### **I. EXECUTIVE SUMMARY**

At the start of the programme cycle, Ghana was a newly classified lower middle-income country (2010) country which had also recently discovered oil in commercial quantities (2011). The future looked bright, but Ghana’s macro-economic fundamentals soon deteriorated, especially in the second half of the programme period, with some resulting fall-out for the financing of Ghana’s development priorities and the pace of translation of policies into implementation strategies. [[1]](#footnote-1)

UNDP Ghana’s 2012-2017 CPD was considered to be responsive to national priorities[[2]](#footnote-2). It had three main areas of programme intervention: *Democratic Governance; Inclusive Growth and Poverty Reduction*; and *Climate change, Disaster Risk Reduction and Sustainable Development.*

UNDP’s support to governance institutions and processes contributed to several successes including in the areas of access to justice/ legal aid, anti-corruption and other policy reform agendas, representation and inclusion and a resilient peace infrastructure. Technical assistance and resources mobilized for the electoral process, the national peace councils and engagement of political parties, helped to mitigate identified electoral risks and contributed to a peaceful and credible election in December 2016. The highest number of women in Ghana’s history contested the election and there was a rise in women parliamentarians from 28 in 2012 to 35. UNDP provided support to women in political parties and female parliamentary candidates, advocacy campaigns, policy dialogues, institutional capacity strengthening and stakeholder engagement. UNDP also supported the finalization of the National Gender Policy which was adopted end of 2015.

UNDPs support to the Ghana Statistical Service (GSS) enabled it to ensure the provision of timely, reliable and quality disaggregated data and analyses to inform evidence-based policy choices, planning and monitoring. UNDP’s support to the National Development Planning Commission was important for domesticating first the MDGs and then the SDGs and for the development of the medium-term policy framework and monitoring national and sectoral policies, plans and programmes. UNDP’s strategic and trust-building engagement with the Savanna Accelerated Development Authority, was pivotal in helping SADA to reposition itself and to embark on a transformation strategy for the poorest part of Ghana. UNDP’s partnership with the Ministry of Trade and Industry helped it to leverage South South exchange to incubate the development of Ghana’s first Commodity Exchange.

UNDP played a key role in facilitating the development of the National Climate Change Policy and is now supporting the Ministry of Environment, Science, Technology and Innovation (MESTI) to turn Ghana’s global climate commitments into action and the Ministry of Finance to enhance its readiness to access climate finance. UNDP’s has worked with the Ministry of Health to integrate climate change into health risks management at the national and district levels, and with MESTI to enhance the resilience and adaption of rural livelihoods to climate impacts in northern Ghana. In the context of the Sustainable Energy for All Initiative, has supported the Energy Commission to enhance energy efficiency in refrigeration appliances, leading to total electricity savings of 38,692MWh (sufficient to power 12,897 household in year), facilitated a regulatory framework for improved cook-stoves and fostered solar irrigation for productive uses in northern Ghana. UNDP also supported the development of the first ever multi hazard Early Warning System for Ghana and provided technical assistance to build NADMO’s capacities along the entire disaster management cycle. UNDP partnered with Ghana Cocoa Board and the private sector to help farmers in 14 districts adopt environmentally sustainable and climate change resilient cocoa. Thanks to UNDP’s support, Ghana was able to meet the 10% Hydrochlorofluorocarbons (HCFCs) consumption reduction target by 2015.

### **II: Country Programme Performance Summary**

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| **Country information** |  |
| **Country name: Ghana** |
| **Current country programme period: 2012-2017 (one year extension)** |
| **Outcomes** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **Outcome 20. Key national institutions of democracy are effective, accountable, gender responsive and promote peace, inclusive governance, human security with focus on vulnerable groups, by 2016** | 23,629,173.00 | 1. The level of representation of women and vulnerable groups participating in governance processes;
2. Quality of and confidence in justice delivery especially to the vulnerable;
3. Efficiency and effectiveness of conflict prevention and management mechanisms.
 | 1. *Ghana has made some progress increasing the participation of women, Youth and Persons with Disability (PWDs), however representation and participation in decision making continues to remain low for instance, although the number of women in parliament improved from 28 in 2012 to 35 in 2016 out of 275 members. Currently, only 19% of 110 Ministers and their deputies are women, with 15% of 216 MMDCEs being females.*
2. *Weak legal framework and institutional capacity hampered the delivery of justice in 2012. A baseline survey revealed that 79% of respondents were not aware the vulnerable could access Justice with legal aid. With the support of UNDP, the Government developed a Justice Sector reform program with targeted activities to improve justice delivery for all.  Implementation of the reforms have established for the justice sector institutions a more transparent and standardize operating procedures, specialized training and increased commitment to the efficient and effective delivery of justice. Additionally, assistance to strengthen and expand Ghana’s legal aid scheme has reduced those not knowing the scheme to 70% in 2015.*
3. *In 2012, the National Peace Council Act (818) had just been passed and the operational and technical capacity of the newly appointed staff was limited.  Over the CPD cycle and with UNDP’s provision of technical and financial support, the capacity of the national peace councils has been significantly increased enabling the council to successfully intervene in conflicts. However, there is now a gap between the operational and technical capacity of the National Peace Council and the Regional Peace Councils.  Going forward, there has to be a sustainable way to transfer this capacity to the regional and district levels which are on the frontlines and must continually intervene to prevent and manage conflicts.*
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| **UNDP Contribution:**UNDP pursued policy analysis and advocacy, assist with capacity development, and foster methods and platforms for dialogue. The implementation of the CPD were not limited to support to the justice sector and to Peace Councils as indicated in the CPD but considerably expanded the envisaged outputs. Four projects were implemented during the CPD programming cycle (Consolidating Peace, J-PASS, Transparency and Accountability, Representation and Participation) with over 20 responsible parties. CP Outputs:*The UNDP CP identified two indicative outputs to support the Government in achieving this outcome: (1) Proposals for policy, institutional and operational reform in the justice sector formulated and actions taken to build consensus among stakeholders, and (2) Institutional development plans prepared, financed and rolled-out to enable Peace Councils in ‘hot spots’ to reach operational status.***Progress and Key Achievements:**UNDP mobilized resources and technical expertise to make major contributions for the period of the CPD in the consolidation of peace architecture in the country, in the support to peaceful elections, in the contribution to streamlining gender policies, in increasing participation and representation especially at the local levels, and in improving transparency and accountability in public institutions.* UNDP contributed to increased access and improved quality of legal aid services to 19 new districts; and by December 2014 GaP Poll’s results showed the baseline of Ghanaians who had no knowledge of the existence of the Ghana Legal Aid scheme fell from 79% to 68%, and there was an increase in Legal Aid personnel from 40 to 70. This support was in response to critical gaps identified in Ghana’s justice delivery from a baseline survey of the justice sector conducted by the Ministry of Justice and Attorney General’s Department (MoJAGD) with UNDP’s technical assistance. Also for the Justice sector, and in response to key findings of the 2012 baseline, such as lack of communication and coordination among the justice sector institutions, delay in justice delivery, and large numbers of remand prisoners without trail, in 2014 UNDP supported the MoJAGD to develop a comprehensive legal and justice sector reform programme through a consultative process. The first phase of the reforms was implemented, resulting in the streamlining of operating procedures for all institutions in the criminal justice and legal service sectors, and an appreciable improvement in the administrative management of justice delivery in Ghana. From this exercise, institutions within the criminal justice sector now use a more integrated and collaborative approach to their work. USAID is following up on the implementation of the second phase of reforms to establish a case tracking system across the sector.
* Political and election processes are important components of the Rule of Law in democracies. UNDP has contributed in deepening Ghana's democratic process by supporting the Electoral Commission to produce credible voter register, coordinate South-South knowledge sharing on good practices, with respect to voters’ registration and long-term strategic planning, introduce a biometric voting system and an SMS text system, establish a National Collation Centre and enhanced transparency of the process by providing screens for public viewing in all 275 Constituency Collation Centres (CCCs). Further the capacity of District Electoral Officers was enhanced through election management training as part of the electoral assistance. Importantly, the EC’s reform efforts, as articulated in a 5-year strategic plan, follow from UN Electoral Needs Assessment recommendations and EC’s institutional assessment conducted with UNDP’s technical assistance. To increase coherence between priority needs, UNDP, together with the EU, supported the Electoral Commission to coordinate a Working Group of Development Partners, key Governance institutions and civil society. Overall, UNDP facilitated constructive discussions with a wide range of stakeholders to provide technical assistance and mobilise resources to support the electoral process and mitigate against identified electoral risks. To strengthen political processes, UNDP worked with the major Political Parties in the country, contributing to internal democratic practices and expanding outreach to young people and women in encouraging and enabling their involvement at all levels of Party participation and governance.
* Women’s participation in governance, particularly in the political process, saw some gains with an increase from 28 in 2012 to 35 in 2016 out of the 275 members of parliament being women. UNDP provided capacity building and logistics support to female parliamentary candidates; organised a gender policy dialogue and promoted advocacy campaigns to highlight the inclusion of women in political processes and parties. More than 100 hundred political party executives committed to promoting gender equality after trainings improved their understanding of the value addition provided by increased inclusion. The highest number of women in Ghana’s history contested in the 2016 election, an encouraging indication of reduced gender barriers although Ghana’s participation remains low with a rating of 141 of 190 countries on the Inter-Parliamentary Union ranking. UNDP has provided technical advice and facilitated public consultations in the development of key policies, including the National Gender Policy, adopted at the end of 2015, and the Affirmative Action Bill now being finalized for parliament. Capacity building support for the implementation of these policies was provided to key institutions particularly the Ministry of Gender, Children and Social Protection (MoGCSP) and also to political parties to develop communication and gender policies.
* In 2016, the Ghana AIDS Commission bill was passed into law by parliament. The GAC bill has 3 main components- strengthening legal backing for the Ghana AIDS commission, establishment of the AIDS fund and key anti- stigma provisions designed to protect and promote the rights of persons living with HIV. The bill, which has implications for the governance and funding of the national HIV response was developed in consultation with the parliamentary select committees on health and legal and constitutional affairs to. UNDP supported the advocacy and technical briefings of parliament. Additionally,
* Ghana’s anti-stigma strategy was developed as part of the recommendations of the persons living with HIV stigma index. The strategy highlights the various ways stigma can be reduced in Ghana and the different roles of stakeholders in this regard. The strategy is currently awaiting final validation by key stakeholders was supported by UNDP.
* The consultative constitutional review process by both the Constitutional Review Commission (CRC) and the Constitutional Review Implementation Committee (CRIC) to propose amendments, implement Government’s white paper response and finalize the amended entrenched and non-entrenched provisions as well as sensitized key stakeholders in the 10 region on the amended provisions and also disseminate the report of the Constitutional Review Commission disseminated to a wide range of institutions including braille versions to the visually Impaired was supported by UNDP.
* Efforts to improve accountability was supported by UNDP and resulted in an increase in the capacity for transparency in the management of public affairs from interventions such as the operationalization of integrity complains tools[[3]](#footnote-3) Ghana has strengthened key mechanisms in the fight against corruption including the adoption of a 10-year National Anti-Corruption Action Plan (NACAP) that provides a comprehensive framework for addressing corruption. The establishment of the National Implementation Support Unit (NISU) which enables The Commission for Human Rights and Administrative Justice (CHRAJ) to monitor and lead the implementation of NACAP has been an important to ensure Ghana enforces the NACAP. Additionally, the introduction of the public integrity programme has aided the championing public sector ethics and integrity. To further aid the fight against corruption, UNDP has also supported the processes for the approval of the Conduct of Public Officers’ Bill, the Witness Protection bill, and the Whistle Blower Act amendment bill by Parliament.
* The development of a Policy Framework and Practitioner’s Manual on Popular Participation provides a guide for District Assemblies across the country for citizen engagement on governance towards stronger community cohesion and a shared development agenda based on greater accountability and transparency. Engagements between duty bearers and right holders in 19 districts across the country have improved significantly as a result of the activation of the Public Relations and Complaints Committee (PRCC) in these districts. Additionally, citizens in 92 districts have had the opportunity for direct interactions with their local government representatives and health service providers to demand for accountability and answers to their concerns in various areas of development, particularly public service delivery with focus on health accountability mechanisms as part of the Local Accountability Networks (LANETs) and also through the governance assessments. Advocacy on youth engagement contributed to consideration of the Youth Service Bill 2016, which is in Parliament for passage. Participation in governance processes of Persons with Disabilities (PWDs) was promoted by creating a platform that facilitated integration of their issues into Party Manifestos and the development plans of District Assemblies.
* UNDP as the leading institution supporting the consolidation of the National Peace Architecture in Ghana contributed to the increased capacity of peace actors and the NPC board specifically in mediation and conflict analysis, leading to a successful intervention of the NPC in six of the most violent and active conflicts in the country. The focus of UNDP’s support was on the institutional strengthening of the National Peace Council to improve its functionality. This included the establishment of nine regional peace councils; the development of a 5 year strategic plan for the NPC; the drafting of a public relations/communications strategy of the NPC; coordinated peace activities at the Regional level with the inauguration of 9 Regional Peace Councils (RPCs); developed a digital conflict map for Ghana to improve understanding of where and why conflicts tend to break out in Ghana; the organization of numerous dialogue sessions; training models for traditional religious leaders; preparation of a conflict mediation strategy manual; a study on capacity needs assessment of Ghana’s peace architecture on the topic “Capacity needs assessment of Ghana’s Peace Architecture, national, regional and district levels”. These contributions have surely contributed to strengthen national capacities of manage and prevent conflicts including the successful intervention in four conflicts. NPC and partners revived the Bawku Inter Ethnic Peace Committee (BIEPC) and assisted them to function. Strengthening Ghana’s peace architecture in 2016 was the core of UNDP’s electoral support and contributed significantly to the peaceful elections. Particularly, the intensive capacity building of various stakeholders in peacebuilding and conflict mediation and provided logistical support, including vehicles; promoting citizens’ understanding of peace, as well as voter and civic education was deepened through community engagement and the signing of a Peace Accord ahead of the elections were key components during the 2012 and 2016 general elections.
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| **Outcomes** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **21. Inclusive Growth and Poverty Reduction:** *Ministries, Department Agencies, (MDAs), Local Governments and CSOs have effectively developed, funded, coordinated and implemented national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities, and promote inclusive socio-economic growth.* | 9,899,706.00 | 1. *Ghana Statistical Service and key MDAs have enhanced capacity to produce high quality data for evidence-based planning and M&E.*
2. *Capacity of national institutions built to utilize disaggregated data for evidence-based planning and financial resource management.*
3. *Technical and financial capacities of Metropolitan, Municipal District Assemblies (MMDAs) strengthened to plan, deliver and manage socio-economic services*
 | 1. *Ghana Statistical Service (GSS) produced timely data for development priorities and the MDGs; and GSS and NDPC, took the lead in identifying data availability for SDG indicators and embarking on defining an SDG Data Roadmap for the way forward, with UNDP and partner support.*
2. *At the national level, the National Development Planning Commission (NDPC) produced biannual MDG Reports to track progress and a results framework for the Ghana Shared Growth and Development Agenda (GSGDA II) with support from UNDP. For Northern Ghana, The Savannah Accelerated Development Authority (SADA) was supported in launching a comprehensive One-Stop-Shop (OSSIP) to facilitate easier access to data to inform planning and coordination.*
3. *Ghana developed a national medium-term development framework (GSGDA II) and related district plans aligned with the MDGs; and, then in 2016, moved to made major inroads in building capacities of MDAs and MMDAs to prepare SDG-ized Medium Term Plans, both with UNDP support. At the sub-national level, UNDP support was critical for strengthening SADA’s enhanced regional planning and coordination and leadership in embarking rapidly on a socio-economic transformation agenda for the poorest half of the country.*
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| **UNDP Contribution:****CP Outputs:** Policy advocacy, advice, and programme implementation informed by analytical work, and key national institutions able to conduct economic planning, management and M&E using quality data. Systems and frameworks strengthened for efficient aid management. Capacities of at least 25% of LED institutions and critical affiliates in selected districts developed to meet minimum operational and effectiveness standards.[[4]](#footnote-4) Technical design, feasibility analysis, consensus- building and start-up planning for a Commodities Exchange Commission completed.***Progress and Achievements:****In the area of inclusive Growth and Development, UNDP supported capacity (technical, institutional and enabling environment) development of state institutions for development planning and management, monitoring and evaluation of programmes. This included targeted strategic institutional capacity support for key institutions such as Ministry of Finance, National Development Planning Commission, Ghana Statistical Service, Savanah Accelerated Development Authority, the Minerals Commission and the Ministry of Trade and Industry. UNDP also support Ghana’s active participation at the global partnership for effective development cooperation and promoted advocacy work on MDGs and SDGs by mainstreaming the agendas into national development frameworks and consequently monitoring the performance of the agendas through production of analytical studies and reports.*1. *Under the CPD, Ghana experienced significant improvement and strengthening in development planning, monitoring and evaluations and ensured to a large extent evidence-based decision-making in the public sector at the national, sector and district level. UNDPs support to the Ghana Statistical Service (GSS) has improved the institutional capacity and further strengthened the National Statistical System (which now has a legal backing) to provide timely, reliable and quality disaggregated data for evidenced based policy choices. With the Support of UNDP and other partners, GSS has successfully undertaken series of national surveys such as the Ghana Living Standards Survey (GLSS6, 2012/13) and Ghana Demographic and Health Survey (2014). and produced analytical reports (on MDGs and poverty) based on the 2010 Population and Housing Census (PHC).*
2. *UNDPs support to the National Development Planning Commission has ensured the Ministries Departments and Agencies (MDAs) and the Metropolitan Municipal and District Assemblies (MMDAs) have effectively developed, coordinated, implemented, monitored and evaluated national and sectoral policies, plans and programmes aimed at reducing poverty and inequalities and promoting inclusive social-economic growth as encapsulated in the National Medium-Term Development Framework (GSGDA II).*
3. *With regards to promoting spatially equitable development, the CO supported initiatives such as the support to re-position the Savanna Accelerated Development Authority to accelerate inclusive growth and transformation through strategic planning, resource mobilization for private sector, social and infrastructure investments, as well as through development coordination and preparation of the Northern Ghana Human Development Report.*
4. *With support from UNDP, Ghana through the Ministry of Trade and Industry, has moved to put in place a Legal and Regulatory Framework for the Ghana Commodities Exchange and Warehouse Receipts System to promote the establishment of a Commodities Exchange in Ghana to guarantee farmers a reliable market and price for their produce. Similarly, support to the Mineral Commission has made it possible for the country to initiate the process of domesticating the African Mining Vision to develop a Country Mining Vision (CMV) Strategic Plan to enhance the contributions of the extractive sector to the national economy.*
5. *With support from UNDP* Ghana’s Ministry of Finance initiated the updating of Ghana’s development cooperation policy to replace the Ghana Aid Policy and Strategy: *2011-2015 (revised 2014-17), to ensure that the policy was in line with the SDGs, Ghana’s position as an LMIC and its FfD commitments.*
6. *UNDP has shaped the policy discourse with the production of topical research papers and reports such as the MDG reports, Fiscal Space study (2014) s, analysis of Inequalities in Ghana, the Western Human Development Report (2013), and the Northern Savanah Human Development report (to be launched in November).[[5]](#footnote-5)*
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| **Outcomes** | **Total Expenditure** | **Key Indicators of outcome** | **Progress made against key indicators** |
| **22. Climate change, DRR and sustainable development:** *National systems and existing institutional arrangements for Climate Change mitigation and adaptation and for disaster risk reduction, as defined in the Hyogo Framework for Action at the district, regional and national level are functional.* | 23,856,237.00 | 1. *Proportion of districts, regions and key national institutions supporting the implementation of the national policy on climate change and disaster risk reduction*
2. *Presence of functional EWS in floods prone areas in Northern Ghana by 2015*
3. *Share of modern forms of renewable energy in the electricity generation mix*
 | 1. *Ghana has made significant progress in terms of mainstreaming climate change and disaster risk reduction across sectors and in development plans at national and district level. However, gaps remain in terms of allocating and mobilizing sufficient financial resources to implement climate action on the ground.*
2. *In 2012, there was no well-established channel for communicating early warning information to communities in Ghana. With UNDP support, an integrated Early Warning System was developed in 2015 and became fully operational in 2016. World Bank’s support also improved flood forecasting along the White Volta basin. It will now be key to ensure long term sustainability of the systems and equipment put in place, and improve how early warning information is communicated to communities.*
3. *This is around 2% (2016), which is significantly below the stated target of 10% by 2020. However, government has been putting significant effort in promoting renewable energy investments, through policies and regulations (e.g. feed-in-tariffs, net metering, international public tendering processes). While investors are showing increasing interest in investing in renewable energy in Ghana, there is the need to put in place additional incentives to attract finance in the sector. This is one of the key issues being considered in the Renewable Energy Master Plan being developed by the Government with support from UNDP.*
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| **UNDP Contribution:*****CP Outputs***:*The UNDP CP identified these major outputs to support the Government in achieving this outcome: capacity assessments and targeted actions completed to enable the**Climate Change Committee to fulfill its mandate; analysis and policy proposals on the integration of low carbon growth, sustainable management of natural resources and DRR completed for 4 key sectors, and broad agreement reached by stakeholders; scalable initiatives on climate change and DRR tested and documented in selected districts and, where appropriate, at national level.****Progress and Achievements***:1. *UNDP has facilitated stakeholder engagement/consultation, high-level policy dialogues, and provided technical and financial support to a series of key national processes aimed to mainstream climate change and disaster risk reduction (DRR) into development planning, develop policies and plans, and meet Ghana’s international obligations under United Nations Framework Convention on Climate Change (UNFCCC). For example, UNDP supported the development of the National Climate Change Policy and Ghana’s Intended Nationally Determined Contribution (INDC) to UNFCCC. UNDP is now supporting the Ministry of Environment, Science, Technology and Innovation (MESTI) to turn its global climate commitments into action. UNDP also provided technical assistance to the government and in particular the Ministry of Finance to enhance their readiness to access climate finance, and partnered with the Private Enterprise Federation to sensitise the local private sector about climate related investment opportunities.*
2. *In the area of climate change adaptation, UNDP supported the Ministry of Health to integrate climate change into health risks management at the national and district level, specifically looking at malaria, diarrheal diseases and meningococcal meningitis. UNDP is now working with MESTI and other partners to enhance the resilience and adaptive capacity of rural livelihoods to climate impacts and risks on water resources in the northern part of Ghana. In the area of climate change mitigation, UNDP promoted sustainable energy solutions in the context of the Sustainable Energy for All Initiative. In partnership with the Energy Commission, UNDP contributed to transform the refrigerating appliances market through a combination of regulations and incentive schemes to enhance energy efficiency, leading to total electricity savings of 38,692MWh (sufficient to power 12,897 household in year). UNDP also supported the establishment of a regulatory framework for improved cook stoves (standards, testing laboratory, awareness creation) and promoted productive uses of renewable energy through solar irrigation systems in 4 deprived communities in northern Ghana. The Ghana and China Country Offices are currently partnering to promote South-South Cooperation on renewable energy technology transfer, and to support the development of the Renewable Energy Master Plan.*
3. *UNDP supported the development of the first ever multi hazard Early Warning System for Ghana, and provided the National Disaster Management Organization (HQ + 20 sub-national offices) with early warning equipment (Web based Emergency Operation Centres). The system can provide reasonably accurate rainfall forecasts to issue significant lead-time early warning information on floods. UNDP also provided technical assistance to build NADMO’s capacities along the entire disaster management cycle, including DRR awareness creation and advocacy; development of DRR curriculum for tertiary education; improved disaster preparedness through simulation exercises at national, regional and district level; establishment of DRR infrastructure in 10 districts, including foot bridges, dams, culverts, boreholes, and irrigation facilities.*
4. *UNDP partnered with Ghana Cocoa Board and the private sector to help farmers in 14 districts adopt environmentally sustainable and climate change resilient cocoa production practices on their farms, and support local communities to manage cocoa landscapes sustainably to conserve ecosystems and natural resources. UNDP trained 10,000 farmers on good environmental practices, distributed 800,000 economic tree seedlings to enhance both tree and carbon stock on farms, restored 8,500 hectares of degraded land. Given the achievements so far, UNDP is currently upscaling this type of support (also through climate finance) aimed at reducing deforestation and forest degradation, while ensuring a more inclusive management of natural resources.*
5. *UNDP provided technical and financial assistance to the Environmental Protection Agency (EPA) to plan, execute and coordinate all activities required for the implementation of Ghana's commitments under the Montreal Protocol to phase-out Ozone Depleting Substances, including legislation, monitoring and enforcement, data collection, capacity building (e.g. refrigeration technicians), and awareness creation. Also thanks to this support, Ghana met the 10% Hydrochlorofluorocarbons (HCFCs) consumption reduction target by 2015. As Ghana recently ratified the Minamata Convention on Mercury, UNDP is now providing technical assistance to EPA to carry out the preliminary activities required by the Convention, and to Ghana Health Service to improve the healthcare waste management chain with the aim of minimizing or eliminating releases of Persistent Organic Pollutants (POPs)*
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**Summary of evaluation findings**

1. The CPD effectively stimulated and improved policy and strategy and streamlining in the various sectors, and supported this with institutional strengthening and contribution to policies and strategies, as expected in the programme’s objectives.
2. Although the intervention presented a wide range of themes, issues and activities, these were well aligned with country’s priorities and coherently responded to needs.
3. UNDP is well positioned to effectively respond to the country’s needs, and is positively perceived among partners as an institution able to translate those needs into tangible support.
4. The UNDP’s rich potential and comparative advantages is not fully unfolded and not sufficiently marketed among development partners. More effort should be put to better articulate and structure the programme, especially in terms of design and sustainability.
5. Projects have been more successful where they were carried out in synchrony with sector reforms and legislative developments.
6. The programme suffered by uneven management and coordination, thus hampering a proper and objective assessment of benefits and gaps. Also, the reporting format was not uniform across the clusters, and reports were not regular.
7. In some projects, the combination of weak capacities of implementing partners (IPs) and heavy structuring of the actions, both in terms of quantity of activities and number of stakeholders involved in the implementation, impacted the results and diminished positive effects.
8. Unexpected disruption of funds affected some projects – particularly in the governance cluster – and hindered the effectiveness of actions.
9. More attention should be paid on M&E and sustainability issues which are not adequately addressed at design and monitoring levels.

**IV. Country Programme Resources**

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| **Focus Area** | **Programme Expenditure ($)** | **% of Total** |
| Regular Resources | Others  | Total  |
| **Planned** | **Final Expenditure** | **Planned** | **Final Expenditure** | **Planned** | **Final Expenditure** |
| DEMOCRATIC GOVERNANCE | 14,156,937.00  | 14,005,027.00  | 10,644,804.00  | 9,624,146.00  | 24,801,741.00  | 23,629,173.00  |
| ENVIRONMENT  | 4,083,299.00  | 3,992,698.00  | 26,740,849.00  | 19,863,539.00  | 30,824,148.00  | 23,856,237.00  |
| POVERTY REDUCTION | 9,767,780.00  | 9,211,590.00  | 791,139.00  |  688,116.00  | 10,558,919.00  |  9,899,706.00  |
| OTHER (SE+COORD + SUP PROG +REG PROJECTS) |  |   | 1,571,375.00  | 1,460,912.00  | 1,571,375.00  | 1,460,912.00  |
| TOTAL | **28,008,016.00**  | **27,209,315.00**  | **39,748,167.00**  | **31,636,713.00**  | **67,756,183.00**  | **58,846,028.00**  |

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)**  |
| * Final Report of the Country Programme Evaluation (January 2017)
* Common Country Assessment (CCA - 2012-2016) (October 2016)
* Evaluation of the UN Ghana Development Assistance Framework. UNDAF 2012-2017
* **Resources and expenditure data:**  ATLAS (2012-2017), IWP, ROAR (2012 to 2016)
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1. CCA 2016, MoF 2017 GDP growth fell from 14% in 2011 to 3.5% in 2016, and public debt rose to 72.5% of GDP by 2016 [↑](#footnote-ref-1)
2. CPD 2013-2017 Final independent evaluation report; November 2016. [↑](#footnote-ref-2)
3. Passage of Anti-Corruption Bills <http://www.parliament.gh/publications/36> and Integrity compliance tools [www.chrajghana.com](http://www.chrajghana.com) [↑](#footnote-ref-3)
4. There was change in policy direction after the first few years with a call to move to upstream activities in line with UNDP’s new strategic plan 2014-17. [↑](#footnote-ref-4)
5. http://www.gh.undp.org/content/ghana/en/home/library/poverty.html [↑](#footnote-ref-5)