRD). Another key institution involved in governance is the NDPC. The World Bank, UNDP, UNICEF, FAO, WHO and UNESCO are collectively utilising their mandates in capacity building and in decentralised service delivery to support Ghana's institutional renewal process.

Good governance also implies the maintenance of peace and social stability. As a result of the internal ethnic conflicts and inter-ethnic strife in nearby countries, the care of refugees and displaced persons has been a major preoccupation of government. More importantly, delicate negotiations coupled with other strenuous efforts are being made to find permanent solutions to these disruptions. At the local level, DA and RCC, together with traditional rulers will be provided with the necessary assistance and authority to maintain peaceful conditions. UNHCR, UNICEF, WFP, the EU, DFID and CIDA are among those multilateral and bilateral institutions that are, or have been, assisting in refugee management.

### b. Institutional development

The aim of this programme is to strengthen the capacity of public sector institutions to function more efficiently and to deliver services effectively. The objective is to enhance the capabilities of all these institutions to be results-oriented, cost effective, adaptive and sensitive to the human and civil rights and aspirations of the individual as well as to promote the development and performance of the private sector. Reforms to the public administration system including the new system of development planning and management that has been introduced in Ghana represents an important aspect of the Government's reform policies and is intrinsically linked to the policy of decentralisation and popular participation in development decision-making. Important characteristics of the system are that it is *integrated*, *decentralised* and *participatory*. Hence the system is structured to promote planning as a collaborative exercise in which functional agencies, sectoral ministries, regions and districts play clearly identified roles. Further, the system provides for development planning to be undertaken sectorally, inter-sectorally and at national and local levels. Also, the system is designed to involve local communities, the private sector and individuals in the collective task of achieving national economic and social development.

The new planning system provides for a sensitive and pragmatic approach. The system is decentralised vertically and horizontally. It comprises DAs, which are the statutory district

planning authorities, RCC, sectoral ministries and the NDPC which is at the apex of the system. DAs, RCCs and sectoral ministries will each be supported in their planning functions by DPCU, RPCU and Policy, Planning, Monitoring and Evaluation Divisions (PPMED), respectively. However, neither DPCU nor RPCU at present have the capacity to provide adequate support to DA and RCC for the effective discharge of their responsibilities for development planning and the management of decentralised social service delivery systems. They accordingly require considerable assistance to develop the required skills in policy analysis, plan formulation, implementation and monitoring and budget preparation, as well as data collection and analysis.

The identification of specific interventions and plan formulation is the responsibility of sectoral ministries, the DAs and other planning agencies. Thus each programme area, which necessarily involves inputs from a spectrum of agencies, requires a co-ordinated and collaborative approach from policy formulation to programme design and implementation.

## **2.4 Key national development strategies**

Ghana's development strategy is based on explicit acknowledgment of the fact that the fundamental structural problems of society and the economy must be solved. According to *Ghana - Vision 2020*:

Effective solutions to the structural problems require the elimination of the conditions which have created a circle of adverse cumulative causation which were not directly addressed by previous programmes.

These conditions are multi-dimensional. On the economic side they include low levels of productivity which depress national income, thereby severely limiting the resources available for investment and for improvements in economic and social services. On the social side, the dearth of financial resources for the expansion of basic social services, notably health and education, also inhibits improvements in productivity.

*(Ghana - Vision 2020, p.41)*

Hence the main components of the GOG's medium-term development strategy comprise:

- the removal of causal effects which create deteriorating social and environmental conditions;
- increase in institutional and community capacity to meet social needs;
- acceleration of the transformation of the structure of the economy; and
- creation of an environment in which individual and societal capacity for increased production is improved.

Within this strategic framework, current emphasis is on programmes for economic growth, increased agricultural production, expanded and strengthened health and educational services, and poverty reduction.

### **2.4.1 Economic Growth**

The challenge for the medium-term is to significantly improve upon recent economic performance. The Government's economic strategy of equitable growth is based on tight fiscal policies, increased public expenditure efficiency, continued reform of the public sector, the implementation of the policy agenda for private investment, and adequate public spending on social services and rural infrastructure. In the context of the current Economic and Financial Policy Framework Paper (PFP) for 1998-2000, forecasts are that successful implementation of this strategy will result in GDP growth rising to near 6 per cent by the year 2000, with corresponding improvements in inflation (reducing to 5%), broad money growth (reducing to 11 per cent), and private investment (rising to 8 per cent of GDP).

### **2.4.2 Agriculture Reform**

Vital to improvement in Ghana's overall economic performance is an invigorated agricultural sector. The generally weak contemporary performance of the sector has largely been due to the poor performance of the crops, fisheries and livestock sub-sector which accounts for nearly 70% of the sector's output. The average annual rate of growth of the sub-sector over the past decade has been below 1.5% per annum. The low rate of growth in agricultural production is, on the one hand, due to the low levels of investment and technological improvement in the sector generally, especially in the crops and livestock sub-sector, and to environmental constraints on forestry and fishing on the other. Current policies are aimed at reversing this trend.

For example, the Agricultural Sector "Investment" Programme (ASIP) was created to enhance the production, processing and marketing of agricultural produce. In addition, the Ministry of Food and Agriculture MOFA) has recently finalised formulation of an Accelerated Agricultural Growth and Development Strategy to increase the agricultural sector's annual growth from the current 2-3% (1990 - 1996) to 6% in order to achieve the goals set in Vision 2020. The key to achieving a 6% average annual agriculture growth rate is based on a significant increase in the growth of non-traditional agricultural exports so that foreign exchange earnings not only increase over time, but are also less dependent on cocoa and timber.

In addition to the agriculture reform programme, greater autonomy is envisioned for the districts through a decentralisation policy where planning and implementation of agricultural development programmes will be the responsibility of the districts. The Ministry's responsibility will be limited to the national agricultural policy formulation and coordination, technical support, training of staff, and monitoring and evaluation.

### **2.4.3 Health Reform**

The Medium Term Health Strategy (MTHS) for the health sector in Ghana was published in September 1995. The main targets for the MTHS include reduction in the infant mortality rate from 66 to 50 per 1,000 live births; reduction in the under-five mortality rate from 119 to 100 per 1,000; an increase in immunisation coverage from 49% to 75% of all one year olds fully immunised against DPT/Polio; and an increase in the percentage of supervised births from 40% to 60%.

The strategic framework defined by the MTHS includes:

- ⇒ strengthening of primary health services;

- ⇒ re-orienting secondary and tertiary service delivery to support primary health services;
- ⇒ developing and implementing a programme to train adequate numbers of new health teams to provide and manage these services;
- ⇒ improving capacity for policy analysis, performance monitoring and evaluation, and regulating service delivery by health professionals;
- ⇒ strengthening central support systems for human resources, logistics and supplies, financial and health information management;
- ⇒ promoting private sector involvement in the delivery of health services; and
- ⇒ strengthening inter-sectoral collaboration.

A Sector (Investment) Programme (SP) approach has been adopted for the implementation of the health strategy. The SP approach sets out a common health programme into which the participating donors and the Ministry of Health (MOH) contribute in terms of setting out the annual programme, determining the activities to be implemented, monitoring the outputs, and providing resources through a common funding arrangement. Although the SP approach is still at the initial stages of implementation, the potential benefits of this approach are enormous. These include a holistic sector programme rather than the fragmentation resulting from a wide range of individual and poorly co-ordinated donor projects; increased government capacity through the reform of management systems and institutions; and clearer programme priorities leading to greater management control by the recipient ministry.

#### **2.4.4 Education Reform**

The overall goal of education policy is to ensure a population in which both men and women are at least functionally literate and productive. More generally, the education system has been assigned primary responsibility for providing the means for the population to acquire the necessary skills to cope successfully in an increasingly competitive global economy. Success in achieving these objectives entail the effective resolution of the problems that plague the education system, particularly at the basic level. These problems include: poor quality of instruction and disappointing learning outcomes; shortages of qualified teachers; inadequate facilities and instructional materials; weak administration and management; and limited access, especially for the poor and females. Thus, in the medium-term, the education programme will focus on improving the quality of, and increasing access to, basic and secondary education. Overall, the medium-term goal will be to establish a firm foundation for re-orienting the entire education system toward the promotion of creativity, science and the acquisition of more flexible basic skills.

At the level of basic education, the Ministry of Education (MOE), in close collaboration with donors and the active co-operation of a wide range of interest groups, has developed the ambitious strategic ten year FCUBE (Free Compulsory Universal Basic Education) plan. This plan sets out to address some of the sector problems outlined above and will also adopt an SP approach.

#### **2.4.5 Poverty Reduction**

The issue of poverty and concerns that poverty may be on the increase was a focal theme of the Ghana Consultative Group meeting in Paris, in 1995. This led to the establishment of a

GOG/Donor Consultative Group on Poverty Alleviation under the chairmanship of the Minister of Finance. Subsequent consultations and activities led to the publication in November 1996 of a report, entitled "A Policy Focus for Poverty Reduction." Another outcome was concurrence between the GOG and donors on the importance and need for the continuous monitoring of poverty levels to assess the impact of interventions, and also for a more coherent policy framework for poverty reduction. NDPC has been tasked to coordinate targeted Poverty Reduction activities.

Though the GOG has yet to finalise its policy framework and strategy to reduce poverty in the country and also to identify a coherent set of implementation measures, the national strategy on poverty reduction seem to crystallize along the following three-pronged approaches.

First the Vision 2020 framework aims for a substantial increase in economic growth, targeting an annual rate of 7 to 8 per cent. Such growth is intended to be broad-based, with particular emphasis on labour-intensive industry and on agriculture, with a much greater reliance on private sector development.

The second approach is investment in human capital. The third element of the poverty reduction strategy is targeted programmes, especially for those not benefiting directly from the economic growth revival.

Strategic interventions for poverty reduction that are being considered by the GOG include the following:

- employment generating public-work-schemes. in targeted areas;
- promotion of income-earning opportunities for the poorest and disadvantaged groups through support for micro-finance institutions;
- improving food security and nutrition for vulnerable groups;
- the use of alternative modalities of community participation in the delivery of basic services, and building capacity where necessary.

Meanwhile, the GSS, with assistance from the World Bank, conducted in the second half of 1997 a survey utilising the Core Welfare Indicator Questionnaire (CWIQ). Partial results of the CWIQ were published in February 1998 and the full report is due later this year. The GSS is also preparing for a fourth round (GLSS 4) of the Ghana Living Standards Survey, as part of the poverty monitoring process.



## **3 Summary of Common Country Assessment**

### **3.1 Introduction**

The CCA is an integral part of the United Nations Development Assistance Framework and a key tool for defining common ground among UN entities at the country level. The CCA provides a joint assessment of the country situation using key indicators that reflect agency mandates and interests articulated at various conferences and summits related to social development. The aim of the CCA document is to serve as a standard reference for host governments as well as all UN system organisations in respect of progress and problems in key areas of social development as measured by the indicators. Based on a trend analysis of indicators and targets established at the various World Summits and Conferences, the CCA shows both achievements and gaps in programming areas relevant to the mandates of the various UN agencies. Through these assessments, the CCA also monitors the efficacy of the use of UN resources towards the achievement of international goals.

Along with Morocco, Ghana was selected by the Sub-group on Programming of the JCGP as one of the first countries in which a CCA would be conducted. This decision was based on the preliminary work that had already been initiated by members of the local JCGP in mid 1996. By highlighting successes and failures of programmes and identifying needs for further intervention, the Ghana CCA provides useful information and guidance to all development partners.

### **3.2 Summary of the analysis of trends**

Trend analysis of several indicators reveal, on the one hand, measurable progress in some areas and a marked lack of progress in other areas. Gains include: the reduction of mortality among infants and children under five years of age; exclusive breastfeeding; immunisation coverage; eradication of polio and guinea worm; and access to safe drinking water and sanitation. Even so, none of the targets set for these indicators at the international conferences and summits has as yet been met and current levels are unacceptable. Worse still, certain indicators have shown negative trends. These include severe malnutrition, neonatal tetanus and primary school net enrollment rates. On balance, the findings of the CCA strongly suggest that there has been an erosion in the social quality of life for the average Ghanaian during the 1990s.

HIV/AIDS is rapidly becoming one of the most serious problems in Ghana. AIDS is not only a health problem but also a socio-economic problem which is impacting on development. There are still misconceptions and considerable fear and prejudice against people living with HIV/AIDS exist.

In the area of family planning, there is an urgent need to move from awareness of contraceptive methods to use of these methods. Significantly, only 10 percent of all women use modern contraception at present whilst 97 percent are aware of modern contraceptive methods.

The current level of the indicators reflect poverty-related problems. For example, the drop in primary school net enrollment rates could be attributed to the introduction in 1992 of the Structural Adjustment Programme cost recovery/sharing measures which resulted in higher direct school costs to households.

### **3.3 Review of the CCA**

The CCA found substantial data gaps which precluded adequate analysis of some indicators. For example, little information was available to monitor progress toward the goals and targets of the Beijing Conference on Women, the Rio Summit and the Convention on the Rights of the Child (CRC). Also, the lack of reliable data on household incomes and household food production foreclosed an early assessment of the impact of the World Food Summit (WFS) held in November 1996. Other areas requiring strengthening are discussed below.

#### **Health and HIV/AIDS**

Assessment of this thematic area should be broadened to include a wider array of diseases and conditions to more fully reflect national priorities. These should include malaria, which is a major concern and a national priority for 1998, and the recurrent outbreaks of cerebrospinal meningitis and yellow fever. Other diseases that deserve to be mentioned are Buruli ulcer, leprosy, cardiovascular diseases hypertension and diabetes, the last three indicating a change in the peoples' life-style, especially for those in the urban areas. Special indicators of the health status of youth including Adolescent Reproductive Health should be introduced.

The fact that the Joint United Nations Programme on HIV/AIDS (UNAIDS) has been created to ensure a collaborative, common UN response to the HIV epidemic in support of the national efforts is significant and therefore be included in the CCA.

#### **Good governance and development management**

Though governance is a new terrain in development assistance, especially in technical cooperation, future assessment will have to reflect progress in this area. Special reference will need to be made to the role of civil society in development and hence the extended partnership, the democratisation process, decentralisation, progress in the public sector reform including national capacities to ensure accountability and transparency in development management, economic and social governance as well as national strategies and initiatives to promote good governance.

#### **Poverty, food security and environment themes**

In its discussion of poverty, the CCA presented secular trends in poverty levels based on (GLSS) data for 1988, 1989 and 1992. However, the limitations of the data precluded sufficiently detailed analysis of these trends. Equally, there was insufficient analysis of the differential impact and determinants of the consumption patterns and access to services of various socio-economic groups. For example, there is room for improvement of the analysis of links between poverty and education, using gender group and regional location comparisons. In sum, there is need for in-depth poverty analysis which is more closely linked to specific national priorities and targets, say employment or the environment, within the context of UNDAF.

The CCA report contains only a list of UN-assisted environment-related programmes and projects. There is need to include trend analysis or indications of how past or on-going programmes/projects have impacted on the environment in the country. In general, future assessments should focus more closely on identifying and monitoring a limited number of key indicators on poverty, food security and environmental conditions for which all efforts should be made to collect the relevant data for analysis.

## **Education**

It is essential to identify trends in tertiary education levels, including university, technical and vocational education. Education should be reviewed within the framework of the national education policy.

## **Indicators**

The extensive data gaps evident in Appendix 5 of the CCA underscore the need for research in several areas. An initial response to this problem was to request agencies in the CT to fill in as many of the gaps as possible even in advance of the establishment of the UNDAF TWG. Agencies responded very positively to the request and new indicators continue to be forwarded to the UNDAF secretariat.

Maintenance of a common data base will remain the responsibility of UNICEF until such time as maintenance of the database can be continually sustained by GSS and ISSER. A proposal has been submitted to the Japanese Government for their support to this multi-programme data-track project. Other sources of funding for the project will have to be explored.

## **Institutional response**

The CCA was undertaken by staff of member agencies of the JCGP, viz., UNDP, UNICEF, UNFPA and WFP. These agencies formed a TWG at the country level for continuous discussion, assessment and analysis of trends. However, as a result of the interest raised in the CCA exercise, membership of the CCA TWG has now been expanded to include all UN agencies resident in Ghana and the Bretton Woods Institutions, specifically, FAO, WHO, UNU/INRA, UNAIDS, UNIDO, UNHCR, IMF and the WB. In view of the expansion of the UNDAF membership, it will be necessary in the conduct of subsequent CCAs to include trends analysis on subject areas covered by the mandates of the various UN agencies, as well as on identified common thematic areas and national development priorities.

It is important that the CCA remains a living document to which development partners can make reference before deciding on areas they will support. It will, therefore, be necessary to update the CCA on a regular basis, perhaps annually, to include new trends and analysis based on new research undertaken in the various thematic areas.

### **3.4 Implications for UNDAF**

The CCA process recognises and reinforces the need to systematically develop a common CCA database. This entails the harmonisation of different estimates from the various sources that are consulted during assessments. A database of core common indicators is necessary for the creation of a framework for the joint analysis of policy instruments as well as dealing with targeted development problems. Related to this, attempts should be made to fill the information and data gaps identified by the CCA and this review exercise, while ensuring the involvement of relevant government and national institutions as well as other development partners. Further dialogue and collaboration between the UN system, the GOG and other development partners at country level to identify common approaches to programming should ensure validity of the assessment and subsequent use of the report as a common reference document.

Another inference from the CCA is that national capacity must be strengthened to plan, monitor and evaluate the country's development performance to enhance informed policy

dialogue and forward looking programming. Finally, consideration should be given to the regular update of the CCA, based not only on the social summits, but also on national development priorities, the mandates of the various UN organizations and identified common thematic areas, in order to provide a balanced picture of national development issues.

## **4 Summary of Major Lessons Learned from UN Development Assistance**

### **4.1 Strategic lessons learned**

#### **4.1.1 Governing Boards mandates and collaborative programming**

United Nations agencies and organisations derive their functional responsibility from their mandates as specified by the General Assembly and executed through their Governing Boards. However, over time, a number of features that are antithetical to the spirit of the United Nations have emerged. Many agencies have acquired strong proprietary attitudes toward their mandates, invariably coupled with a propensity to encroach on the mandated areas of other organisations. A related feature has been the absence of a comprehensive and coherent development assistance framework that consciously promotes collaboration and co-ordination among the agencies. This state of affairs has produced a variety of other undesired characteristics within the UN system, including an inclination towards competition between agencies instead of the maximisation of opportunities for developing complementary functions and programmes.

Often driven by rigidly hierarchical organisational structures and a management system that demanded kudos from the respective agencies, it became difficult for UN organisations to establish effective horizontal links at the field level. Specific dimensions of these problems have, at various times included:

- ◆ vertical communication channels and insufficient inter-agency consultation regarding programming within agencies;
- ◆ insularity of agencies with respect to programming;
- ◆ *ad hoc* determination of programme targets;
- ◆ non-participatory methodology or procedures in programme design;
- ◆ duplication and/or too scatteredness of activities and waste of resources; inadequate attention to sustainability.

As a result of problems such as the above, agency programming has been poorly co-ordinated at field level and too frequently characterised by a surfeit of programming cycles and overlapping projects on the one hand, and, limited sustainability and scant overall impact, on the other. In view of these circumstances, member states advised the General Assembly of the need for the UN system to streamline its programming in order to eliminate duplication and maximise the impact of development assistance.

While the above description reflects the general observations and feeling at global level, the weaknesses and strengths of the Ghana UNS are presented in the following two sub-sections.

#### **4.1.2 Weaknesses in UNS co-ordination in Ghana**

A review of current UNS developmental activities in Ghana reveals a number of deficiencies that reflect some of the problems mentioned above. Manifestations of these weaknesses in coordination of the UNS in Ghana have included:

- ◆ Lack of efficacy of the Country Strategy Note (CSN) in mobilising resources and evaluation of UNS country level performance. The Country Strategy Note (CSN) is a document that provides a basis for dialogue between the GOG and the UN system with a view to establishing a coordinated programme of UN co-operation based on Ghana's own established priorities. The CSN also indicates how resources from UN agencies can be best mobilised in support of the nation's priorities and development plans on development. Another important function of the CSN is to provide a basis for evaluating the delivery of UN system assistance in Ghana. While it is well recognised that many country programmes of UN organisations are inspired by the CSN, its functions in resource mobilisation and evaluating UNS performance are yet to be fully utilised through better coordinated communication between the UNS and Government.
- ◆ Lack of harmonisation in the programming cycles of UN agencies. At present, UNICEF and UNFPA have the same five-year programme cycle 1996-2000. However, UNDP's programme is based on a three-year rolling plan which also ends in the year 2000. WFP has a five-year programme cycle which started in 1998 and ends in 2002. WHO operates on a biennial basis, while cycles vary by project for the other UN agencies. The current 3 year programme cycles of both the IMF and the World Bank will end by the year 2000. Bearing in mind that *Ghana Vision - 2020* is based on a five-year rolling cycle with the first plan period ostensibly running from 1996 to 2000, harmonisation of the UN agencies' programme cycles with the Government's national planning framework will ultimately enhance co-operation among UN agencies and the GOG. In this regard, it is now expected that most of the programme cycles would have been harmonised by the year 2000.
- ◆ The duplication of effort in the preparation of Country Programme (CP) documents. While it is reasonable for each agency to require country strategy outlines (country notes, advisory notes) based on their individual mandates, the plethora of documents and duplication of national situation analyses in documents of the agencies of the UN system should be avoided. The CSN, which has sections on national situation analysis and on principal development issues in Ghana, could serve as an appropriate reference for this purpose.
- ◆ The lengthy duration and costly procedure of the country programme formulation process. The duration of the CP formation process differs according to the length of the programme cycle of the individual agency. Agencies with 5 year programme cycles spend 16-18 months on the formation process, while 6-12 months is the average for agencies with shorter programme cycles.

In general, UN assistance is positively contributing toward the achievement of GOG objectives, especially in poverty reduction. However, the impact of UN assistance could have been measurably improved if UNS co-ordination and collaboration is strengthened. This could help to avoid scatteredness and duplication of activities and insufficient dynamism in some areas as well as removal of waste of scarce resources and increased impact. While efforts are being made to improve the coordination in many common and cross-cutting areas such as governance, environment and gender, the need for enhancing the coordination beyond the layer of information sharing and its institutionalisation to sustain the coordination process remains a challenge which this UNDAF is expected to address.

Although there is an increasing trend in sharing country programmes and participation of other UN organisations in their preparation at some stage, a critical aspect of programming inadequacy is due to an absence of appropriate consultation at the conceptual, programme/project formulation, and planning stages. As indicated in section 4.1.1, above, the

main contributory factors to this include: limitations imposed by individual agency mandates; differing pre- and post-intervention reporting formats; and different degrees of decentralisation among agencies. A related problem is due to the different approaches to development adopted by the agencies, with each agency believing its own approach is best, coupled with an insensitivity toward recognising the respective roles and mandates of agencies. As a result, there are mutual misgivings arising from concerns about perceived trade-off between agency visibility, pooled programming, efficiency and desired impact.

Finally, yet another weakness has been finding an appropriate balance in resource allocation between programme/project implementing agencies and target beneficiaries. While support to implementing agencies may contribute to building their capacity, questions about the sustainability of these interventions have raised doubts about their long-term impact. Moreover, there are obvious opportunity costs of this strategy in relation to the potential benefit of UN assistance to the main intended targets, namely, poor people and disadvantaged communities.

In sum, as reflected in the summary table on the tool for UNDAF programming shown in chapter 5, the lessons of these and other weaknesses have informed and influenced the design of the proposed future UNS response to national priorities within the context of UNDAF.

#### **4.1.3 Strengths in UNS co-ordination in Ghana**

The various coordination initiatives that were undertaken prior to UNDAF, indicate that most of the weakness described in section 4.1.2 were already recognized by the Ghana-UNS, and that the willingness to take corrective measures existed. Some of the major strengths of the System are described below.

The diversity of specialisations of UN organizations and the expertise therein are prominent among the major assets of the UNS. There are about 20 UN agencies and BWIs operating in Ghana (both with and without resident mission) with different mandates, responsibilities and scope of operations encompassing a wealth of expertise.

At national level, operations of the Ghana UNS are guided by the national priority areas spelt out in the Country Strategy Note (CSN) which in turn was underpinned by the national development goals enshrined in Vision 2020. The collaborative spirit among the UNS demonstrated at the time of the formulation of CSN was reinforced during the CCA exercise and the follow-up process as described in Section 3 of this document.

The good working relationship and the collegial spirit among the Heads of Agencies and the regular consultation and interaction forum (HOA monthly meeting) attended by all Heads of Agencies including the BWIs all contributed to the relatively smooth start of the UNDAF exercise and conclusion of the formulation phase. The fact that all resident Funds, Programmes and Specialized Agencies including the BWIs, UNU and UNIC are party to the current UNDAF, is indeed unique, and indicates a turning point in the way the UN System operates at country level.

The increasing trend towards government led sector 'investment' programmes and thematic programming that are creating avenues for greater coordination among development partners, is an important strength in favour of UNS operations. This micro level coordination is being brought together at macro-level through the CG preparatory process that is strongly led by GOG and co-chaired by the World Bank where the UNS is playing an important role.

## **4.2 Implications for UNDAF**

As the CT commits itself to work towards a coherent, united and responsive UNS, the major implication for UNDAF of the strategic lessons learned as described is setting a systematic process for change. The change process will be of an evolving nature targeted at minimizing and/or eliminating the weaknesses identified on the basis of, and further building upon the strengths that exist. The main elements are described below.

### **4.2.1 Collaborative programming**

In line with the aims of the UNDAF, UN agencies should seek to promote closer collaboration in programming at the country level. This would reinforce the complementarity among the agencies and optimise the use of scarce resources. Progress toward this objective will require intensified consultation and planning, in support of the improvement of both horizontal and vertical links. The immediate purpose of these consultations will be to identify and establish common policies and areas for complementary programming at the field level.

### **4.2.2 Catalytic role of UNDAF institutions**

As the CT and the TWG works through the UNDAF process, commitment to the concept of collaborative programming will be reinforced. In the longer run, the respective country programmes of the various agencies will be streamlined and better integrated.

### **4.2.3 Complementarity in programming**

It is already evident that the UNDAF CT is pursuing and developing an agenda to consolidate their interdependence. Activities in this vein include:

- ◆ deepening the direction already embarked on, and sharing information on respective country programmes;
- ◆ identifying gaps within their respective programmes as well as within the UNS operations, and taking appropriate measures to narrow the gaps;
- ◆ expanding the areas of collaboration coupled with collaborative resource mobilisation;
- ◆ generating common operational and administrative services that would enhance efficiency and effectiveness of UNS operations; and
- ◆ generating new and collaborative programmes and/or innovative methodologies which would be supported by common resource mobilisation.

### **4.2.4 Common database**

Collaborative programming will derive its strength from a streamlined common database. Efforts are already underway within the UNDAF process in Ghana to institutionalise a common database. All the UN agencies have submitted to the TWG their respective lists of indicators that monitor progress toward achievement of the goals of the various international conferences and summits. The list has been consolidated and discussed with GSS and ISSER so that a common database can be finalised and regularly updated to meet the needs of the UN agencies. The GSS and ISSER are expected to contribute both technical and research expertise as well as valuable local knowledge to the design and institutionalisation of the database.



#### **4.2.5 National participatory programming**

The Sector Programmes and Thematic Programming in Ghana have provided a rare opportunity for development partners to actively programme together. They are based on a forum that is chaired by a relevant government organisation in which development partners including donors, CBOs as well as public and private sector interests sit together and design and plan programme activities together. This enables efficient planning as well as effective resource mobilisation. The approach holds considerable promise as a modality of the future collaboration which will reinforce and enhance and, at the same time, benefit from the UNDAF process.

#### **4.2.6 UNS/Development partners relations**

The CT will have to ensure that internal collaboration within UNS also include non-resident agencies operating in Ghana, and linkages are maintained with regional agencies and regional initiatives, especially the (UN Special Initiative for Africa (UNSI)).

The CT will have to ensure that the UNS operational contact with GOG (as is as practicable as possible at all levels) is better coordinated to avoid duplication. Improvements in harmonization of cycles, programming procedures, and collaborative programming will contribute towards minimizing duplication efforts especially in the development of country programmes.

Similarly, the UNS operational contacts with the donor community (bilateral and multilateral donors and NGOs) will have to reflect the collaborative spirit within the CT.

## **5. The Common Framework of UNDAF: The Proposed Common Response to National Priorities**

### **5.1 Objectives for UNDAF and strategic approaches to address these objectives**

Within its own development priorities, the GOG has indicated in the Country Strategy Note (CSN) that the UN system as a whole should develop detailed programmes for each of the following priority areas:

- > Sustainable human-centred development
- > Outward-oriented economic development
- > Good governance

Individual Funds, Programmes, and Specialised Agencies including the BWIs have formulated their respective response to these priority areas and recent developments on the basis of their mandates and responsibilities (See Annex 6.2 for summary of mandates and operational activities of individual agencies).

Within the three overarching priority areas towards which the UNS support is geared, the CT has identified eight interrelated common thematic areas that are the focus of this first collaborative UNDAF. These common thematic areas are: good governance and development management, poverty reduction, health, HIV/AIDS, education, environment, agriculture and food security, and gender. The programmes and strategies that are currently being pursued under these themes are summarised below. The summary of profiles provided by each agency is also tabulated in Annexes 6.3.3 to 6.3.8 of this document.

#### **a. Good governance and development management**

Broadly defined, this thematic area covers a wide range of challenges, from improving the workings of the executive (including public service management and reform programmes), the legislature, the judiciary, and the decentralisation and democratisation process, to promoting civil society participation, supporting the role of private sector in good governance and management of development at both macro and micro levels.

In this context, all the UN organisations in Ghana as well as the Bretton Woods Institutions (BWIs) are actively supporting good governance and development management. This is especially true as far as strengthening counterpart capacity for good development management is concerned. The BWI provide support in the context of IMF's Extended Structural Adjustment Facility arrangement, and the parallel World Bank-financed adjustment programmes. The Bank is also funding improvements to the budget formulation and management system. UNDP has a specific good governance and development management programme in support of Parliament, the Judicial System, Independent Constitutional Commissions, Civil-society participation. Private Sector Development and the decentralisation process. UNICEF reinforces the decentralisation process by supporting the Ministry of Local Government and Rural Development (MLGRD) and selected district assemblies.

At the national level, a partners' group on governance has been instituted to co-ordinate donors' activities and share information in the area. The UNS interest in the area of democratisation, decentralisation and public sector reforms are represented by UNDP,

supported by other agencies active in specific areas of governance. After the November 1997 Consultative Group Meeting, a Government-Donor Economics and Finance Coordinating Group was formed under the co-chairmanship of the Minister of Finance and the World Bank Country Director, to deepen the dialogue on these broad economic concerns.

## **b. Poverty Reduction**

The primary goal of current development assistance to Ghana is poverty reduction. As a cross-cutting area, all agencies are contributing to this goal along a three pronged approach upon which Government's strategy rests. The first approach relates to the substantial broad based, private sector led economic growth aimed by the Vision 2020, targeting an annual rate of 7-8 per cent. But such growth is intended to be broad-based, with particular emphasis on labour-intensive industry and on agriculture, and with a much greater reliance on private sector development. Supporting this growth process is the primary element of the World Bank's activities in Ghana, through adjustment lending, investment in economic infrastructure, and support for the "Gateway" industrial development programme. The second element is investment in human capital which is a common theme for all the UNS activities in Ghana (see (c)-(e) below).

The third element of the poverty reduction strategy is targeted programmes, especially for those not benefiting directly or immediately from the economic growth revival. The principal areas of concentration at present are food security and nutrition, income generation and employment and the provision of basic social services. The major strategic approaches that have been adopted by the UN system to reduce poverty are capacity building through human resource development (HRD); empowerment of communities through advocacy and social mobilisation; service delivery; and the provision of equipment and infrastructure. Specific interventions adopted by UNDP, UNICEF and UNFPA, for example, include the provision of credit through revolving fund-type facilities. Also WFP directly provides food assistance to vulnerable groups and for the development of infrastructure.

A new initiative is the Social Investment Fund, which lends funds provided by the African Development Fund, but with management support from UNDP, and design support from the World Bank. Under UNDAF, the UNS is exploring new ways for the institutions to collaborate in support of poverty reduction initiatives, under the aegis of the UNDP-supported National Poverty Reduction Programme.

## **c. Health**

The SIP promoted by the World Bank, DANIDA, DFID and EU with the collaboration of WHO, UNICEF and UNFPA, ensures that the Ministry of Health retains ownership and leadership of the health sector development programme.. The health sector is supported mainly by WHO, UNICEF, UNFPA and WFP whose development assistance is provided in the form of policy development, HRD, service delivery and equipment and supplies. Focusing mainly at the district level and promoting the involvement of public, nongovernmental and private sectors as well as community-based organisations, these agencies help strengthen the capacity of the health sector to promote health, prevent and control the spread of diseases, improve child survival and the reproductive health and nutritional status of the population.

The Ghana health partners group, comprising donors active in the sector, government and other stakeholders, meet regularly to review policies and programmes, share information and co-ordinate donor support. WHO takes the lead in representing UNS interest supported by other agencies active in the area, such as UNICEF and UNFPA.

Under UNDAF, programme staff from WHO, UNICEF, UNFPA and WFP are encouraged to establish stronger ties and meet periodically to share information and determine areas of collaborative programming. UN activities under the Health sector, including support to the Health SIP, should be reviewed jointly at the end of the year. There is also room for collaboration in conducting Situation Analyses of the Country Health and Nutrition situation, since duplicated efforts can be seen in this area.

**d. HIV/AIDS**

In Ghana, the joint action by the UN on HIV/ AIDS is the UN reform in action. The UN Thematic Group on HIV/AIDS aims at fostering an expanded national response and supports the government in the area of advocacy and empowerment through capacity building at all levels. The UN adopts the "International Best Practice" which refers to the use of approaches which have been scientifically proven to achieve the desired behaviour change.

The GOG is being encouraged to constitute a partners group meeting along the lines that have been promoted in other thematic areas. This will help in addressing those HIV/AIDS-related issues that are inter-sectoral in nature. The UNS will collaborate with government in undertaking the necessary studies and steps in that direction.

**e. Education**

All agencies are directly or indirectly involved in education with major emphasis on basic education followed by professional and vocational skills reinforcement. Capacity building through HRD, policy and curricula development and provision of equipment is the major strategic approach. The World Bank is the lead donor agency providing infrastructure.

The UNS is supporting the Ministry of Education in implementing the Free Compulsory Universal Basic Education (FCUBE) programme. The UNS encourages the revival of the Education Partners Group for use as a forum for policy dialogue and Sector Programme discussions.

**f. Environment**

Given the importance and the cross-cutting thematic implication, it is worth noting that some agencies have included environmental issues into their programmes. UNDP has a specific programme (Capacity 21 and GEF related). The World Bank is supporting the Ghana Environmental Resources management Project (GERMP) and the Coastal Wetlands Project, and many of its projects have environmental components. UNU, FAO, and UNIDO are supporting research activities. In addition, WFP and FAO support forestry, afforestation and agroforestry programmes in the country since the late 1970s.

Active agencies in this area are encouraged to promote setting up of a partners group forum for policy dialogue and programming.

**g. Agriculture, rural development and food security**

UNDP, UNICEF, FAO, WFP, UNIDO, WHO, the World Bank and UNU are active in this area. Emphasis is on sustainable food security and capacity building through integrated rural development, research, HRD and equipment and infrastructure. With FAO and World Bank support, the government has developed and accelerated Agricultural Growth Strategy, and is now considering applying the SP approach to the agricultural sector to implement the

strategy. At national level, discussions are underway to establish a partners' group for this thematic area under the leadership of the Ministry of Food and Agriculture, through which the UNS system support to the area will also be co-ordinated.

#### **h. Gender**

The general strategy of the UNS in Ghana in this cross-cutting area is human resources development. Current sectors of concentration are education and vocational training, health and child bearing and economic activities. However, while all the agencies have programmes on gender, the overall focus of the UNS is nonetheless limited and scattered. Given its particular importance and in response to current deficiencies, the UNCT proposes special collaboration on gender issues under the RCS. This will involve setting up a working group of gender specialists and/or agencies' focal points, guided by the CT and in support of the RCS. The group will, *inter alia*, be responsible for collective follow-up and monitoring of the outcomes and commitments of the Beijing Conference at national level. It will also identify areas for collaborative programming.

### **5.2 Strategic approaches of Funds, Programmes and Specialised Agencies for interrelated priorities**

#### **5.2.1 Common strategies**

The UNS is currently concentrating its development assistance for social development in Ghana toward the major goal of poverty reduction. At present, the most promising approaches for coordinated UNS programming are Sector Programmes, complementing the programme approach. UNICEF and the World Bank are very committed to this approach. Other agencies such as UNFPA and WHO have also been involved and are active in negotiations on the health sector SP. However, UN rules and regulations need to be reviewed and revised to accommodate SPs.

Advocacy and capacity building focused on HRD, research and policy development with the necessary management information system infrastructure, service delivery and empowerment are the chief strategies that have been adopted by the UNS in all programme areas in Ghana.

UN resources are channelled entirely through various Government and non-governmental bodies. Collaboration with NGOs and civil-society organisations has in recent years increased in all areas and with a wider range of agencies. With the increasing importance of research and MIS activities, UNS collaboration with universities and similar bodies is also increasing.

The Ghana-UNS supports the objectives of interrelated regional and international development initiatives in general and UN Special Initiative for Africa (UNSIA), in particular. Collaboration under the UNDAF is expected to improve the impact of UNS operations in achieving the Ghana chapter of UNSIA objectives. To this end, the CT will continue to work closely with the UNSIA secretariat and lead UN agencies at the regional level, i.e., UNSIA secretariat, the World Bank and the UNDP-Africa Bureau.

#### **5.2.2 Financial focus**

Total UNS resources allocated to Ghana for this UNDAF cycle (i.e., 1998-2000) is estimated at US\$ 760 million. This is a significant amount and represents around 75 per cent of total Official Development Assistance (ODA) to Ghana.

Resource allocation by individual agencies by common thematic areas is presented in Table 5.1. Figure 1 presents agencies' share in the total UNS support to Ghana which highlights the importance of BWIs. Figure 2 presents the focus of financial allocation by common thematic area.

Resource mobilisation is conducted on an individual agency basis. There may be more impact in mobilising as a group on a thematic basis. Each thematic area would be led by the most appropriate agency in terms of comparative advantage, with the other agencies preserving their technical and administrative identities in implementation.

**Table 5.1 UNITED NATION SYSTEM RESOURCES FRAMEWORK: CURRENT CYCLES (1998 - 2000) <sup>1</sup>**

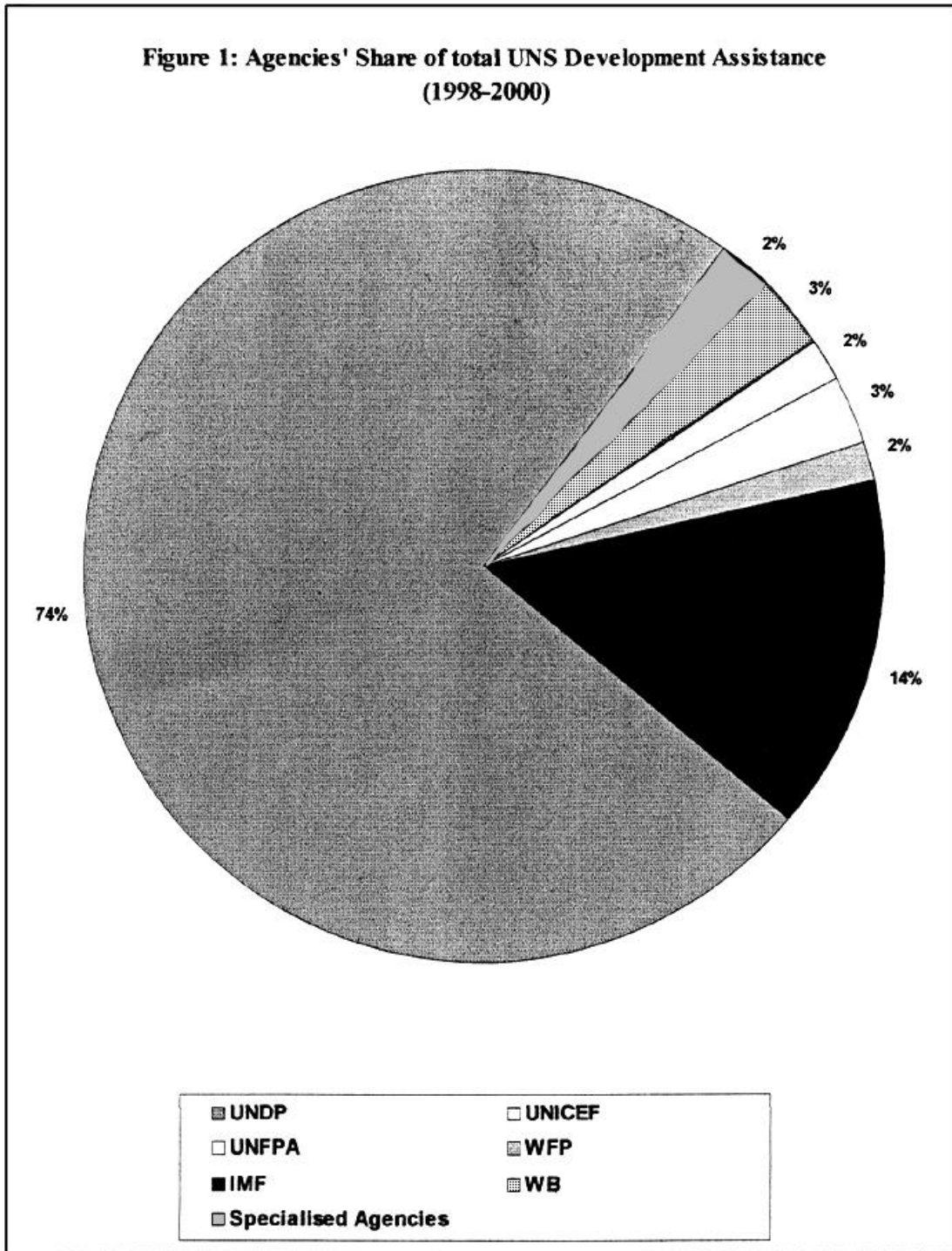
AGENCY/ ORG	SOURCE OF FUNDS	GOVERNANCE	POVERTY REDU	HEALTH HIV/AIDS	EDUCATION	ENVIRON.	AGRIC. & FOOD SECU.	GENDER	OTHERS	TOTAL
UNDP	Trac 1 & 2 Parallel	4,538,000 150,000	11,800,000			750,000 90,000		1,230,000	5,500,000	23,818,000 240,000
UNICEF	General Supplementary	329,000	829,000 958,000	1,564,000 2,657,000	560,000 1,144,000		542,000	cross-cutting	3,898,000 125,000	7,722,000 4,884,000
UNFPA	Regular Other	1,000,000 500,000	cross-cutting	10,500,000 3,600,000	1,500,000 500,000			1,500,000 500,000	1,000,000 500,000	15,500,000 5,600,000
WFP			cross-cutting	5,000,000	2,500,000	2,400,000	1,280,000	cross-cutting	340,000 Refugees	11,520,000
WHO	Regular Extra reg. bud.			3,600,000 5,500,000						3,600,000
FAO*	Regular Other						600,000 750,000	cross-cutting		600,000 750,000
UNHCR*										
UNIDO <sup>2*</sup>		700,000	1,050,000	850,000		1,700,000	500,000	600,000	950,000	6,350,000
UNU <sup>3*</sup>										
WB	Regular	5,000,000	30,000,000	35,000,000	105,000,000	18,000,000	40,000,000	cross-cutting	330,000,000	563,000,000
IMF									110,000,000	110,000,000
TOTAL		12,217,000	44,637,000	68,271,000	111,204,000	22,940,000	43,672,000	3,830,000	452,313,000	759,084,000

<sup>1</sup> UNDP, UNIDO, IMF and the World Bank cycle are for the period 1998-2000. IMF's financial figure reflects only 1998. WFP cycle is for the period 1998-2002. WHO ' financial figure reflected for the periods 1998/99 and 2000/1.

<sup>2</sup> Figures indicated cover also pipeline-projects, realisation depends on resources mobilisation

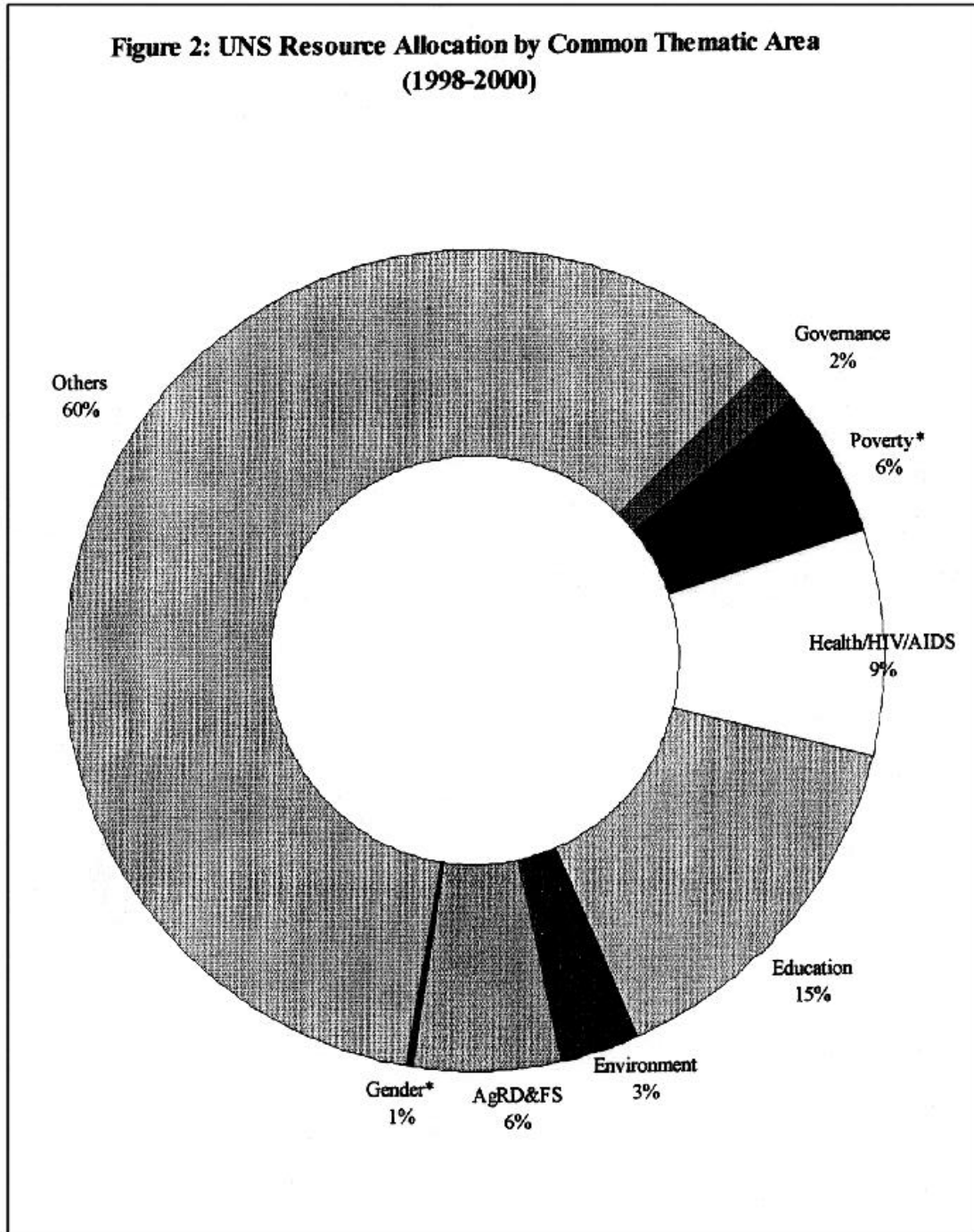
<sup>3</sup> UNU is a regional institute; (\*) indicate non-funding agencies.

**Figure 1: Agencies' Share of total UNS Development Assistance (1998-2000)**





**Figure 2: UNS Resource Allocation by Common Thematic Area (1998-2000)**



\* Note that these are related to special programmes focused on gender and poverty reduction. Gender issues are mainstreamed in all UNS operations. All UNS programmes contain poverty reduction element.

### 5.2.3 Summary of constraints and strategies for UNDAF

On the basis of the lessons learned from UN development assistance in Ghana as outlined in chapter 4 and also from the current UNDAF exercise, Table 5.2 presents a summary of the constraints identified and lays out proposed procedures to improve UN inter-agency collaboration in Ghana.

**Table 5.2 UNS COLLABORATION CONSTRAINTS AND THE WAY FORWARD**

Current constraints	Strategies for future improvement
<b>Common and cross-cutting priority areas</b>	
Lack of appropriate consultations at conceptual, programme/project formulation, and planning stages; differing agency approaches to development. Lack of recognition of agency roles and mandates	<ul style="list-style-type: none"> <li>a) Clear description of respective agency responsibilities (technical, financial, otherwise)</li> <li>b) Identification of key core collaborators followed by broad consultations with other non-core stakeholders to review planned activity</li> <li>c) Share country programmes and undertake common planning</li> <li>d) Clear-set goals, tasks and time frame</li> <li>e) Utilization of the CCA in synchronizing programme planning</li> <li>f) Adopt common strategies directly relevant to Government objectives</li> <li>g) Develop common vision on development and an operational framework for UNS</li> </ul>
Inadequate mechanism for collaborative programming  Within the system collaboration is based on goodwill. There is no framework in place.	<ul style="list-style-type: none"> <li>a) Create budget for collaborative planning workshops/ retreats and other UN activities</li> <li>b) Establishment of a Local Project Review Committee to review projects to further promote inter-agency consultation and collaboration</li> <li>c) UNAIDS, Gender and Human Rights policies and collaborative activities to be coordinated by the UNCT.</li> <li>d) Create mechanisms for common technical review, planning, implementation and monitoring and evaluation</li> </ul>
Limitations imposed by individual agency mandates, pre and post-intervention reporting formats, different degrees of decentralization among agencies	<ul style="list-style-type: none"> <li>a) Cooperation and understanding at HQ and regional levels</li> <li>b) Support from respective HOA</li> <li>c) Uniform reporting format at country level for collaborative programmes</li> <li>d) Harmonization of programme procedures</li> </ul>
Agency visibility vs. pooled programming vs. efficiency and desired impact	Closer collaboration among UN organizations and government counterparts to develop common programmes while retaining agencies' visibility and identity. This initiative has already started through sector programmes.
<b>common strategies, target beneficiaries, collaboration and geographical coverage</b>	
Not reaching target beneficiaries sufficiently	devise strategies for attaining balanced focus between institutions and community as well as balance between national and local government..
Lack of geographical balance in targeting intervention	<ul style="list-style-type: none"> <li>a) consider merits of area-based programming</li> <li>b) discuss joint coverage strategy</li> </ul>
<b>Relating to GOG priorities</b>	

<b>Current constraints</b>	<b>Strategies for future improvement</b>
Uncoordinated communication with Government	<ul style="list-style-type: none"> <li>a) on priorities</li> <li>b) Inclusion of Government contribution for sustainability</li> <li>c) UNS should coordinate their contacts with GOG to avoid duplication</li> </ul>
UNS Procedures inadequate for accommodating SPs and TP. a) Common agreement with Government	<ul style="list-style-type: none"> <li>a) At all levels UNS should decide on a common approach to SPs and TP</li> <li>b) rules and regulations require amendments to accommodate SPs</li> </ul>
<b>Synchronization of programme preparation processes</b>	
Programme cycles not fully harmonized.	Harmonize the different programme cycles into an identical time-span from the year 2001.
Duplication in the CP preparation documents, lengthy duration and costly procedure of CP Formulation Process	<ul style="list-style-type: none"> <li>a) CCA indicators should be used as the basis for a common analysis</li> <li>b) sector specific documents should be jointly developed by those agencies involved in the sector.</li> <li>c) simplify procedures to be cost effective and less time-consuming</li> <li>d) collaborative preparation processing where possible (ex UNFPA, UNICEF, WHO for health sector)</li> </ul>
<b>Resources and Mobilization</b>	
Manpower problem/ Frequent changes in staff assigned in collaborative activities and/or areas of common interest  Competition for funding/Inadequacy, delays in resource provision  Individualized resource mobilization	<ul style="list-style-type: none"> <li>a) Joint fielding of agency personnel</li> <li>b) Allocate adequate time to UN thematic group meetings</li> <li>c) Greater stability in the composition of collaborators in an activity</li> <li>d) Coordinated approach to resource mobilization, clear agreement on resources, clearly presentable contributions from agencies</li> <li>e) Creation of an UNDAF Fund to support collaborative activities and technical expertise</li> <li>f) collaborate as a UN-family in resource mobilization on thematic basis</li> </ul>

### 5.3 Ghana-UNS Framework for Collaboration, 1998-2000

In response to the problems and constraints outlined above and capitalising on existing mechanisms, the UNS in Ghana will take the following steps in programme operations and also in administrative areas to enhance its collaborative efforts with a view to improving the efficiency and effectiveness of UN development assistance in support of the country's development objectives. An implementation time frame and bench marks for the 1998 - 2000 period as well as a workplan for 1998 are presented respectively in Table 5.3 a and Table 5.3b.

#### 5.3.1 Programme operations

In order to eliminate or resolve identified problems such as the inadequacy of consultations, constraints imposed by agency mandates and weak mechanisms for collaborative programming, the Ghana UN-system will take the actions outlined below:

1) *Common programme register:*

The UNCT meets regularly at the level of heads of agencies to discuss programme operations and thematic issues. The process for the formulation of this UNDAF has generated a record of UNS programme summaries (Annexes 6.2. and 6.3) and detailed information along the common thematic areas that form the basis for a common register of operational activities of the Ghana UNS. The register will be further expanded to reflect who is doing what, with a view to enabling the system to identify complementarities, or lack thereof. UN organizations will provide operational information on projects/programmes on approval, expansion and/or termination of projects'/programmes' components to enable timely maintenance of the register for up-to-date information on the operational activities.

2) *Common database:*

Ghana conducted its first CCA: in 1997. One of the most useful aspects of the exercise was that it produced a common database through which identification of data gaps was made possible. Compilation of a list of common indicators by the CT is in an advanced stage. Monitoring indicators of the various UN sponsored summits, the mandates of UN organizations operating in Ghana, and monitoring indicators of performance in the national priority development areas form the basis for compiling the list of common indicators. The list, where appropriate, requires data disaggregation by gender, district region and area.

CT is currently expanding and institutionalising the database for regular update of the CCA. This will provide the UNS with a common starting point and will serve as an essential instrument for future programming, planning, monitoring and evaluation. The UNS will thus be able to set clear goals, tasks and time frames to support the national development challenges.

The CCA "database takes cognisance of the on line database maintained by the World Bank. Complementarity of the two databases will be ensured throughout the establishment and maintenance process of the CCA database. The usefulness of the database as a common reference document by a wide section of development partners will be ensured by the leadership role of the Government in the research and data collection and management process.

3) *Programme cycles harmonisation:*

Harmonisation of cycles should not be restricted only to synchronisation of financial commitments for identical time-spans. More meaningful is the synchronization of activities and finances over a given time frame. In order to achieve maximum impact and output, the UNS aims at synchronising both financial and activity cycles. In this way, agencies will complement each other in a holistic manner to the mutual benefit of all parties involved.

Concrete steps towards harmonization and synchronisation of programming and cycles will begin with those Programmes and Funds whose cycles start and end at the same time. The next country programmes of UNFPA, UNICEF and UNDP will set off the first phase of such harmonized and synchronized programming.

4) *Participation in respective agencies Country Programme formulation, and Programme/Project Review/Appraisal Committee meetings, monitoring and evaluation*

The CCA, jointly developed sector specific documents, simplified cost-effective procedures and common programme preparation will all be used to avoid duplication, reduce costs and the duration of country programme formulation processes.

Common participation in programme/project review committee meetings already exists. Furthermore, Heads of Agencies discuss monitoring, assessment and evaluations issues at their monthly meetings. This type of collaboration improves the quality of programmes and implementation. It will be reinforced by involving those agencies with specific interest in given programmes/ projects.

5) *Common annual and mid-term reviews:*

In order to reduce duplication in programme/ project formulation, evaluation and monitoring processes, and to enhance interagency complementarity, annual and mid-term reviews of ongoing programme activities involving all major stakeholders will be conducted together, according to the common thematic areas.

6) *Common thematic reviews*

In line with the GOG's approach to establishing SPs and TP, the UNS is supporting the formation and strengthening of thematic groups. In the health and education sectors, this process has reached an advanced stage (on consultative basis, stakeholders meet monthly) under GOG chairmanship, to share information and discuss pending issues. Similarly, meetings have been constituted for population, environment, poverty reduction, agriculture and food security, and good governance and development management.

The UNS will utilize this mechanism to voice its concerns through the lead agency on a specific theme with the support of other agencies active in the respective areas.

A mechanism for coordinating UNS action for HIV/AIDS exists through the UNAIDS thematic and technical working groups. The UNS is encouraging government to create a national thematic group for HIV/AIDS along the lines described above. A collaborative UNS/GOG/bilateral donors assessment mission will be undertaken.

7) *Collaborative resources mobilization:*

The UNS looks forward to mobilizing resources together in areas of common interest to move into a mode for collaborative activities under selected thematic areas.

8) *CT and the Consultative Group process and Co-ordination:*

The Consultative Group for Ghana has been on a two year cycle, with meetings in Paris chaired by the World Bank. As noted, as a follow-up to the November 1997 Ninth CG, a "local CG" has been formed and is co-chaired by the Government and the World Bank. This will meet quarterly in order to transform the CG into a continuous process, with periodic full CG meetings (possibly to be held in-country). The CG process is being strengthened by sectoral/thematic round table discussions and partners' groups, in which the UNS plays a critical coordinating and technical support role. The discussion on the CG preparations will be regularized in the Agenda of the HOA monthly meetings.

9) *Collaborative positions with Sector Programmes (SPs) and Thematic Programming (TP):*

The UNCT has already opted in favour of SPs and TP. They are already accepted by the UNSIA as a credible medium for collaborative programming and resource mobilization. Furthermore, it was agreed during the November 1997. Consultative Group meeting that coordination at the macro level needs to be strengthened to rationalise and harmonise SPs and TP. Therefore, it was agreed that macro level coordination, involving development partners, will be institutionalised under the leadership of the Ministry of Finance (MoF).

Operationalisation of the health sector investment programme is far advanced and an education sector SIP has been resuscitated. A similar approach is being initiated for the Agriculture and Rural Development.

*10) Common annual retreat:*

An annual retreat of UNS, GOG and other development partners is to be organised in the first quarter of each year to assess prior activities and prioritise collaborative activities for the forthcoming year. Retreats on thematic issues may be organized as necessary. The retreats are to be co-chaired by GOG and UNS.

Other areas that may require retreats include issues of strategic nature and/or that have regional dimension that would involve regional offices' of the UNS, inter-governmental structures, and other development partners. Issues of this nature will be identified by the CT/RCS and a time table will be set up for adequate preparation.

*11) Adaptation of procedures, rules and regulations:*

UN procedures require revision and adaptation to be able to accommodate more collaborative in-house processes as well as the GOG's SPs and TP approaches. For example, programme formulation and planning procedures need to be reviewed. Similarly, procedures for creating a mechanism for common planning, review and monitoring should be devised. A uniform reporting format at country level for collaborative programmes needs to be developed. Inter-agency task forces at headquarters and country level should be set up for this purpose. Specific procedures and rules of individual agencies that prevent collaboration among the UNS will have to be identified and recommended for change.

### **5.3.2 Administration**

On administrative matters the collaboration among the UN agencies has been institutionalised along the following lines.

*12) Administrative group and common services:*

To rationalize and streamline common administrative support, the Administrative group and common services has been set up by the UNS and is operational. The group meets regularly and works towards common understanding and interpretation of the country situation and UN rules and procedures and uniformity of actions, improved services and optimal use of resources.

*13) Administration and common premises follow-up:*

The concept of UN house and common premises has materialised as most of the agencies already share common premises. In order to bring all UN Agencies in one UN house, a budget on agencies' requirements was submitted to the Ministry of Works and Housing by the RCS. The government has

responded positively and proposed a building to serve as UN common premises. A UN House Coordinating Committee will be set up to review agencies' requirements and to undertake the necessary arrangements that will facilitate the move to the UN House.

## **5.4 Monitoring implementation of UNDAF**

This section serves as a guide for the monitoring and assessment of the UNDAF implementation process and the collective impact of UN development co-operation at the country level.

### **5.4.1 Monitoring and evaluation of UNDAF**

In order to monitor effectively the UNDAF process, the way forward is to create a common monitoring and evaluation (M&E) unit within the UNS which will plan and implement the monitoring and evaluation process. The UNDAF M&E unit will be in charge of:

- preparing a workplan for UNDAF M&E activities;
- developing/identifying process, outcome and impact indicators and bench-marks to monitor progress in addressing the constraints raised in table 5.1;
- developing a common monitoring approach with each agency taking lead responsibility for area where it has comparative advantage.
- coordinating with the CT, GSS and ISSER to update the CCA database and to continuously support joint analyses.
- coordinating the monitoring of UN Conferences and Summits by the respective lead agencies and compiling UNS report on the country's performance in implementing the respective action plans.

The following points should be taken into consideration in the process:

- ◆ The UNDAF M&E Unit should comprise a small cell of UN professional staff to schedule and undertake periodic assessment of the implementation of activities undertaken within the context of UNDAF, and to support GSS/ISSER in monitoring activities;
- ◆ the common monitoring approach should consider agency mandate, priority nature and International Summits, Conferences and Conventions in categorizing areas to be monitored and assigning lead agencies;
- ◆ the CT should exercise leadership in the monitoring of UNDAF;
- ◆ the regional offices or headquarters of agencies without country representation should be regularly kept informed about the UNDAF process and given adequate time to communicate their inputs and comments;
- ◆ support monitoring of implementation of UN conferences and initiatives by respective lead agencies and/or thematic areas/ groups;

- ◆ coordinated efforts should be made for common annual and mid-term reviews on collaborative programmes; and
- ◆ monitoring visits to project areas should be conducted by all UN organizations involved in the specific project/programme.

#### **5.4.2 Indicators of progress**

Identifying indicators of progress in the implementation of this UNDAF will be part of the responsibility of the Monitoring and Evaluation unit. However, these indicators, although proxies for real performance improvement, may include the following:

- ◆ establishment of a UNDAF M&E unit to undertake periodic assessment and to support the GSS and ISSER in data collection, management and research;
- ◆ inclusion of regular reports on the performance of collaborative activities as a specific agenda item for the HOA meetings;
- ◆ establishing a UNDAF focal point for communication with regional offices and headquarters of those agencies without permanent local representation; and
- ◆ a retreat to assess implementation and determination of lessons learned from the first Ghana UNDAF process.

#### **5.5 Expected outcomes**

Enhancing the collaboration and coordination of UNS operations is the objective of this UNDAF cycle. On the basis of the agreed workplan, the following are expected to be achieved by the end of the cycle:

1. A culture of collaboration among the UNS would have been developed;
2. All activities within the workplan would have been implemented;
3. A second cycle CCA would have been completed and the second generation UNDAF would have been developed that would have been used as a framework for formulating individual country programmes for those funds and programmes whose cycle would be harmonized to commence by the year 2001.
4. DGO would have received adequate feedback on the CT's experience in implementing UNDAF



**Table 5.3a UNDAF-COUNTRY TEAM COLLABORATIVE ACTIVITIES BENCHMARKS 1998-2000**

Year	1998	1999	2000	Lead	Budget
<b>Collaborative activities</b>					
1. Developing common programme register	Established/Updated	Updated	Updated	RCS	5000
2. Expansion and institutionalization of the common database at GSS/ISSER	Established/Updated	Data shared	Data shared	CT	500,000
3. Programme cycles harmonisation	Proposal to DGO	2nd cycle CCA prepared, UNDAF formulated	Country programmes prepared (of those starting in 2001)	CT	300
4. Common involvement in respective agencies programme/project formulation, monitoring, and evaluation	Calendar/Ongoing	Ongoing	Ongoing	CT	15000
5.1. Common annual reviews	Calendar of reviews	Review performed	coherence enhanced	Agency/RCS	3000
5.2. Common mid-term reviews	Calendar of reviews	Review performed	coherence enhanced	Agency/RCS	3000
6.1. Good Governance review	Review performed	activities identified	coherence enhanced	UNDP/WB	10,000
6.2. Poverty Reduction Programme review	Review performed	activities identified	coherence enhanced	CT	10,000
6.3. Health Programme review	Review performed	activities identified	coherence enhanced	WHO/RCS	10,000
6.4. HIV/AIDS National Programme review	Review performed	activities identified	coherence enhanced	UNAIDS/CT	10,000
6.5. Education Programme review	Review performed	activities identified	coherence enhanced	UNICEF/WB/RCS	10,000
6.6. Environment Programme review	Review performed	activities identified	coherence enhanced	UNDP/RCS	10,000
6.7. Agriculture, Rural Development and Food Security review	Review performed	activities identified	coherence enhanced	FAO/WFP/RCS	10,000
6.8. Gender Programme review	Review performed	activities identified	coherence enhanced	CT	10,000
7. Collaborative resources mobilisation	activities identified	resources mobilized	resources mobilized	RCS	
8. Synchronised CG process and coordination	activities coordinated	activities coordinated	activities coordinated	RCS	9000
9. Collaborative positions with SPs and TP	activities coordinated	activities coordinated	activities coordinated	CT	4000
10. Common annual retreats within GOG and development partners	Calendar prepared per purpose of retreat	retreats organized	retreats organized	RCS	30,000
11. Adaptation of procedures, rules and regulations	procedures/rules identified	measures taken	programming simplified	DGO/CT	
12. Administrative group & common services	Workplan of Operations developed	Common services expanded	UN House and common services realized	RCS	500
13. Administration & common premises follow-up	UN House committee setup	UN House realized		CT/RC	80,000
<b>Total</b>					<b>729,800</b>

Table 5.3b UNDAF-WORKPLAN FOR 1998

Year	1998 Benchmarks	1998						Lead	Budget	
		July	Aug.	Sept.	Oct.	Nov.	Dec.			
<b>Collaborative Activities</b>										
1.	UN operations information Communication 1.1. Common register: identify and install system 1.2. update register 1.3. Interneting 1.4. HOA monthly meeting 1.4. RC Annual Report	System established and Updated	x	x	x	x	x	x	UNIC/RCS CT CT RCS CT RCS	5000
2.	Set up common monitoring and evaluation unit including expansion and institutionalization of the common database at GSS/ISSER 2.1. Set up an inter-agency M&E Unit with workplan 2.1. formalize establishment at ISSER and GSS 2.2. Finalize the discussion with stakeholders on the list of indicators 2.3. data update	Established/Updated	x	x	x	x	x	x	CT M&E M&E/CT M&E M&E	100,000
3.	Programme cycles harmonisation 3.1. respective agencies finalize discussions with HQ	Agreed to start with 2001						x	CT	300
4.	Common involvement in respective agencies programme/project formulation, monitoring, and evaluation 4.1. develop calendar of reviews	reviews systematized and Ongoing			x				M&E/CT	200
5.1.	Common annual reviews 5.1.1. Calendar of annual reviews	Calendar of reviews		x					Agency/M&E	
5.2.	Common mid-term reviews 5.2.1. Calendar of mid-term reviews	Calendar of reviews		x					Agency/M&E	
6.1.	Good Governance review 6.8.2. Set up time table of reviews with partners group 6.8.3. Brief CT on developments in this area	Calendar of reviews/meetings	x						UNDP/WB	2,000
6.2.	Poverty Reduction Programme review 6.2.1. Set time table of reviews with partners group 6.2.2. Brief CT on developments in this area	Calendar of reviews/meetings		x				x	CT	2,000
6.3.	Health Programme review 6.3.1. Set time table of reviews with partners group 6.3.2. Brief CT on developments in this area	Calendar of reviews/meetings		x					WHO/RCS	2,000

Year	1998 Benchmarks	1998						Lead	Budget
		July	Aug.	Sept.	Oct.	Nov.	Dec.		
<b>Collaborative Activities</b>									
6.4. HIV/AIDS National Programme review 6.4.1. Set time table of reviews with partners group 6.4.2. Brief CT on developments in this area	Calendar of reviews/meetings		x		x			UNAIDS/CT	2,000
6.5. Education Programme review 6.5.1. Set time table of reviews with partners group 6.5.2. Brief CT on developments in this area	Calendar of reviews/meetings		x		x			UNICEF/WB/RCS	2,000
6.6. Environment Programme review 6.6.1. Set time table of reviews with partners group 6.6.2. Brief CT on developments in this area	Calendar of reviews/meetings		x		x			UNDP/RCS	2,000
6.7. Agriculture, Rural Development and Food Security review 6.7.1. Set time table of reviews with partners group 6.7.2. Brief CT on developments in this area	Calendar of reviews/meetings			x	x			FAO/WFP/RCS	2,000
6.8. Gender Programme review 6.8.1. Set up a UNS Gender Group 6.8.2. Identify collaborative project for CT consideration 6.8.3. Set up time table of reviews with partners group 6.8.4. Brief CT on developments in this area	UNS Gender group set up and operational	x	x	x				CT CT GG GG GG/RCS	2,000
7. Collaborative resources mobilisation Identify collaborative projects	activities identified			x				RCS	
8. Synchronised CG process and coordination Regularize discussion at HOA meetings	activities coordinated	x	x	x	x	x		CT	500
9. Collaborative positions with SPs and TP	activities coordinated		x	x	x	x	x	CT	
10. Common annual retreats with GOG & development partners 10.1. Determine purpose and type 10.2. Set time table 10.3. Organized one retreat	One retreat undertaken			x	x		x	RCS	10,000
11. Adaptation of procedures, rules and regulations 11.1. Identify problem procedures and rules and communicate to DGO, as encountered 11.2. Document maneuverables for experience sharing	procedures/rules identified and communicated		x		x		x	DGO/CT	
12. Administrative group & common services 12.1. Develop and operationalize plan for common services taking into account eventual move to UN House w	Workplan of Operations developed and operational	x	x	x	x	x	x	RCS	100

Year	1998 Benchmarks	1998						Lead	Budget
		July	Aug.	Sept.	Oct.	Nov.	Dec.		
<b>Collaborative Activities</b>									
13. Administration & common premises follow-up 13.1. Set up and operationalize a UN House Coordinating Committee	Coordination of UN House operational			x				CT/RC	
Total									133100

## 6 ANNEXES

### ANNEX 6.1 References

Provisional Guidelines for formulation of UNDAF, 19 August 1997  
Vision 2020  
Medium Term National Development Plan, 1996-2000, NDPC  
Government of Ghana Sector Policy Papers  
Government of Ghana Budgets 1997/98  
Agencies Country programmes e.g. CAS, CCF, etc.  
The 1997 Common County Assessment  
Country Team Report on UNS/GOG/UNSIAT Retreat  
Typical SP and TP's approach in Ghana  
Sector Policy Papers

### ANNEX 6.2) Summary of individual country programmes

The major components and thrust of the country programmes of each member of the UNS CT, including the Bretton Woods Institutions, are briefly summarised below.

#### ANNEX 6.2.1 FAO

As an executing agency, FAO's programme in Ghana comprises regular programme activities and field programmes funded from extra-budgetary sources.

Regular programme activities include a series of projects for the following:

- ◆ control of the *sigatoka negra* disease in bananas;
- ◆ strengthening plant quarantine capabilities;
- ◆ development of support structure for irrigated agriculture;
- ◆ assisting Government with the design of long term mechanisms to support private forestry plantation and a flexible scheme for providing incentives to firms, land owners, communities and individuals;
- ◆ establishing land use planning procedures for sustainable land resources management; and
- ◆ the promotion of food security in the country.

Field programmes funded from extra-budgetary sources include:

- ◆ the preparation of a detailed proposal for a survey on cocoa tree stocks;
- ◆ assistance to UNDP (as part of its National Poverty Reduction Programme) to promote farmers' field schools to enhance crop production skills;
- ◆ integrated development of artisanal fisheries in Yeji;
- ◆ integrated control of aquatic weeds in the country;

- ◆ promotion of small scale and food processing programme in the Greater Accra Region; and
- ◆ support for the preparation of a national plan of action for nutrition. In the implementation of these programmes, close collaboration is maintained with other agencies of the UNS, particularly, UNDP IFAD and the World Bank.

### **ANNEX 6.2.2 UNAIDS**

UNAIDS is a small, catalytic programme rather than a new agency. It operates through the existing UN Resident Coordinator system and encompasses the AIDS-related activities carried out by its 6 co-sponsors. Therefore, UNAIDS

- ◆ Assists co-sponsors to identify programme areas which contribute to AIDS prevention, care and impact alleviation, and which draw on the comparative areas of expertise of each member.
- ◆ Establishes and maintains a database on country-level AIDS-related operations of UN organisations and where appropriate, other external partners.
- ◆ Assists members of the Thematic Group to co-ordinate their support to the country, and jointly plan, implement, and evaluate their contributions to the national response. This includes initiating technical working groups on appropriate topics.
- ◆ Assists Thematic Group members and other partners with the co-ordination of external support to the country, including fund-raising. Advocate with the national government to encourage a greater allocation of the national budget to AIDS activities.

UNAIDS role in relation to the national response involves:

- ◆ Assisting in the identification of needs for technical support and collaboration capable of strengthening the national capacity for an expanded multi-sectoral response to the epidemic.
- ◆ Assisting the Government and other national partners by providing technical and managerial support within its area of expertise and co-ordinate the provision of other required support.
- ◆ Promoting, developing and strengthening networks among all partners, with particular focus on communities and on people living with HIV/AIDS.
- ◆ Participating in AIDS policy development both locally and globally by providing feedback to UNAIDS Geneva on national response to the epidemic.

UNAIDS is the UN reform in action and already has policies and guidelines aimed at fostering closer relationship among UN members, promoting collaboration and joint/complementary planning, monitoring and evaluation of its co-sponsors response to the national epidemic. UNAIDS objective now is to further strengthen collaboration among the UN co-sponsors in the prevention of the disease.

### **ANNEX 6.2.3 UNDP**

The overall thrust of the UNDP Programme of support to Ghana for the period from 1997 to 2000 is on poverty reduction. Strategically, the emphasis is placed upon three sub-programmes:

1. Participatory methodologies at the grassroots level in poverty alleviation: In this area UNDP is collaborating with the Government of Ghana and other development partners in seeking to promote the involvement of the grassroots in the development process. This takes into consideration the need for the beneficiaries themselves to exercise self-drive, self-control and self evaluate. In implementing this sub-programme it is envisaged that the relationship between the local authorities and national institutions will be strengthened in support of decentralised development. Coupled with this is the support for the creation of a social investment fund that is expected to be operational by May 1998. Gender and environment are also factored into this sub-component, thereby reflecting the multi-sectoral nature of poverty.
2. The second sub-component is the Capacity and Utilization Programme which emphasizes the support to the private sector. It focuses on strengthening the capacity of the umbrella private sector interest activities including Micro enterprises, non traditional exports, banking etc.
3. The third sub-component is the area of Good Governance. This area focuses on strengthening the national institutions of Government including the executive, parliament, judiciary and constitutional commissions as well as making sure that civil society plays a role in the political process.

Twenty seven million dollar, divided among the sub-components, has been earmarked for the CP. In addition to this, the UNDP Resident Representative as the UN Resident Coordinator promotes collaboration within the UNS in country programming through the UNDAF process. Thus, within this framework UNDP participates in collaborative areas outlined in this report.

### **ANNEX 6.2.4 UNFPA**

UNFPA is currently providing a third cycle of assistance in the amount of \$25 million to the Government of Ghana for the period 1996 to 2000. The main objective of this assistance is to support overall national goals to ensure the achievement and maintenance of population growth consistent with economic growth in order to enhance quality of life. The CP also aims to enable Ghana consolidate current gains in meeting the challenges of its population policy - revised in 1994 to reflect ICPD goals - namely reducing high fertility, infant and maternal mortality rates; strengthening integration of population factors into the development planning process and advocating in favor of population policies and reproductive health at all levels. \$18 million are programmed from UNFPA's regular resources and \$7 million will be sought from other resources including multi-bilateral. At the national level the programme is coordinated by the National Population Council (NPC) in the Office of the President. It will also open up opportunities for expansion in collaboration with Government bodies, national non-Governmental organizations and private sector.

Population concerns are addressed in a holistic manner within three sub-programmes (Reproductive Health, Population and Development Strategies and Advocacy) in line with UNFPA's post-ICPD priorities. Cross-cutting dimensions such as gender concerns and women's empowerment, population IEC, operational research, data collection and analysis

are addressed within all sub-programmes. 70% of funds are allocated to reproductive health (RH) activities. UNFPA's assistance is focused at the primary health care level for the provision of integrated and accessible RH, family planning and sexual health, services including sexually transmitted infections (STIs), prevention of HIV/AIDS and reproductive tract infections (RTIs) through Ministry of Health (MOH) structures, community based activities, out-reach and community-based development (CBD) programmes of local NGOs. Decentralisation is supported by strengthening the capacity of District Health Management Teams (DHMTs) through development of MIS, management, clinical, and counseling skills of health professionals from public, NGO and private sectors as well as religious organizations. Special focus is given to adolescent reproductive health and male participation. Integration of population factors into development plans is reinforced through the development and implementation of sectoral and district-level action plans, development of an integrated population database system, documentation center and policy-oriented research. UNFPA is supporting NPC's efforts ensure community participation by establishing Population and Development Committees within the District Assemblies as well as integration of District Population Officers into the District Planning Teams in two districts. Support is provided to the National Council on Women and Development (NCWD) for gender policy development, advocacy and institutional strengthening. A national IEC strategy will be formulated and the integration of population education within the school and adult literacy systems is being strengthened. This area absorbs 20% of resources, (iv) Advocacy directed towards policy makers, planners, community, parents and opinion leaders will promote the goals of the National Population Policy and ICPD. This area absorbs 8% of programme funds. Two per cent of programme funds have been reserved for programme coordination and support.

#### **ANNEX 6.2.5 UNHCR**

Ghana hosted some 26,000 refugees as at 31 December, 1996. This comprised of 11,000 Togolese, 15,000 Liberians and 50 refugees of other nationalities. In 1997, a significant number of refugees from Sierra Leone arrived following the military take-over. A sizable number of citizens from Sudan and Ogoniland, Nigeria also sought refuge in the country from January 1996.

A voluntary repatriation of Togolese refugees ended in August, 1997, Government ordered that the Klikor camp, where most of the Togolese refugees were based be closed by 31 December, 1997. Remaining Togolese refugees (mostly politicians, ex-militia and ex-military) would be transferred to the Sanzule camp for security and economic reasons. Special market-oriented programmes (like dressmaking and petty trade) will be introduced for women. Programmes meant for social uplifting of women and children (such as day care centres) will also be put in place.

A repatriation exercise has been planned for Liberian refugees from November 1997 to end of 1998. Despite the expected voluntary repatriation, a care and maintenance programme for Liberian refugees at Sanzule would remain throughout 1997 and well into the end of 1998. Resettlement opportunities will continue to be explored for those deserving refugees who may not avail themselves of the option of voluntary repatriation or local integration. The refugees will benefit from UNHCR protection activities and will be encouraged to participate in income generation, education and skill acquisition schemes.

The Government of Ghana and the UNHCR office have taken the firm position that majority of Sudanese refugees are irregular movers and that their application for asylum in Ghana could not be supported. The UNHCR may however be obliged to install and support an assistance programme for the Sudanese refugees.



A small urban assistance programme will be maintained for the Ogoni refugees whose number is not expected to rise. Urban refugees will in general be catered for in a cohesive manner. Assistance will include subsistence, tuition, rental, subsidies and household supplies.

The UNHCR Ghana office will continue to work with the MOH, NCS, GRCS, AGDRS and CCG to implement programmes.

### **ANNEX 6.2.6 UNICEF**

A number of lessons from the 1991-1995 country programme influenced the orientation of the 1996-2000 programme. These include a need to increase emphasis on policy dialogue with the Government and other donors; and the need for more integrated efforts to benefit women and girls and a stronger focus on disadvantaged and marginalised groups, particularly in urban areas. Planning for the 1996-2000 country programme therefore fully involved government partners, other United Nations agencies and bilateral donors.

In the context of Government's overall development strategy and the lessons from the 1991-1995 programme, the 1996-2000 country programme aims to improve the coverage and delivery of social services in health, education, water supply and sanitation and household food security in order to reach the most vulnerable families. The Government will use UNICEF cooperation to complement the activities of other donors in selected geographical locations. To complement its assistance for service delivery, UNICEF will also contribute to building of capacity for policy analysis, planning, social research and programme communication for behavioural change.

A third element of the strategy is to reinforce community participation as a key foundation for sustained programme delivery and to empower the rural and urban poor, especially women, through the transfer of knowledge and skills, and the promotion of group organisation and participation.

Programme cooperation will also advocate for human and child rights, especially for women and girls and other disadvantaged populations. The building of partnerships for children and women will be sustained and enriched within programmes of health, human resource development, water supply and sanitation and food security and nutrition through dialogues on policy, community development, social mobilisation, social research and monitoring and evaluation.

Through advocacy for the improved use of government, donor, NGO and UNICEF resources, the country programme aims to contribute to the reduction of IMR and USMR by 40 per cent; the reduction of MMR to approximately 200 per 100,000 live births; the reduction by 50 per cent of severe and moderate malnutrition among children under five years of age; the provision of universal access to basic education and completion of primary education by at least 80 per cent of children aged 6 to 11 years; the reduction of adult female illiteracy by 50 per cent; an increase in safe water supply coverage to 90 per cent of the rural population by 2010; an increase to sanitary means of excreta disposal to 90 per cent of the rural population by 2010; the reduction in the proportion of children in especially difficult circumstances; and widespread acceptance and observance of the convention on the Rights of the Child.

### **ANNEX 6.2.7 UNIDO**

UNIDO's co-operation with Ghana is currently focused on: the promotion of agro-based industries; environmentally sustainable industrialisation; and women in industrial development. There are also a number of smaller programme activities.

◆ Promotion of agro-based industries

Under the Alliance for Africa's Industrialization the Ministry of Trade and Industry (MTI) identified four priority industrial sub-sectors for UNIDO assistance in the medium-term:

- Wood and forest based industries
- Textile and garment industries
- Fish and food processing industries
- Packaging industries (as cross-cutting support sector)

Programmes for the four industrial subsectors have been developed. Industrial policy advice, SME and Investment promotion, environment and gender are integrated elements in the planned sectoral programmes.

◆ Environmentally Sustainable Industrialization

a. Water Pollution Control and Biodiversity Control in the Gulf of Guinea Large Marine Eco-System: developing a regional approach to prevent pollution of the Gulf of Guinea and conserve its biodiversity.

b. Cleaner Production Technology: UNIDO is going to assist the GOG in promoting cleaner production technologies through information and advice, a National Cleaner Production Center is planned.

Women in Industrial Development Two programmes under Women Entrepreneurs for Industrial Growth in textiles and food processing have been designed and are in the pipeline for funding. Both programmes are to complement the sectoral approaches stated under agro-based industries.

◆ Other UNIDO programmes/projects:

- Strategic Management for Industrial Development (SMID) a consultative mechanism for private sector development
- promotion of competitive and innovative SMI clusters
- participation in the poverty alleviation programme through promotion of rural micro industries

UNIDO's programme will address the industrial aspects of the UNDAF priority themes. Rehabilitation and expansion of the four industrial priority sectors has a high potential in reducing poverty through employment and income generation; and in increasing food security through agro-processing and improved packaging. Apart from the projects that specifically target gender and environment, these two cross-cutting issues are built into elements in the sub-sectoral programmes.

### **ANNEX 6.2.8 UNU**

The programming cycle of the United Nations University/Institute for Natural Resources in Africa (INRA) is biennial, within the framework of a medium-term perspective covering 1997-2001. The medium-term perspective of the UNU/INRA focuses on:

- restoring and maintaining the productivity of African soils;
- conserving and improving the management of Africa's indigenous plant resources; and
- developing profitable small-scale mining technologies and processes that add value to Africa's mineral resources.

Gender, natural resources conservation and management and education are major cross-cutting themes pursued by the INRA.

The resources of UNU/INRA are derived from projected earnings on an endowment fund, grants and private contributions. Current operations in Africa are funded from endowment fund earnings and temporary support from UNU headquarters. It is not feasible to disaggregate total expenditures on Ghana as the operations of UNU/INRA are spread all over Africa. New project activities are formulated at UNU/INRA on the basis of expected funds over a biennium. Project proposals are submitted by the Board of UNU/INRA to the United Nations University Council for approval and resource allocation.

There has been no joint programming with any of the UN agencies. This is because proposed activities of other agencies are not made known at the planning stage to permit joint programming. The UNU/INRA hopes that UNDAF would provide opportunities for joint programming.

### **ANNEX 6.2.9 WFP**

Country Programme activities are grouped under two sub-programmes, namely, development of human resources and rural development. The total assistance provided through this CP would be 20 million dollars. This amount consists of five million dollars in current commitments and an additional 15 million dollars in core activities during the five-year period (1998-2002).

#### **◆ Development of human resources**

- Supplementary feeding and health and nutrition education: The objectives include the improvement of the diet of children under five in deprived areas, and the training of expectant and nursing mothers and the mothers of malnourished children in basic nutrition and health practices. The intended outcome is to provide supplementary feeding to 24,000 malnourished children, and basic nutrition and health education and take home rations to 14,400 mothers annually.

- Human resource development in Ghana's northern savannah areas education of girls: The objective is to achieve an annual increase of five percent in girls' enrollment in basic level education institutions - both primary (1-6) and Junior Secondary School (JSS). A total of 45,000 girls (about 30 percent of total primary and junior secondary school enrollment for girls in the three northern regions -15,000 girls per region) will be covered.

◆ Rural Development

- Participatory rural forestry in Ghana's northern savannah areas: The immediate objectives are to afforest degraded land in the northern savannah area and to transfer responsibility for rural forestry to local communities. Involvement of rural populations in forestry activities (through participatory planning, management and extension) is expected to have the long term impact on increasing tree stocks, while at the same time supplementing the incomes of the rural communities and households concerned.

- Rural infrastructure development in the northern savannah areas of Ghana: The objectives are to improve the feeder road network through the regular maintenance of 1,640km of existing feeder roads over the two year period; and to increase the availability of water for agricultural and domestic use, through the development of 20 dams to irrigate about 2,000 hectares of agricultural land.

The WFP programme activities have been selected to complement a number of national sectoral programmes being implemented by the Government. These sectoral programmes include: the Basic Education Sector Improvement Programme, National Forestry Development Plan; the National Feeder Roads Development Programme, the Medium Term-Health Programme; and the medium-term agricultural development programmes.

#### **ANNEX 6.2.10 WHO**

WHO will focus its action on four inter-related policy orientations between 1998 and the year 2001.

- # Integrating health and human development in public policies;
- # Ensuring equitable access to health services;
- # Promoting and protecting health;
- # Preventing and controlling specific health problems.

WHO's input will focus on technical cooperation mainly related to national health policy development and implementation, together with capacity building communicable disease and non-communicable disease control and resource mobilization for national health development.

In addition WHO will continue its mandated function of advocacy for health with special emphasis on the social economic and environmental factors that influence or make it easier for individual families and communities to choose healthy life styles.

WHO will continue to play its catalytic role in intersectoral action and community mobilization for health.

WHO with other partners in health development will continue to provide technical and financial support in the development and implementation of the MOH Five-Year Programme of Work within the context of Health Sector Reform, guided by the Ninth General Programme of Work spanning the period 1996-2001.

It is envisaged that this and future support will be provided in the context of the Health for all policy for the twenty first Century (2000-2025)

WHO, as a member of the Health Thematic Group in the country, will collaborate more closely with other partners in the group. UNDAF, which is mainly about collaborations the efficient and rational use of resources for optimal results, stands to benefit from the experiences of the health thematic group, in which a number of UN agencies are already effectively involved in.

The multifaceted nature of health and the multisectoral interactions that influence it, demand an increased collaboration for which new areas have opened up, making it essential for WHO to strengthen its role in providing dynamic orientation and co-operation towards partnership and burden sharing in health matters particularly as the government and donors are increasingly concerned with getting value for money in their investments in the Health Sector.

### **ANNEX 6.2.11 The World Bank**

The World Bank's co-operation with Ghana follows a three-year programme cycle which is outlined in the Country Assistance Strategy (CAS) updated every second years. In the current CAS, the Bank foresees that the next three years (1997-1999) will be a crucial period for economic and social development in Ghana. The focus for the period will be to ensure the restoration of a sustainable fiscal balance. However, that transition faces the risk of public service wage levels and domestic interest rates exceeding current projections, and revenue falling short of projections as reforms are implemented. If these risks materialize, either development spending will be squeezed further or public borrowing will be higher than planned, both inimical to higher private investment.

This CAS proposes the following:

- ◆ support to Government's proximate development objectives of restoring macro-economic stability, promoting higher private investment, ensuring broad-base social and rural development and implementing direct poverty-alleviation measures, all aimed at the overarching objective of reducing and improving the lives of all Ghanaians;
- ◆ allocate a greater share of the Bank's administrative budget in favour of more non-lending services to support the above;
- ◆ move away from infrastructure investments in telecommunications, power, rails, ports and large urban water systems while providing greater non-lending support to promote private participation in those sectors;
- ◆ coordinate enhanced IFC and MIGA lending and non-lending assistance in the areas of financial sector, exports and infrastructure;
- ◆ strengthen the Bank's office in Accra, having relocated the Country Director in the field to decentralize decision making;
- ◆ increase partnership with NGOs, UN agencies and other donor agencies;
- ◆ measure the impact of Bank assistance and Government efforts on indicators of "results on the ground" in the areas of macro-economic stability, private investment, social and rural development and direct poverty alleviation efforts.

The CAS proposes a graduated lending programme over the next triennium in the range of \$430 - \$660 million, depending on the level of policy performance notably with respect to lowering the fiscal deficit while increasing the share of the social sectors in public spending.

### **ANNEX 6.2.12     The International Monetary Fund**

The IMF's current programme in Ghana is implemented in the context of the Economic and Financial Policy Framework, 1998-2000 which seeks to establish a sound and stable economic environment in which accelerated growth and a broad-based improvement in living standards can be achieved. The Economic and Financial Policy Framework, 1998-2000 became effective in March 1998, and is the result of a collaborative effort by the Government of Ghana, the IMF and World Bank to correct the economic disequilibria.

The central objective of the framework is to promote the additional investment necessary to sustain an increase in economic growth to 5.6 per cent by 1998 and to 6 per cent by the end of the decade. The envisaged strategy is based on increasing the domestic primary surplus of the fiscal sector and tightening monetary policies in order to dissipate inflationary pressures and stabilise the economy. The programme aims at lowering inflation to 5 per cent by 2000 in the context of strong external competitive position. Fiscal policy aims at a domestic primary surplus of 3.8 per cent of GDP in 1998 from a surplus of 3.3 per cent in 1997. and shifting the structure of taxes and expenditures to promote private sector initiative. The VAT is to be reintroduced, and the recurrent expenditure is to decrease as a share of GDP, although spending on health and education as a proportion of domestic non-interest expenditure will rise. The growth in broad money is to fall to 18 per cent in 1998, from 41 percent in 1997. In order to maintain the coverage of gross international reserves at some 3 months of imports, a flexible exchange rate policy will be maintained. Government will divest its interests in a number of financial institutions, including the country's largest commercial bank.

In addition, structural policies have been introduced to attract new flows of foreign direct investment and to improve the quality of investment. Specific actions focus on an acceleration of the divestiture programme and on the deregulation of the petroleum and cocoa sectors, while economic functions that remain in the public domain will be streamlined and rendered more efficient. During 1998, the Government will offer for sale 20 small and medium-sized enterprises, as well as two large enterprises.

With regard to management, the Government is to restructure the public service, including subvented agencies, with a view to transforming it into a leaner and more competitive organisation. The management and monitoring of public expenditures will also be further improved to enable, among other things a more accurate reflection of sector priorities in the budget. In implementing its agricultural policy, the Government would place particular emphasis on raising productivity in high-growth areas, notably horticulture and oil seeds. Access to electricity, drinking water would be improved and a six year road development programme would continue.

Ghana's programme of macroeconomic adjustment and structural and sectoral reforms will be supported by technical assistance from the IMF, World Bank, and several bilateral and multilateral agencies.

## **ANNEX 6.3) Other information**

### **ANNEX 6.3.1 QUESTIONNAIRE**

To support the Sub-Group drafting Chapter 5.e of the UNDAF document  
(i.e. Provision for activities during implementation, monitoring and evaluation)

*(As your response to this questionnaire should help us build on successful collaboration efforts in the past as well as present duplication of mistakes, please be as specific as possible in your response)*

**Note:** Please make sure that your response reaches Hanne Morch at UNICEF on or before TWG/UNDAF meeting, 16 December 1997.

1. Describe briefly any collaborative activities with other UN agencies over the past few years.
2. Describe what, if anything, made any of these collaborative efforts successful.
3. Describe what, if anything, made any of these efforts difficult and how such difficulties could be avoided in future collaboration.
4. What lessons - from the perspective of your agency/programme - have been learned from collaboration with other agencies, which would be useful to include in the UNDAF document?
5. Suggestions for the (UNDAF) future:

Thank you!

**ANNEX 6.3.2****PROFILE OF UN-AGENCIES' PROGRAMMES/ACTIVITIES  
FOR UNDAF FORMULATION EXERCISE <sup>4</sup>**

<b>1. AGENCY'S OVERALL PROFILE</b>	
1.1 Name of Agency :	
1.2 Address-Postal & Physical:	
1.3 Mission of Agency :	
1.4 Current Programme Cycle	From 199..... To .....
1.5 Overall objective of Country Programme:	
1.6a Total Budget for the Cycle:	
1.6b Breakdown by Source: Agency's own: Government/Counterpart Fund: Third Party (Please specify)	
1.7 Counterpart Institution at National Level:	
1.8 Collaborating/ Implementing Agencies (national or external):	
1.9 Required Documents to Formulate the Country Programme:	
1.10a Most important steps in the formulation process of the country programme	
1.10b Duration Of Country Programme Formulation Process:	
1.11a What are the arrangements for Country Programme Review? (Monitoring & Evaluation)	
1.11b How often and When:	
1.12 Major Problems in Implementing the Country Programme	
1.13 General Comments	

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<sup>4</sup> See Annex 1 for background information and explanatory note.



<b>2. PROGRAMME LEVEL PROFILE</b> (to be completed for each programme)	
2.1 Programme Title:	
2.2 Programme Objective(s):	
2.3 Programme Strategy(ies):	
2.4 Geographical Location:	
2.5 Institutional Location:	
2.6 Counterparts for the Programme:	
2.7 Implementing Agencies (local and/or external):	
2.8 Cooperating Agencies (Local and/or External):	
2.9a Total Budget Allocated: 2.9b Breakdown By Source: From the Agency: Government: Third Party (Please Specify)	
2.10a What are the arrangements for Programme Review (Monitoring & Evaluation) 2.10b How often and When	
2.11 This Programme addresses thematic Area(s) of (should correspond with activities)  Health/UNAIDS  Education  Poverty Eradication  Agriculture and Food Security	Environment  Good Governance and Development Management  Gender  Other: Specify
2.12 Problems in Implementing the Programme	
2.13 General Comments	

<b>3. SUB-PROGRAMME/PROGRAMME COMPONENT OR PROJECT LEVEL PROFILE (to be completed for each sub-programme/programme component or project)</b>	
3.1 Sub-Programme/Programme-Component or Project:	
3.2 Objective:	
3.3 Activity:	
3.4 Geographical Location:	
3.5 Institutional Location:	
3.6 Counterpart:	
3.7 Cooperating Agency (local and/or external):	
3.8 Implementing Agency (local and/or external):	
3.9a Total Budget Allocated: 3.9b Breakdown by Source: From the Agency: Government: Third Party (please specify):	
3.10a What are the arrangements for review at this level? (Monitoring and Evaluation) 3.10b How Often and When	
3.11* This Sub-Programme/Component or Project belongs to the thematic area(s)  Health/UNAIDS  Education  Poverty Eradication  Agriculture and Food Security	Environment  Good Governance and Development Management  Gender  Other (please specify):  * Please indicate the exact activities in section 3.3
3.12 Problems in implementing the sub-Programme/Component or Project	
3.13 General Comments	

**Annex 1****Background information and explanatory notes to the profiles****What is expected from the profiles:**

- Base line information on the exact activities of each Agency;
- The purpose of the profiles, as formatted, is to enable mapping out of activities of Agencies, in terms of type of assistance, geographical and institutional location, development partners as well as the extent of support being provided and monitoring and evaluation mechanisms. It is expected that this assessment will facilitate drafting of Chapter 5 of the UNDAF document.

**What is needed:**

- For the success of the exercise, Agencies are required to provide all the information requested on the basis of applicability. It should be noted that not all Agencies have to complete all the three levels of profiles depending on their type of mandate and/or their programme management structure.
- It would be appreciated very much if information is submitted in a manner that is concise and to the point so as to ensure its effectiveness and enhance efficiency of processing the same.
- Needless to say that the profile formats may not provide sufficient space to record corresponding information to all the items requested. In that case, please use separate pages to complete the necessary information with the corresponding items and numbers recorded as sub-headings for each level of profile.

**Some explanatory notes**

1.9 Required documents: there are two types of required documents:

- 1) the national plans - like the Medium Term National Plan, and the Vision 2020, FCUBE, Medium Term Health Strategy etc.;
- 2) documents that have to be produced to facilitate the country programme, e.g. UNICEF: Situation Analysis; Project Plan of Operations; the Master Plan of Operations, etc.

1.10b Duration of the programme formulation process: this is to find out how long does the programme formulation process take, E.g. UNICEF have an 18 months period.

2.11/3.11 Thematic areas:

- 1) The list reflects the six thematic areas (excluding gender) that have been identified by Heads of Agencies as areas of common interest. Gender is included here to utilize this opportunity to collect information on Agencies' activities in this specific area since the subject is considered an important area of interest for technical assistance by most, if not all, the UN-Agencies.
- 2) The thematic area(s) to which the programme (profile 2) and/or sub-programme/component or project (profile 3) in question belongs need to be linked to the objective(s) of the programme in 2.2 and/or activities in 3.3.

**Returning Address and Who to Contact**

Agencies, especially the UNDAF-TWG focal points, are kindly requested to ensure return of completed profiles before 14th January 1998. Addressed to the Resident Coordinator of the UN-System, UNDP, attention to Ms, Mintwab Aliyou.

For any inquiries, please contact Ms, Mintwab Aliyou, UNDP, tel. 77 38 90-6, ext. 1168, In her absence, you may wish to contact Mr. Lars Mensal, ext. 1104.

**Annex 6.3.3 UNDAF GHANA: Common Priorities and Strategic Approaches**

COMMON AREAS	STRATEGIC APPROACHES												
	CAPACITY BUILDING					EMPOWER		TARGETS			COLLABORATION		
	HRD	POL DEV	SP	RESH MIS	EQUIP INFR SERV	ADV SM	CRED IGA	COMM	INST	GEND	GVT	NGO	OTH
<u>Good Governance</u>													
Governing Institutions	dc	dc		dc	d	d			dc		dc	d	d
Publ/Priv Sect. Management	bdirm	bdimp		bdc	dcp	dip	m	dp	dipm	p	bdipm	dip	
Dist/Local Government	dbc	bcd		bcp	dcp	c		cd	dc		bdc	c	d
Civil Society Organisations	dcp	dcp		bdep	dcp	bdep	b	dcp	dcp	dcr	bdep	dcp	d
<u>Poverty Eradication</u>													
Basic Social Services	bdcpf	bdep		bcd	dcpf	bdcpf	d	bdcpf	dcpf	p	bdcpf	dcpf	dcp
Income Gen./Employment	dcpai	du		bdu	dpai	cpai	dc	bdepaiu	dcpaiu	dcpu	dcpaiu	dcp	dc
Food Security/Nutrition	cfaiu	u		du	dfai	cfaiu	d	dcfai	dcfaiu	dc	dcfaiu	dcfaiu	dcu
Population	p	p		p	p	p		p	p	p	p	p	p
Government/Decentralisation	da	dcm		bdc	dc	dc	m	dc	dcm		bdcem	dc	di
<u>Health - HIV/AIDS</u>													
Reproductive Health	cp	cpb	bc	cp	cp	cp	p	cp	cp	cp	cpb	cpb	pb
Child Survival	cf	cb	bc	cf	cf	c		cf	c	c	cfb	cb	b
Community Health	cpf	cb	bc	cpa	cfr	c		cpfr	c	cpf	cbr	cpb	ab
HIV/AIDS Prevention	cph	ch	bc	es	cpr	cps	c	cprs	es	cp	cphrs	cps	s
HIV/AIDS Cure	hi			is	cri	cps		crs	is	c	is	es	s
Water/Environment Sanitation	c	c		c	cf	c		c	c	c	c	c	
EPI Epidemics	c	ch	hc	ch	ch	c		c	ch	c	ch	c	ch

COMMON AREAS	STRATEGIC APPROACHES												
	CAPACITY BUILDING					EMPOWER		TARGETS			COLLABORATION		
	HRD	POL DEV	SIP	RESH	EQU INFR SERV	ADV SM	CRED IGA	COMM	INST	GEND	GVT	NGO	OTH
<u>Education</u>													
Basic	dcprf	dcp	bc	cp	cpfr	dcp		r	dcprf	dcpf	bdcprf	c	
Tertiary/ Univ.	cpr	bcp	b	cp	cpr	cp		r	bcp	bcprc	bcprc	c	
Prof/Vocational Literacy	u bdcib bp	bdcib bp		au bp	au i b	ds bp	cb	c bp	au dib p	c bp	bdcib bp	c	au p
<u>Environment</u>													
Atmospheric	d			d					d		d		
Land/Water Resources	u	b		bdu	bf	bdu		bf				fu	fu
Plant/Animal Resources	au	b		bdu bdu	bf	bdu		bf		ia	a	faiu	u
<u>Agric + Food Security</u>													
Crop Sector	bau	bau	b	au	a	au		bau	au	u	bau		bau
Livestock			b										
Forestry	bfau	baiu	b	au	fa	fai		bfu	aiu	u	bfai	fu	bu
Fishery	bda	bi	b	d	ai	dai	d	bda	dai		bdai	ai	bda
Agric Technology	bfau	b	b	u	a	au		ba	au		bau		bau
Agric Processing	bi	b	b	i	i	i			i		bi	i	
Food Security	cfaiu	caiu	b	cfaiu	cfai	cfi		bpu	caiu	pu	bcfaiu	i	bcu

COMMON AREAS	STRATEGIC APPROACHES												
	CAPACITY BUILDING					EMPOWER		TARGETS			COLLABORATION		
	HRD	POL DEV	SIP	RESH	EQU INFR SERV	ADV SM	CRED IGA	COMM	INST	GEND	GVT	NGO	OTH
<u>Gender</u>													
Families/Household		b		pa	c	p		bpc	a		b	bcp	pa
Public Life/Leadership		bd				dp		bp	p		bdp	bp	p
Education/Training	bdc	bcp			dcpf	cpf		bcf	dcp		bdpcf	bc	p
Health/Child Bearing	cpf	bcp	bc	cpf	cp	cp		bcp	cp		bcp	bcp	p
Housing Human Settlement/Env.		b											
Economic Activity	bdc	bd	b	Pi			dcp	ucp	i		bci	dcp	p
<u>Specific Areas</u>													
Industry	i	i		i	i	i		i	i	i	i	i	i
Private Sector	bdi	bdi		bpr	d	bd		d	bdi	i	bdi	di	d
Emergency Relief					r	r		rf		r	rf	f	

1. Agency Codes Used
- UNDP - d (development)
  - UNICEF - c (child)
  - UNFPA - p (population)
  - WFP - f (food)
  - WHO - h (health)
  
  - FAO - a (agriculture)
  - UNHCR - r (refugees)
  - UNIDO - i (industry)
  - UNU - u (university)
  - UNAIDS - s (syndrome)
  - WB - b (bank)
  - IMF - m (monetary)

2. Strategic Approach Codes:
- HRD - Human Resource Dev.
  - POL DEV - Policy/Curricula Dev.
  - SIP - Sector Investment Programme
  - RESH/MIS - Research/Management Systems
  - EQU/INFR/SERV - Employment, Infrastructure Services Delivery
  - ADV/SM - Advocacy/Social Mobilisation
  - CREDIT/IGA - Credit/Income Generating Activities
  - COMM - Communities
  - INST - Institutions
  - GEN - Gender

- GVT - Government
- NGO - Non-Governmental Organisations
- PARASTAL - Para Statal (Univ. Research Institutes)

**Annex 6.3.4-1A COMMON AREA: GOOD GOVERNANCE AND DEVELOPMENT MANAGEMENT**

AGENCY	SUB-THEMES				STRATEGIC APPROACHES															
					CAPACITY BUILDING						EMPOWERMENT		TARGET				COLLABORATION			
	GOV INST	PUB/ PRIV	DEC/ LOC	CIV	HRD	SERV DEL	POL DEV	EQU INFR	TECH SUPP	RESEAR- RCH	ADV	CRED IGA	UR- BAN	RU- RAL	COMM- UNITY	INST	GEN- DER	GVT	NGO	PARA- STAT
UNDP	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X
UNICEF	X	X	X	X	X	X	X	X		X	X		X	X	X	X	X	X	X	X
UNFPA	X	X		X	X	X	X	X		X	X		X	X	X	X	X	X	X	X
WFP																				
WHO	n/a																			
FAO																				
UNHCR	n/a																			
UNIDO	X	X			X		X	X	X							X		X	X	X
UNU				X			X			X	X			X	X	X	X		X	X
UNAIDS																				
WB	X			X	X		X		X							X		X	X	X
IMF	X	X	X				X		X			X				X		X		

- |          |   |                                       |           |   |   |
|----------|---|---------------------------------------|-----------|---|---|
| GOV INST | - | Governing Institutions                | HRD       | - | Human Resource Development              |
| PUB/PRIV | - | Public and Private Sector Management  | SERV/DEL  | - | Service Delivery                        |
| DEC/LOC  | - | Decentralization and local governance | POL DEV   | - | Policy Development                      |
| CIV      | - | Civil Society Organizations           | EQU/INFR  | - | Equipment/Infrastructure                |
| n/a      | - | not applicable                        | TECH SUPP | - | Technical Support                       |
|          |   |                                       | ADV       | - | Advocacy                                |
|          |   |                                       | CRED/IGA  | - | Credit and Income Generating activities |

**ANNEX 6.3.4-1B COMMON AREA: GOOD GOVERNANCE & DEVELOPMENT MANAGEMENT - AGENCIES' DETAILED ACTIVITIES**

AGENCY	THEME: GOOD GOVERNANCE AND DEVELOPMENT MANAGEMENT	STRATEGIES
UNDP	<b>1. Support to Good Governance and Public Sector Reform</b>	<ul style="list-style-type: none"> <li>• Facilitate cooperation between government, governing institutions and civil society towards national development through supporting core activities that would have a catalytic effect both to address issues and mobilise resources for remaining activities</li> </ul>
	a) Support to Parliament	⇒ Assist government to further define and operationalize national governance strategy framework including rationalisation of reforms and economic management through finalisation of formulation of national strategy framework for governance, capacity building for mobilization and coordination of donor support, capacity building to guide productive dialogue among national stakeholders on important policy issues, follow-up on the recommendations of the economic forum
	b) Support to Local Government	⇒ Strengthen the capacity of the Ministry of Local Government and Rural Development for effective management and sustenance of the decentralization process through supporting the capacity of Local Government training school for sustained training of staff of district assemblies, support the capacity of the coordination/monitoring and evaluation unit of MLG&RD.
	c) Support to Parliament	⇒ Strengthening Capacity of Parliament for effective legislation through institutional management capacity, establishing research and information service, improving information flow and regular dialogue between the public and parliament.
	d) Support to the Judicial System	⇒ Upgrade the file management/registry system of the Supreme Court, upgrade court reporting systems of the Supreme Court, Court of Appeal, the High and Circuit Courts including a pilot community, regional and circuit tribunals each, training of middle level personnel, review of status of law.
	e) Human Rights and Civic Education	⇒ Support to human rights and civic education activities through public awareness creation of the functions of constitutional bodies (parliament, district assemblies, CHRAJ, NCCE, etc.), capacity building of CHRAJ, feasibility study on the introduction of community service (probation) as an optional sentence alongside fines and imprisonment.
	f) Support to civil society	⇒ Support to civil society organizations to participate effectively in state decision making through strengthening the management capacity of CBOs, policy research, monitoring and evaluating good governance, training of (non)media practitioners for investigative and responsible journalism, promotion of partnership for consensus building among traditional institutions CSOs, DA and parliamentarians.



AGENCY	THEME: GOOD GOVERNANCE AND DEVELOPMENT MANAGEMENT	STRATEGIES
UNICEF	<p><b>*1. Health</b></p> <p><b>*2. Human Resource Development</b></p> <p><b>*3. Food Security and Nutrition Policy</b></p> <p><b>*4. Community Based Development</b></p> <p><i>*a) Child Health Promotion Project</i></p> <p><i>*b) District PHC Development Project</i></p> <p><i>*c) Strengthening Policy and Planning Project</i></p> <p><i>*d) Rural Community-Based Development Project</i></p>	<ul style="list-style-type: none"> <li>• <i>Contribute to the achievement of the health goals for the MOH Medium Term Strategy as well as NPA, in particular reduction of IMR, U5MR, MMR</i></li> <li>• <i>Reduce gap in access to primary education, reduce gap in gender disparity</i></li> <li>• <i>Reduce gap in access to primary education, reduce gap in gender disparities in basic education, enhance learning achievements of primary school leavers, improve access to adult literacy for rural women, improve social and economic status of women, improve health and well-being of children aged 0-10; in selected districts.</i></li> <li>• <i>Strengthen national capacity to analyse policy options and to support strategies which would support the activities at local level; support the dissemination at the national level of lessons learned concerning effective district planning in the implementation of pilot activities in selected districts under the community based development programme; strengthen the capacity of MOFA to effectively support activities to enhance household food security at community level; provide training to improve capacity to use available information for assessing, analyzing and designing actions (AAA): through capacity building for research and policy analysis at the national level and, through the Ministry of Local Government and Rural Development, to impact on planning processes at the district level throughout the country.</i></li> <li>• <i>Raise awareness of the communities as basis for development activities Increase capacity of MLG&amp;RD and district and local administrators to support community activities Strengthen capacity of communities to empower themselves for problem solution Advocate for optimum use of triple A approach through local government, local NGOs and extension services lessons learned for replication and wider implementation</i></li> </ul> <p>⇒ <i>Strengthening of the national capacity for health policy formulation and analysis to accelerate achievement of child health status through vaccinations, training, logistics support, cold chain, health education, health policy</i></p> <p>⇒ <i>Improved management and quality of the district health delivery systems through capacity building at the district and sub district level through sub-district health team imitative, level B essential drugs, bednets, community based disease surveillance, family and community care on AIDS.</i></p> <p>⇒ <i>Improve quality of the first nine years of schooling with a view to making effective education available to those who currently do not have access through donor coordination, action research, seminars and workshops, training, curriculum review, support for FAWE, support or GES, support for WED</i></p> <p>⇒ <i>Improve the nutritional status of children and women in northern Ghana by empowering communities to implement local actions through assessment of Government Capacity Building Needs, Management Training, MIS, Village Action Process, Development of District Planning, etc.</i></p>

AGENCY	THEME: GOOD GOVERNANCE AND DEVELOPMENT MANAGEMENT	STRATEGIES
UNFPA	<p><b>Population and Development Strategy</b></p> <p>Strengthening Population Policy Coordination and Implementation</p> <p><b>*2. Advocacy</b></p> <p><b>*3. Reproductive Health</b></p> <p>Strengthening Advocacy and Social Mobilization Processes for Population Policy Implementation</p> <p>Strengthening the Implementation of RH Services</p> <p>Strengthening Implementation of RH Services among Religious Groups</p> <p>Comprehensive POP/FLE Programme for Educational Institutions in Ghana</p> <p>Integrating RH/FP into services of Private Medical Practitioners</p>	<ul style="list-style-type: none"> <li>• Ensure effective implementation of the National Population Policy and thereby ensure the welfare and quality of life of Ghanaians as envisioned in the Government Vision 2020 through enhancing the capacity of NPC in promoting and implementing population policy, coordinating activities of key programme implementors, mobilizing resources.</li> <li>⇒ Ensure effective implementation of the National Population Policy and thereby enhance the welfare and quality of life of Ghanaians</li> <li>• <i>Promote the understanding of Ghanaians about the interrelationships between population and socio-economic development and mobilize them to achieve national development objectives through leadership development, building of coalitions, net-working, lobbying for political and funding support, promoting legal and publicity reform, etc.</i></li> <li>• <i>provide basic cost effective RH service so that population growth be in balance with socio-economic situation through increasing services and outreach points, address adolescent RH issues specifically, train health personnel in RH care.</i></li> <li>⇒ <i>Promote Understanding of Ghanaians about interrelationship between population and socio-economic development, mobilize them to achieve population growthrate that is commensurate with national development objectives through institution and capacity building</i></li> <li>⇒ <i>Strengthen RH care management and increase availability/accessibility of RH services and information through RH service for communities, RH advocacy and IEC, training of health personnel</i></li> <li>⇒ <i>Sustain awareness of RH/SH issues and provide affordable RH services for men, women and adolescents in underserved communities through baseline research into sexual attitudes of religious and non-religious youth, IEC activities, CBD activities, training in RH.</i></li> <li>⇒ <i>Contribute to the government's education policy of improving the quality, relevance and expansion of access to basic education by incorporating and institutionalizing POP/FLE at all levels of education in Ghana through upgrading and updating studies/research on POP/FLE production of POP/FLE curricula and instructional materials, training of traders, etc.</i></li> <li>⇒ <i>Improve capacity of private practitioners in delivery of RH services, promote collaboration between MOH and Private sector through needs assessment on private practitioners, training in RH/FP/STDs service delivery and project management and MIS.</i></li> </ul>
WFP	-	-
WHO	-	-
FAO	-	-
UNHCR	n/a	

AGENCY	THEME: GOOD GOVERNANCE AND DEVELOPMENT MANAGEMENT	STRATEGIES
UNU	<p><i>*a) restore and maintain productivity of African soils</i></p> <p><i>*b) Develop profitable small-scale mining technologies and processes that add value to Africa's mineral resources</i></p> <p><i>*c) Develop Profitable Small Scale Mining Technologies and Processes that Add Value to Africa's Mineral Resources</i></p>	<p>⇒ <i>Develop and disseminate integrated systems of nutrient management involving organic and inorganic sources of plant nutrients through research, training, networking, promotion of national soil fertilisation plans, setting up a regional pedological faculty (Africa-wide)</i></p> <p>⇒ <i>Develop profitable small-scale processes for transformation of Africa's agro-minerals through promotion of small-scale transformation of Africa's agro-minerals for restoration and maintenance of soil fertility, promotion of policies and programmes for mineral resource management</i></p> <p>⇒ <i>Develop profitable small-scale processes for transformation of Africa's agro-minerals</i></p>
UNIDO	<p><i>*a) Industrial Technology Study</i></p> <p><i>*b) Strategic Management for Industrial Development -Interactive Policy Formulation</i></p> <p><i>*c) Integrated Wood Programme</i></p>	<p>⇒ <i>Review the effectiveness of existing technology policies and strategies and develop a framework for capacity building through carrying out a study on existing technology policies and strategies in Ghana, provision of recommendations, policy- and technical advise.</i></p> <p>⇒ <i>Establish a permanent platform of dialogue between public and private sector and develop and implement competitive industrial strategies through formation/strengthening of industrial clusters in priority sectors as well as of the National Industrial Development Council, formation of Technical and Management Support Group, facilitation of problems and constraints analysis as well as solution finding at cluster and national level.</i></p> <p>⇒ <i>Assist the government and Ministry of Lands and Forests to create, manage and maintain and integrated forestry and wood products programme through the establishment of a support unit and capacity building to manage an integrated forestry and wood products programme</i></p>
UNAIDS		
WORLD BANK	<p>a) <b>Public Financial Management Reform Programme (PUFMARP),</b></p> <p>b) <b>Nsyionsl Institutional Renewal Programme (NIRP)</b></p> <p>c) <b>PEPTA</b></p>	<p>⇒ <b>Development of new form of budget planning, management and execution, notably through the Medium Term expenditure Framework. Development of the BPEMS to improve budget control and oversight on use of funds.</b></p> <p>⇒ <b>Support to reform of the Cabinet decision making process, the reform of the central oversight agencies of the public sector, and rationalization of the subvented agencies.</b></p> <p>⇒ <b>Provision of support to ensure an open and transparent process for the privatization of public enterprises.</b></p>
IMF	Second Annual Programme under the Enhanced Structural Adjustment Facility (ESAE)	⇒ Improve macroeconomic fundamentals and modernize the structure of the economy through setting quantitative quarterly benchmarks as well as structural targets

## Explanatory Notes:

Text in Bold letters refers to programmes

Text in normal letters refers to sub-programme/projects

Text marked with \* and written in italics meant that programmes or projects has its main focus in another common area but also contains elements of the common area which it is stated in italics.

**ANNEX 6.3.4-2A COMMON AREA: POVERTY REDUCTION**

AGENCY	SUB-THEMES					STRATEGIC APPROACHES															
						CAPACITY BUILDING						EMPOWERMENT		TARGETS					COLLABORATION		
	BSS	INC EMPL	FOOD NUTR	POPUL AT.	GOV DEC	HRD	SERV DEL	POL DEV	EQU INFR	TEC SUPP	RESEA RCH	ADV.	CRED. IGA	UR- BAN	RU- RAL	COM- UNITY	INST	GEND ER	GVT	NGO	PARA STAT
UNDP	X	X	X		X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X
UNICEF	X	X	X		X	X	X	X	X		X	X	X	X	X	X		X	X	X	X
UNFPA		X		X	X	X		X	X		X		X	X	X	X	X	X	X	X	X
WFP	X		X			X			X		X			X	X	X		X	X		
WHO																					
FAO		X	X			X	X		X	X	X			X	X	X		X	X		
UNHCR	n/a																				
UNIDO		X	X		X	X	X	X	X		X		X	X	X	X	X	X	X	X	X
UNU			X			X		X		X	X			X	X	X			X	X	
UNAIDS																					
WB	X	X			X	X		X		X				X	X	X	X	X	X	X	X
IMF		X			X			X					X				X		X		

- |           |   |                               |           |   |   |
|-----------|---|-------------------------------|-----------|---|---|
| BSS       | - | Basic Social Services         | HRD       | - | Human Resource Development              |
| INC/EMPL  | - | Income Generation, Employment | SERV/DEL  | - | Service Delivery                        |
| FOOD/NUTR | - | Food Security and Nutrition   | POL DEV   | - | Policy Development                      |
| POPULAT   | - | Population                    | EQU/INFR  | - | Equipment/Infrastructure                |
| GOV/DEC   | - | Governance/Decentralisation   | TECH SUPP | - | Technical Support                       |
|           |   |                               | ADV       | - | Advocacy                                |
|           |   |                               | CRED/IGA  | - | Credit and Income Generating activities |

### ANNEX 6.3.4-2B COMMON AREA: POVERTY REDUCTION - AGENCIES' DETAILED ACTIVITIES

AGENCY	THEME: POVERTY ERADICATION	STRATEGIES
UNDP	<p><b>1. Poverty Reduction Programme</b></p> <p>a) Management capacity building</p> <p>b) Skills development</p> <p>c) Social Investment Fund</p> <p>d) Technology Development and Utilization</p> <p>e) Social Development Mechanisms</p> <p><b>2. Enhancing Women opportunities in Development (ENOWID)</b></p> <p><b>3. Artisanal Fisheries Development</b></p>	<ul style="list-style-type: none"> <li>• Enhance decentralization of decision making process to increase level of involvement of district assemblies and communities in development planning.</li> <li>• Provide social and utility service at community level to create an enabling environment for private sector and grassroots initiatives to generate income and employment</li> <li>• Mobilize knowledge and resources and promotion of employable skills</li> </ul> <p>⇒ Enhance decision makers capacity to promote pro-poor policies through Training (Seminars, Workshops)</p> <p>⇒ Provide employable skills through workshops, short-term training and provision of training facilities</p> <p>⇒ Provide resources for social and utility services, micro credit scheme</p> <p>⇒ Alleviate laborous work of rural women through training, sourcing and acquisition of technology</p> <p>⇒ Enhance girl child education and empowerment of women through training and direct support to girls education</p> <ul style="list-style-type: none"> <li>• Increased Access to training, technology and credit to rural women to rural women for income generating activities through training and acquisition of equipment and</li> <li>• <i>Promote sustainable fishery resources utilization in Lake Volta through training, awareness creation and direct support.</i></li> </ul>
UNICEF	<p><b>1. Community based Development:</b></p> <p>b) Rural Community-Based Development Project</p> <p>c) Urban Community-Based Development Project</p>	<ul style="list-style-type: none"> <li>• Raise awareness of the communities as basis for development activities</li> <li>• Increase capacity of MLG&amp;RD and district and local administrators to support community activities'</li> <li>• Strengthen capacity of communities to empower themselves for problem solution</li> <li>• Advocate for optimum use of triple A approach through local government, local NGOs and extension services</li> <li>• lessons learned for replication and wider implementation</li> </ul> <p>⇒ Improve the nutritional status of children and women in northern Ghana by empowering communities to implement local actions through assessment of Government Capacity Building Needs, Management Training, MIS, Village Action Process, Development of District Planning, etc.</p> <p>⇒ Raise awareness of socio-economic situation of people in high density slum neighbourhoods, promote communities' capacity for improval, building capacity for surveys, data collection and analysis, formulate policies and programmes which promote survival, protection and</p>

AGENCY	THEME: POVERTY ERADICATION	STRATEGIES
UNICEF (cont.)	<p><b>2. Human Resource Development</b></p> <p>a) Credit with Education for Rural Women Project</p> <p><b>3. Water and Sanitation</b></p>	<p>development of children through Municipal capacity Building, Community Income generation, Community Environmental Improvement, etc.</p> <ul style="list-style-type: none"> <li>• Enable poor women in rural areas to increase their income and savings and to motivate them to undertake nutritionally beneficial behavior changes through establishment and Management of Credit and Savings associations, establishment of MIS, training, health education</li> <li>• To provide basic water and sanitation services to underserved communities who would be part of a cost sharing process to contribute towards capital cost and operations and maintenance of their facilities.</li> </ul>
UNFPA	<p><b>1. Reproductive Health</b></p> <p><i>*a) Strengthening Advocacy and Social Mobilization Processes for Population Policy implementation</i></p> <p><i>*b) Implementing Clinic and Community Based Reproductive Health Services</i></p> <p>c) Enhancing Socio-Economic Status of Women through Income Generation and FLE</p>	<ul style="list-style-type: none"> <li>• provide basic cost effective RH service so that population growth be in balance with socio-economic situation through increasing services and outreach points, address adolescent RH issues specifically, train health personnel in RH care.</li> </ul> <p>⇒ <i>Promote Understanding of Ghanaians about interrelationship between population and socio-economic development, mobilize them to achieve population growthrate that is commensurate with national development objectives through institution and capacity building</i></p> <p>⇒ <i>Increase demand/usage of RH services through CBD training and distribution of condoms, improved RH services, income generating activities.</i></p> <p>⇒ Reinforce 31 DWM capacity to advocate RH/FP/SH and promote RH services and IGH through training of 31 DWM staff in RH/IEC activities, income generating activities as platform for RH advocacy</p>
WFP	<p>a) Small Scale Irrigation and Rehabilitation of Feeder Roads</p> <p><i>*b) Participatory Rural Forestry in Ghana's Northern Savannah Areas</i></p>	<p>⇒ Improve the feeder road network and increase the availability of water for agricultural and domestic use through maintenance of feeder roads and construction of small dams</p> <p>⇒ <i>Promote land restoration, protection and conservation activities among groups, associations, families, individuals, schools and other stakeholders; replant degraded areas, establish woodlands to supply firewood, poles fibre, straw and possibly forage; establish windbreaks around farmer's fields and grazing lands as well as vegetative and other physical barriers long the contours to reduce runoff rates and increase infiltration, thereby increasing the availability of soil water for crop use.</i></p>
WHO	-	-
FAO	a) National Poverty Reduction Programme	⇒ Increase productivity of farmers through training in integrated pest management at designated farmers' field school through provision of technical assistance and on the job training for increased production knowledge and skills, improved use of pesticides and an improved pest management extension service.
UNHCR	n/a	

AGENCY	THEME: POVERTY ERADICATION	STRATEGIES
UNU	<p><i>*a) restore and maintain productivity of African soils</i></p> <p><i>*b) Develop profitable small-scale mining technologies and processes that add value to Africa's mineral resources</i></p>	<p>⇒ <i>Develop and disseminate integrated systems of nutrient management involving organic and inorganic sources of plant nutrients through research, training, networking, promotion of national soil fertilization plans, setting up a regional pedological faculty (Africa-wide)</i></p> <p>⇒ <i>Develop profitable small-scale processes for transformation of Africa's agro-minerals through promotion of small-scale transformation of Africa's agro-minerals for restoration and maintenance of soil fertility, promotion of policies and programmes for mineral resource management.</i></p>
UNIDO	<p>a) Poverty Reduction Programme</p> <p><i>*b) Establishment of a Textile Industry Development Unit</i></p> <p><i>*c) Design of an integrated development programme for the wood products manufacturing industrial system and high level advise to the Ministry of Lands and Forests on coordination of technical support to the forestry master plan</i></p>	<p>⇒ <i>Design UNIDO technical assistance component to the UNDP funded Poverty Reduction Programme in the area of micro and small scale industries</i></p> <p>⇒ <i>Improve Efficiency and competitiveness of the Ghana textile and garment industries within the local market and in exports through establishing a textile industry development unit to provide industry with support service, upgrading training curricula, preparation and implementation of development plans for participating companies.</i></p> <p>⇒ <i>Assist the government and industry decision makers in deciding on a special programme for the development of a sustainable wood and forestry based industry in an integrated manner through analysis of the forest and wood industry, design of an integrated programme (policy advise, technical assistance, investment promotion) for the wood and forest based industries.</i></p>
UNAIDS	<p><i>*a) Joint UN programme on AIDS</i></p>	<p>⇒ <i>Lead and catalyse an expanded response to the HIV/AIDS epidemic through improvement of prevention and care, reduction of vulnerability to HIV/AIDS</i></p>
WORLD BANK	<p>a) Adjustment lending</p> <p>b) Gateway Programme, PSD, PEPTA</p> <p>c) SIF</p> <p>d) Targeted poverty reduction</p>	<p>⇒ <i>Support to poverty reduction through the provision of balance of payments support for the ado of outward-oriented growth policies, to encourage the agriculture sector and the growth of la intensive industry.</i></p> <p>⇒ <i>Support for the provision of economic infrastructure in general, and specifically to the Gateway Industrial Development Zone. Support to the promotion of investment and exports, and technical support for the privatization programme.</i></p> <p>⇒ <i>Technical support for the development of the Social Investment Fund.</i></p> <p>⇒ <i>Development of programmes of financial support for poverty analysis, nutrition, and social assessment under the framework of the UNDP-sponsored national Poverty Reduction programme.</i></p>
IMF	<p><b>*I. Second PFP under the ESAF</b></p>	<p>• <i>Improve macro economic fundamentals and modernize the structure of the economy</i></p>

**ANNEX 6.3.4-3/4A COMMON AREA: HEALTH HIV/AIDS**

AGENCY	PRIORITY AREAS							STRATEGIC APPROACHES																
	PRIMARY HEALTH CARE			HIV/AIDS		DISEASE CONTROL		CAPACITY BUILDING					EMPOWER		TARGETS					COLLABORATION				
Sub-Themes	RH	CHI SUR	COM MHEA	PREV	CURE	EPI/ EPID	WAT SAN	HRD	SERV DEL	POL DEV	EQUI NF	TECH SUPP	RES MIS	ADV	CR/ IGA	UR	RU	COM	INST	GEN	GVT	NGO	OTH	
UNDP																								
UNICEF	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
UNFPA	x		x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
WFP			x					x	x		x						x	x	x	x	x			
WHO	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
FAO										x		x	x				x	x	x			x	x	
UNHCR			x			x			x				x				x	x	x			x		
UNIDO			x			x			x							x	x	x				x		
UNU																								
UNAIDS	x		x	x	x			x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x
WB			x				x	x	x			x						x			x	x	x	
IMF	No health /HIV AIDS activities																							

- |                 |   |  |                  |   |  |             |   |                                      |
|-----------------|---|--|------------------|---|--|-------------|---|--------------------------------------|
| <b>RH</b>       | - | <b>Reproductive Health</b>                       | <b>HRD</b>       | - | <b>Human Resource Development</b>              | <b>RU</b>   | - | <b>Rural</b>                         |
| <b>CHI/SUR</b>  | - | <b>Child Survival</b>                            | <b>SERV/DEL</b>  | - | <b>Service Delivery</b>                        | <b>COM</b>  | - | <b>Community</b>                     |
| <b>COMHEA</b>   | - | <b>Community Health</b>                          | <b>POL DEL</b>   | - | <b>Policy Development</b>                      | <b>INST</b> | - | <b>Institutional</b>                 |
| <b>EPID</b>     | - | <b>Epidemics (CSM)</b>                           | <b>TECH SUPP</b> | - | <b>Technical Support</b>                       | <b>GEN</b>  | - | <b>Gender</b>                        |
| <b>HIV PREV</b> | - | <b>HIV/AIDS Prevention</b>                       | <b>RES/MIS</b>   | - | <b>Research</b>                                | <b>GVT</b>  | - | <b>Government</b>                    |
| <b>HIV CUT</b>  | - | <b>HIV/AIDS Curative</b>                         | <b>ADV</b>       | - | <b>Advocacy</b>                                | <b>NGO</b>  | - | <b>Non-Governmental Organisation</b> |
| <b>WATSAN</b>   | - | <b>Water Sanitation</b>                          | <b>CR/IGA</b>    | - | <b>Credit and Income Generating Activities</b> | <b>OTH</b>  | - | <b>Other</b>                         |
| <b>EPI/EPD</b>  | - | <b>Expanded Programme Immunization/Epidemics</b> | <b>UR</b>        | - | <b>Urban</b>                                   |             |   |                                      |



**ANNEX 6.3.4-3/4B COMMON AREA: HEALTH HIV/AIDS - AGENCIES' DETAILED ACTIVITIES**

AGENCY	Common Area: HEALTH/HIV/AIDS	STRATEGIES
UNDP	Support to community based HIV/Aids care and prevention programmes	<ul style="list-style-type: none"> <li>· <b>Community needs assessment</b></li> <li>· <b>Material development</b></li> <li>· <b>TOT workshop in community mobilisation and care &amp; support to people living with AIDS (PLWA)</b></li> <li>· <b>Community mobilization, training community members to provide care and support to PLWA in their communities</b></li> <li>· <b>Training community health nurses in home-based care and counselling</b></li> </ul>
UNICEF	<p>1. Health Programme</p> <p>a) Child Health Promotion</p> <p>b) District Primary Health Care (PHC) Development</p> <p>c) Safe Motherhood and Female Reproductive Health</p> <p>d) Continuation of Micro-nutrient Deficiencies.</p>	<ul style="list-style-type: none"> <li>• <b>Contribute to the achievement of health goals of the MOH Medium Term Strategy and NPA especially reduction of IMR, UMR, MMR by empowering parents to ensure their health and their children's through increased access to Facts for Life and increased involvement in planning/management of health services; building capacity for health planning; policy and analysis at national, regional, district levels. Strengthen management, technical, supervisory skills, regional, district levels. Strengthen management, technical, supervisory skills. Strengthen integrated service delivery by promoting the development of minimum health skills. Expanding alliances with donors and NGOs.</b></li> <li>⇒ Strengthening of national capacity for health policy formulation and analysis to accelerate achievement of child health goals through vaccinations, training logistic support, cold chain, Health Education, Health Policy Development.</li> <li>⇒ Improved management and quality of the district health delivery system through capacity building at the district and sub-district levels through Sub-district Health Team Initiative. Level B Essential Drugs, Bednets Community-Based Disease Surveillance, Family and Community Care on AIDS Cases.</li> <li>⇒ Improved quality and accessibility to maternal, obstetrical and neo natal care, including the promotion of exchange breastfeeding through the BFPI by Human Resources Development, Training on Breastfeeding, Community Health Education/TBA support, Upgrading Health Facilities/Logistics.</li> <li>⇒ Ensure Universal Salt Iodization and adequate Vitamin A intake by second birthday through training and provision of iodized salt and Vitamin A.</li> </ul>

AGENCY	Common Area: HEALTH/HIV/AIDS	STRATEGIES
<p>UNICEF (contd)</p>	<p><b>2. Social Mobilization Programme</b></p> <p>a) HIV/AIDS Awareness</p> <p><b>3. Water and Sanitation</b></p> <p>a) Environmental Health for Rural and Peri-Urban Areas.</p> <p><b>4. Community Based Development</b></p> <p>a) Rural Community-Based Development</p> <p>b) Urban Community-Based Development</p>	<p>⇒ Increase the capacity of media, governmental and NGO bodies to deliver correct messages and through a Triple A process, ensure changes in attitudes and practices. Support to policy analysis not only result in having access to information, but in being able to interpret it to influence positive action.</p> <p>⇒ Promote attitudinal and behavioral change towards HIV/AIDS prevention by placing emphasis on life skills and improving the self-image especially of young women with particular emphasis on school and out-of-school youth and street children through training, theatre for development. Mass Media, collaboration with NGOs and support to National Advisory Council on AIDS (NACA).</p> <p>⇒ <b><i>Mobilize policy development/or integrated rural water and sanitation, provide basic wafer and sanitation to underserved communities, ensure sustainability and maximize health benefits by integrating water, sanitation and hygiene education interventions. Through capacity buildings and environmental health.</i></b></p> <p>⇒ Provide basic water and sanitation services to underserved communities and maximise health benefits by integrating water sanitation and hygiene education interventions through equipment and supplies, Primary Environmental Care.</p> <p>⇒ <b><i>Raise awareness of communities for development activities and as main implementing partners. Strengthen communities capacity to empower themselves.</i></b></p> <p>⇒ <i>Improve the nutritional status of children and women in Northern Ghana by empowering communities to implement local actions which address the courses of malnutrition and death.</i></p> <p>⇒ <i>Raise awareness to the socio-economic situation of people in slum neighbourhoods and promote the community capacity to improve the survival, welfare and development of its children. Improve the urban community's access to basic health, education and sanitation services. Build capacity for data collection and analysis for use in policy and programming aimed at promoting survival, protection and development of children in especially difficult situations.</i></p>

AGENCY	Common Area: HEALTH/HIV/AIDS	STRATEGIES
UNICEF (contd.)	<p><b>5. Food Security and Nutrition Policy</b></p> <p>a) Credit with Education for Rural Women</p> <p>b) Environmental Health for Rural and Peri-Urban Areas</p> <p><b>6. Social Research and NPA Monitoring</b></p> <p>a) Social Research</p> <p>b) NPA Monitoring</p>	<p>⇒ Enable poor women in rural areas to increase their incomes/savings and motivate them to understand nutritionally beneficial behaviour changes to improve their household food security and nutrition and health status. Through credit facilities, MIS, Training, Health and Educational Activities.</p> <p>⇒ Provide basic water and sanitation services to underserved communities and maximize health benefits by integrating water sanitation and hygiene education interventions through equipment and supplies, Primary Environmental Care.æ</p> <p><b>p Strengthen capacity of research institutions to collect and analyse data on children and women to enable Government to monitor progress in NPA, to ensure effective management and monitoring of UNICEF resources to Ghana and for preparing the next country programme.</b></p> <p>⇒ Research and studies, training, seminars, workshops, net working to strengthen national capacity for policy oriented social research.</p> <p>⇒ Establishment of Database, survey, meeting, seminars, training, etc. to strengthen capacity for collection, analysis and utilization of NPA indicators</p>
UNFPA	<p><b>1. Reproductive Health</b></p> <p>a) Strengthening the implementation of RH Services</p> <p>b) Integrating CBD into RH/FP Services</p> <p>c) Implementing Clinic and Community-Based RH Services</p> <p>d) Strengthening Implementation of RH Services among Religious Organisations.</p>	<ul style="list-style-type: none"> <li>• Providing basic cost effective RH services to reduce IMR, MMR and Fertility Rates and bring population growth rates in balance with socio-economic development. Making RH/FP/SH services, information and counselling available to all individuals and couples to improve family welfare and increase Contraceptive Prevalence Rates (CPR)</li> <li>⇒ Strengthen RH/FP management and policy implementation and increase availability/accessibility of RH services and information providing a cost-reduced basic RH package to underserved communities, training health personnel and promoting the need for RH through advocacy and IEC activities.</li> <li>⇒ Increase availability and accessibility of cost effective family planning and RH services. Reducing adolescent pregnancy and STDs including HIV/AIDS through training of CBDs and community workers for counselling contraceptive supply and IEC activities.</li> <li>⇒ Increase demand/usage of RH service to alleviate poverty levels through CBD services, Income Generating Activities as a platform for RH/FP/SH advocacy and Operational Research on Female Genital Mutilation (FGM) and male participation.</li> <li>⇒ Sustain awareness through religious organizations of RH/FP/SH issues and provide affordable RH/FP services for men, women and adolescents in underserved communities. Address teenage pregnancy and ARH through CBD activities, training, IEC activities and baseline research into sexual attitudes of religious and non religious youth.</li> </ul>

AGENCY	Common Area: HEALTH/HIV/AIDS	STRATEGIES
UNFPA  (contd)	<p>e) Promoting Midwives as RH Providers</p> <p>f) Integrating CBD into RH/FP Services of Private Medical Practitioners.</p> <p>g) Enhancing Socio-Economic Status of Women through Income Generation and Family Life Education (FLE)</p> <p>h) <i>Strengthening Mass Media Support for Adult Population Education</i></p> <p>i) <i>Comprehensive POP/FLE Programme/or Educational Institutions in Ghana</i></p> <p><b>2. Advocacy</b></p> <p>a) <i>Strengthening Advocacy and Social Mobilization Processes/or Population Policy Implementation.</i></p> <p><b>3. Promoting Midwives as RH Providers</b></p> <p>a) <i>Strengthening Population Policy, Coordination and Implementation.</i></p>	<p>⇒ Increase the number of women utilizing RH services of private midwives through RH and HIV/AIDS advocacy; training of private midwives in RH for RH service delivery and counselling Market Day Midwife on Wheels Programme.</p> <p>⇒ Improve the capacity of private practitioners in delivery of RH services. Forge links between public (MOH) and private sectors through training, improved management and MIS and increased RH/FP/STDs service delivery.</p> <p>⇒ Reinforcing 31 December Women's Movement to advocate for RH/FP/SH and promote RH services and IGA to empower using Income Generation as a platform for RH advocacy through training in RH management and RH/IEC activities of 31 DWM personnel.</p> <p>⇒ <i>Integrating socio-cultural IEC for RH/FP/SH into existing adult-literacy/community programmes through updating of IEC materials and translating to local languages and training of CBD agents.</i></p> <p>⇒ <i>Contribute to improving the quality, relevance and expansion of access to basic education by incorporating and institutionalizing POP/FLE at all levels of education in Ghana.</i></p> <p>⇒ <i>Promote understanding about the interrelationships between population and socio-economic development and mobilize political and public commitment to achieving a population growth rate commensurate with national development objectives.</i></p> <p>⇒ <i>Strengthen the capacity of NPC and collaborating organization to promote Population and RH issues through capacity building and advocacy skills building for RH/FP, Population and Development, Gender and Family Welfare.</i></p> <p>⇒ Promote the welfare and quality of life of Ghanaians as envisioned by Government's Vision 2020 through enhancing NPC capacity to promote and implement the National Population Policy; coordinate population activities and mobilize resources.</p> <p>⇒ Ensure effective implementation by NPC of the National Population Policy through training, Population Information Network and Research.</p>

AGENCY	Common Area: HEALTH/HIV/AIDS	STRATEGIES
<b>UNFPA (cont.)</b>	b) <i>Comparative Studies in Customary and Modern Legislation in the area of Family Inheritance, Marriage and Fertility Rights.</i> c) <i>Strengthening Gender, Population and Development Coordination</i>	⇒ Strengthen the basis of population policy formulation, programming, advocacy and legislative reforms through the availability of scientifically obtained, information. ⇒ <i>Strengthen the basis of population policy formulation, programming, advocacy and legislative reforms through the availability of scientifically obtained information.</i>
<b>WFP</b>	Supplementary Feeding and Health and Nutrition Education	⇒ Improve the diet of 24,000 children in deprived areas, train expectant and nursing mothers and mothers of malnourished children and food management.
<b>WHO</b>	1. Organisation and Management of Health Systems based on Primary Health care 2. Human Resources Development 3. Essential drugs 4. Health Behaviour and Mental Health 5. Nutrition, Food security and safety 6. Environmental health 7. Eradication and Elimination of specific communicable diseases 8. Control of other communicable diseases  9. Control of non-communicable diseases	⇒ Supporting the country to give greater prominence to equity in developing national health policies, and evaluate health reforms in order to strengthen health policy formulation and implementation. ⇒ Provision of support in capacity building to improve efficacy, efficiency and effectiveness of the health workforce. ⇒ Providing support for national capacity strengthening in the implementation of the Action Programme on Essential Drugs. ⇒ Supporting the design of mental health programmes for underserved populations, in the establishment of health education and health promotion communication network, such as the health promoting schools network. ⇒ Building up capacity to control and reduce the prevalence of micronutrient deficiency states; develop programmes for training in food safety ⇒ Implementation of Healthy villages project ⇒ Supporting national programmes for the Eradication of dracunculiasis, poliomyelitis, leprosy and neonatal tetanus. ⇒ Strengthening EPI Programme for achieving national goals of increased coverage and improved surveillance, the establishment of a Programme on Integrated management of Childhood diseases (IMCI) and the extension of the DOTS strategy to other communities: Epidemiological surveillance and the control of Yaws, Buruli Ulcer, HIV/AIDS/STD, and control of tropical diseases. ⇒ Supporting the creation of awareness of the burden of non-communicable diseases, development of policies and implementation of programme designed to prevent and control non-communicable diseases.

AGENCY	Common Area: <b>HEALTH/HIV/AIDS</b>	STRATEGIES
	<i>Special Programme for Food Security</i>	⇒ <i>Increase food production and equip the growing incidence of food insecurity and under nutrition.</i>
<b>UNCHR</b>	Assisting refugee populations	⇒ Providing hygiene/health education
<b>UNU</b>	No health activities	
<b>UNIDO</b>	Processing of Herbal Pharmaceutical materials based on traditional Ghanaian therapies	⇒ Building up capacity and capability for carrying out R + D in plant medicine and for undertaking pilot plant operations in order to provide a basis for commercial operations by private/public sectors in the industrial production of drugs and essential oils from medicinal and aromatic plants.
<b>UNAIDS</b>	Joint UN programme on AIDS	⇒ Lead and catalyse an expanded response to the HIV/AIDS epidemic through improvement of prevention and care, reduction of vulnerability to HIV/AIDS and alleviating the epidemics devastating socio-economic impact.
<b>WB</b>	1. Ensuring Social And Rural Development	⇒ Enhance efficiency of health spending ⇒ Examine alternative financing options for health ⇒ Raise coverage of health services, make PHC accessible and increase utilization of health services. ⇒ The Bank provides non-lending support for SIP which will involve a rise in total health spending, a shift in composition towards primary health services and greater decentralization of such services.
<b>IMF</b>	No direct health activity	

Explanatory Notes:      Text in Bold letters refers to programmes  
                                     Text in normal letters refers to sub-programme/projects  
                                     Text marked with \* and written in italics meant that programmes or projects has its main focus in another common area but also contains elements of the common area which it is stated in italics.

**ANNEX 6.3.4-5A COMMON AREA: EDUCATION**

AGENCY	PRIORITY AREAS						STRATEGIC APPROACHES																
	FORMAL			LITERACY			CAPACITY BUILDING					EMPOWER		TARGETS					COLLABORATION				
SUB-THEAMS	BAS	TERT	UNIV	TECH /PRO	ADUL	VOC	SHE	HRD	SERV DEL	POL DEV	EQU INFR	TECH SUPP	RES MIS	ADV	CR/1GA	UR	RU	COM	INST	GEN	GVT	NGO	PAR STAT
UNDP	X					X		X						X			X			X	X		
UNICEF	X							X		X	X	X	X	X	X	X	X	X	X	X	X	X	X
UNFPA	X	X			X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
WFP	X								X				X		X		X	X		X	X		
WHO			X		X	X	X*	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
FAO				X	X			X					X	X			X		X	X	X	X	X
UNHCR	X				X				X							X	X	X				X	
UNIDO				X		X				X	X		X										
UNU			X										X										
UNAIDS	X	X	X	X				X		X		X	X	X	X		X	X	X	X	X	X	X
WB	X	X			X	X					X					X	X	X		X	X	X	
IMF	no education activity																						

- |                 |   |   |                  |   |  |                |   |                                      |
|-----------------|---|---|------------------|---|--|----------------|---|--------------------------------------|
| <b>BAS</b>      | - | <b>Basic Education</b>                  | <b>HRD</b>       | - | <b>Human Resource Development</b>              | <b>UR</b>      | - | <b>Rural</b>                         |
| <b>TERT</b>     | - | <b>Tertiary Education</b>               | <b>SERV/DEL</b>  | - | <b>Service Delivery</b>                        | <b>RU</b>      | - | <b>Urban</b>                         |
| <b>UNIV/SUP</b> | - | <b>University and Higher Education</b>  | <b>POL DEV</b>   | - | <b>Policy Development</b>                      | <b>COM</b>     | - | <b>Community</b>                     |
| <b>TECH</b>     | - | <b>Technical/Professional Education</b> | <b>TECH SUPP</b> | - | <b>Technical Support</b>                       | <b>INST</b>    | - | <b>Institutional</b>                 |
| <b>ADUL</b>     | - | <b>Adult Literacy</b>                   | <b>RES/MIS</b>   | - | <b>Research and MIS</b>                        | <b>GEN</b>     | - | <b>Gender</b>                        |
| <b>VOC</b>      | - | <b>Vocational Skills Training</b>       | <b>ADV</b>       | - | <b>Advocacy</b>                                | <b>GVT</b>     | - | <b>Government</b>                    |
| <b>SHE</b>      | - | <b>Shepherd Schools</b>                 | <b>CR/IGA</b>    | - | <b>Credit and Income Generating Activities</b> | <b>NGO</b>     | - | <b>Non-Governmental Organization</b> |
|                 |   |   | *                | - | School Health Education                        | <b>PARSTAT</b> | - | <b>Parastatal Organization</b>       |

**ANNEX 6.3.4-5B COMMON AREA: EDUCATION - AGENCIES' DETAILED ACTIVITIES**

AGENCY	THEME: Education and Vocational Training	STRATEGIES
UNDP	<p>1. Poverty Reduction Programme Management</p> <p>c) Capacity Building d) <u>Skills Development</u> e) Social Development Mechanisms</p> <p>2. Good Governance and Public Sector Reform Programme</p> <p>a) Support to Local Government b) Support to the Judicial System c) <u>Human rights and civic education</u> d) Support to and society</p> <p>3. <i>National Capacity Development and Utilization Programme</i></p> <p>a) <i>Enhancing women's opportunities in Development (FNOWID)</i></p>	<p>⇒ <u>Training (Seminars/Workshops) to enhance decision makers capacity for pro-poor motion.</u></p> <p>⇒ Provide employable skills through workshops and training facilities.</p> <p>⇒ Vocational training in new technology.</p> <p>⇒ Enhance Girl-Child education and women's empowerment through training and direct support to girls' education.</p> <p>⇒ Support the capacity of Local Government training school for staff of District Assemblies.</p> <p>⇒ Training middle level personnel.</p> <p>⇒ <u>Public awareness of functions of constitutional bodies.</u></p> <p>⇒ <u>Support to civic society effective participation in state decision making, training of (non) media practitioners for investigative and responsible journalism.</u></p> <p>⇒ Access training.</p>
UNICEF	<p>1. Human Resource Development Programme</p>	<ul style="list-style-type: none"> <li>• Policy, analysis, articulation, dialogue and advocacy for improving access to basic education and increasing basic education for girls.</li> <li>• Support for continued reform of school management to promote active learning.</li> <li>• Provision of efficient systems of in-service training, professional development and supervision of teachers.</li> <li>• Strengthening school curriculum to ensure reading, writing, mathematical skills combined with life-skills and health education.</li> <li>• Advocacy for policy to support enrollment and education of girls.</li> <li>• Policy development for community based parenting programmes for Early Childhood Development and basic education.</li> </ul>



AGENCY	THEME: Education and Vocational Training	STRATEGIES
<b>UNICEF (cont.)</b>	a) Strengthening Policy and Planning	⇒ Increasing access to education, increasing the participation of girls, improving the quality of the first nine years of schooling (age 6-15). Curriculum Development, Research, Seminars.
	b) Childhood-community (Childcope)	⇒ Involving education officials, community members, policy makers, develop a sustainable model for quality basic education to improve primary education, maintain/increase involvement and increase attendance and continuation rates especially of girls through workshops, training involvement, school based interventions, child to child advocacy.
	c) <u>Credit with Education for Rural Women</u>	⇒ Enable poor rural women, increase concerns and savings and motivate nutritionally beneficial changes to improve household food security, nutrition and health status through training and health education.
	d) Child care and Early Childhood Development (ECD)	⇒ Improve professional competence and skills of core people representing existing ECD centres, institutions and schools through programme design, coordination, training and resource materials.
	2. Social Mobilization Programme	⇒ Improve capacity of institutions to advocate for women through MIS and Advocacy training.
	a) <u>Institutional Capacity Building Project</u> b) <u>Social Research Project</u>	⇒ Strengthen national capacity for policy oriented social research through seminar, workshops, training.
<b>UNFPA</b>	1. Reproductive Health Programme and Advocacy Programme	Promote understanding about inter-relationships between population and socio-economic development and mobilize them to achieve a population growth rate commensurate with national development objectives. Improve family welfare and individual reproductive health.
	a) Comprehensive POP/FLE programme for Educational Institutions.	⇒ Contribute to Government education policy of improving quality and expanding access to basic education by institutionalizing POP/FLE at all levels of education. Upgrading curricula incorporating POP/FLE components, production of teaching materials, TOT, etc.
	b) Strengthening Mass Media support of Adult Population Education.	⇒ Integrating socio-cultural IEC for RH into existing adult literacy/community programmes through training of IAE staff, updating of IEC materials with RH/POP components and translation to local languages.
	c) <i>Strengthening Implementation of RH Services through MOH, NGOs, Religious Organizations, Private Practitioners and Midwives.</i>	

AGENCY	THEME: Education and Vocational Training	STRATEGIES
	d) <u>Strengthening Gender, Population and Development Coordination</u> e) <u>Enhancing Socio-Economic Status of Women through IGA and FLE</u> 2. <i>Population and Development Strategy Programmes</i> a) <u>Strengthening national capacity</u> b) Formulate and implement policy and coordinate population programmes.	⇒ Training through workshops, seminars, shop courses in RH clinical skills and service delivery, training of CBD and volunteers in POP/RH/FP/SH, IEC and advocacy training for research institutions in social research methodology. ⇒ Training through seminars/short courses in population, gender and development policy formulation and coordination and gender analysis. ⇒ Training through seminars/short courses in RH and IGA management of staff of 31 DWM.
<b>WFP</b>	1. Education of girls in Northern Savannah areas.	Achieve 5% annual increase in girls' enrollment in primary and junior secondary schools, to reduce by half the differential in retention rates between boys and girls, through distribution of food incentive to parents to enroll and retain girls in schools.
<b>WHO</b>	2. Capacity building for health programme policy, development and implementation. 3. Support to National Government in Human Resource Development activities 4. Female functional literacy Programme.	■ Supports training in and ex-country through workshops, seminars and provision of technical assistance, including training materials. ■ Provision of fellowships for farther study /experience in health field with a view, to enhancing professional skills. ■ Creating and enhancing opportunities for better family health through functional literacy and income generating activities.
<b>FAO</b>	5. <u>Development of support structure for irrigated Agriculture.</u> 6. <u>Integrated Development of Artisanal Fisheries.</u>	⇒ Development of effective irrigation extension services through implementation of training workshops for frontline extension officers on irrigation skills. ⇒ Increase domestic food supply for rural population by improved fish processing and management techniques. Training through the establishment of a community fisheries center.
<b>UNCHR</b>	1. Major protection and assistance to Sierra Leonean, Liberian, Togolese, Nigerian and Sudanese refugees 2. Local settlement programmes.	⇒ As part of a relief package a tuition grant is provided to interviewed and deserving refugees and/or camp schools are set up in the major refugee camps. ⇒ As camps are closed and refugees integrate surrounding village, camp schools are phased out, local village schools to which support provided and merged with students and teachers.

AGENCY	THEME: Education and Vocational Training	STRATEGIES
UNU	1. Restore and maintain the productivity of African soils. 2. Conserve/improve the management of indigenous plant resources.	⇒ Through University of Ghana setting up of a regional reference pedagogical facility for training. ⇒ Re-enforcement of teaching programmes and research capability of Botany Department, University of Ghana and CSIR.
UNIDO	1. <u>Integrated Packaging Development Programme</u> 2. <u>Establishment of a Textile Industry Development Unit</u> 3. <u>Women Entrepreneurs for Industrial Growth in Food Processing.</u>	⇒ <u>Establishment of a packaging institute to provide training, technical and industrial service.</u> ⇒ <u>Improve efficiency and competitiveness of the textile and garment industry through the establishment of a textile industry development unit which amongst these activities will have responsibility for upgrading training curricula.</u> ⇒ <u>Upgrading of technical, entrepreneurial and marketing skills of women in food processing through formal and practical training. Strengthening of local support institutions.</u>
UNAIDS	Joint UN programme on AIDS	⇒ <u>Lead and catalyse an expanded response to the HIV/AIDS epidemic through involvement of prevention and care. reduction of vulnerability to AIDS.</u>
WORLD BANK	1. Support GOG/MOE in basic (primary & junior secondary) schooling, non-formal literacy and vocational skills training, and tertiary education. 2. Preparation for sector-wide, multi-donor improvement programme.	⇒ Five separate IDA credits are based on agreed objectives and implementation arrangements. ⇒ Economic and financial analysis conducted in collaboration with GOG and interested stakeholders, examining lessons learned from previous operations
IMF	No direct support to education area	

Explanatory Notes: Text in Bold letters refers to programmes  
 Text in normal letters refers to sub-programme/projects  
 Text marked with \* and written in italics meant that programmes or projects has its main focus in another common area but also contains elements of the common area which it is stated in italics.

**ANNEX 6.3.4-6 COMMON THEMATIC AREA: ENVIRONMENT**

AGENCY	PROVISION OF SERVICES/INPUTS				STRATEGIC APPROACHES												
	Other resource	Health	Water	Sanitation	CAPACITY	ADVOCACY	RESEARCH	NETWORK	MGT. INFO	TARGETS					COLLABORATORS		
										URBAN	RURAL	COMM.	INSTI TUT.	GEN DER	GOV	NGO	OT
UNDP					1	2,3,4	1		2,3,4	2,3,4	2,3,4		1		1		
UNICEF			2	2	2	2				2	2	2					
UNFPA	2	2			2	2								2	2	2	2
WFP	3,4										3,4				3,4	4	3
WHO	2				2	2									2	2	2
FAO	4		3		4,5		4		4,5		3,4	3,4	3	3,4	4,5		
UNU					3,4	3,4	3,4	3,4				3,4	3,4	3,4		3,4	3,4
UNIDO					2,4	2,4									2,4		
UNAIDS																	
WORLD BANK					3,4,5	3,4,5	3,4,5		3,4,5	3,4,5	3,4,5	3,4,5	34,5	3,4,5	3,4,5		
IMF					5	5			5						5		

Legend on sub-themes of Environment (Common areas)

- 1 = ATMOSPHERIC ENVIRONMENT
- 2 = COMMUNITY HEALTH ENVIRONMENT
- 3 = LAND & WATER RESOURCES
- 4 = PLANT & ANIMAL RESOURCES
- 5 = ECONOMIC ENVIRONMENT

### ANNEX 6.3.4-6 COMMON THEMATIC AREA: ENVIRONMENT - AGENCIES' DETAILED ACTIVITIES

AGENCY	THEME: ENVIRONMENT	STRATEGIES
UNDP	<ol style="list-style-type: none"> <li>1. Ghana Capacity 21 Programme</li> <li>2. Institutional strengthening of Ozone Depletion Substances Office with EPA.</li> </ol>	<ol style="list-style-type: none"> <li>1. Awareness creation for sustainable development (advocacy).</li> <li>2. Establishment of management information systems.</li> <li>1. Collection, analysis of data and information on new Ozone Depleting Substances (ODS).</li> <li>2. Capacity building in code of Good Practice for refrigeration technicians.</li> </ol>
UNICEF	<ol style="list-style-type: none"> <li>1. <i>Environmental health for rural and peri-urban areas.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Provision of basic water and sanitation services to deprived communities.</i></li> <li>2. <i>Water and sanitation education.</i></li> <li>3. <i>Urban health conditions advocacy to improve urban community access to basic health and sanitation services.</i></li> <li>4. <i>Capacity-building for needs assessment</i></li> </ol>
UNFPA	<ol style="list-style-type: none"> <li>1. Reproductive health (RH) care.</li> <li>2. <i>Enhancing socio-economic status women through income-generation activities.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Provision of RH services at outreach points.</li> <li>2. Build capacity of health personnel in RH.</li> <li>3. Provision of resources for programme development in RH.</li> <li>1. <i>Use income-generation activities for RH advocacy.</i></li> </ol>
WFP	<ol style="list-style-type: none"> <li>1. Participatory rural forestry (to be formulated).</li> <li>2. <i>Small-scale irrigation and rehabilitation of feeder roads (to be formulated).</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Promotion of afforestation and re-vegetation to reduce runoff rates and increase infiltration.</li> <li>1. <i>Provision of small-scale irrigation dams.</i></li> </ol>
WHO	<ol style="list-style-type: none"> <li>1. Environmental health through provision of primary health care.</li> </ol>	<ol style="list-style-type: none"> <li>2. National capacity-building.</li> <li>3. Advocacy for health.</li> <li>4. Resource mobilization.</li> </ol>

AGENCY	THEME: ENVIRONMENT	STRATEGIES
FAO	<ol style="list-style-type: none"> <li>1. <i>Strengthening plant quarantine capabilities.</i></li> <li>2. <i>Forest plantation development implementation.</i></li> <li>3. <i>Special programme for food security.</i></li> <li>4. <i>National poverty reduction programme.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Establish pest surveillance programmes.</i></li> <li>2. <i>Prepare quarantine inspection manuals.</i></li> <li>3. <i>Build capacity in quarantine inspection</i></li> <li>4. <i>Review plant quarantine logistics and regulations.</i></li> </ol> <ol style="list-style-type: none"> <li>1. <i>Provide technical assistance (institutional capacity-building) in forest plantation development.</i></li> </ol> <ol style="list-style-type: none"> <li>1. <i>Build capacity to alleviate constraints to widespread adoption of food production technologies.</i></li> </ol> <ol style="list-style-type: none"> <li>1. <i>Provision of technical assistance and capacity-building for improved use pesticides and pest management extension service.</i></li> </ol>
UNHCR	n/a	
UNU	<ol style="list-style-type: none"> <li>1. <i>Restore and maintain productivity of African soils.</i></li> <li>2. <i>Conserve and improve Africa's indigenous plant resources.</i></li> <li>3. <i>Develop profitable small-scale Mining technologies and processes.</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Research.</i></li> <li>2. <i>Capacity-building.</i></li> <li>3. <i>Networking.</i></li> <li>4. <i>Policy-advocacy.</i></li> </ol> <ol style="list-style-type: none"> <li>1. <i>Institutional capacity-building.</i></li> <li>2. <i>Research.</i></li> <li>3. <i>Human capacity-building</i></li> <li>4. <i>Networking.</i></li> </ol> <ol style="list-style-type: none"> <li>1. <i>Promote small-scale transformation of agro-minerals for soil fertility restoration and maintenance.</i></li> <li>2. <i>Policy advocacy for mineral resources management.</i></li> <li>3. <i>Research.</i></li> <li>4. <i>Networking.</i></li> </ol>

AGENCY	THEME: ENVIRONMENT	STRATEGIES
UNIDO	<ol style="list-style-type: none"> <li>1. Design integrated development programme for wood products manufacturing industrial system.</li> <li>2. Integrated wood programme.</li> <li>3. National cleaner production.</li> </ol>	<ol style="list-style-type: none"> <li>1. Policy advocacy.</li> <li>2. Technical assistance (capacity building).</li> </ol> <ol style="list-style-type: none"> <li>1. Capacity-building.</li> </ol> <ol style="list-style-type: none"> <li>1. Establish center for national cleaner production.</li> <li>2. Optimize energy use.</li> <li>3. Waste management.</li> </ol>
UNAIDS	n/a	
World Bank	<ol style="list-style-type: none"> <li>1. Natural Resource Management Project (NRMP) Theme: Sustainable natural resource management and biodiversity conservation</li> <li>2. Ghana Environmental Resource Management Project Theme: Sustainable natural resource management</li> <li>3. Coastal Wetlands Management Project Theme: Biodiversity conservation</li> </ol>	<ul style="list-style-type: none"> <li>• Policy development - natural resources pricing</li> <li>• Institutional capacity building</li> <li>• Community empowerment /collaborative resource management</li> <li>• Biodiversity conservation</li> <li>• Human resources development</li> <li>• Intra-ministerial coordination</li> <li>• Research</li> </ul> <ul style="list-style-type: none"> <li>• Human resources and institutional capacity building</li> <li>• Development of land based environmental information system</li> <li>• Community-based land management/farming systems development pilots</li> </ul> <ul style="list-style-type: none"> <li>• Community resource management capacity building</li> <li>• Public awareness programmes</li> <li>• Alternative livelihood programmes</li> <li>• Biodiversity conservation - protection of RA&lt;SAA sites (migratory sea birds)</li> </ul>
<i>IMF</i>	<i>Enhanced Structural Adjustment Facility</i>	<ol style="list-style-type: none"> <li>1. <i>Set structural targets.</i></li> <li>2. <i>Set quantitative benchmarks</i></li> </ol>

Explanatory Notes:

Text in Bold letters refers to programmes

Text in normal letters refers to sub-programme/projects

Text marked with \* and written in italics meant that programmes or projects has its main focus in another common area but also contains elements of the common area which it is stated in italics.

**ANNEX 6.3.4-7A COMMON THEMATIC AREA: AGRICULTURE AND FOOD SECURITY**

AGENCY	SUB-TEAMS							STRATEGIC APPROACH																
								CAPACITY BUILDING						EMPOWERMENT		TARGETS					COLLABORATION			
	CRO	LIV: ST	FOR	FISH	AGR. TEC	AGR. PRO	FD. SEC	HRD	SERV DEL	POL DEV	EQU INFR	TEC SUPP	RESEAR CH	ADV.	CRED. IGA	UR-BAN	RU-RAL	COM-UNITY	INST	GENDER	GVT	NGO	PARA STAT	
UNDP				x				x			x	x		x	x		x	x	x		x	x		
UNICEF							x	x		x	x		x				x	x	x		x		x	
UNFPA																								
WFP			x		x		x	x	x		x		x	x			x	x		x	x		x	
WHO							x		x		x	x	x			x	x	x			x		x	
FAO	x		x	x	x	x	x	x	x	x	x	x	x	x			x	x	x	x	x	x	x	
UNHCR	n/a																							
UNIDO	x		x	x		x	x	x		x	x	x	x	x		x	x		x		x	x	x	
UNU	x		x		x		x	x		x			x	x			x		x	x		x	x	
UNAIDS																								
WB	x	x	x	x	x	x		x		x		x	x				x	x	x		x	x	x	
IMF	No direct agricultural activities																							

CRO  
LIV. ST  
ROR  
FISH  
AGR. TEC  
AGR. PRO  
FD. SEC

Crop Sector  
Livestock Sector  
Forestry  
Fishery  
Agricultural Technology  
Agro-Processing  
Food Security

HRD  
SERV/DEL  
POL DEV  
QU/INFR  
TECH SUPP  
ADV  
CRED/ING

Human Resource Development  
Service Delivery  
Policy Development  
Equipment/Infrastructure  
Technical Support  
Advocacy  
Credit and Income Generating activities



**ANNEX 6.3.4-7B COMMON THEMATIC AREA: AGRICULTURE, RURAL DEVELOPMENT AND FOOD SECURITY –  
AGENCIES' DETAILED ACTIVITIES**

AGENCY	THEME: AGRICULTURE AND FOOD SECURITY	STRATEGIES
UNDP	<p><i>*1. Poverty Reduction Programme</i></p> <p><i>*a) Social Investment Fund</i></p> <p>2. Artisanal Fisheries Development</p>	<ul style="list-style-type: none"> <li>• <i>Enhance decentralization of decision making process to increase level of involvement of district assemblies and communities in development planning.</i></li> <li>• <i>Provide social and utility service at community level to create an enabling environment for private sector and grassroots initiatives to generate income and employment</i></li> <li>• <i>Mobilize knowledge and resources and promotion of employable skills</i></li> <li>• <i>Provide resources for social and utility services, micro credit scheme</i></li> <li>• <i>Promote sustainable fishery resources utilization in Lake Volta through training, awareness creation and direct support</i></li> </ul>
UNICEF	<p><b>1. Food Security and Nutrition Policy</b></p>	<ul style="list-style-type: none"> <li>• <i>Strengthen national capacity to analyse policy options and to support strategies which would support the activities at local level; support the dissemination at the national level of lessons learned concerning effective district planning in the implementation of pilot activities in selected districts under the community based development programme; strengthen the capacity of MOFA to effectively support activities to enhance household food security at community level; provide training to improve capacity to use available information for assessing, analyzing and designing actions (AAA); through capacity building for research and policy analysis at the national level and, through the Ministry of Local Government and Rural Development, to impact on planning processes at the district level throughout the country.</i></li> </ul>
UNFPA	-	-
WFP	<p><i>*a) Supplementary Feeding, Health and Nutrition Education</i></p> <p><i>*b) Education of Girls in Ghana's Northern Savannah Areas</i></p>	<p>⇒ <i>improvement of the diet of children under five in deprived areas, training of expectant and nursing mothers and mothers of malnourished children in basic nutrition and health practices through surveillance, growth monitoring of children and regular checks on their nutrition status, nutrition and health education for mothers and food management</i></p> <p>⇒ <i>Achieve 5 % annual increase in girls' enrolment in primary and junior secondary schools in the project districts, reduce by half over project period the differential in the retention rate between boys and girls in primary and junior secondary school through collection and analysis of data on enrolment and retention, management and monthly distribution of food as incentive to parents to enrol their girls and to retain them once in school.</i></p>

AGENCY	THEME: AGRICULTURE AND FOOD SECURITY	STRATEGIES
WFP (cont.)	c) Participatory Rural Forestry in Ghana's Northern Savannah Areas	⇒ Promote land restoration, protection and conservation activities among groups, associations, families, individuals, schools and other stakeholders; replant degraded areas, establish woodlands to supply firewood, poles fibre, straw and possibly forage; establish windbreaks around farmer's fields and grazing lands as well as vegetative and other physical barriers along the contours to reduce runoff rates and increase infiltration, thereby increasing the availability of soil water for crop use.
WHO	<i>*Country Collaboration with World Health organization</i>	<ul style="list-style-type: none"> <li>• <i>Collaborate with the Ghanaian government authorities to make primary health care accessible to all through advocacy for health, national capacity building, interagency collaboration and coordination, resource mobilization, strengthening WHO country Office.</i></li> </ul>
FAO	a) Strengthening Plant Quarantine Capabilities  b) Development of Support Structure for Irrigated Agriculture  c) Forest Plantation Development Implementation  d) Special Programme for Food Security  e) Integrated Development of Artisanal Fisheries  *f) <i>National Poverty Reduction Programme</i>	⇒ Strengthen National Capabilities of the plant quarantine services, prevent the entry of exotic pests into the country and ensure that export produce and commodities meet the highest required standards and quality through preparation of quarantine inspection manual, establishment of pest surveillance programme and pest lists, strengthening of plant quarantine inspections and related training, review and analysis of existing plant quarantine and protection legislation.  ⇒ Develop an effective irrigation extension service which will support farmers in improving and extending irrigated agriculture and in adopting the management of irrigation schemes through implementation of training workshops for frontline extension officers on effective irrigation support skills for improving and extending irrigated agriculture and in the management of irrigation schemes  ⇒ Assist the government in designing long-term mechanisms to support private forestry schemes for providing plantation incentives to firms and their owners, communities and individuals through provision of technical assistance and on the job training for the development of the institutional capacity for implementing practical options with regards to forest plantation development, ensuring effective monitoring of the results  ⇒ Increase food production and thereby stop the growing incidence of food insecurity and under-nutrition of the population through provision of technical assistance and on the job training in a phased approach, addressing the constraints (policy, technical, socio-economic, institutional, etc.) that inhibit the widespread adoption of available improved technologies and thereby to expand food production.  ⇒ Increase domestic food supply through effective use of available fisheries resources as well as the creation of new employment opportunities and thereby to improve the living conditions of the rural population through establishment of a community fisheries centre with processing facilities and related training and social services for fishermen and women fish processors, implementation of fisheries management techniques and technical guidance for the operation of the fisheries centre.  ⇒ <i>Increase productivity of farmers through training in integrated pest management at designated farmers' field school through provision of technical assistance and on the job training for increased production knowledge and skills, improved use of pesticides and an improved pest management extension service.</i>

AGENCY	THEME: AGRICULTURE AND FOOD SECURITY	STRATEGIES
UNHCR	n/a	
UNU	<p>a) restore and maintain productivity of African soils</p> <p><i>*b) Develop profitable small-scale mining technologies and processes that add value to Africa's mineral resources</i></p> <p><i>*c) Conserve and Improve the Management of Africa's indigenous Plant Resources</i></p>	<p>⇒ Develop and disseminate integrated systems of nutrient management involving organic and inorganic sources of plant nutrients through research, training, networking, promotion of national soil fertilation plans, setting up a regional pedological faculty (Africa-wide)</p> <p>⇒ <i>Develop profitable small-scale processes for transformation of Africa's agro-minerals through promotion of small-scale transformation of Africa's agro-minerals for restoration and maintenance of soil fertility, promotion of policies and programmes for mineral resource management.</i></p> <p>⇒ <i>Combat the threat to plant bio-diversity through development of multi-functional and interrelated Reference Herbarium, tissue culture facility and germplasm conservation center.</i></p>
UNIDO	<p>a) Utilization of Locally Produced Sorghum in Malt and Beer Processing</p> <p><i>*b) Pre-Investment Study for the Ghana Fish Industries investment Programme</i></p> <p><i>*c) Design of an integrated development programme for the wood products manufacturing industrial system and high level advise to the Ministry of Lands and Forests on coordination of technical support to the forestry master plan</i></p> <p><i>*d) Integrated Packaging Development Programme</i></p>	<p>⇒ Achieve national self sufficiency in raw material supply to the Ghanaian brewing industry by utilizing locally produced sorghum as substitute for barley malt in the mailing and brewing process through introduction of new sorghum varieties, establishment of pilot mailing and brewing plants, laboratory tests and establishment of parameters for sorghum mailing and brewing.</p> <p>⇒ <i>Develop the fisheries industry by facilitating the implementat of an investment programme through carrying out an in depth study of the fisheries industry, pro-feasibility studies and investment profiles</i></p> <p>⇒ <i>Assist the government and industry decision makers in deciding on a special programme for the development of a sustainable wood and forestry based industry in an integrated manner through analysis of the forest and wood industry, design of an integrated programme (policy advise, technical assistance, investment promotion) for the wood and forest based industries.</i></p> <p>⇒ <i>Strengthen local packaging manufacturers' capacity to produce more and better packaging, build up capacity for service support to packaging industry through direct support to the industry with technical advise, establishment of a packaging institute to provide training, technical and industrial service.</i></p>

AGENCY	THEME: AGRICULTURE AND FOOD SECURITY	STRATEGIES
WORLD BANK	a) Agricultural Research Development b) Agricultural Extension Development c) Livestock Services Development d) Agricultural Diversification e) Fisheries Capacity Building f) Rural Agriculture Infrastructure Development g) Support to Formulation of Accelerate Agricultural Growth and Development	⇒ Develop processes and institutional arrangements to ensure that research priorities accord with national development priorities, the needs of farmers, agribusiness and consumers and sustainable use of natural resources; formulate a long-term national agricultural research strategic plan; and support for its implementation. ⇒ Initiate and implement a unified national agricultural extension system with strong research linkages in order to improve the incomes and nutrition of, particularly smallholder farm households with emphasis on institutional and human resources development and reaching more women farmers. ⇒ Raise livestock producers' income, particularly those of smallholders, by improving their productivity in meat, egg and milk production; reduce the financial burden of the Government of services it provides to the livestock sub-sector through a combination of institutional and policy reforms and investment. ⇒ Revitalize and expand the cultivation of non coca tree crops (oil palm, coffee, rubber) and horticultural crops for export and import substitution through mainly smallholder production and the creation of an enabling environment. ⇒ Establish long-term sustainability of the fisheries resources through strengthening of the Department of Fisheries for managing the sub-sector, focusing on formulation of policy and management plans and promotion of inland fisheries. ⇒ Improve the quality of life of Ghana's rural poor through increased transfer of technical and financial resources in response to perceived needs at village and district levels in improving basic village level infrastructure; empower local communities, beneficiary groups and institutions and increase their capacity to develop, manage and maintain infrastructure investments. ⇒ Assist government and industry in formulating strategies for accelerated agricultural growth and development in support of its vision that strives to transform Ghana into a middle income country by the year 2020.
IMF	<b>*Second Annual Programme under the ESAF</b>	<ul style="list-style-type: none"> <li>• <i>Improve macroeconomic fundamentals and modernize the structure of the economy through setting quantitative quarterly benchmarks as well as structural targets</i></li> </ul>

Explanatory Notes: Text in Bold letters refers to programmes  
 Text in normal letters refers to sub-programme/projects  
 Text marked with \* and written in italics meant that programmes or projects has its main focus in another common area but also contains elements of the common area which it is stated in italics.

**ANNEX-6.3.4-8A COMMON AREA: GENDER**

AGENCY	PRIORITY AREA/SUB-THEMES						STRATEGIC APPROACH																
							CAPACITY BUILDING						EMPOWERMENT		TARGETS					COLLABORATION			
	FA. HH	PL LSH	ED TRA	HEAL CH.B	H/HS ENV	ECO ACT	HRD	SERV DEL	POL DEV	EQU INFR	TEC SUPP	RESE ARC	ADV.	CRED IGA	UR- BAN	RU- RAL	COMM UNITY	INST	Gender	GVT	NGO	PARA STAT	
UNDP		x	x			x	x		x	x	x			x	x	x			x	x		x	
UNICEF	x		x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
UNFPA	x	x	x	x		x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x	
WFP			x	x			x	x			x	x	x		x	x	x	x	x	x	x	x	
WHO	x		x	x		x	x	x	x	x	x	x	x	x	x	x	x	x		x			
FAO							x						x			x	x			x	x		
UNHCR	n/a																						
UNIDO						x	x	x		x	x				x	x		x	x	x		x	
UNU									x			x									x	x	
UNAIDS																							
WB			x	x		x									x	x			x	x	x		
IMF	No direct gender activities																						

FA. HH  
PL. LSH  
ED TRA  
HEAL CH. B  
H/HS ENV  
ECON ACT

Families/Household  
Public Life/Leadership  
Education/Training  
Health & Child Bearing  
Housing/Human Settlement Environment  
Economic Activity

HRD  
SERV/DEL  
POL DEV  
QU/INFR  
TECH SUPP  
ADV  
CRED/ING

Human Resource Development  
Service Delivery  
Policy Development  
Equipment/Infrastructure  
Technical Support  
Advocacy  
Credit and Income Generating activities

## ANNEX-6.3.4-8B COMMON AREA: GENDER - AGENCIES' DETAILED ACTIVITIES

AGENCY	THEME: GENDER	STRATEGIES
UNDP	*a) <i>Social Development Mechanism (under Poverty Reduction Programme)</i> b) <i>Enhancing Women Opportunities in Development (ENOWID)</i>	⇒ <i>Enhance girl-child education and empowerment of women through training and direct support to girls' education</i> ⇒ <i>Increase access to training, technology and credit for rural women for income generating activities through training, provision of credit and acquisition of appropriate equipment for rural women needs</i>
UNICEF	*1. <b>Health</b> *2. <b>Human Resource Development</b> *a) <i>Safe Motherhood and Female Reproductive Health Project</i> *b) <i>Strengthening Policy and Planning Project</i> *c) <i>Child School Community Project</i> *d) <i>Credit with Education for Rural Women Project</i> *3. <b>Community Based Development</b> *a) <i>Urban Community based Development Project</i>	<ul style="list-style-type: none"> <li>• <i>Contribute to the achievement of the health goals of the MOH medium term strategy as well as the NPA, in particular reduction of IMR, U5MR and MMR.</i></li> <li>• <i>Reduce gap in access to primary education, reduce gap in gender disparities in basic education, enhance learning achievements of primary school leavers, improve access to adult literacy for rural women, improve social and economic status of women, improve health and well-being of children aged 0-10; in selected districts.</i></li> </ul> ⇒ <i>Improve the quality of and accessibility to maternal, obstetrical and neonatal care, including the promotion of exclusive breastfeeding through the BFHI: through Human Resource Development, training on breastfeeding, community health education/TBA support, supportive functions: upgrading health facilities/logistics.</i> ⇒ <i>Improve the quality of the first nine years of schooling (age 6-15) with a view to making effective education available to those who currently do not have access and increasing the participation of girls through donor coordination, action research, seminars and workshops, training, curriculum review, support for FAWE, support for GES, support for NFED.</i> ⇒ <i>Through involving educational officials, community members, policy makers and leaders at all levels, Childscope aims to develop a sustainable model for providing quality basic education to improve primary education, maintain or increase enrolment, increase attendance and continuation rates, especially for girls through: Participatory Rural Appraisal, PTA development, school-community interaction, in-service workshops, advocacy, etc.</i> ⇒ <i>Enable poor women in rural areas of Ghana to increase their incomes and savings and to motivate them to undertake nutritionally beneficial behavior changes to improve their household food security and nutrition and health status through establishment and management of credit and savings associations, establishment of MIS, training, health education.</i> ⇒ <i>Improving the condition of working girls "Kayayros", help/protection for street children, AIDS in urban areas</i>

AGENCY	THEME: GENDER	STRATEGIES
UNICEF (cont.)	<p><b>4. Social Mobilization</b></p> <p><b>5. Social Research and NPA Monitoring</b></p>	<ul style="list-style-type: none"> <li>• To improve the capacity of institutions to advocate for women and children</li> <li>• To strengthen the capacity of social research institutions to collect and analyze data on children and women</li> </ul>
UNFPA	<p><b>*1. Advocacy</b></p> <p><i>*a) Strengthening Advocacy and Social Mobilization Processes/or Population Policy Implementation</i></p> <p><i>*b) DFID Contraceptive Supply to Ghana</i></p> <p><i>*c) Strengthening the Implementation of RH Services</i></p> <p><i>*d) Strengthening Mass Media Support for Adult Population Education</i></p> <p><i>*e) Integrating CBD into RH/FP Services</i></p> <p><i>*f) Implementing Clinic and CommunityBased Reproductive Health Services</i></p> <p><i>*g) Strengthening Implementation of RH Services among Religious Organizations</i></p>	<ul style="list-style-type: none"> <li>• <i>Ensure effective implementation of the National Population Policy and thereby ensure the welfare and quality of life of Ghanaians as envisioned in the Government Vision 2020 through enhancing the capacity of NPC in promoting and implementing population policy, coordinating activities of key programme implementors, mobilizing resources.</i></li> <li>⇒ <i>Promote understanding of Ghanaians about the interrelationship between population and socio-economic development and mobilise them to achieve a population growth rate that is commensurate with national development objectives through institution and capacity building within NPC and collaborating organs, advocacy in support of RH/FD, PDS, GDP, POP/FLE, population and sustainable development.</i></li> <li>⇒ <i>Reduce total fertility rate by 50% by the year 2020 and make quality FP service available to adults through provision of contraceptive products to Ghana, Ministry of Health</i></li> <li>⇒ <i>Strengthen RH care management and increase availability of RH services and information through RH services to communities, RH advocacy and IEC, training of health personnel.</i></li> <li>⇒ <i>Integrate socio-cultural IEC for RH/FP/SH into existing adult education/community programmes through updating of IEC materials and translation into local languages, training of IAE staff, CBD agents.</i></li> <li>⇒ <i>Increase availability and accessibility of cost effective family and RH services. Reduce adolescent pregnancy and STDS including HIV/AIDS through training of CBDs and community, IEC activities, contraceptives supply and counselling through CBDs and health workers.</i></li> <li>⇒ <i>Increase demand/usage of RH services, alleviate poverty levels through CB training and distribution of condoms, improved RH/FP services, income generating activities, operational research.</i></li> <li>⇒ <i>Sustain awareness of RH/SH issues and provide affordable RH services for men, women and adolescents in underserved communities through baseline research into sexual attitudes of religious and non-religious youth, IEC activities, CBD activities, training in RH.</i></li> </ul>

AGENCY	THEME: GENDER	STRATEGIES
UNFPA  (cont.)	<p>*f) <i>Promotion of Midwives as RH Providers</i></p> <p>g) <i>Enhancing Socio-Economic Status of Women through Income Generation and FLE</i></p> <p>h) <i>Comparative Studies of Customary and Modern Legislation in the Area of the Family, Inheritance, Marriage and Fertility Rights.</i></p> <p>i) <i>Strengthening Gender, Population and Development Coordination</i></p>	<p>⇒ <i>Increase the number of women utilizing RH services of private midwives, advocacy for AIDS prevention through RH service delivery, training of midwives for RH delivery and counselling, market day midwife on wheels programme.</i></p> <p>⇒ <i>Reinforce 31 DWM capacity to advocate for RH/FP/SH, promote RH service and IGA to empower women through training of 31 DWM personnel in RH and management, RH/IEC activities, Income generating activities as platform for RH advocacy.</i></p> <p>⇒ <i>Strengthen the basis of population policy formulation, programming, advocacy and legislative reforms through the availability of scientifically obtained, sound, factual, current information or knowledge on Ghanaian Society through research on family, inheritance, marriage, cultural practices and traditions which infringe on the human rights of women.</i></p> <p>⇒ <i>Strengthen population, gender and development policy coordination to achieve sustainable human and economic development through training of trainers, workshops/seminars, gender analysis training, training female porters, etc.</i></p>
WFP	<p>*a) <i>Supplementary Feeding, Health and Nutrition Education</i></p> <p>*b) <i>Education of Girls in Ghana's Northern Savannah Areas</i></p>	<p>⇒ <i>improvement of the diet of children under five in deprived areas, training of expectant and nursing mothers and mothers of malnourished children in basic nutrition and health practices through surveillance, growth monitoring of children and regular checks on their nutrition status, nutrition and health education for mothers and food management</i></p> <p>⇒ <i>- Achieve 5 % annual increase in girls' enrolment in primary and junior secondary schools in the project districts, reduce by half over project period the differential in the retention rate between boys and girls in primary and junior secondary school through collection and analysis of data on enrolment and retention, management and monthly distribution of food as incentive to parents to enrol their girls and to retain them once in school.</i></p>
WHO	<p>* <b><i>Country Collaboration with World Health Organization</i></b></p>	<ul style="list-style-type: none"> <li>• <i>Collaborate with the Ghanaian government authorities to make primary health care accessible to all through advocacy for health, national capacity building, interagency collaboration and coordination, resource mobilization, strengthening WHO country Office.</i></li> </ul>
FAO	-	-
UNHCR	n/a	



AGENCY	THEME: GENDER	STRATEGIES
UNU	<p><i>*a) restore and maintain productivity of African soils</i></p> <p><i>*b) Develop profitable small-scale mining technologies and processes that add value to Africa's mineral resources</i></p> <p><i>*c) Develop Profitable Small Scale Mining Technologies and Processes that Add Value to Africa's Mineral Resources</i></p>	<p>⇒ <i>Develop and disseminate integrated systems of nutrient management involving organic and inorganic sources of plant nutrients through research, training, networking, promotion of national soil fertilation plans, setting up a regional pedological faculty (africa-wide)</i></p> <p>⇒ <i>Develop profitable small-scale processes for transformation of Africa's agro-minerals through promotion of small-scale transformation of Africa's agro-minerals for restoration and maintenance of soil fertility, promotion of policies and programmes for mineral resource management.</i></p> <p>⇒ <i>Develop profitable small-scale processes for transformation of Africa's agro-minerals</i></p>
UNIDO	a) Women Entrepreneurs for Industrial Growth in Food processing and in textiles	⇒ Upgrade technical, entrepreneurial and marketing skills of women entrepreneurs in food processing and textiles through formal and practical training to women entrepreneurs in all aspects from production to marketing, including quality control and assurance, strengthening of local support institutions
WORLD BANK	<p>a) A framework for action on gender and development</p> <p>b) Education credits</p> <p>c) Health SP</p>	<p>⇒ Collaborate with NCWD in an issues analysis, and provide financial and technical assistance to NCWD's preparation of a National Gender and Development Policy and Action Framework.</p> <p>⇒ Increase access to a participation by girls in all levels of formal education and in non-formal literacy training.</p> <p>⇒ Child and maternal health are among the prime focuses of the health sector programme.</p>
IMF	No direct activity	

## Explanatory Notes:

Text in Bold letters refers to programmes

Text in normal letters refers to sub-programme/projects

Text marked with \* and written in italics meant that programmes or projects has its main focus in another common area but also contains elements of the common area which it is stated in italics.

**ANNEX 6.3.5A UN AGENCIES' PRESENT ARRANGEMENTS FOR PROGRAMME REVIEW (summary)**

Agency	Level	Quarterly Review	Annual Review	Mid-Term Review	End of Cycle Review	Tripartite Review	Technical Review	Monitoring Visits	Progress Report	Evaluations
UNDP 1998-2000	PL <sup>1</sup> SPL <sup>2</sup>	X	X X	X		X		X X	X X	X (after 30 mths)
UNICEF 1996-2000	PL SPL	X X	X X	X (1998) X (1998)	X X	X X		X X	X	X (1998)
UNFPA 1996-2000	PL SPL		X	X (1998)	X (1999)	X	X (1999)	X	X	X (1998-2000)
WFP 1998-2002	PL SPL							X	X (bi-annual)	X (2000) X (mid & end)
WHO 1998-1999	PL SPL	X	X					X	X (biannual)	X (biennial)
FAO	PL SPL						X(3times/yr) X(mid & end)			
UNHCR	PL SPL									
UNIDO	PL SPL					X				X (mid or end)
UNU 1998-1999	PL SPL		X		X (proj. cycle)				X	
UNAIDS	PL SPL		X					X		X yearly
WB 1998-2000	PL SPL		X							
IMF 1998-2000	PL SPL	X		X						

<sup>1</sup> Programme Level<sup>2</sup> Sub-Programme Level

### ANNEX 6.3.5B UN AGENCIES PRESENT ARRANGEMENTS FOR PROGRAMME REVIEW (detailed)

Agency	Programme/Project	Arrangements for Programme Review	
		Type	Period/Frequency
UNDP (1998-2000)	Poverty Reduction	In-depth Evaluation	30 months after implementation
	Sub-Programmes 1-5	Mid-Term Review Monitoring Visits	30 months after and annually
	Sub-Programmes 6-7	Annual Review	Annually
	National Capacity Development and Utilization Programme	Tripartite Review Steering Committee mtgs Implementation Roundtables In-depth Evaluation In-depth Evaluation	Annually Quarterly Monthly Mid-term End-term
	Ghana Capacity 21 Programme	Progress Reports Proj. Progress Eval. Report Tripartite Review Monitoring visits Annual Review	Monthly    Annually
	Institutional Strengthening of ODS Office with EPA	Steering Committee mtgs Annual Report TPR Site visits	Annually  Quarterly
	Support to Good Governance and Public Sector Reform	Tripartite Review	Annually
UNICEF (1996-2000)	All Programmes/Projects	In-house Annual Project Assessment Table Reviews	Quarterly (April, July, Oct., Dec.)
		Annual Reviews (in-house and with counterparts)	Yearly (November-December)
		Mid-term Evaluations/Review	Once in the 5-year Programme cycle (third year- 1998)
		End-Cycle Evaluation	Once in the 5-year programme cycle (fifth year-2000)
		Situation Assessment and Analysis	Once in the 5-year programme cycle (fourth year-1999)
		Monitoring Visits	Periodic
		Progress Reports	Annually
	Sub-Programmes	District Reviews Steering Committee mtgs	Quarterly

Agency	Programme/Project	Arrangements for Programme Review	
		Type	Period/Frequency
UNFPA (1996-2000)	Programme	Mid-Term Review Prog. Review & Strategy Dev. Exercise (next prog. formulations)	1998  1999-2000
	Projects	Tripartite Review Monitoring visits Mid and end of project Evaluation Sub-programme review Financial Progress Reports Technical Support Mission	Annually Annually  1998 and 2000 Annually Quarterly As required
WFP (1998- 2002)	All Programmes	Country Programme Advisory Committee  CP Evaluation	Bi-annually  2000
	Projects	Terminal Evaluation Monitoring visits Food Utilization Report Progress Report Mid-Term Evaluation	Quarterly Quarterly Bi-annually
WHO (1998- 1999)	Programmes	Programme Review	Quarterly Biannually Biennial evaluation
FAO	Programmes	Technical Review Missions	three times a year
	Sub-Programmes	Technical Review Missions	Mid and end of project
UNHCR			
<b>UNIDO</b>	Projects	Project Evaluation	Mid or end of project term
		Tripartite Review	Yearly
UNU (1998- 1999)	Regional Projects	Progress Report Project Review	Annually End of Project
UNAIDS	Programme	Monitoring Evaluation	Quarterly Yearly
WB	All projects	Supervision Mid-term review Implementation completion report Country programme portfolio review	Six monthly After 2-3 years within six months of closing Every two years: six monthly updates
IMF (1998- 2000)	Programme	Mid-Term Review Mission	6 months after approval of programme
		Quarterly monitoring	

## ANNEX 6.3.6 OVERVIEW OF THE CP PREPARATION PROCESS OF UN AGENCIES AND BWIs IN GHANA

Agency	UNDP	UNICEF	UNFPA	WFP	WHO	FAO	UNHCR	UNIDO	UNU	UNAIDS	WB	IMF
Prog. Cycle	1998-2000	1996-2000	1996-2000	1998-2002	1998-1999	variable		Variable	1998-1999		1998-2000	1998-2000
<b>Required Documents Type A (Gov)</b>	Nat'l Dev. Policy Framework  Ghana Vision 2020  Country Strategy Note	<b>Nat'l Dev. Policy Framework</b>  <b>Ghana Vision 2020</b>  <b>Med. Term Nat'l Plan</b>  Med. Term Health Strat.  <b>FCUBE</b>	<b>Nat'l Dev. Policy Framework</b>  <b>Ghana Vision 2020</b>  <b>Med. Term Nat'l Plan</b>  Nat'l Pop Policy  Med. Term Health Strat.  RH Strategies	Ghana Vision 2020  Nat'l Prog Plan of Poverty Reduction  <b>Med. Term Nat'l Plan</b>  <b>Med. Term Health Strat.</b>  <b>Med. Term Agric. Dev. Strategy</b>  Agric SIP  Forestry and Wildlife Policy  <b>FCUBE</b>	Ghana Vision 2020,  Medium Term Health strategy of the Ministry of Health,  5-Yr Programme of Work of the Ministry of Health	N/A* *(Being a technical assistance agency, FAO does not have a programme as such at the country level Regular programme activities are formulated for each biennium and approved by the Conference)		2nd IDDA  UNSIDA- Alliance for Africa's Ind  Ghana Vision 2020  Med. Term Nat'l Plan  Ind Policy Statements  Med. Term Agric. Dev. Strategy  Ind Sector Review and Programming Missions  Country Strategy Note	N/A  *UNU/INRA operates under regional/ Africa-wide programmes	Ghana Vision 2020  National MTP on HIV/AIDS  Medium Term Health Strategy	Nat'l Dev Framework  Vision 2020  Letter Development Po  Letters of Policy (h education, gat agriculture, ener Govt review of portfolio)	Prior Actions

Agency	UNDP	UNICEF	UNFPA	WFP	WHO	FAO	UNHCR	UNIDO	UNU	UNAIDS	WB	IMF
Prog. Cycle	1998-2000	1996-2000	1996-2000	1998-2002	1998-1999	variable		Variable	1998-1999		1998-2000	1998-2000
<b>Required Documents Type B (In-house)</b>	Country Cooperation Framework	Sit Analysis Strategy Paper Management Strat Note Country Note MPO/PPO CP Recommendations CP Management Plan	ICPD Plan of Action Mid-term Prog Review Project Eval. PRSD Report	WFP Country Strategy Outline	WHO'S 9th General POW Policy Framework for Technical Cooperation in African Region	N/A* *(same as above)		UNDP Country Cooperation Framework	N/A		Country Str Paper, Policy framework Paper, Annual review of portfolio performance	Policy Framework Paper (together with GOG and the WB) Letter of Intent Staff Report
<b>Steps in CP Formulation Process</b>	Prepare CCF with Gov Consultation CCF and AN approval by Executive Board	Mid-Term Review Strategy Meeting Sit Analysis Drafting 5 yr MPO Approval of CP Recom Signing of Agreement between GOG/unicef	Programme Review Strategy Dev Mission Project Evaluations	Assessment of WFP activities Preliminary Consultations Review of Gov Dev Strategies Definition of priority WFP activities Draft CP	Dialogue with MOH on priorities for WHO support Review of Country Health Reports	Requests from Gov Or UN agencies for FAO assistance		Analysis of Ind Policies Discussion with Gov and stakeholders on priorities for UNIDO Assistance Formal requests from Gov Project Formulation Funds Mobilization	N/A	Prepare Joint planning with Govt sectors, NGOs and UN agencies	In-house programme review, Sector-by-sector and aggregate review with govt , Consultation with social partners and donors Duration	Negotiation of Letter of Intent
<b>Duration of CP Form. Process</b>	6-12 months	18 months	18-24 months	16 months	6-12 months	N/A		-	N/A		6-12 months	Vanes (at least 3 months)

### ANNEX 6.3.7 STRATEGIES AND INDICATORS FOR IMPROVEMENT IN COLLABORATIVE ACTIVITIES IN THE UN SYSTEM (RESPONSES FROM QUESTIONNAIRE)

Constraint	Strategy	Indicators
1. Lack of recognition of and adherence to the respective roles and mandates of agencies	<ul style="list-style-type: none"> <li>a) Identify individual strengths/mandates/roles of each agency</li> <li>b) Agencies to share CPs and plans</li> </ul>	<ul style="list-style-type: none"> <li>b) Joint review to share CPs, plans and programme progress</li> </ul>
2. Different approaches to Development	<ul style="list-style-type: none"> <li>a) Utilization of the CCA in synchronizing programme planning</li> <li>b) Adopt common strategies directly relevant to Government objectives</li> <li>c) Develop common vision on development and an operational framework for UNS</li> </ul>	
3. Uncoordinated communication with Government	<ul style="list-style-type: none"> <li>a) Common agreement with Government on priorities</li> <li>b) Inclusion of Government contribution for sustainability</li> <li>c) Coordinated approach to communicate with relevant Government Ministries/Agencies and other donors</li> <li>d) Need for special consultation to make non-monetary contribution to SIP</li> </ul>	
4. Lack of appropriate consultations at conceptual, programme/project formulation, and planning stages	<ul style="list-style-type: none"> <li>a) Clear description of respective agency responsibilities (technical, financial, otherwise)</li> <li>b) Identification of key core collaborators followed by broad consultations with other non-core stakeholders to review planned activity</li> <li>c) Joint planning</li> <li>d) Clear-set goals, tasks and time frame</li> </ul>	<ul style="list-style-type: none"> <li>a) Existence of well-defined TOR/MOU between and among agencies</li> <li>b) Core team formation, frequency of review meetings, members involved in review meetings, meeting minutes</li> <li>c) Frequency met, members involved, meeting minutes</li> <li>d) Existence and usage of a detailed workplan</li> </ul>
5. Limitations imposed by individual agency mandates, pre and post-intervention reporting formats, different degrees of decentralization among agencies	<ul style="list-style-type: none"> <li>a) Cooperation and understanding at HQ and regional levels</li> <li>b) Support from respective HOA</li> <li>c) Uniform reporting format at country level for collaborative programmes</li> <li>d) Harmonization of programme procedures</li> </ul>	

Constraint	Strategy	Indicators
6. Lack of collaborative programming	<ul style="list-style-type: none"> <li>a) Create budget for collaborative planning workshops/ retreats and other UN activities</li> <li>b) Establishment of a Local Project Committee (LPC) with the delegated authority to scrutinize and approve projects to further promote inter-agency consultation and collaboration</li> <li>c) UNAIDS, Gender, Human Rights programmes to come directly under the UN Coordinator's office</li> <li>d) Resource pooling for programmes under c).</li> <li>e) Create mechanism for joint technical review, planning, implementation and m&amp;e.</li> </ul>	
7. Manpower problem/ Frequent changes in staff assigned in activity	<ul style="list-style-type: none"> <li>a) Joint fielding of agency personnel</li> <li>b) Allocate adequate time to UN theme group meetings</li> <li>c) Greater stability in the composition of collaborators in an activity</li> </ul>	
8. Competition for funding/ Inadequacy, delays in resource provision	<ul style="list-style-type: none"> <li>a) Coordinated approach to resource mobilization, clear agreement on resources, clearly presentable contributions from agencies</li> <li>b) Creation of an UNDAF Fund to support common undertakings and technical expertise</li> </ul>	
9. Monitoring of the UNDAF process	<ul style="list-style-type: none"> <li>a) Small cell of UN Professional Staff to schedule and undertake periodic assessment of the implementation of activities undertaken within the context of UNDAF, and to support GSS/ISSER in monitoring activities</li> <li>b) Lead role of HOA in monitoring UNDAF</li> <li>c) Keep RO or HQs' of agencies without country representation informed about the UNDAF process and give them time to communicate their inputs and comments</li> </ul>	<ul style="list-style-type: none"> <li>a) Creation of a UNDAF M&amp;E unit to undertake periodic assessment and to support the GSS/ISSER in data collection, management and research.  After the first Ghana UNDAF, to hold a retreat for thorough assessment and lessons learned.</li> <li>b) Periodic reporting of performance of collaborative activities to HOA as a specific HOA meeting agenda item</li> <li>c) UNDAF focal point for communication with ROs/HQs</li> </ul>



## **ANNEX 6.4 LIST OF UNDAF TECHNICAL WORKING GROUP (TWG) MEMBERS**

Mr. G. Coker	FAO
Mr. Elsaid Yeboh	FAO
Mr. Kim Harnack	IMF
Ms. Cynthia Eledu	UNAIDS
Ms. Comfort Tetteh	UNDP
Mr. T. Isaac Chivore	UNDP
Ms. Sheela Embounou	UNFPA
Mr. Emmanuel Tofoatsi	UNFPA
Mr. Melvyn Pinto	UNHCR
Mr. Abraham Nunoo	UNIC
Ms. Ryoko Tsukamoto	UNICEF
Mr. Eimar Ban-	UNICEF
Mr. Christoph Trausner	UNIDO <sup>1</sup>
Mr. Jojo Baidu-Forson	UNU
Mr. Gabriel Ayih	WFP
Mr. Creg Hancock	World Bank
Mr. Kofi Marrah	World Bank
Mr. Selassi Amah d'Almeida	WHO
Mr. Lars Mensal	RCS Secretariat
Ms. Mintwab Aliyou	RCS Secretariat

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<sup>1</sup> Until March 1998