

UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK (UNSDCF) 2023 – 2025





Republic of Ghana



UNITED NATIONS
GHANA



Joint Statement and Signatures

The Government of the Republic of Ghana and the United Nations Country Team (UNCT) in Ghana present The United Nations Sustainable Development Cooperation Framework between the United Nations and Ghana (UNSDCF) 2023–2025. The UNSDCF is the United Nations' central framework for planning and implementation of development activities at the country level. It articulates the United Nations' collective framework of support to Ghana in achieving the Sustainable Development Goals (SDGs) and national development priorities.

The UNSDCF is a compact between the United Nations and the Government to work together, and in partnership with broader society inclusive of civil society, faith- and community-based and non-government organizations, trade unions, think tanks, academia, the private sector and development partners towards an increasingly resilient and prosperous Ghana. The UNSDCF, in this context, focuses on the wellbeing of people, particularly those most disadvantaged and marginalized, and their ability to enjoy their fundamental rights and opportunities. At the core of our commitment is the priority to leave no one behind (LNOB) and to respond to the needs of the most vulnerable in Ghana.

By signing herewith, the UNCT members and the Government of the Republic of Ghana endorse the UNSDCF 2023–2025 and reinforce the joint commitment to the UNSDCF strategic priorities and outcomes.

For the Government of Ghana



Hon Ken Ofori-Atta
Minister for Finance

For the United Nations



Charles Abani
UN Resident Coordinator
for Ghana



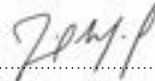
Mr. Ndiaga Gueye
FAO Country Representative a.i.



Ms. Florence Raes
Regional Director a.i.,
Deputy Regional Director,
UN Women



Ms. Vanessa Phala
ILO Country Director for Nigeria, Ghana,
Liberia and Sierra Leone and Liaison
Office for ECOWAS



Fiachra McAsey
UNICEF Representative ai



Mourad Wahba
UNCDF Officer in Charge,
Executive Secretary



Fátou Diallo Ndiaye
IOM Chief of Mission for Ghana (Resident),
Togo and Benin



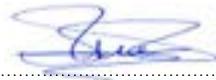
Mr. Abdourahamane Diallo
UNESCO Representative



Mr. Robert Kotchani
OHCHR Regional Representative
for West Africa



Ms. Esther Kiragu
UNHCR Representative



Dr. Angela Lusigi
UNDP Resident Representative



Mr. Bernard Henebeng
UNODC Officer in Charge



Dr. Wilfred Ochan
UNFPA Representative



Ms. Ifeoma Esther Charles-Monwuba
UNOPS Country Director



Mr. Oumar Sylla
Director a.i., UN-Habitat Regional
Office for Africa



Ms. Barbara Clemens
WFP Representative



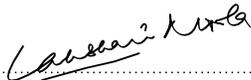
Fakhruddin Azizi
UNIDO Representative



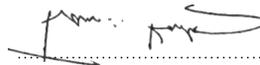
Ms Aïssatou DIALLO
Senior Coordinator,
Office For Africa, ITC



Dr. Fatima Denton
UNU-INRA Director



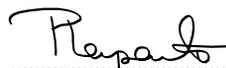
Ms. Lakshmi Moola
IFAD, Head of Multi-country Office and
Country Director



Dr. Francis Kasolo
WHO Representative



Mr. Héctor Sucilla Pérez
UNAIDS, Country Director



Mr. Pierre Laporte
World Bank Country Director
for Ghana, Liberia and Sierra Leone



Mr. Frank Turyatunga
UNEP, Regional Director and Regional
Representative

The World Bank Group's [Country Partnership Framework] for Ghana sets out the partnership objectives agreed between the World Bank Group and the national authorities. Within this country partnership, the World Bank Group broadly contributes to priority areas also reflected in the UN's Sustainable Development Cooperation Framework for Ghana, consistent with its development mandate and country engagement approach, and coordinates closely with the UN, Ghana and other development partners.

Contents

	JOINT STATEMENT AND SIGNATURES	01
<hr/>		
	SIGNATURE PAGE	02
	ACRONYMS AND ABBREVIATIONS	06
	EXECUTIVE SUMMARY	08
1	COUNTRY PROGRESS TOWARDS THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT	12
1.1	National context	13
1.2	Multidimensional risks	18
1.3	Leave no one behind	20
2	UNITED NATIONS DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA	26
2.1	From evaluation and the Common Country Analysis to the United Nations Sustainable Development Cooperation Framework priorities	27
2.1.1	Adopting an integrated approach to human development in Ghana	29
2.2	Theory of change for the United Nations Sustainable Development Cooperation Framework priorities	31
2.3	United Nations Sustainable Development Cooperation Frameworks Outcomes and Partnerships	36
2.3.1	Outcome 1 – Inclusive and Sustainable Economic Growth and Transformation	36
2.3.2	Outcome 2 – Accessible, Equitable, Inclusive and Sustainable Quality Basic Social Services	41
2.3.3	Outcome 3 – Durable Peace and Security in Ghana and the Subregion	48

3	UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK IMPLEMENTATION APPROACH AND PLAN	52
3.1	Strategic shifts in the United Nations Ghana ‘ways of working’	53
3.2	Enhanced partnerships	55
3.3	United Nations Sustainable Development Cooperation Framework Governance	57
3.4	The United Nations Sustainable Development Cooperation Framework Management Structure for enhanced Delivering as One	58
3.5	United Nations entity’s country programming instruments derived from the United Nations Sustainable Development Cooperation Framework’s results	59
3.6	Joint Work Plans	60
3.7	Resourcing the United Nations Sustainable Development Cooperation Framework	61
3.8	The United Nations Sustainable Development Cooperation Framework Joint Communications Approach	63
4	THE MONITORING, EVALUATION AND LEARNING APPROACH AND PLAN⁴⁸	64
4.1	Updates of the United Nations Common Country Analysis	65
4.2	Monitoring activities supported by cash transfers	65
4.3	Monitoring implementation of joint work plans	67
4.4	Annual performance review and country results report	68
4.5	Evaluation plans	69
ANNEXES		
1	RESULTS FRAMEWORK	72
2	LEGAL ANNEX	79
3	HARMONIZED APPROACH TO CASH TRANSFERS	82
4	UNITED NATIONS COUNTRY TEAM CONFIGURATION	85
5	THE BUSINESS OPERATIONS STRATEGY SUPPORT OF THE COOPERATION FRAMEWORK	87
6	UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK FORMULATION, CONSULTATIONS AND VALIDATION	88

Acronyms and abbreviations

AfCFTA	African Continental Free Trade Area
BOS	Business Operations Strategy
CARES	COVID-19 Alleviation and Revitalization of Enterprises Support
CHRAJ	Commission on Human Rights and Administrative Justice
CCA	Common Country Analysis
CPESDP	Coordinated Programme for Economic and Social Development Policies
COVID-19	Coronavirus disease 2019
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
FGM	Female genital mutilation
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GSS	Ghana Statistical Service
HRBA	Human rights-based approach
IAEA	International Atomic Energy Agency
IDP	Internationally displaced person
IFAD	International Fund for Agricultural Development
IFI	International financial institution
ILO	International Labour Organization
IOM	International Organization for Migration
IMO	International Maritime Organization
JSC	Joint Steering Committee
JWP	Joint Work Plan
LNOb	Leave No One Behind
NDPC	National Development Planning Commission
MEL	Monitoring Evaluation and Learning
MELR	Ministry of Employment and Labour Relations
MINTER	Ministry of the Interior
MoFARI	Ministry of Foreign Affairs and Regional Integration
MoGCSP	Ministry of Gender, Children and Social Protection
MTNDPF	Medium-Term National Development Policy Framework
MSME	Micro, small and medium-sized enterprise

OCHA	Office for the Coordination of Humanitarian Aid
OHCHR	Office of the High Commissioner for Human Rights
OIC	Organisation of Islamic Cooperation
SBAA	Standard Basic Assistance Agreement
SDG	Sustainable Development Goal
ToC	Theory of change
TVET	Technical and Vocational Education and Training
UNAIDS	United Nations Joint Programme for HIV and AIDS
UNCDF	United Nations Capital Development Fund
UNCG	United Nations Communication Group
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Education Science and Culture Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlement Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industry Development Organization
UN INFO	United Nations Information Management System
UNODC	United Nations Office for Drugs and Crime
UNOPS	United Nations Organization for Project Services
UPR	Universal Periodic Review
UNCG	United Nations Communication Group
UNITAR	United Nations Institute for Training and Research
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNU-INRA	United Nations University Institute for Natural Resources in Africa
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VNR	Voluntary National Review
WFP	World Food Programme
WHO	World Health Organization

Executive summary

The United Nations Sustainable Development Cooperation Framework (UNSDCF) is the most important instrument for the planning and implementation of United Nations development activities at the country level. It outlines the United Nations development system's integrated contributions to the Sustainable Development Goals (SDGs) as the commitment to leaving no one behind (LNOB), ensuring fundamental rights and applying a human rights-based approach (HRBA), ensuring gender equality and women's empowerment (GEWE), building resilience and sustainability, and strengthening accountability.

The UNSDCF reaffirms the partnership commitment for sustainable development between the Government and the people of

Ghana. It is nationally owned and reflects national development priorities. It represents the United Nations' collective commitment to Ghana by establishing a set of development outcomes to be reached jointly between 2023 and 2025. Its priorities are informed by an evaluation of the previous strategic framework and the United Nations' Common Country Analysis (CCA), which analyses lessons learned, and Ghana's development needs, context and opportunities.

The priorities presented below are aligned with Ghana's Coordinated Programme for Economic and Social Development Policies 2021–2025, Agenda for Jobs II: Creating Prosperity and Equal Opportunities for All (CPESDP 2021–2025), which is operationalized through the Medium-Term



National Development Policy Framework 2022–2025 (MTNDPF), sectoral strategies, policies and national planning instruments. The UNSDCF promotes an integrated approach that supports Ghana's developmental results, delivered collectively by United Nations entities under the leadership of the empowered United Nations Resident Coordinator and the United Nations Country Team (UNCT).

The United Nations in Ghana has established a theory of change (ToC) that prioritizes three development outcomes, focused on improving the lives of those most marginalized and vulnerable and at the greatest risk of being left behind. The United Nations in Ghana will focus its support, resources and partnership priorities on national sustainable development in Ghana provided that if:

- an inclusive and transformed economy creates decent jobs and sustainable livelihoods, people in Ghana, particularly women, youth, persons with disabilities and those furthest behind, will enjoy reduced inequality;
- institutions and governance systems are well managed and accountable, people in Ghana, particularly those furthest behind, will have access to and use of quality, resilient, inclusive, equitable, innovative and digitized social services; an
- institutions and systems are transparent and accountable and deliver quality integrated digital services, people in Ghana will benefit from a peaceful, cohesive and just society.

INCLUSIVE, RESILIENT AND SUSTAINABLE ECONOMIC GROWTH AND TRANSFORMATION
(SDGs 1, 5, 8, 9, 10, 11, 12, 13, 14, 15, 17)

By 2025, people in Ghana, particularly women, children, youth, persons with disabilities and those furthest behind, will enjoy an inclusive and transformed economy that creates decent jobs and sustainable livelihoods by reducing inequality and safeguarding the environment.

ACCESSIBLE, EQUITABLE, INCLUSIVE, SUSTAINABLE QUALITY BASIC SOCIAL SERVICES
(SDGs 1, 2, 3, 4, 5, 6, 7, 10, 13, 15, 16, 17)

By 2025, people in Ghana, particularly those furthest behind, will have access to and use of quality, resilient, inclusive, equitable, innovative and digitized integrated social services, supported by well managed and accountable institutions and governance systems.

DURABLE PEACE AND SECURITY IN GHANA AND THE SUBREGION
(SDGs 5, 9, 10, 11, 13, 14, 15, 16, 17)

By 2025, people in Ghana will benefit from transparent, accountable, inclusive institutions and systems including quality integrated digital services delivering a peaceful, cohesive and just society supporting durable peace and security in the subregion.

The UNSDCF will be implemented in a post-COVID-19 environment, which is also affected by the disruptive impacts of the Russian Federation-Ukraine conflict (particularly in energy and commodity markets) in the wider context of the global challenge of climate change and escalating conflicts that have the potential to trigger global recession that impacts livelihoods, resource availability and development priorities. These and other shocks and risks are factored into the ToC and will require ongoing monitoring and risk mitigation measures. The United Nations will continue to maintain an integrated approach that maximizes opportunities to address Ghana's geographic inequities and maintains a people-centred approach that supports the priorities for sustained peace and security in a wider, connected planet.

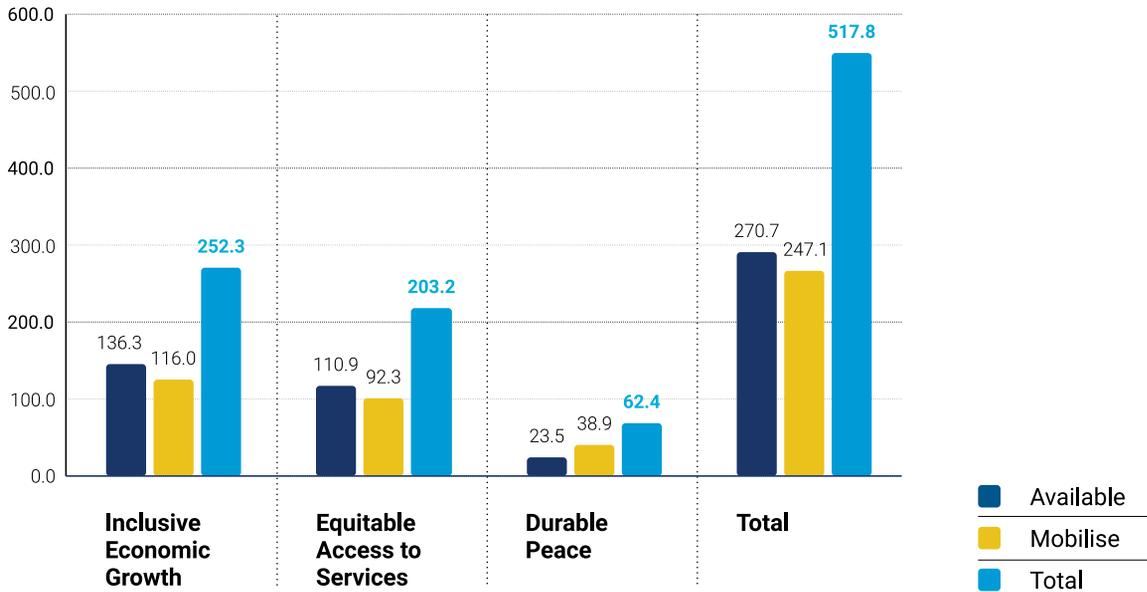
Finally, through this UNSDCF, the United Nations in Ghana will adopt a key strategic shift in the 'ways of working' that are not business as usual and that emerge from the United Nations' collective learning, i.e. a shift from funding to meet the resource gap for financing the SDGs in Ghana. The aim is to: strengthen the utilization of data for development; establish new, innovative and expanded partnerships with the private sector and civil society; significantly increase the number of joint programmes and joined-up programming; develop enhanced capacity for policy advocacy and leadership; support international norms and standards; and integrate cross-cutting issues. These issues include climate action, digital transformation, LNOB, governance and accountability, and innovation opportunities across all the UN's work. It will strengthen management implementation arrangements, and especially focus on Results Groups/Inter-Agency Working Groups, as well as on accountability to the

Government, leveraging capacity across the United Nations-wide system through Opportunity Issue-Based Coalitions (OIBCs) and aggregating the United Nations in Ghana's efforts through UN INFO.

Through collaboration with government, private sector and civil society stakeholders at the United Nations-National Joint Steering Committee level and the specific internal United Nations system mechanisms of the UNSDCF, the United Nations' management arrangements liaise and align with relevant government and development partner sector working groups to drive greater synergy, reduce duplication and ensure effectiveness and coordination efficiency, as well as collaborative delivery against national objectives and a joint approach to the 2030 Agenda for Sustainable Development and the African Union's Agenda 2063.

The UNSDCF will be resourced through the technological, human and financial resourcing of United Nations entities working in Ghana, filling any gaps in funding through collaboration with government, development partners, international financial institutions and private sector partners. Solutions to fully funding the UNSDCF will include innovative financing such as blended finance and sustainable bonds as part of the integrated national financing framework. A multi-year funding framework will guide joint efforts to fully resource the UNSDCF and forge relevant partnerships to support agreed resource mobilization goals.

Cooperation Framework Funding Framework (US\$ million)



The UNSDCF is a testament of a United Nations' support to Ghana through its alignment with the CPESDP 2021–2025 and the MTNDPF 2022–2025, which incorporate Ghana's Wealthy, Inclusive, Sustainable, Empowered and Resilient Ghana (WISER) journey towards self-reliance and, ultimately, is in line with Ghana Beyond Aid.



CHAPTER 1

Country Progress Towards The 2030 Agenda For Sustainable Development

1.1 National context

Ghana is a West African, lower-middle-income country situated in the Gulf of Guinea, which shares borders with Burkina Faso, Togo and Côte d'Ivoire. Its population is 30.8 million, of whom 50.7 per cent are women and 49.3 per cent men.¹ Ghana's rate of poverty decreased from 56.5 per cent in 1993 to 25.5 per cent in 2020, and extreme poverty decreased from 37.6 per cent in 1991 to 9.6 per cent in 2013. Ghana's economy grew at an average of 4.7 per cent per year between 1993 and 2007, and 8 per cent per year between 2007 and 2011, peaking at 14 per cent in 2011. From 2012 to 2019, Ghana's economy grew by an average of 5.7 per cent annually. Despite the trend of strong economic growth prior to COVID-19, and reduced monetary poverty during this period, multidimensional poverty was reported at 45.6 per cent in 2020, with a high prevalence among children (73.4 per cent) and a very high prevalence among rural children (81.5 per cent).² The impacts of COVID-19 and other shocks suggest that these levels could be even higher.

Ghana is behind other lower middle-income countries in important human development indicators.³ Inequality has increased since the 1990s, fueled by poor macroeconomic performance and a lack of inclusive growth. The economic recovery that started in 2016 reached a gross domestic product (GDP) growth rate of 6.5 per cent in 2019, before falling sharply in 2020 to 0.5 per cent due to the impacts of the COVID-19 global pandemic, and rebounding to 5.4 per cent in 2021. Ghana's macro-economic status has been negatively impacted by global conflicts. In addition, it has experienced the depreciation of the national currency, the cedi, has a high debt

burden, and has also experienced the rising cost of food and other imports, inflation and rising interest rates. In addition, there is concern that there may be risks of lower growth due to the threat of a global recession. The growing debt levels and debt service costs present a key risk to fiscal stability, potentially crowding out social spending and inhibiting the enabling environment for private sector growth that is crucial to reducing poverty and inequality, ensuring that no one is left behind, and to the progressive realization of economic and social rights.

Poverty in Ghana is skewed towards rural areas, with poverty most prevalent where heads of household are self-employed in agriculture. While urban poverty is severe in some geographic areas, rural poverty is almost four times higher than urban poverty, with significant differences between the north and south. While poverty levels in the north have dropped sharply, it remains the poorest area in the country, with economic growth challenged by underdevelopment and conflict, low rainfall, and the impacts of climate change,⁴ under-resourced institutions and lower access to services compared to the south.⁵

Data suggest that female-headed households in Ghana are better off than male-headed households, despite gender inequality, which is driven by negative socio-economic and cultural values and attitudes. An overall continued deepening of economic inequality is considered a national-level driver of conflict and increasing polarization.⁶ Ghana has the potential for capitalizing on its demographic dividend, with strong progress made in

¹ Ministry of Gender, Children and Social Protection, Ghana Statistical Service. 2021 Population and Housing Survey. In Ghana's Country Gender Equality Profile www.bit.ly/3vPonGa



² Ghana's Multidimensional Poverty Index Report. (2020). Ghana Statistical Service, GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) and UNDP (United Nations Development Programme). www.bit.ly/3ZhVks9



³ Ghana's macro-economic performance deteriorated rapidly after being reclassified following the decline in the GDP growth rate from 14 per cent in 2011 to 2.1 per cent in 2015.

⁴ World Bank (2021). Ghana Climate Risk Country Profile. Washington, D.C.

⁵ Index Mundi. Ghana Demographics Profile. www.indexmundi.com/ghana/demographics_profile.html

⁶ Ghana CCA 2022. Peace and Conflict Analysis.



primary level education for boys and girls, and a youthful population. However, the labour market is currently unable to fully absorb the working-age population, either through formal or informal opportunities. Hence, there is a need to shift to teaching and acquiring skills that would make Ghana fit for the future and support sustainable economic growth, environmental protection and social cohesion.

With regard to climate action, blue and green development issues, there is evidence of increasing temperatures, rainfall variability, acute climate hazards such as flooding and drought, and rising sea levels affecting various socio-economic areas of the development structure and national infrastructure. Ghana faces environmental challenges roughly corresponding to its rural, urban and coastal landscapes. The country has experienced a high cost of environmental degradation, estimated at about US\$ 6.3 billion annually, equivalent to 10.7 per cent of its 2017 GDP.⁷ Drivers of environmental degradation in Ghana include air and water pollution, agricultural land degradation, deforestation,

illegal mining, overfishing, coastal erosion, flooding, and inadequate management of solid waste. An increasing body of research has shown that climate-related disasters have impacted human populations in many areas, including agricultural production, food security, water management and public health. The level of impacts and coping strategies of populations depends heavily on their socio-economic status, socio-cultural norms, access to resources, degree of poverty as well as gender.⁸

Ghana is a peaceful country and has held eight competitive and peaceful elections since multi-party democracy returned in 1992. Its judiciary has been observed to be independent of political influence. However, there is insecurity and pockets of conflicts in some parts of the country. Northern Ghana has been particularly vulnerable to conflict, because it has lagged in socio-economic development in comparison to the rest of the country. This is partly due to the legacy of lopsided development policy from the colonial era and weak policies of post-independence regimes to address historical, social and geospatial inequalities. The region has a well-documented history of isolated conflicts, including inter-ethnic disputes over power and control, intra-ethnic disputes over chieftaincy succession, and land disputes, often spurred by illicit proliferation, excessive accumulation and misuse of arms and ammunition, on one hand, and porous and inadequate border infrastructure, on the other.⁹ Ghana's peace and security are also threatened by instability and the rise of violent extremism to the north and on its eastern and western borders (Burkina Faso, Côte d'Ivoire and Togo), as well as threats to its coastal areas.



PHOTO: UNDP Ghana

⁷ World Bank Ghana Country Environmental Analysis (2020)

⁸ World Bank Ghana Country Environmental Analysis (2020)

⁹ United Nations Ghana (2022). United Nations Common Country Analysis for the Republic of Ghana 2022



SDG attainment and key challenges

The SDGs Advisory Unit at the Office of the President in their 2020–2021 Annual Report indicates an average of 63.4 per cent of the country's progress, against a regional average of 51.6 per cent, across all of the SDGs. Ghana's SDG attainment is, however, uneven, with the challenges of monitoring SDGs linked to the inadequacy of data, particularly disaggregated data, and the capacity to monitor. SDG monitoring reinforces that inequality in Ghana is a major challenge.

The SDGs 2020–2021 Annual Report identifies the key challenge of financing, which indicates that this can only be addressed through:

- (i) improved efficiencies, reduced wastage and corruption;
- (ii) increasing domestic resource generation; and
- (iii) accelerated economic growth, with an emphasis on private sector expansion.

Although there are no data available to track SDG 10 (Reduce inequalities within and among countries), for the remaining SDGs, the report indicates that Ghana is:



'moderately improving' in seven SDGs:

- SDG 1 – No poverty;
- SDG 4 – Quality education;
- SDG 5 – Gender equality;
- SDG 6 – Clean water and sanitation;
- SDG 7 – Affordable and clean energy;
- SDG 8 – Decent work and economic growth; and
- SDG 9 – Industry, innovation and infrastructure.



'on track' to meet achievements in two SDGs:

- SDG 12– Responsible consumption and production; and
- SDG 13– Climate action.



'stagnating, facing significant challenges' on six SDGs:

- SDG 2 – Zero hunger;
- SDG 3 – Good health and wellbeing;
- SDG 11 – Sustainable cities and communities;
- SDG 14 – Life below water;
- SDG 16 – Peace, justice and strong institutions; and
- SDG 17 – Partnerships for achieving the goals.



'decreasing' one SDG:

- SDG 15 – Life on land.



SDG DASHBOARD AND TRENDS



Figure 1. SDG Dashboards and trends

Source: Sustainable Development Solutions Network. 2022. Sustainable Development Report.

Ghana's 2022 Voluntary National Review (VNR) report noted that SDG “progress of implementation has been mixed”. The report identifies the need for deliberate and comprehensive efforts towards recovering from the impact of the COVID-19 pandemic, enhancing socio-economic development and opportunities, as well as safeguarding the natural environment. In addition, the main messages emerging from the Review highlight that Ghana needs to:

- strengthen finance and resource mobilization mechanisms to address SDG financing gaps;
- address major socio-economic and environmental challenges in sustaining the achievement of the SDGs, such as unemployment, investment in youth and human capital, leveraging of the African Continental Free Trade Area (AfCFTA) for inclusive economic development, and the reduction of vulnerabilities through social protection coverage;
- strengthen and broaden partnerships with the private sector, civil society, traditional authorities, diaspora community and others;
- intensify and improve data collection structures and mechanisms for robust data production, management and analysis systems that inform evidence-based policy-making;
- address infrastructure deficits in key sectors (health, education and sanitation services), support the national digitalization drive, and mitigate the impacts of climate change and variability for green growth; and
- invest in new research across key sectors, which will also deepen its resilience and accelerate it on its path towards self-reliance.



PHOTO: UNFPA Ghana

1.2 Multidimensional risks

The multidimensional risks that impact Ghana's SDG attainment have been identified as follows:



Macroeconomic risks:

These risks arise from structural imbalances, lower-than-needed levels of domestic revenue mobilization, large financing needs and fiscal rigidities, combined with the COVID-19 pandemic and the Russian Federation-Ukraine war, have pushed inflation, and exchange and interest rates to alarming levels, with consequential debt vulnerabilities and limited access to capital markets. These challenges threaten economic stability and the achievement of sustainable development, especially in the context of a large SDG financing gap estimated at \$43 billion annually. The slow rate of progress on the attainment of SDGs could further deepen and increase poverty rates in Ghana. These systemic macroeconomic risks continue to impact Ghana's economic transformation agenda of industrialization and accelerating the transition to a low carbon economy that guarantees an increase in green businesses and jobs.



Governance, transparency and accountability, and the social contract:

Ghana has a well-articulated aspiration for its development encapsulated in its Coordinated Programme for Economic and Social Development Policies 2021–2025, Agenda for Jobs II: Creating Prosperity and Equal Opportunities for All (herein CPESDP 2021–2025). However, the challenges and risks identified above pose serious challenges to realizing this vision. The 2020 SDG report identifies four areas where improvements are required to ensure finances for achieving the SDGs: efficiency, the reduction of wastage and perceived corruption; domestic resource generation; and economic growth. The first of these, reduction of wastage and addressing corruption, will be important in creating international confidence in the system and building local momentum around the shared social contract articulated in the CPESDP 2021–2025. As a result, additional domestic revenues will be generated, which, when applied to agreed priorities, i.e. those articulated in the CPESDP 2021–2025 and MTNDPF 2022–2025, will strengthen alignment with the social contract, enabling social investments to be made that foster the third – economic transformation. In addition, strengthening transparency and accountability, and improving good governance will be central to buttressing the vision of national self-reliance and ultimately, achieving the Ghana Beyond Aid agenda.



Climate and environment risks to food security and sustainable businesses:

These risks have the potential to undermine years of progress, impacting the poor and the most vulnerable. Adaptation measures will be essential to protecting progress towards global commitment, for example, the SDGs, the Paris Agreement and national sustainable development targets. While renewables offer alternative adaptation and mitigation measures, the uncertain investment climate with high interest rates and unfamiliarity with the green financing instruments and the renewable energy sectors continue to pose significant challenges. In addition, there is the issue of inconsistencies, fragmentation or incompatibility of policies applied across the value chain to facilitate a green and circular economic transition. A more critical risk to the economic and green transformation agenda is the inadequate progress achieved in implementing the Energy Sector Reform Programme 2019–2023 to eliminate the energy sector debt, which further constrains the investment climate for renewable energy. Ghana faces risks from natural hazards and extreme weather events, illegal and uncontrolled exploitation of natural resources, climate change and conflict-related insecurity.



Socio-economic risks:

These risks impact a person's ability to access health services affecting the health of children, adolescents and women of reproductive age. Exclusive breastfeeding rates for children under six months are declining, and levels of anemia and micronutrient deficiencies are increasing due to children not being fed well. Food security risk is prevalent among farm households in Ghana; indeed, 5 per cent of Ghana's population (1.2 million people) are food-insecure and another 2 million people are vulnerable to becoming food-insecure.¹⁰ These risks are compounded by shocks such as the COVID-19 pandemic and the impacts of conflicts outside of Ghana that threaten global food and fuel prices.



Geographic location risks:

Geographic location risks highlight the urban-rural disparities in Ghana, which increases risks of reduced or no access to essential services. This is reflected in low levels of education attainment and the quality of that education, and increased mortality, morbidity and a lack of financial opportunity due to reduced access to health and financial services (including microfinance or savings/credit facilities). Young children, adolescents, persons with disabilities, people living with HIV, sex workers, older persons, smallholder farmers, migrants, people living in informal settlements, informal workers, and women are identified as particularly vulnerable to geographic risks.

¹⁰ Acheampong, P. Agyei Obeng, E., Opoku, M. Brobbey, L. and Sakyamah, B. (2022). Does Food Security Exist Among Farm Households? Evidence from Ghana. Agriculture & Food Security. www.bit.ly/3Qmj5wa





Security risks from the Sahel:

These risks include the threat of violent extremism in the subregion and the Sahel, growing political instability in some West African states that are exacerbating fragility in those contexts, and continued threats to coastal security with the rise of piracy in the region, combined with the significant dislocations arising from the impacts of climate change. Collectively, through an expanding phenomenon of internally displaced persons (IDPs), rising numbers of refugees and the attendant influx of violent extremists pose significant risk to Ghana's durable peace and security. Progress is being made through efforts by the country and the Economic Community of West African States (ECOWAS) as well as through innovations such as the Accra Initiative. Reinforcing these efforts, from both a kinetic and non-kinetic perspective in a coordinated manner must be significantly enhanced to reduce Ghana's vulnerability to the threats of violent extremism to its long-term peace and security.



Risks to disadvantaged groups, especially women and girls, children, youth, persons with disabilities and prisoners:

These multi-dimensional risks span all sectors and are triggered by all other areas of risk. They continue to significantly reduce opportunities for youth to access health and education services and increase their vulnerability to child labor, underemployment, as well as to early marriage and childbearing for girls.



PHOTO: UNFPA GHANA

1.3 Leave no one behind

Leaving no one behind (LNOB) is the transformative promise of the SDGs and is an analytical tool to identify those who are and/or risk being left behind due to a lack of choices or opportunities to participate in and benefit from development progress. All persons in extreme poverty are considered 'left behind', as are those who endure disadvantages or deprivations that limit their choices. The LNOB focus in Ghana that drives UNSDCF 2023–2025 will include the following:



The poor and extremely poor

Approximately 25.5 per cent of Ghana's population live in poverty,¹¹ and 9.6 per cent live in extreme poverty, primarily in rural areas.



Aged persons

Ghana's aged population,¹² 65 years and above, makes up 3.2 per cent of the population, an increase from 2.5 per cent in 1972. The key needs of this population include the social, economic and survival requirements for shelter, health care, psychosocial as well as protection and safety.



Children

Children aged 0–14 make up approximately 35.2 per cent of Ghana's population. Malnutrition remains a significant indirect cause of child mortality. An estimated 82 per cent of children in rural areas and 62.5 per cent in urban areas of Ghana are affected by multidimensional poverty, primarily driven by a lack of nutrition, child protection, learning and development. Children with disabilities are one of the most marginalized and excluded groups in society.



Girls and women

About 38 per cent of girls aged 15–19 have experienced sexual violence,¹³ and at least 33 per cent of women experience domestic violence within a 12-month period.¹⁴ Victims of violence have no or limited access to social services and shelters, particularly in the rural north. National prevalence rate for early marriage is 21%. In education, pregnancy-related drop-out cases rose from 6,843 in 2014/15 to 8,540 in 2019/20. Only 14.5 per cent of Members of Parliament are women. An estimated 80 per cent of all lands in the country are not owned or accessed directly by women. Ghana has one of the largest cohorts of women involved in the informal sector engaging in businesses, especially informal MSMEs.

¹¹ World Bank. (2022).

www.bit.ly/3XgoWEm



¹³ 2016 Domestic Violence Survey.

¹⁴ Ghana Statistical Service. (2016). Incidence, Attitudes, Determinants and Consequences.

www.bit.ly/3Zw114K



¹² The 2021 census.





Youth

Youth in Ghana, aged 15–35, make up an estimated 36.5 per cent of the population and are disproportionately impacted by the risks associated with poverty, gender inequality and inadequate education on reproductive health. Annually, youth unemployment averages 12 per cent, and youth under-employment averages 50 per cent.¹⁵ The north of Ghana has high youth unemployment, poverty, falling educational performance and the availability of small arms.¹⁶



Migrants

There are limited regular pathways for international migration, resulting in Ghanaian migrants falling victim to smuggling and trafficking networks. Informal workers, who make up a majority of migrants moving within the ECOWAS free movement space, also encounter similar protection concerns. Most migrant recruitment agencies remain unregulated. Migrants to some of the Gulf countries have fallen victim to trafficking networks and exploitative labour practices, leading the Government to ban emigration to the Gulf States in 2017.



Persons with disabilities

Persons with disabilities in Ghana continue to experience various forms of discrimination and social exclusion, and face discrimination in the form of negative attitudes, gaps in policies and legislation, including a lack of provision for children and women with a disability and humanitarian services¹⁷ and insufficient implementation of existing policies and legislation.¹⁸



Prisoners

As of May 2022, the Ghana Prisons Service has an inmate population of 14,097, which exceeds the national authorized figure of 9,945. According to reports prison conditions are “generally harsh and sometimes life threatening due to overcrowding, inadequate sanitary conditions, lack of medical care, physical abuse, and food shortages”.¹⁹ The degree of specializations within Juvenile Courts remains limited.²⁰

¹⁵ World Bank (2020). Youth Employment Programs in Ghana: Options for Effective Policy Making and Implementation. Washington, D.C.

www.bit.ly/3QqPNLP



¹⁸ STAR Ghana Foundation and Penplusbytes (2020). Critical Steps in Bridging the Implementation Gaps of the Disability Act for Inclusivity.

www.bit.ly/3ii1DLP



¹⁶ STAR-Ghana Foundation (2021). Roadmap for Sustainable Peace, Security and Development in Northern Ghana: Within the context of Sustainable Development Goal 16.

¹⁷ Ghana Federation of the Disabled (GFD) (2016). Ghana's Disability Act: Serious Gaps.

www.bit.ly/3Zwlbgc



¹⁹ US Department of State (2022). Ghana 2021 Human Rights Report.

www.bit.ly/3XBNXKW



²⁰ Judicial Service of Ghana (2018). Children Before the Courts in Ghana: Towards Child-Friendly Justice.

www.bit.ly/3GzctWO





Persons Living with and affected by HIV/AIDS:

Ghana has a generalized HIV epidemic with disproportionately high prevalence of HIV in key populations. The Ghana AIDS Commission has reported that key populations face discrimination, harassment, violence, human rights abuses, sexual and gender based violence and coercion. Stigma is rife in many health care settings and constitutes a barrier to service access and continuity with stigma and discrimination intersecting with other factors.²¹



Asylum seekers and refugees:

At the end of 2022, Ghana had 11,401 asylum seekers and refugees. There was also an increasing inflow from Burkina Faso as a result of the conflict further stretching the resources and services in the Districts where they reside. It is therefore important that they are proactively included alongside their hosts in local and national development plans to promote peaceful co-existence and ensure they are not left behind.

The above list is not exhaustive. Other categories at risk of being left behind would be identified in conformity with Ghanaian law, culture and policy



PHOTO: UNFPA Ghana

²¹ Ghana Aids Commission (2022). Getting to the Heart of Stigma.



www.bit.ly/3kKIEPI

²⁴ STAR Ghana Foundation and Penplusbytes (2020). Critical Steps in Bridging the Implementation Gaps of the Disability Act for Inclusivity.



Our approach to leave no one behind

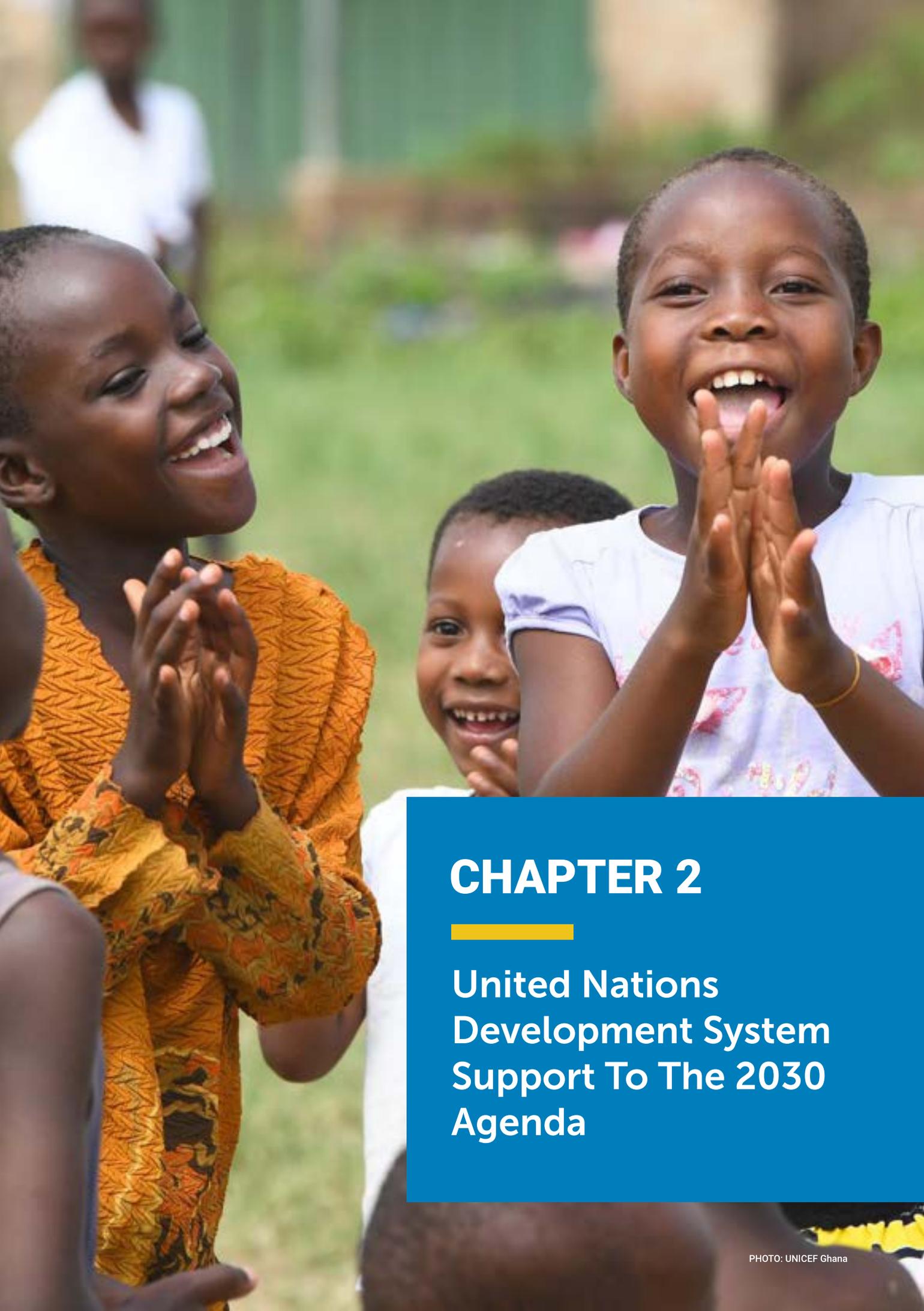
The LNOB approach consists in moving beyond the assessment of average progress, towards assessing progress for all population groups at a disaggregated level. The United Nations in Ghana is committed to the use of disaggregated data to identify who is being excluded or discriminated against, how and why, as well as who is experiencing multiple and intersecting forms of discrimination and inequality. This will involve identifying unjust, avoidable and/or extreme inequalities, and patterns of discrimination in law, policies and practices. Analysis will focus on patterns of exclusion, vulnerability, structural constraints and unequal power relations that produce and reproduce inequalities over generations. To ensure that the most vulnerable people are protected and that the Ghanaian economy is able to bounce back from the current crises, the United Nations is committed to strengthen rights-based and gender-transformative social protection policies and systems, including shock-responsive social protection.

The implementation of legal, policy, and institutional measures will be supported to promote equality and reverse the trend of rising inequalities. Strategies to support the free, active and meaningful participation of all stakeholders, particularly the most marginalized, will be implemented with greater emphasis on disaggregated data and approaches, grassroots data collection, monitoring and analysis that will feed into national monitoring and reporting systems that in turn inform development planning.



**WHEELCHAIR
USERS MUST
BE INCLUDED**





CHAPTER 2

United Nations Development System Support To The 2030 Agenda

2.1 From evaluation and the Common Country Analysis to the United Nations Sustainable Development Cooperation Framework priorities

The lessons learned from the independent evaluation of the previous United Nations programme cycle in Ghana (UNSDP 2018–2022) and the CCA in addition to other supporting analysis informed the prioritization of key results areas for the new UNSDCF. Specifically, the evaluation and CCA supported the identification of eight SDGs accelerators in Ghana that define the focus and drivers for an integrated approach to the UNSDCF. These lessons and accelerators have helped inform the United Nations' strategic development focus for 2023–2025, as defined by the UNSDCF's ToC, to leave no one behind, especially women and girls, youth, and persons with disabilities, covering specific sectors while addressing a global pandemic and regional crises of an unknown duration.

UNITED NATIONS IN GHANA'S PATHWAY TO AN INTEGRATED APPROACH TO UNSDCF 2023–2025

Key lessons learned from the evaluation	Common Country Assessment SDG accelerators in Ghana	Defined accelerators: the integrated approach	Shifts to 'ways of working': 'not business as usual'
<p>Government planning, reporting and governance cycles should be aligned more closely</p> <p>There should be greater focus on transformative, innovative and catalytic interventions and the direct delivery footprint should be significantly reduced</p> <p>Joint programming on issues, sectors and in geographies should be increased in order to enhance Delivery as One</p> <p>Emerging cross-cutting issues, especially governance, gender and youth, should be integrated across all efforts and activities</p> <p>There should be a greater focus on government systems strengthening and build stronger partnerships with civil society and the private sector</p> <p>There should be better alignment with international financial institutions and development partner investments and priorities</p> <p>There should be a greater focus on those left furthest behind – youth, people living with HIV, persons with disabilities, and women</p> <p>There should be a stronger focus on data, monitoring and evaluation, and on the use of UN INFO to improve accountability to the Government and the people of Ghana.</p>	<p>Improving the effectiveness and reach of development financing</p> <p>Enabling climate transformation for proactive green growth</p> <p>Enhancing social and economic inclusion for all people</p> <p>Harnessing the digital transformation to improve social and economic performance</p> <p>Enhancing governance, transparency and accountability, and strengthening the social contract</p> <p>Meeting urbanization challenges and demographic opportunities</p> <p>Supporting peace and freedom from conflict</p> <p>Defining and expanding the role and function of partnerships</p>	<p>Financing for the SDGs</p> <p>Sustainable and green transformation</p> <p>Inclusion and protection of human rights and promotion of transparency and accountability</p> <p>Inclusive digital transformation and strategic innovation</p> <p>Integrated demographic trends and geospatial development issues including urbanization</p> <p>Conflict prevention, do no harm and the promotion of transparent and accountable good governance</p> <p>Revitalized partnerships for the SDGs</p>	<p>Partnerships with government, civil society, private sector, development partners</p> <p>Governance and policy implementation</p> <p>Evidence-based decision-making and advocacy</p> <p>Joined-up approaches and increased joint programmes/ Delivering as One</p> <p>Strengthening of the capacities of Ghana and its institutions across the Government, the private sector and civil society</p> <p>Annual review</p>
<h2>GHANA UNSDCF 2023–2025 INTEGRATED APPROACH</h2>			<p>DURABLE PEACE AND SECURITY IN GHANA AND THE SUBREGION</p> <p>SDG 5, 9, 10, 11, 13, 14, 15, 16, 17</p>
<p>INCLUSIVE, RESILIENT AND SUSTAINABLE ECONOMIC GROWTH AND TRANSFORMATION</p> <p>SDG 1, 5, 8, 9, 10, 11, 12, 13, 14, 15, 17</p>			<p>ACCESSIBLE, EQUITABLE, INCLUSIVE, SUSTAINABLE QUALITY BASIC SOCIAL SERVICES</p> <p>SDG 1, 2, 3, 4, 5, 6, 7, 10, 13, 15, 16, 17</p>

2.1.1 Adopting an integrated approach to human development in Ghana

To address the challenges of Ghana's SDGs and the global Agenda 2020 for Sustainable Development, the CCA concluded that an *integrated approach* to the human development and environmental needs of Ghana's people is required, strengthening resilience at all levels. This new generation UNSDCF 2023–2025 defines a set of priorities and supports the integration of national development strategies, sectoral and multisectoral programmes, cross-cutting issues and policy coherence across all of the United Nations' work in Ghana. Given Ghana's constraints to finance the SDGs, it also emphasizes a shift from funding to financing/leveraging support for Ghana's development goals and objectives. It seeks to address the impacts of the COVID-19 pandemic, the anticipated slow rebound of global supply chains and economic growth on Ghana's economic and social situation, as well as other shocks resulting from global conflicts and deepening climate change impacts.

The UNSDCF is aligned with the strategic vision, goals and objectives of Ghana's CPESDP 2021–2025 and MTNDPF 2022–2025. The specific needs of those left behind or at risk of being left behind, including women and girls, youth and persons with a disability, have been analysed in the CCA to inform the prioritization of SDGs accelerators that drive the United Nations in Ghana's integrated approach. Each SDG accelerator is aligned with a specific goal of the CPESDP (2021–2025), Agenda for Jobs II while being interconnected with and interdependent with the remaining CPESDP goals and the SDGs. The SDG accelerators focus on the following:

Improving the effectiveness and reach of development financing for the SDGs

This can be achieved by reducing the reliance on Official Development Assistance, and moving to a 'Ghana Beyond Aid' and a more balanced and sustainable blend of development financing. This emphasizes the importance of: establishing new, innovative, blended finance and multisectoral partnerships; promoting the development of an Integrated Financing Framework; placing a renewed focus on leveraging; and prioritizing catalytic and transformative investments. This is aligned with Goal 1, *Build a prosperous country* of the CPESDP 2021–2025.

Enabling sustainable and green transformation for proactive green growth:

This can be achieved by focusing on addressing the impacts while contributing to mitigation efforts as part of the transition to a greener economy and integrating inclusive gender-responsive climate action. Focus will also be placed on enhancing natural resources management across the economic and social sectors, notably through sustainable businesses, manufacturing and food systems, and building climate resilience across all sectors in Ghana – from the economy to services and peace-building. This is aligned with Goal 3, *Safeguard the natural environment and ensure a resilient built environment* of the CPESDP 2021–2025.

Enhancing governance, transparency and accountability, and strengthening the social contract implied in Ghana's vision of a WISER Ghana that is ultimately beyond aid:

This is achieved by prioritizing spending that addresses macro-critical sectors; improving equity and efficiencies; reducing wastage and eliminating corruption; and protecting social spending while investing resources to address agreed catalytic priorities identified in CPESDP (2021–2025), Agenda for Jobs II and MTNDPF 2022–2025. In addition, lessons learned will be drawn from the VNR and incentives-based approaches will be expanded to increase domestic resource generation. All of the above will enhance the social contract in Ghana's MTNDPF. Moreover, protecting civic space, enhancing the voices of citizens and citizens groups, especially those of women and girls, children, persons with disabilities and youth, promoting and protecting human rights and recognizing geographic disparities are important to accelerate progress towards the SDGs. This is aligned with Goal 4, *Maintain a stable, united and safe country* of the CPESDP 2021–2025.

Including digital transformation and accelerating strategic innovation

This will be achieved by increasing the quality and reach of government services; improving and innovating social and economic performance; enabling increased productivity, efficiency and business development; opening up new market opportunities in the digital economy. In addition, focus will be placed on addressing barriers to learning; improving skills for Ghana's future needs while increasing equitable access to basic services. Moreover, transparency and accountability will be critical to achieving the SDGs. This is aligned with Goal 2, *Create opportunities for all Ghanaians* of the CPESDP 2021–2025.

Integrating demographic trends and revitalized geospatial development issues:

This will be achieved by meeting urbanization challenges (including the transition to smart, climate-resilient cities); leveraging data, analytical and digital opportunities to target interventions and investments that will reduce the strain on transportation systems, economic infrastructure, energy poverty, education and healthcare, as well as water and sanitation in an increasingly urban and peri-urban society. In addition, geographical inequalities will be addressed, for example, those in northern Ghana. In addition, an enabling environment for Ghana that capitalizes on the demographic dividend of a young population and takes into consideration the ongoing change in the age of the population structure, and supports the development of human capital in line with the transformative SDGs and Ghana Beyond Aid agenda will be pursued. This is also aligned with Goal 2, *Create opportunities for all Ghanaians* of the CPESDP 2021–2025.

Implementing conflict prevention, do no harm and promoting transparent and accountable good governance:

This will be achieved by strengthening institutions and enhancing Ghana's institutional arrangements for the SDGs, focusing on public finance management and improving governance institutions. Support will be provided for the effective implementation of services, laws and regulations as well as investments in decentralization in order to address challenges at the household, community, regional and national levels. Risks will be mitigated by addressing the root causes that could destabilize Ghana's peace equilibrium through, viable economic opportunities and by ensuring equitable access to essential services in order to strengthen the resilience of communities and subregional and regional collaboration through the Accra Initiative, ECOWAS and the African Union. This is aligned with Goal 4, *Maintain a stable, united and safe country* of the CPESDP 2021–2025.

2.2 Theory of change for the United Nations Sustainable Development Cooperation Framework priorities

The UNSDCF 2023–2025 embeds the values of focus, integration, and upstream and strategic approaches to programming in its ToC. It aims to enable institutional and policy change that contributes to achieving the SDGs while ensuring that no one is left behind. In addition, the marginalized and disadvantaged, especially women and girls, youth and persons with a disability, will receive targeted support of the United Nations system.

This ToC establishes three outcome areas that focus on and prioritize where the United Nations in Ghana can use its comparative advantage (e.g. its mandate, capacity, position and knowledge/experience) and resources to maximize impact and SDG progress, as part of the Decade for Action to achieve the SDGs during the 2023–2025 period

Theory of change

People in Ghana will gain decent employment and enjoy sustainable livelihoods, access basic services and be able to exercise their rights in an environment that promotes gender equality and women's empowerment provided that: there is sustainable, resilient and inclusive economic growth and transformation; there are strengthened systems for inclusive access to equitable, quality, sustainable social development services, especially for those most left behind; the promotion of peace and justice provides Ghana with durable institutions that foster security, social cohesion, human rights and resilience, including through addressing transboundary issues; and all actions are undertaken with a local, national and subregional outlook.

1. **Support inclusive and sustainable economic growth and transformation** that takes into account the challenges of unbalanced and unequal growth, macro-economic risks as a result of insufficient structural transformation and global shocks. This growth and transformation must aim at building an inclusive, resilient, sustainable, climate-resilient economy, capable of addressing employment challenges, leveling regional inequalities, harnessing the full potential of the private sector. They must be underpinned by a sound set of priorities, sustainable financing, and overall results-based management, and increased transparency, oversight and accountability, including robust Public Finance Management (PFM) discipline and practices.

1. by taking into account the challenges of limited and unequal access to quality inclusive and sustainable social services, taking into account the negative impacts of urbanization and the importance of smart cities and ongoing responses to the needs of rural communities.
2. **Strengthen inclusive access to social services, especially for those most left behind,**

1. by taking into account the challenges of limited and unequal access to quality inclusive and sustainable social services, taking into account the negative impacts of urbanization and the importance of smart cities and ongoing responses to the needs of rural communities.
3. **Promote a peaceful, cohesive Ghana and subregion** that takes into account challenges of inadequate institutions and mechanisms in charge of security and the importance of addressing conflict prevention, doing no harm and promoting good governance as a means of strengthening social cohesion of the people of Ghana and those in the subregion. In addition, climate resilience and environmental transformation must be strengthened, including through urgent action to combat climate change and its impacts while promoting climate justice.



PHOTO: UNFPA Ghana

Theory of change – strategic overview

<p>Vision</p> <p>The people in Ghana enjoy resilient, equitable, quality, sustainable, digitalized, accountable, effective, and inclusive basic social services; economic, structural and climate transformation, security institutions, and mechanisms for peacebuilding and social cohesion at the local national and subregional level.</p>				
<p>Challenges</p>	<p>Unbalanced growth, increased vulnerability and insufficient structural transformation.</p>	<p>Limited access to quality, inclusive and sustainable social and environmental services.</p>	<p>Inadequate institutions and mechanisms in charge of security, peacebuilding and social cohesion at the local, national and subregional levels.</p>	
<p>Impact</p>	<p>A thriving Ghanaian economy supporting enhanced inclusive, resilient and sustainable poverty reduction, and economic and livelihood opportunities.</p>	<p>Strengthened basic social services and social protection systems that support accessible, equitable, inclusive and sustainable delivery.</p>	<p>People in Ghana are safe and able to fully exercise their rights.</p>	
<p>Outcome</p>	<p>Inclusive, resilient, sustainable economic growth and transformation SDG 1, 5, 8, 9, 10, 11, 12, 13, 14, 15, 17</p>	<p>Accessible, equitable, inclusive, sustainable quality basic social services SDG 1, 2, 3, 4, 5, 6, 7, 10, 13, 15, 16, 17</p>	<p>Durable peace and security in Ghana and the sub-region SDG 5, 9, 10, 11, 13, 14, 15, 16, 17</p>	
<p>Outcome Statement</p>	<p>1. By 2025, people in Ghana, particularly women, children, youth, persons with disabilities and those furthest behind will enjoy an inclusive, resilient and transformed economy that creates decent jobs and sustainable livelihoods by reducing inequality and safeguarding the environment.</p>	<p>2. By 2025, people in Ghana, particularly those furthest behind, will have access to and use of quality, resilient, inclusive, equitable, innovative and digitized integrated social services, supported by well managed and accountable institutions and governance systems.</p>	<p>3. By 2025, people in Ghana will benefit from transparent, accountable, inclusive institutions and systems, including quality integrated digital services delivering a peaceful, cohesive and just society</p>	

<p>Indicative focus of outputs</p>	<p>Institutional capacities and regulatory frameworks for economic diversification. Gender equality and the empowerment of youth and persons with disability Data collection, management, analysis and use. Integrated human capital development approach to respond to evolving labour market needs. Resilience building of business, environment, labour, markets, financial arrangements, and economic governance and infrastructure. Innovative and diversified financial (fiscal, insurance, and investment) and banking instruments to support dynamic development of green economy.</p>	<p>Laws and regulation compliance and enforcement. Equitable distribution and effective management of resources and provision of services by the Government, civil society and the private sector. Development and delivery of inclusive and equitable rights-based universal health coverage, social protection and social services. Civil society capacity to demand social services. Strong oversight through effective parliament and General Auditor functions. Private sector and tri-sectoral SDG partnerships between the Government, civil society and the private sector. Social service institutions' resilience to shocks and response to emergencies to protect the most vulnerable. Government institutions, the private sector and civil society apply innovations, digital technology and green Solutions, which contribute to the efficient use of energy, water, land and other natural resources and support social services with the active participation of women, children and vulnerable groups of the population.</p>	<p>Institutions and communities mitigating risks, vulnerabilities and the effects of conflicts, violence and crime. Institutional monitoring of laws and policies and the integration of digital services. Citizens, communities and civil society decision-making at all levels including in the digital space. Legal and human rights institutions' accountability to laws consistent with international norms and standards. Strengthened institutional capacities in government agencies and other key national stakeholders to develop, improve and implement coordinated policies, strategies and/or plans for increased resilience to climate change and disasters and reduced greenhouse gas emissions. Strengthened preparedness and resilience of poor and vulnerable communities and the natural environment to climate change and disasters risks, including the deployment of sustainable and risk-informed solutions.</p>
<p>Accelerators</p>	<p>Financing for the SDGs and SDG partnerships Supporting the development utilization of data for development</p>	<p>Protecting and promoting human rights - transparency Sustainable and green transformation Enhancing and expanding partnerships</p>	<p>Integrated demographic trends-geospatial development Digital transformation and innovation Joint programmes and joint programming Policy advocacy and leadership Normative support Harnessing digital transformation and innovation opportunities</p>
<p>Ways of Working</p>	<p>Supporting the development utilization of data for development</p>	<p>Joint programmes and joint programming Policy advocacy and leadership</p>	<p>Normative support Harnessing digital transformation and innovation opportunities</p>
<p>Leave no one behind Aged persons, the poor and extremely poor, those with disability, children, girls and women, youth, people living with and affected by HIV, migrants, the rural population</p>			



2.3 United Nations Sustainable Development Cooperation Frameworks Outcomes and Partnerships

2.3.1 OUTCOME 1

Inclusive and Sustainable Economic Growth and Transformation

Outcome statement: By 2025, people in Ghana, particularly women, children, youth, persons with disabilities and those furthest behind will enjoy an inclusive, resilient, sustainable and transformed economy that creates decent jobs and sustainable livelihoods by reducing inequality and safeguarding the environment.

Development challenges

Ghana's economic challenges have been largely fiscal as a result of low levels of revenue and high expenditure, as well as high public debt and financing needs. Existing structural imbalances and fiscal rigidities have limited fiscal space to accommodate critical infrastructure and transformative investments, which also impacts private sector financing. Over the past decade, while the tax-to-GDP ratio averaged around 13 per cent over the past decade 2011–2021 period (below the 20 per cent average for sub-Saharan Africa), the public sector wage bill and interest payments increased consistently, reaching 46 per cent and 49 per cent of domestic revenue, respectively, as of 2021. Sustaining investments to attain the SDGs in this situation requires finance to support expenditure in health systems, protecting lives and businesses as well as infrastructure. While Ghana's COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) programme seeks to mobilize US\$12 billion in private capital to transform the economy, the challenge is in securing sustainable financing for the SDGs amidst risks arising from unsustainable debt, significant revenue leakages, low revenue generation drive, fiscal

rigidities, and uncertainties regarding government fiscal consolidation measures, including ongoing negotiations with the International Monetary Fund. Increased inflation, currency depreciation and interest cost further narrow the already tight discretionary fiscal space, creating a huge fiscal burden on the Government.

Ghana's economy has recorded consistent improvement in growth and structural change. However, the scale and scope of the changes to create jobs in order to absorb large segments of the population in lower income groups, who are doubly disadvantaged by gender, age and/or geographic location, are still inadequate. Hence, it is challenging to improve productive employment, expand economic infrastructure and opportunities for self-employment and grow the MSME space, increase the levels and the distribution of income, and improve human capital.

Ghana's economy is characterized by a significant informal sector, which employs 80 per cent of the workforce,²² of which a significant proportion are women entrepreneurs, especially in the MSME sector, which generates over 70 per cent of GDP in Ghana.²³ The informal nature of these

²² United Nations Development System in Ghana. (2021). Building Back Better from COVID-19: Country Common Analysis (CCA) and Socioeconomic Response and Recovery Plan (SERRP).

www.bit.ly/3IjDMG8



²³ Bank of Ghana. (2022). Enabling MSME Growth Through FinTechs

www.bit.ly/3vCHwuw



businesses limits their access to some of the benefits and opportunities in the formal sector that enables them access much-needed finance. The informality also creates space for the potential abuse of rights of employees. Further, it deprives the Government of significant domestic revenues critical to addressing the expanded needs of Ghana. Finding ways of addressing and reducing 'informality' through an incentives-based approach is key to mitigating the challenges in the MSME sector, such as poor business support infrastructure, lack of access to credit facilities, limited access to equipment and technology, and the regulatory environment requirements for business registration. This will, in turn, support inclusive and sustainable economic growth, improve working conditions, reduce participation in vulnerable employment (such as own-account workers and contributing family workers) and increase domestic revenue generation.

Additionally, investments in critical infrastructure, for example, to drive distribution and transportation, affordable clean energy (including conversations on just energy transitions), will be important to address some of the barriers to growth in the private sector. The Government has outlined some of these in flagship programmes such as CARES. It will be essential to support policy dialogues that: address innovative approaches to large infrastructure investments (e.g. public-private partnerships); address energy poverty while advocating for resources to support a just energy transition to net zero and green growth across the board for Ghana; and promote an enabling environment for resources to flow into this sector. The United Nations in Ghana's renewed focus on multisectoral and multistakeholder partnerships includes an emphasis on equitable partnerships at all levels and increased coordination and collaboration on the identified SDG accelerators from the top down and the bottom up.

Ghana's socio-economic development is intertwined with the stability of Ghana's natural environments. Nearly 50 per cent of Ghana's population live in rural areas where agriculture is the main source of livelihood and economic activity. Environmental degradation is driven by air and water pollution, agricultural land degradation, deforestation, illegal mining, overfishing, and inadequately managed solid waste, which in turn renders Ghana vulnerable to diseases. In addition, it is also driven by the impacts of climate change, loss of biodiversity, including the intensity of coastal erosion and flooding. Rising levels of illegal mining (galamsey), is associated with deforestation and adverse impacts on the environment and for agricultural land-use, and increased cases of violence between civilians and the state security forces. Although environmental policy including the National Climate Change Policy drives sustainable development, it is still challenging to remain vigilant regarding the effects of environmental change, the preservation of ecosystems, planning and investment in climate-smart adaptation, emergency preparedness and infrastructure, and transitioning to a green economy. Growth and demand in Ghana's energy sector contributes to economic and social development; however, universal access to electricity remains a challenge, and energy poverty remains high. These challenges are largely man-made and threaten national adaptation mechanisms, action and infrastructure and are also compounded by the rapid urbanization in Ghana. There is the need to develop a clear, smart cities strategy, and to make greater efforts for affordable and social housing and making cities climate-resilient as a means to affect rapid inclusive economic transformation.

Issues affecting Ghana's food systems vary across institutional, technical and support services. This is reflected by poor production, storage, distribution and transportation systems across the food system value and decision chain. Ghana is committed to transforming its food systems to become

more resilient and sustainable by intensifying efforts to ensure affordable access to safe and nutritious diets through integrated and innovative approaches across a range of disciplines and through effective and coordinated inter-sectoral policies. These approaches and policies include: promoting agroecological and industrial food production systems; strengthening inclusive farmer groups and women-led, community-based organizations to promote “modern” agroecological practices; increasing nutritious food accessibility and affordability while reducing food loss; promoting a healthy and sustainable food environment and choices; promoting nutrition-specific and -sensitive programmes and interventions; and improving food systems and nutrition governance.

The UNCT in Ghana will build on its existing programming through the UNSDCF 2023–2025 to support the Government in the implementation and coordination of these food systems' transformative pathways. The UNSDCF will consciously support the integration of the food system transformative agenda, national priorities and flagship programmes such as the Ghana CARES' Obaatanpa programme, crop and livestock farming to increase food and employment, and the One District One Factory (1D1F) initiative to other global agendas and commitments (e.g. COP27 commitments, environment, climate, biodiversity, food security, health and nutrition. Key areas of focus of the United Nations' efforts include: building and strengthening strategic partnerships to leverage increased private sector investments into critical sub-sectors of the food systems value chains; agriculture products standardization; building the capacity of smallholder farmers and other value chain actors to structure their markets so that they will be able to benefit from the AfCFTA; harnessing innovation and technology; strengthening coordination; and collecting, using and analysing data. Since 2017, Ghana's rapid adoption of digital

technologies has driven digitalization to tackle development needs and prepare for the Fourth Industrial Revolution. Digitalization drives financial inclusion, which Ghana plans to increase from 50 per cent to 85 per cent by 2030. To achieve this, Ghana needs to develop digital solutions that promote innovation, technical skills, education and access to the internet. The World Bank study “Demand and Supply of Skill in Ghana” identifies three critical steps necessary for inclusive, sustained growth:

- > increase productivity in the strategic economic sectors;
- > diversify the economy; and
- > expand employment.

Raising the level and range of skills in the country provides a key contribution to these core drivers of sustained inclusive growth. Skills development in Ghana encompasses foundational skills (e.g. literacy, numeracy), transferable and soft skills, and technical and vocational skills. These skills are acquired throughout life through: formal education, training and higher education; work experience and professional training on the job; family and the community; and the media.²⁴

Strengthening trade and interconnectedness regionally and globally is important. Ghana is well positioned to be a regional hub for financial, trade and digital services to stimulate job creation, improve productivity and accelerate inclusive growth. This is particularly relevant in addressing the significant youth bulge that is straining the labour market, which is unable to absorb the large number of new entrants each year. Ghana will continue to face challenges unless it creates a comprehensive, robust and secure national internet network that is more competitive, and increases a cyber-conscious culture across the economy, particularly in financial institutions and MSMEs that mitigates cyber security risks and increases secure online behaviour.

Inclusive and equitable economic

²⁴ World Bank (2014). Demand and Supply of Skills in Ghana: How Can Training Programs Improve Employment and Productivity?

www.bit.ly/3i8Evz7



www.bit.ly/3vCHwuw





transformation will also reduce the threats to peace in Ghana – providing livelihoods for youth, potentially reducing any accelerated recruitment into violent extremist groups and mitigating irregular migration and displacement. The analysis identifies that the people of Ghana can experience increased equality if a transformed economy inclusive of digitalization creates decent jobs and sustainable livelihoods.

The COVID-19 pandemic has had devastating effects on jobs and employment in Ghana, diminished government revenue and has caused a sharp decline in productivity due to lockdowns, restrictions, and the closure and bankruptcy of firms and businesses. Under the inclusive, resilient and sustainable economic growth and transformation outcome, the United Nations will collectively strengthen the capacities of the Government, the private sector and civil society for resilient economic policies, plans and interventions. The United Nations will strengthen the capacities of policymakers for economic recovery and resilience planning, and will support the application of resilient approaches covering the areas of business, environment, labour,

markets, financial arrangements, economic governance, and infrastructure. This work builds on the United Nations in Ghana's Socioeconomic Response and Recovery Plan 2021–2022.

The United Nations will collaborate with its various agencies and with key stakeholders in the Government, the private sector, civil society and development partners to address these challenges, respond to agreed priorities identified in the CPESDP 2021–2025 and MTNDPF 2022–2025, and through flagship initiatives and programmes of Government. In this regard, the core work of the United Nations in Ghana will focus on critical value chains such as agriculture, by supporting globally, and locally agreed work following on from the Global Food Systems Summit in 2022. It will also focus on: strengthening industrialization; supporting the Government on key infrastructure priorities; strengthening job creation by addressing capacity gaps and strengthening pipelines of finance and investment-ready opportunities; and focusing on youth and transformative opportunities, for example, in sports and digital inclusion.

Theory of change and United Nations development support

In support of the three UNSDCF development outcomes, the United Nations recognizes that the advancement of economic transformation will take place provided that:

- (i) value chains are strengthened, trade is enhanced including through the AfCFTA, a green and circular economy, the private sector, decent employment and livelihoods developed through strengthened institutional capacities for natural resources management and regulatory frameworks for economic diversification;
- (ii) gender equality is enhanced, and youth as well as persons with disability are empowered; and
- (iii) institutions offer quality services including digitization by putting in place inclusive, ethical and sustainable data collection management, analysis and use.

Outcome 1

INCLUSIVE, RESILIENT AND SUSTAINABLE ECONOMIC GROWTH AND TRANSFORMATION

Impact People gain decent employment and enjoy sustainable livelihoods.

Outcome By 2025, people in Ghana, particularly women, children, youth, persons with disabilities, and those furthest behind will enjoy an inclusive and transformed economy that creates decent jobs and sustainable livelihoods by reducing inequality and safeguarding the environment.

- Output**
- Strengthened institutional and stakeholder capacities and regulatory frameworks for integrating climate change, environmental considerations and economic diversification, including natural resources management, food systems, value chains, enhanced trade, the blue, green and circular economy, private sector development, digitalization, decent employment and livelihoods.
 - Gender equality, youth and persons with disabilities are empowered for employment, and sustainable livelihoods are addressed and enhanced.
 - Inclusive, ethical and sustainable data collection, management, analysis and use is in place, and government institutions offer quality services including through digitalization.

- Indicative Interventions:**
- Capacity development and targeted technical assistance.
 - Integrated normative support for implementation, monitoring and reporting on global and regional agreements, norms and standards, and national priorities and commitments.
 - Data collection and analysis to inform evidence-based policy choices.
 - Convening of stakeholders across constituencies, leveraging of partnerships and facilitating knowledge-sharing in addition to South-South and triangular cooperation.
 - Indicative Interventions: Implementation of enhanced community-driven and tailored subnational climate and environmental support, priorities, systems and frameworks with economic and livelihood co-benefits.

2.3.2 OUTCOME 2

Accessible, Equitable, Inclusive and Sustainable Quality Basic Social Services

Outcome statement: By 2025, people in Ghana, particularly those furthest behind, will have access to and use of quality, resilient, inclusive, equitable, innovative and digitized integrated social services, supported by well managed and accountable institutions and governance systems.

Development challenges

Ghana has made significant progress in child survival, learning literacy, school achievements, welfare, child protection and child development. However, poverty remains, primarily concentrated in rural areas, where inequality is a key driver and continues to exacerbate poverty rates and has been reduced in richer area. Children are multidimensionally poor, experiencing simultaneous deprivations – in nutrition, health, learning and development, protection, water, sanitation, housing and information.²⁵ Only one in five people in Ghana have access to basic sanitation with weak water, sanitation and hygiene (WASH) systems compounding disease outbreaks.

Primary school net attendance has improved; however, completion rates continue to drop, especially for boys. Disadvantaged girls are especially at risk of not transitioning to senior high school in some regions and districts, where early marriage and teenage pregnancy are barriers to their completing junior high school. Learning outcomes are very low for literacy and numeracy, and children in the north of Ghana, including the Northern, Upper East, Upper West and Volta Regions, perform considerably worse than those in the Greater Accra and Western Regions. According to the World Bank's Human Capital Index, a Ghanaian child born today is expected to attend school for 11.6 years but to only attain 5.7 years' of

knowledge; only 44 per cent of children born today in Ghana are expected to become productive when reaching adulthood. The proportion of the population three years and older who have never attended school ranges from 9 per cent in Greater Accra Region to 54.7 per cent in the Savannah Region. The Technical Vocational Education and Training (TVET) and skills development subsector has great potential but faces the challenges of fragmented management and delivery, poor promotion of skills training, poor quality of TVET, and poor gender parity and inclusion. Enrolment levels in the TVET sub-sector are significantly affected by a negative perception of skills training.

Malnutrition levels in Ghana are of significant concern. Ghana is among other low and middle-income countries experiencing the double burden of malnutrition, with a high prevalence of undernutrition, micronutrient deficiencies and overweight/obesity.²⁶ Additionally, the nutritional status of children in Ghana improved with a reduction in stunting from 23 per cent in 2014 to 18 per cent in 2017, and a minor decrease in underweight children.²⁷ Exclusive breastfeeding decreased from 52 per cent in 2014 to 43 per cent in 2017. With regard to malnutrition in childhood and pregnancy, which has many adverse consequences for child survival and long-term well-being, only 12 per cent of children eat the minimum acceptable diet for optimal growth

²⁵ Ghana Statistical Service (GSS), National Development Planning Commission (NDPC) and UNICEF (2019). *Multi-Dimensional Child Poverty in Ghana*.

²⁶ USAID (United States Agency for International Development). (2021). Ghana: Nutrition Profile.

[link page not found](#)

²⁷ Multiple Indicator Cluster Survey (MICS 2017/2018).

and development, and 21 per cent suffer from Vitamin A deficiency, and 66 per cent from anemia. Anemia prevalence among women of reproductive age (15-49 years) was 42 per cent. While the survival rates for children have improved over the past ten years, malnutrition continues to be a significant indirect cause of child mortality. The situation is aggravated by poor nutrition facilities, especially among the poor, where maternal and child health remains critical; therefore, the attainment of SDG 3 (Ensure healthy lives and promote well-being for all at all ages) is crucial for the country.²⁸ Food insecurity is a major contributing factor for the poor nutritional status of the population in the northern regions of Ghana. In 2020, a total of 3.6 million people were food-insecure; 1.6 million people (5.2 per cent of the population) were severely food-insecure; and 6.5 per cent were moderately food-insecure;²⁹ and nutrition deprivations of 17.7 per cent.³⁰

Health sector access and insurance coverage have increased since the introduction of the NHIS; Ghana's 2021 census reported that 68.6 per cent of the population was covered by either the NHIS or private health insurance schemes. There is a higher rate of health insurance coverage for females (72.6 per cent) than males (64.5 per cent). Health insurance coverage ranges from a low of 51.9 per cent in the Oti Region to a high of 86.2 per cent in the Upper East Region. This marks significant growth in coverage compared to 2014–2015, when approximately 40 per cent of the population had an active membership with the NHIS. There is a higher rate of health insurance coverage for females (72.6 per cent) than males (64.5 per cent).³¹ However, the COVID-19 pandemic has highlighted the lack of hospitals and larger medical centres outside big cities, and has pushed Ghana to improve online access to medical services and the digitalizing of records. Ghana's

Expanded Programme of Immunization has reduced infant mortality and the morbidity rates of vaccine-preventable diseases such as measles and poliomyelitis. However, nationally high vaccination rates mask disparities between the rich and poor, educated and uneducated mothers, and regions of the country.

In Ghana, there is very limited population-based data on non-communicable diseases (NCDs). The burden of NCDs in Ghana is projected to increase due to ageing, rapid urbanization and unhealthy lifestyles,³² which are expected to have implications for healthcare delivery. The Government has identified health financing as a major challenge and has earmarked at least US\$7 billion over ten years in non-wage-resources, including GDP allocation. With Ghana's graduation to lower-middle-income country status, several development partners transitioned away from funding health interventions. To leverage funding sources, the development of five-year health sector medium-term plans will be required and partners will be required to align their resources with each other and with the Government through models of co-financing or parallel co-financing arrangements.

Female representation, appointment and participation in governance at the local level is about 51 percent of Ghana's population; however, these levels have not changed since independence. Men have dominated leadership at the district level, with appointments to metropolitan, municipal and district Chief Executive Positions and election as Assembly Members, due primarily to Ghanaian society favouring men over women. In the current Ghanaian Parliament, only 40 (14.55 per cent) of the 275 members are women – 20 each from the two major political

²⁸ USAID (United States Agency for International Development). (2021). Ghana: Nutrition Profile.

page not found

²⁹ WFP (World Food Programme). (2020). *Comprehensive Food Security and Vulnerability Analysis*.

www.bit.ly/3vuzFzr



³⁰ Ghana Statistical Service (2020). *Multidimensional Poverty Index*.

www.bit.ly/3CiwCOA



³¹ US International Trade Administration (2022). *Ghana Healthcare Insurance*.

www.bit.ly/3i6QJs9



www.bit.ly/3CiwCOA



³² World Health Organization (2018). *Noncommunicable Diseases Country Profiles*

www.bit.ly/3i6AHhZ



parties. This number falls short of the United Nations recommended minimum of 30 percent, which is stipulated by the 1995 Beijing Declaration and Platform for Action. Key areas to focus upon will be improving women's participation in political processes and representation; increasing engagement of women in peace processes; and passing the Affirmative Action Bill and revising the Domestic Violence Law.

Ghanaian women and girls continue to experience human rights violations in the form of child and early marriage, female genital mutilation (FGM), sexual and gender-based violence (SGBV) and intimate partner violence. United Nations Human rights mechanisms have frequently encouraged Ghana to step up its efforts to combat, prevent and sanction harmful traditional practices, including FGM, *trokosi*,³³ early and forced marriage, and accusations of witchcraft. Hence, the targets

of SDG 5 on gender equality are yet to be achieved by Ghana, in addition to the targets of SDGs 2 and 8, which focus on the economic empowerment of women through equal, safe and secure labour and ownership rights. The persistence of domestic violence threatens the achievement of gender equality, and the empowerment of women as defined in the SDGs. In addition, domestic violence is associated with poor physical and mental health, higher risks of HIV and other sexually transmitted diseases, restricted livelihood options and choices, lower human capital and lower productivity. UN Women reports the prevalence of sexual intimate partner violence against women at 24.4 per cent and physical or sexual intimate partner violence in the last 12 months, at 19.2 per cent. Ghana ranks 135 on the Gender Inequality Index and 117 on the Global Gender Gap Index.³⁴ Focusing on and deepening work that promotes the sexual and



Credite: UNFPA

PHOTO: UNFPA Ghana

³³ *Trokosi* is a tradition in West Africa, precisely Ghana in the Volta region. This *trokosi* system turns young virgin girls (as young as seven years) into slavery or slaves to redress for the sin caused by a male family member or relation.

³⁴ UN Women. (2022). Global Database on Violence Against Women.

www.bit.ly/3jG7GKh



reproductive health and rights of all citizens, especially women, adolescents, and those most left behind, will ensure equitable access to services. Advocating for a greater investment in reproductive health education, services and rights, together with investing in innovative models with private sector actors to ensure affordable access will be important.

The prevention and reduction of all forms of violence, abuse and exploitation against children will be strengthened by promoting an equitable and integrated child protection, social welfare and criminal justice system. This will be achieved by: increasing the capacities of national and subnational authorities to develop and implement laws and policies, plans and budgets; strengthening information management, data collection and analysis; and improving case management and referrals to reach the most vulnerable children, particularly those at risk or exposed to violence, child marriage, child labour, trafficking and unnecessary family separation. The Integrated Social Services initiative linking social sectors will be scaled up nationwide for a more efficient social welfare, justice and birth registration workforce to provide accessible and gender-responsive services to children and families. Parents, teachers, communities and children will be supported to gain knowledge and increasingly adopt positive attitudes and practices for the prevention of and response to violence, exploitation and abuse, including through reproductive health education.

Strengthening governance, decentralization and local delivery and accountability mechanisms will be important in reaching those left furthest behind. It will be essential to focus on this at the national level, including appropriate electoral and governance reform and strengthening of the decentralization efforts and resource flows to regions and districts through District Assemblies Common Fund allocations as well as increased capacity for local domestic resource generation and transparent

utilization. Digitalization offers significant opportunities to increase resilience and responsiveness during pandemics as well as to improve targeted assistance in the form of social protection. It also offers opportunities to increase efficiencies, reduce wastage and corruption, and enhance transparency and accountability.

Currently, 51.9 per cent of Ghana's population lives in urban areas, and it is estimated that it will reach 72.3 per cent by 2050, calling for fast and sustainable strategies for facilitating the main problems deriving from rapid urbanization. Progress in urbanization has faced numerous challenges, especially in the area of land acquisition, legislation, institutional arrangement, capacity building, governance and finance.³⁵ To address the urbanisation challenge, a focus on sustainable and smart cities is required.

Social protection has played a critical role in reducing child poverty and deprivation, and has been a key policy tool for addressing inequalities. Rigorous evidence in Ghana over the past 10 years has demonstrated its impacts in improving child-related outcomes and in enabling the poorest families to better meet their basic needs, prioritize health, enroll their children in school and improve their attendance, increase their savings. This also resulted in greater efforts and investment to pull themselves out of poverty. Research conducted on the linkages between social protection and childcare in Ghana has pointed towards positive effects regarding both material and non-material aspects of wellbeing and care for children. The ability to provide for children's material needs as a significant positive impact on the non-material aspects of wellbeing and care, notably in reducing tensions and stress within families; indeed, beneficiaries indicated improved relationships within the household.

Nonetheless, despite these achievements, Ghana's social protection system is inadequate to protect Ghana's vulnerable children, adolescents, and women due to

³⁵ UN-Habitat (2020). *Addressing Rapid Urbanisation Challenges*.





significant coverage gaps that remain. These significant gaps undermine the scale of its transformative potential for children. Following important expansion, the Livelihood Empowerment Against Poverty (LEAP) cash transfer programme currently reaches 344,023 extremely poor households, or approximately 1.5 million people, but this still leaves approximately 900,000 eligible people (approximately 210,000 households) without access (38 per cent). The NHIS and the Ghana School Feeding Programme (GSFP) reaches over 12 million people and 2.9 million children, respectively. There are coverage gaps in the National Health Insurance Scheme (NHIA) coverage affecting 43 per cent of older persons and 66 per cent of children; and 45.4 per cent for GSFP. In addition to coverage gaps, Ghana faces several second-generation challenges to ensuring the quality, inclusiveness and integration of social protection delivery in order to maximize impacts on child outcomes.

Therefore, social protection will be implemented primarily through: technical assistance to national capacity and systems; strengthening of social protection, disaster preparedness and response; and provision of support to and coordination across the Ministry of Gender, Children and Social Protection (MoGCSP), National Disaster Management Organization (NADMO), and development partners, including the United Nations.

The analysis identifies that it is possible to provide basic social services that are supported by well managed and accountable institutions and governance systems, if there is a focus on increasingly resilient, equitable, quality, sustainable, digitized, accountable, effective and inclusive social and environmental services. Across sectors, the UNCT will seek to strengthen systems and public finance management to protect social sector expenditures and LNOB.

Theory of change and United Nations development support

The United Nations recognizes that the integrated provision of basic social services need to be increased in order to leave no one behind, particularly women and girls. This can be achieved provided that:

- (i) the capacity of institutions and communities is enhanced so that laws and regulations are compliant with international, regional and subregional norms and standards and enforced;
- (ii) inequalities in all sectors are addressed by the use of innovation and technology, for equitable distribution and effective management of resources and provision of services by government, civil society and the private sector;
- (iii) the capacity of national and subnational institutions is enhanced to develop and deliver resilient, shock-responsive, inclusive and equitable social services;
- (iv) civil society is supported and capacitated to demand accountable social services;
- (v) private sector engagement and tri-sectoral partnerships of government, civil society and the private sector is fostered; and
- (vi) the resilience and resources of social service institutions and systems in Ghana for timely and quality responses to emergencies are increased and are protecting the most vulnerable.

Outcome 2

ACCESSIBLE, EQUITABLE, INCLUSIVE, SUSTAINABLE QUALITY BASIC SOCIAL SERVICES

Impact People are healthy and educated, with equitable access to quality sustainable services.

Outcome By 2025, people in Ghana, particularly those furthest behind, will have access to and use of quality, resilient, inclusive, equitable, sustainable, innovative and digitized integrated social services, supported by well managed and accountable institutions and governance systems.

- Output**
- Social sector laws and regulations are compliant with norms and standards, and enforced with implementation, and monitoring capacity of institutions and communities are enhanced.
 - Inequalities in all sectors are addressed by equitable distribution and effective management of resources, including through the use of innovation and technology.
 - National and subnational institutions have enhanced co-ordination, delivery capacity and resources, including by leveraging innovation and digital technologies.
 - Civil society is supported and their capacities are built to support the delivery of transparent and accountable social services.
 - The private sector is engaged and multisectoral SDGs partnerships fostered for social services for people in Ghana, particularly those furthest behind, through the efforts of the Government, civil society and the private sector.
 - Ghanaian social service institutions and systems are more resilient to shocks and able to ensure timely and quality response to emergencies, protecting the most vulnerable.

- Indicative Interventions:**
- Integrated normative support for implementation, monitoring and reporting on global and regional agreements, norms and standards, and national priorities and commitments.
 - Direct support and service delivery.
 - Building, developing and strengthening of national capacities.
 - Capacity development in advocacy and responsibilities of duty bearers.
 - Convening stakeholders across constituencies, leveraging partnerships and facilitating knowledge sharing.

2.3.3 OUTCOME 3

Durable Peace and Security in Ghana and the Subregion

Outcome statement: By 2025, people in Ghana will benefit from transparent, accountable, inclusive institutions and systems, including quality integrated digital services, that deliver a peaceful, cohesive and just society supporting durable peace and security in the subregion.

Development challenges

Ghana is ranked the second most peaceful country (2021 Global Peace Index, or the GPI). in sub-Saharan Africa, with resilient legal and institutional mechanisms that consolidate peace and security in the country. Peace and conflict prevention, management and resolution are embedded in Ghana's 1992 Constitution, with peace discourse promoted across ethnic, political, social, land and chieftaincy conflicts. The United Nations has contributed significantly to the development of Ghana's peace and security infrastructure. Despite this infrastructure and its historical resilience, there is recent evidence of insecurity and pockets of conflict in some parts of the country. Northern Ghana is particularly vulnerable to conflict due to lagging socio-economic development compared to other parts of Ghana, with a well-documented history of isolated conflicts, including inter-ethnic disputes over power and control, intra-ethnic disputes over chieftaincy succession, and land disputes spurred by illicit and excessive proliferation of small arms and ammunition, as well as porous and inadequate border infrastructure.

Moreover, increasing insecurity due to the expansion of terrorist attacks into coastal states from the Sahel remains a major security concern for Ghana and the region. Tensions have risen due to the increased perceptions of party politics along ethnic and religious lines especially during electoral periods, and the destabilizing impacts of climate change. These national, subnational, subregional,

cross-border and global drivers of conflict in Ghana have led to a deterioration of overall governance, security and safety. Risks to the integrity, stability, safety and prosperity of the territory and its people are exacerbated by the fragility of neighbouring countries, sanctions, exploitation of weak border control, spillover of conflicts, criminal actors arriving from outside the country, transnational organized crime, and unequal access to resources/infrastructure. The main spillover effects can be seen in the smuggling of certain goods (fertilizer, motorbikes, petrol) to the Sahel via Ghana. There are indications that violent extremist organizations are operational in Ghana; for example, in June 2019, a terrorist attack targeting a church was foiled by security forces. In November 2019, Ghanaian and Togolese security agencies carried out joint security operations along their borders under the framework of the Accra Initiative (Operation Koudanglou III), resulting in the discovery of arms caches and the arrest of 108 suspects in possession of unlicensed small arms.

The Central Sahel region (Burkina Faso, Mali and Niger) is facing a severe humanitarian and protection crisis, causing massive displacement. For example, the Burkinabe Council for Emergency Relief and Rehabilitation reports that, as of 31 July 2021, the number of internally displaced persons (IDPs) stands at 1,368,164 individuals. In addition to IDPs, many others have crossed international borders into neighbouring countries to seek safety. Indiscriminate attacks by armed groups against civilians,

Theory of change and United Nations development support

In support of these challenges, the United Nations recognizes that advanced peace and security in Ghana will be achieved provided that:

- (i) the greater capacity of institutions and communities mitigates risks, vulnerabilities and effects of conflicts, violence and crime;
- (ii) institutions are better enabled to coordinate, design, implement and monitor laws and policies as well as integrate digital services at all levels;
- (iii) citizens, communities and civil society, particularly the furthest behind are informed of their rights and responsibilities to effectively participate in decision-making at all levels, including the digital space;
- (iv) legal and human rights institutions are accountable to laws that are publicly promulgated, equally enforced, independently adjudicated and consistent with international norms and standards; and
- (v) national and subnational institutional capacities and governance systems are strengthened to support increased resilience, preparedness and response to climate change and disasters.

Outcome 3

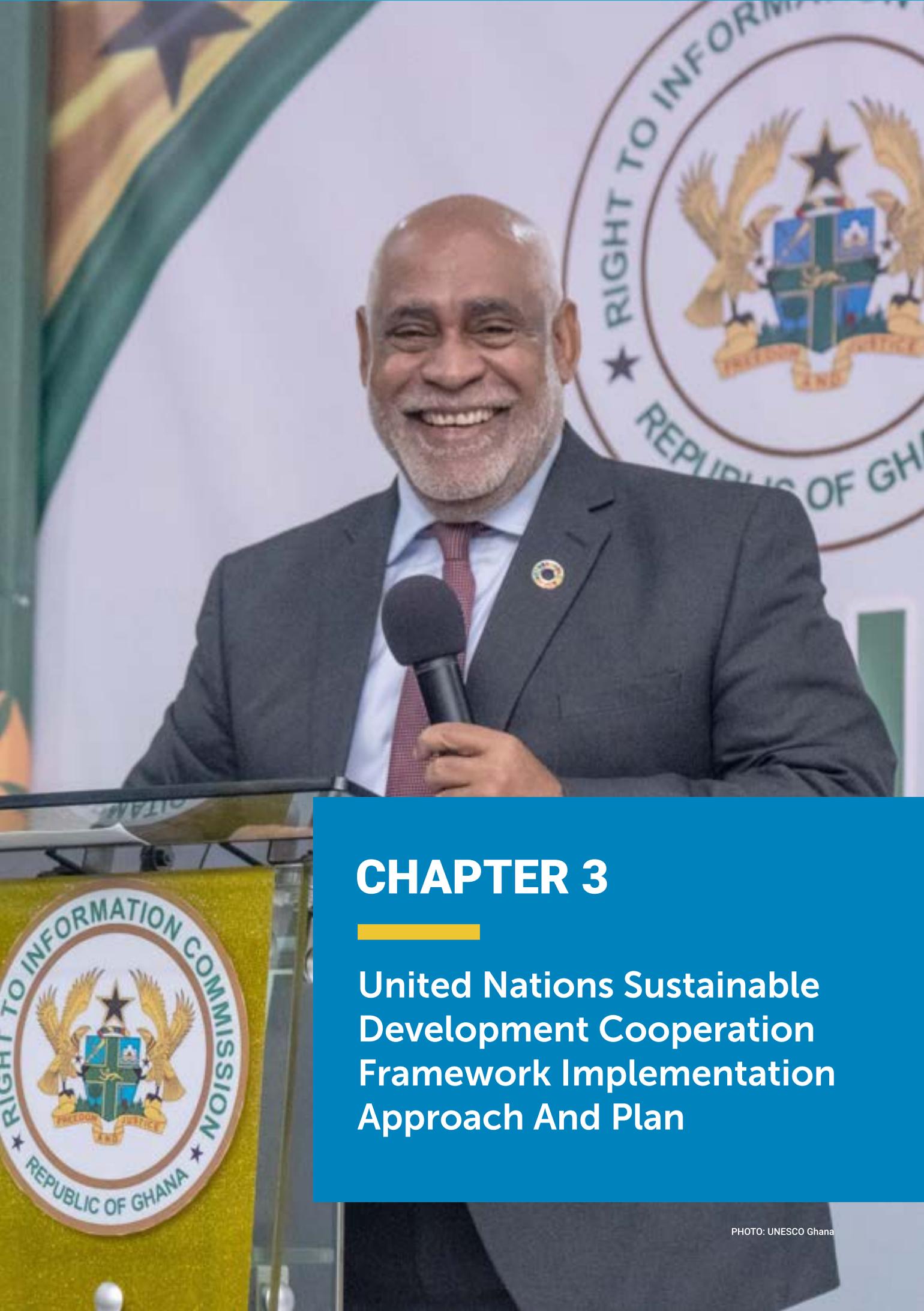
DURABLE PEACE AND SECURITY IN GHANA AND THE SUBREGION

Impact People are safe and able to exercise their rights.

Outcome By 2025, people in Ghana will benefit from transparent, accountable and inclusive institutions and systems including quality integrated digital services delivering a peaceful, cohesive and just society supporting durable peace and security in the subregion.

- Output**
- Institutions and communities have strengthened capacities to identify, analyse and mitigate risks, vulnerabilities and the effects of conflicts, violence and crime, as well as cross-border and transboundary risks.
 - Institutions are better enabled to coordinate, design, implement and monitor laws and policies and integrate digital services at all levels, including cross-border and transboundary laws/policies.
 - Citizens, communities and civil society, particularly those furthest behind, are informed of their rights and responsibilities to effectively participate in decision-making at all levels, including in the digital space and cross-border areas.
 - Legal and human rights institutions are accountable to laws that are publicly promulgated, equally enforced, independently adjudicated and consistent with international norms and standards.
 - institutional capacities and governance systems supporting resilience to climate change and disasters, including cross- border and transboundary impacts, are strengthened.

- Indicative Interventions:**
- Capacity development and technical assistance.
 - Comprehensive and disaggregated data collection and analysis to inform evidence-based, context-specific and inclusive policy choices.
 - Convening of stakeholders across constituencies.
 - Integrated normative support for implementation, monitoring and reporting on regional and global agreements, norms and standards, and national priorities and commitments



CHAPTER 3

United Nations Sustainable Development Cooperation Framework Implementation Approach And Plan

3.1 Strategic shifts in the United Nations Ghana 'ways of working'

In line with the United Nations' contribution to development transformation in Ghana, a 'not business as usual' integrated approach will be applied to supporting the country's development priorities. The United Nations in Ghana's 'ways of working' embed the United Nations' principles of engagement, which are tailored specifically to the Ghanaian context and comprise a commitment to six key strategic shifts, as follows:

1. Strengthening the capacity of Ghana to deliver its own policies, strategies and programmes in line with the objectives of the CPSEDP II 2021–2025 and MTNDPF according to its development context, objectives and priorities, only directly delivering services where:

- > there are no or limited partners with capacity present;
- > there is evidence of an innovative and catalytic effect demonstrating proof of concept; and
- > the delivery responds to humanitarian or emergency situations.

2. Maintaining, nurturing and deepening existing equitable multisectoral and multi-stakeholder partnerships as well as building new ones by:

- > supporting government capacity development and its ability to lead;
- > strengthening the capacity development of civil society to enhance its voice and accountability, and expand services to those most left behind;
- > strengthening partnerships with the private sector towards SDG-focused investments and job creation, with a focus on the missing middle –MSMEs; and
- > working strategically with development partners, international financial institutions (IFIs) and development finance institutions (DFIs) to co-invest and leverage.

3. Integrating and amplifying governance and policy implementation, across all United Nations work, moving 'upstream and away from direct delivery' to strengthen local and national systems, enhancing capacities, and supporting policy advocacy, thought leadership, and normative support.

4. Contributing to and being driven by evidence-based decision-making and advocacy, developing and utilizing data for development, and harnessing digitalization, digital transformation and innovation opportunities.

5. Strengthening United Nations joined-up approaches by:

- > consolidating interagency coordination and delivery structures, and improving and harmonizing the alignment of UNCT assets, including those galvanized through the private sector, built on mutually reinforcing United Nations mandates and division of labour that recognizes the interdependent and interconnected nature of the SDGs and the 2030 Agenda for Sustainable Development;
- > significantly increasing the number and value of joint United Nations programmes in Ghana;
- > promoting GEWE and HRBA, providing normative support, and ensuring joint oversight and ownership between the Government and the United Nations.

6. Adopting an agile, responsive and adaptive approach through strengthened, ongoing analysis, horizon-scanning and reinvigorated

United Nations management and implementation structures. This aims to support the annual review of results and to update of the national and sub-national context (CCA update), joint work planning. The United Nations' Information Management

System (IMS) and UN INFO will be used for joint planning, implementation, monitoring and reporting while enhancing transparency and accountability, especially to Ghanaian stakeholders.



PHOTO: UNICEF Ghana

3.2 Enhanced partnerships

The UN's approach to multisectoral and multistakeholder partnerships aim to strengthen, and expand existing as well as build new partnerships in order to unlock innovation and sustainable financing opportunities as well as build and strengthen local ownership and capacity. These partnerships will build on and strengthen the current system of institutional coordination and leadership arrangements in ways that engage the Government. They should seek to significantly strengthen the involvement of civil society organizations and the private sector, and deepen engagement with bilateral and multilateral Development Partners, IFIs, as well as international NGOs, philanthropies and foundations towards achieving the SDGs across all of its three pillars above. The partnership opportunities of particular note are described below.

Strengthening private sector partnerships:

Partnerships are essential for spearheading economic transformation through direct engagement with and support to investors, producers, exporters and employers. Partnership development will focus on using the incentive policies of the Government of Ghana to stimulate growth and investment, and create opportunities for joint ventures for selected businesses with foreign and local private investors. These will focus especially on strengthening local context and value-chain development. In line with supporting the significant middle and largely informal sector, the United Nations will support MSMEs' growth as a priority, and will promote entrepreneurship, especially among youth, women and vulnerable groups, supporting increased formalization of this sector and supporting businesses to become investment-ready as well as taking actions to increase the availability of investment finance to businesses. The United Nations will support increased dialogue between the private sector and the Government in order to create a more effective enabling environment, especially for increasing access to finance, enhancing digitalization, creating opportunity for businesses through trade policy, and improving Ghana's ranking in the Doing Business Index. The United Nations will also support innovative partnerships seeking to improve access to social services, including health, education, water and sanitation, social protection, nutrition, and family planning services.

Strengthening and deepening civil society, the media and non-traditional partnerships.

This will include creating and catalysing policy dialogue as well as promoting increased civic space for engagement in sectors and more broadly promoting transparency and accountability, good governance, human rights and development objectives. These partnerships will focus on strengthening capacity for policy analysis and advocacy, building social capital and critical oversight and monitoring. They will also focus on enabling citizens to build resilience and improve wellbeing, and claim their rights, particularly vulnerable and marginalized groups, as well as play critical roles in promoting peace, security and strengthening social cohesion. The United Nations will work with local and global non-governmental organizations and philanthropic foundations to mobilize capacity, resources and social financing towards the achievement of the SDGs. Partnerships with non-state actors will be broadened to include faith-based institutions and their organizations, traditional institutions and their leadership, professional bodies and associations, academia and think tanks and influencers (including social media influencers). In addition, there will be an increased focus on South-South cooperation and engagement with the Ghanaian diaspora by leveraging on the multiple roles of the diaspora as senders of remittances, investors, philanthropists and innovators.

Strengthening South-South and triangular cooperation.

This cooperation will focus on key value-chain areas, such as agriculture, light industry, information technology, as well as business innovation in the areas of health, education, water and sanitation, among others, with an emphasis on technology transfer, trade and renewable energy, among others.

Advancing capacity development and human capital development approach.

This will underline all United Nations partnerships with other actors, focused primarily on strengthening institutional capacity within the Ghanaian Government, civil society and private sector actors. This will also focus on institutional, technical and other capacities that place local actors and organizations at the core, building their capacity for self-reliance, sustainability, constructive engagement and impact. In order to strengthen agency and capacity, the United Nations will act as a facilitator, deploying a systems leadership approach (leading from behind) in order to empower local partners to demonstrate leadership, exercise their agency and legitimacy, and promote sustainable engagement.



3.4 The United Nations Sustainable Development Cooperation Framework Management Structure for enhanced Delivering as One

The *United Nations-Government Joint Steering Committee (JSC)* mechanism ensures national ownership of the initiatives supported by the United Nations, and reviews the results achieved on an annual basis and the efficiency of the United Nations system in implementing the UNSDCF. Co-chaired by the United Nations and the Government, the JSC ensures the strategic direction and oversight of the UNSDCF, as well as alignment with national, regional and international development processes and links with other processes such as the Voluntary National Reviews. The JSC monitors progress, challenges and opportunities, and steers the direction of implementation and, on an annual basis, addresses barriers and agrees changes to strengthen the relevance on the UNSDCF, monitors UNSDCF results, and champions innovation and partnerships.

The *United Nations Country Team (UNCT)*, under the leadership of the Resident Coordinator, guides implementation of the UNSDCF and comprises all Heads of United Nations entities working in Ghana, including externally based entities. The UNCT is the body responsible for inter-agency coordination and joint decision-making on all aspects of the United Nations system in Ghana. The UNCT initiates joint resource mobilization, identifies strategies for integrated policy support, and provides guidance to results groups on joint programmes and initiatives as well as harmonized results management.

Outcome/Results Groups and inter-agency working groups support the UNCT in delivering on its results and key cross-cutting issues. Each of the groups has a chair, co-chair and technical support with membership comprising all United Nations entities working on the issues, as follows:

- i) **Results Groups** will develop joint work plans, provide thought leadership on key issues within the ambit of the outcomes, develop priorities for joint work and advocacy, develop joint proposals and undertake resource mobilization, leverage capacity from Opportunity and Issue-based Coalitions (OIBCs) across the United Nations globally, and provide accountability and reporting per country⁵ and in line with United Nations requirements including UN INFO.
- ii) **Inter-agency and ad hoc working groups** will focus on the critical issues of communications, gender, youth, human rights and LNOB, and emergencies, data, monitoring and evaluation. Leveraging issue-specific inter-agency groups – Scaling Up Nutrition (SUN), Joint United Nations Team on HIV & AIDS (JUTA), IDPs, Migration Network (UNMN). Ad hoc groups will be established for digitalization, urbanization, and financing and private sector development. Other ad hoc inter-agency groups will be established to address specific needs identified in joint work plans, integrating the issues within outcome/Results Groups, promoting joint working and resource mobilization, as well as leveraging external capacity and working with results groups so as to integrate cross-cutting issues into results reporting and accountability.
- iii) **The Operations Management Team (OMT)** will implement the Business Operations Strategy (BOS), the Common Back Office and the Local Shared Service Centre, and will advance the Common Premises agenda for the United Nations in Ghana (See Annex 5). The OMT will build on existing efficiencies, improving operational effectiveness through common business operations and services within the country that support implementation of the UNSDCF.

3.6 Joint Work Plans

The programme will be nationally executed under the overall flexible, adaptive joint coordination between implementing partners led by the Ministry of Finance and United Nations entities. Government coordinating authorities for specific United Nations system agency programmes are listed in Annex 2. Government ministries, non-governmental and international non-governmental organizations and United Nations system agencies will implement programme activities. The UNSDCF will be operationalized through the development of Joint Work Plans (JWPs)³⁶ and/or agency-specific work plans and project documents as necessary, which describe the specific results to be achieved. The JWPs will form an agreement on the use of resources between the United Nations system agencies and each implementing partner as needed.

To the extent possible, the United Nations system agencies and partners will use the minimum documents necessary, namely the signed UNSDCF and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the UNSDCF and joint or agency-specific work plans and/or project documents.³⁷

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, or harmonized United Nations rates agreed with the Government. Rates other than the United Nations rates will not be higher than those applicable to the United Nations system (as stated in the International Civil Service Commission circulars).

The UNSDCF is implemented through country programme instruments brought together in JWPs, which present programme interventions under each outcome and the resource contributions of each United Nations entity. JWPs will be endorsed by the UNCT and the JSC as the basis of Annual Performance monitoring. JWPs will play a significant role in reducing fragmentation and increasing collaboration, efficiency and effectiveness, bringing coherence to the collective programming of United Nations entities in Ghana. Resident and externally based United Nations entities contribute to the development of JWPs to ensure that interventions and resources channeled to the UNSDCF align with the UNSDCF ToC.

JWPs will be prepared online through the UN INFO platform with links to relevant programme documents developed within the cycle, and progress tracked through this platform. JWPs will capture the UNSDCF outcomes, programme outputs, funding framework and resources, SDGs targets and indicators. JWPs also capture the system-wide markers on mainstreaming GEWE, HRBA, LNOB, disaster risk reduction and disability.

³⁶ As per the United Nations Development Group Standard Operating Procedures (SOPs) for countries adopting the 'Delivering as One' approach.

³⁷ For UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted workplan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple implementing partners identified in a workplan, a Principal Implementing Partner will be identified who will be responsible for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the workplan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the workplan.

3.7 Resourcing the United Nations Sustainable Development Cooperation Framework

The United Nations system entities will provide support to the development and implementation of activities within the UNSDCF, including technical support, financial assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the United Nations system entities' support may be provided by non-governmental and civil society organizations as agreed within the framework of the individual work plans and project documents.

In the context of the challenge of financing for the SDGs, the multiyear funding framework of the UNSDCF 2023–2025 will seek to mobilize and deploy resources for catalytic and transformative initiatives that will have a greater effect with the Government, development partners, IFIs and private sector partners filling any financing gaps. The resource mobilization framework will focus on domestic and international private capital, and international public finance (ODA) through innovative financing means such as blended finance and sustainable bonds, as part of the integrated national financing framework.

Additional support may include access to United Nations organization-managed global information systems, the network of United Nations system agencies' country officers, and specialized information systems, including rosters of consultants and providers of development services, as well as access to the support provided by the network of United Nations specialized agencies, funds and programmes. The United Nations system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, United Nations entity funds are distributed by calendar year and in accordance with the UNSDCF 2023–2025. These budgets will be reviewed and further detailed in the joint work plans. By mutual consent between the Government and the United Nations development system entities, funds not earmarked by donors to United Nations entities for specific activities may be re-allocated to other programmatically equally worthwhile activities.

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

Estimates of the required, available and to be mobilized resources for the UNSDCF have been developed through the UNCT configuration, as shown below. This will be reviewed, revised and updated as the UNCT develops the UNSDCF Funding and Financing Framework. This represents an overall 15 per cent increase from the previous UNSDCF, within a reduced timeframe; UNSDCP 2018–2022 required \$88,314,000 annually, while UNSDCF 2023–2025 requires a \$172,300,000 annually.

Cooperation Framework Funding Framework (US\$ million)

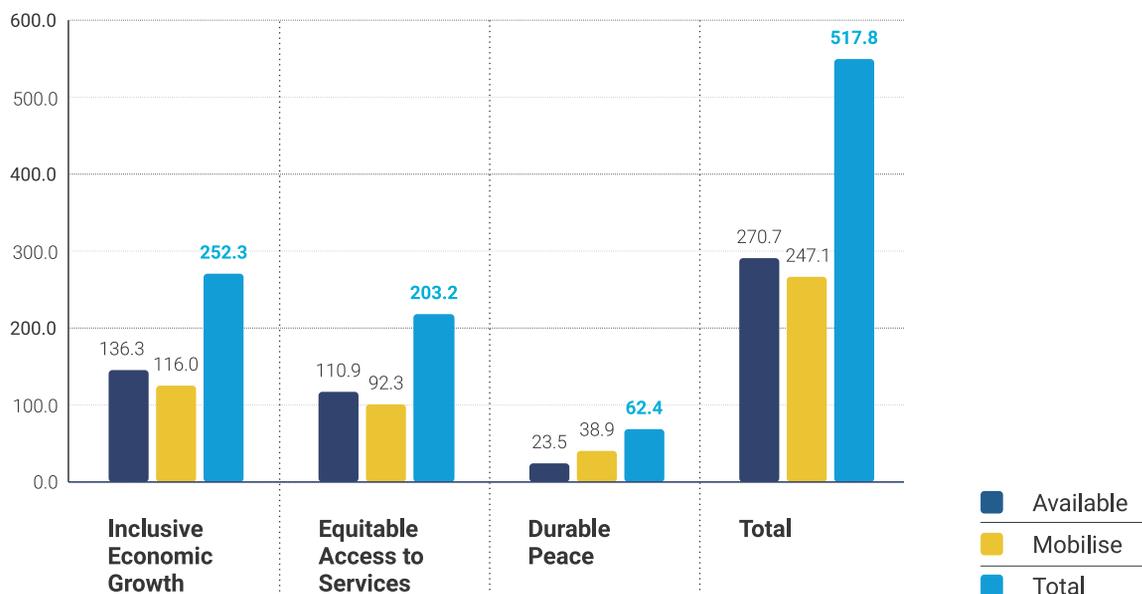


Figure 2. Cooperation Framework Funding Framework

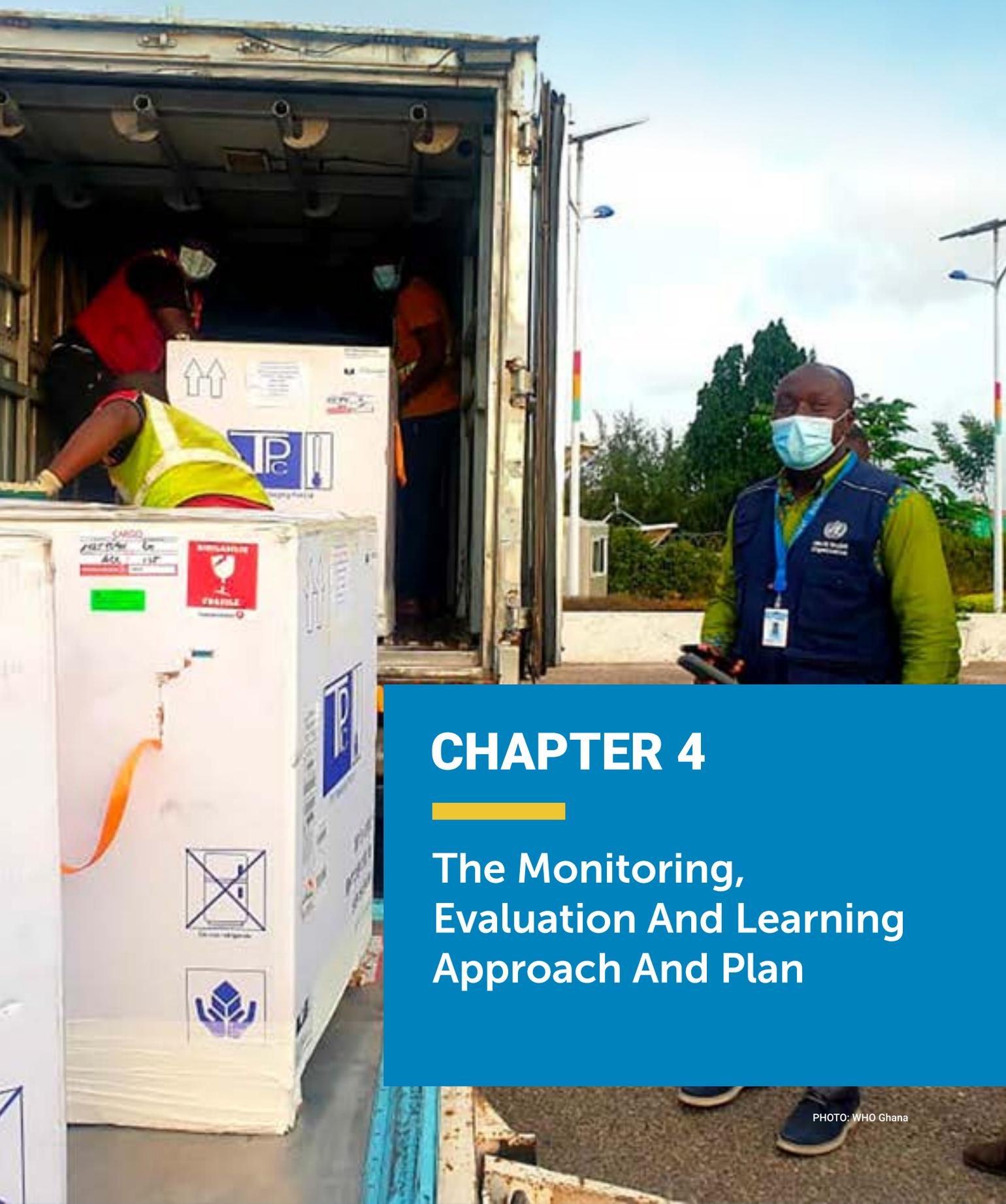
In addition to the traditional funding component required for the United Nations to deliver on the UNSDCF outcomes, the Funding and Financing Framework builds on the concept of financing the SDGs based on the Addis Ababa Action Agenda's call for "nationally owned sustainable development strategies, supported by integrated financing frameworks" to achieve the 2030 Agenda, i.e. mobilizing and aligning all sources of finance to implement national plans to achieve the SDGs. Hence, the Funding Framework

emphasizes the allocation of United Nations resources in the context of much larger flows. United Nations resources should be seen as playing a complementary and catalytic role to: address barriers to SDG financing; help facilitate dialogue with diverse partners and enable governments to identify new sources of SDG financing (that do not go through the United Nations); and better align existing financial resources with national SDG plans.

3.8 The United Nations Sustainable Development Cooperation Framework Joint Communications Approach

The United Nations will be positioned as a leading partner of the Government and people of Ghana in order to provide catalytic and transformative initiatives that will enable Ghana to achieve its development priorities and attain the 2030 Agenda for Sustainable Development. The United Nations Communications Group (UNCG) will prepare and implement a communications framework for the UNSDCF to effectively create and maintain awareness of the United Nations' work and to demonstrate support to national development priorities and the Government's development objectives. With a wide range of activities, communications tools and approaches, and clear and simple messages, United Nations communications products will target key partners, including the Government, CSOs/NGOs, the private sector, civil society groups, academia and United Nations staff.

The UNCG will bring the United Nations system's communications resources and skills under a common umbrella, anchored in the UNSDCF as the one framework for all agencies' programmatic work. This aim is to provide strategic communications support to the UNCT to encourage a joint approach to communicate and enhance United Nations system visibility in country.



CHAPTER 4

The Monitoring, Evaluation And Learning Approach And Plan

4.1 Updates of the United Nations Common Country Analysis

The CCA for Ghana will be updated annually. The UNCT has the opportunity to initiate any additional reviews as needed, general or targeted, at any other time. The CCA for Ghana is housed on the DCO digital platform online repository of automated country analytics, data sources and datasets. The United Nations Resident Coordinator's Office and the Results Groups will lead the periodic update of the CCA, which will be guided by the UNCT and approved by the Steering Committee. Periodic CCA updates will align with the UNSDCF monitoring and reporting cycles, and the updated CCAs will serve as a relevant and up-to-date source of information on Ghana's evolving country context.

4.2 Monitoring activities supported by cash transfers

Implementing partners agree to cooperate with the United Nations system agencies in monitoring all activities supported by cash transfers, and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the United Nations system agencies. To this end, Implementing Partners agree to the following:

- periodic on-site reviews and spot checks of their financial records by the United Nations system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/ contracts with the United Nations system agencies;
- programmatic monitoring of activities following the United Nations system agencies' standards and guidance for site visits and field monitoring;
- special or scheduled audits. Each United Nations organization, in collaboration with other United Nations system agencies (where so desired and in consultation with the respective coordinating ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the United Nations system agencies, and those whose financial management capacity needs strengthening.



PHOTO: UNOPS

4.3 Monitoring implementation of joint work plans

Joint monitoring throughout the UNSDCF cycle will ensure that the United Nations development system is:

- (i) delivering on the commitment to LNOB, and achieving results that uphold the UNSDCF Guiding Principles;
- (ii) helping national partners develop capacities;
- (iii) mitigating drivers of conflict, disaster risks, humanitarian crises and complex emergencies, including through greater cooperation and complementarity among activities related to development, disaster risk reduction, humanitarian action and sustaining peace;
- (iv) fostering new and effective partnerships between national stakeholders and international actors, including through South-South and triangular cooperation; and
- (v) promoting integrated and coherent policy support.

Monitoring of the UNSDCF is an ongoing, evidence-based process focused on the relevance, coherence, efficiency and effectiveness of the UNSDCF. The UNCT in Ghana has adopted UN INFO to support digitizing of the UNSDCF 2023–2025 and its related JWPs, which uses the United Nations in Ghana’s GEWE and HRBA markers, as well as beneficiary tags. This helps track activity targets and the impact of the UNSDCF on those at risk of being left behind. All United Nations entities will report their contributions to the UNSDCF directly into UN INFO against agreed outputs, planned activities and resources in support of the monitoring cycle.

The costed multi-year Monitoring and Evaluation Learning (MEL) plan supports the monitoring of JWPs, with United Nations entity monitoring plans derived from and supporting the UNSDCF MEL Plan. The Data, Monitoring, Evaluation and Learning (DMEL)

will track progress towards planned UNSDCF results and will advise on course correction on the basis of results tracking and analysis while monitoring risks and assumptions and identifying challenges, lessons and opportunities that may result from an evolving country context and UNSDCF implementation.

The results achieved through the UNSDCF are reported to the JSC mechanism annually. Government-generated data and data from additional sources (civil society, the private sector, etc.) will, to the extent possible, be used to monitor the UNSDCF and the United Nations in Ghana’s contribution to development results. Support will be provided to the Government to provide disaggregated data, particularly on gender, age, geographic location, disability and socio-economic status, and the accurate monitoring of LNOB, GEWE, and HRBA within JWPs.

The United Nations in Ghana will contribute to joint programming at the regional level and will connect to regional components of the United Nations system as well as regional organizations to contribute to the monitoring of regional responses. Adaptive programming approaches that reflect the United Nations in Ghana’s commitment to adaptive management will be applied to the UNSDCF if any external shocks are identified that impact the planned results of the UNSDCF’s theory of change. Joint reviews will be undertaken by the UNCT as needed to determine any adjustments that need to be made to the UNSDCF, discussed and agreed through the annual CCA review, and in conjunction with the Government. Depending on the nature of the external shock or development, the UNCT will seek the support of regional and global levels of the United Nations system.

A conflict-sensitive lens will be used to monitor the implementation of the UNSDCF in alignment with the principle of 'do no harm'. According to this principle, it will be essential to be aware of current conflict dynamics and

conflict drivers in Ghana, where a good understanding of the local context is key and will need to inform any conflict sensitivity analysis undertaken in relevant programme areas.

4.4 Annual performance review and country results report

Under the overall leadership of the United Nations Resident Coordinator, each Results Group will conduct an annual performance review with its stakeholders to discuss achievements, challenges, opportunities and lessons learned, and to ensure continued relevance and effectiveness. Reviews will be conducted in the last quarter of each year of the UNSDCF implementation (2023, 2024 and 2025). Results Groups will consider the review findings and any changes to the country context, and will propose to the UNCT any amendments to the UNSDCF and/or the following year's JWP.

United Nations Country Results Reports will be prepared based on information drawn from UN INFO reports, annual performance reviews and CCA updates, and will highlight the full extent of United Nations entity support for the Government's achievement of the 2030 Agenda for Sustainable Development. United Nations Country Results Reports inform the Joint Steering Committee's Annual Performance Review and their agreement on any adaptations needed to support implementation of the UNSDCF in the coming year.

4.5 Evaluation plans

Evaluation of the UNSDCF is an independent, system-wide process at the country level that contributes to system-wide oversight, transparency, accountability and collective learning. It is vital for ensuring greater transparency on results achieved, promoting joint work and efficiencies, and generating knowledge that informs and improves development programming. The final independent evaluation of the UNSDCF will be carried out in 2024 (the penultimate year of the UNSDCF's implementation) either as a stand-alone exercise or in conjunction with Country Development Programme evaluations. The evaluation, as the first step in the next planning cycle, will be commissioned by the United Nations Resident Coordinator's Office and undertaken by an independent consultant or team of consultants. The terms of reference of the independent evaluation will outline requirements for alignment with United Nations Evaluation Group norms and standards, and Development Coordination Office UNSDCF Evaluation Guidelines. Data collection methods will ensure inclusivity and reach, and may adopt strategies such as online surveys, participatory workshops, in-depth interviews and/or focus group discussions.

The independent evaluation will include and be informed by the LNOB analysis in order to identify how UNSDCF programming is addressing disadvantage and marginalization, and any changes needed. It will reference individual United Nations entity country programme evaluations to reduce the time requirements of stakeholders.





ANNEXES

ANNEX 1 – RESULTS FRAMEWORK

OUTCOME 1:

Inclusive, Resilient, Sustainable Economic Growth and Transformation

IMPACT:

People gain decent employment and enjoy sustainable livelihoods

NATIONAL DEVELOPMENT PRIORITIES:

Medium-Term National Development Policy Framework 2022–2025 Priorities

economic growth; digitalization; science; technology and innovation; youth unemployment; urbanization and infrastructural deficits; climate change.

COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) 2020–2023 Priorities

stabilizing the economy; revitalization and transformation; enablers of transformation; financing; implementation

Coordinated Programme of Economic and Social Development Policies 2018–2024 Priorities

creating opportunities for all Ghanaians; building a prosperous country; safeguarding the natural environment and ensuring a resilient built environment.

GLOBAL AND REGIONAL FRAMEWORKS:

Agenda 2063 Goals:

1. A high standard of living, quality of life and well-being for all citizens;
4. Transformed economies;
5. Modern agriculture for increased productivity and production;
6. Blue/ocean economy for accelerated economic growth;
7. Environmentally sustainable and climate resilient economies and communities;
11. Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched;
17. Full gender equality in all spheres of life; 18. Engaged and Empowered Youth and Children;
20. Africa takes full responsibility for financing her development.

Universal Periodic Review (UPR):

Institutions and policies – general; business and human rights; economic, social and cultural rights; right to an adequate standard of living; human rights and poverty; right to work; right to just and favourable conditions of work; advancement of women; discrimination against women; participation of women in political and public life; equality and non-discrimination.

SDGs and Targets:

1, 5, 8, 9, 10, 11, 12, 13, 14, 15, 17 (1.2; 5.a; 8.5; 10.c; 13.2; 15.1, 15.3)



Strategic Priority 1: Support inclusive economic growth and transformation

Results	Indicator	Baseline	Target (2025)	Data Source	UN entities (lead Bold)	Assumption Statement
Outcome 1: By 2025, people in Ghana, particularly women, youth, persons with disabilities and those furthest behind will enjoy an inclusive and transformed economy that creates decent jobs and sustainable livelihoods by reducing inequality and safeguarding the environment.	1.1 Proportion of people living in poverty in all its dimensions according to national definitions, by sex, age and disability. (Contributing to SDG target 1.2).	Monetary Poverty 23.4% (HDI, 2020) Multidimensional Poverty 45.8% (HDI, 2020)	15.2% 36.3%	UNDP HDI Multidimensional Poverty Index.	UNDP , UNESCO, FAO, UNIDO, IFAD, WFP, UNHCR, IOM, UN-Habitat, UNFPA, ILO, UNCDF, UNOPS	There will be continued leveraging of technology. Digital penetration will support startups.
	1.2 Unemployment rate, by sex, age, and disability (contributing to SDG indicator 8.5)	M – 4.5% F – 5% (ILO database, 2021)	M – 3.5% F – 3.5%	ILO database	ILO , UNDP, FAO, UNIDO, UNCDF, WFP, IOM, UNHCR	The Government will implement economic policy and has the political will to adopt and execute national and inclusive growth policies.
	1.3 Change of national greenhouse gas emissions compared to business-as-usual scenario (contributing to SDG target 13.2)	58.8 MtCO2e (2019)	25.21 MtCO2e	Ghana's Communications and Biennial Update Reports to the United Nations Framework Convention on Climate Change (UNFCCC) through the Ministry of Environment, Science, Technology and Innovation/ Environmental Protection Agency	UNDP , ILO, FAO	The private sector will be interested and collaborative. The absorptive capacity of the labour market will meet demand. Telecommunication prices will decrease.
	1.4 Forest area as a proportion of total land area (SDG indicator 15.1.1)	33.79%(FAO, 2020)	35%	FAO Global Forest Resource Assessment	FAO , UNEP, UNDP	Financial institutions will support the development of small and micro enterprises. National policy will reduce gender-based inequalities. The business climate will support entrepreneurship.
	1.5 Proportion of land degraded over total land area (SDG indicator 15.3.1)	7,963,900 ha (2020, Ghana Forestry Commission)	3,706,950	Ghana Forestry Commission Annual Biennial Update Reports to the United Nations Framework Convention on Climate Change (UNFCCC) through the Ministry of Environment, Science, Technology and Innovation/ Environmental Protection Agency	FAO , UNEP, UNDP	
	1.6 Remittance costs as a proportion of the amount remitted (SDG indicator 10.c.1)	Average cost of 7.4% (Q4 2021, WB)	Average cost of 6%	World Bank, Remittance Prices Worldwide	IFAD , UNCDF, IOM	
	1.7 Existence of a gender-sensitive, nationally owned measurement and financing framework for public and private spending on the SDGs (Contributing to SDG target 17.3)	Partially available (for public, not private expenditures)	Availability of a nationally owned gender-sensitive measurement and financing framework for public and private spending on the SDGs	SDG Budget Report	UNCTAD , UNICEF, UNDP	



OUTCOME 2:

Accessible, Equitable, Inclusive, Sustainable Quality Basic Social Services

IMPACT:

People are healthy and educated with equitable access to quality services.

NATIONAL DEVELOPMENT PRIORITIES:

Medium-Term National Development Policy Framework 2022–2025 Priorities

digitalization; science, technology and innovation; urbanization and infrastructural deficits; public health; climate change.

COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) 2020–2023 Priorities

revitalization and transformation; enablers of transformation; financing; implementation

Health Sector Medium-Term Development Plan 2022–2025 Priorities

universal access to better and efficiently managed quality healthcare services; Reduce avoidable maternal, adolescent and child deaths and disabilities, Increase access to responsive clinical and public health emergency services (to be launched in 2022)

GLOBAL AND REGIONAL FRAMEWORKS:

Agenda 2063 Goals:

1. A high standard of living, quality of life and wellbeing for all citizens;
2. Well-educated citizens and skills revolution underpinned by science, technology and innovation;
3. Healthy and well-nourished citizens;
7. Environmentally sustainable and climate resilient economies and communities;
11. Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched;
16. African cultural renaissance is preeminent;
17. Full gender equality in all spheres of life;

Universal Periodic Review (UPR):

Right to education; right to health; violence against women; institutions and policies – general;- equality and non-discrimination; domestic violence; rights related to name, identity, nationality; economic, social and cultural rights; right to an adequate standard of living – general; human rights and poverty; advancement of women; discrimination against women; children; definition, general principles, protection; family environment and alternative care; children: protection against exploitation; persons with disabilities: definition, general principles; refugees and asylum seekers.

SDGs and Targets:

1, 2, 3, 4, 5, 6, 7, 10, 13, 15, 16, 17 (2.1, 2.2, 3.1, 3.3, 3.b, 4.1, 5.3, 6.2)



Strategic Priority 1: Support inclusive economic growth and transformation

Results	Indicator	Baseline	Target (2025)	Data Source	UN entities (lead Bold)	Assumption Statement	
<p>Outcome 2: By 2025, people in Ghana, particularly those furthest behind, will have access to and use of quality, resilient, inclusive, equitable, innovative and digitalized integrated social services, supported by well managed and accountable institutions and governance systems.</p>	2.1 Wasting prevalence (Percentage of children under age 5 who fall below – 2 standard deviations (Contributing to SDG target 2.2)	6.8% (MICS, 2017/18)	5%	Multiple Indicator Cluster Survey	UNICEF, WHO, WFP	<p>Technology can be continually leveraged to accelerate access to socioeconomic services. Access to digital technologies will increase. The Government will consistently implement social services and social inclusion policies. There will be budget allocations to social sectors – health, protection, nutrition, education, water and sanitation – and will comply with national, regional and international commitments. National policy implementation will contribute to reducing gender-based inequalities. The commitment of actors to the adoption of social standards for gender equality is effective.</p>	
	2.2 Prevalence of food insecurity in population (moderate/severe) (contributing to SDG target 2.1)	9% (CH, 2022)	<5%	Harmonized Framework	FAO, IFAD, UNICEF, WFP, WHO		
	2.3 Maternal mortality ratio (SDG indicator 3.1.1)	310/100,000 live births (2017, GMHS)	105 per 100,000 live births		Ghana Maternal Health Survey		WHO, UNICEF, UNFPA
	2.4 The proportion of women aged 20-24 who were married or in a union before the age of 18 years (contributing to SDG target 5.3)	19% (MICS, 2018)	13%		Multiple Indicator Cluster Survey		UNICEF, UNFPA
	2.5 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations (SDG indicator 3.3.1).	2021 total new HIV infections = 16,938 affecting 11,375 (67%) females and 5,564 (3.3%) males with 2,949 (17%) occurring among children (0–14 years). Key populations not reported	95% of new infections eliminated, or approximately 846 new infections or fewer per year.		National HIV Estimates, UNAIDS Spectrum, HIV Sentinel Survey, Ghana Health Service programme data		UNAIDS, WHO, UNFPA, IOM, UNHCR, UNOPS, UNICEF
	2.6 Male/female completion rate (primary education, lower secondary education, upper secondary education, sex-disaggregated) (SDG target 4.1)	Primary School Girls: 105.6% Boys: 109.4% Total: 107.5% Lower Secondary Girls: 77.1% Boys: 78% Total: 77.5% Upper Secondary Girls: 62.9% Boys: 65.3% Total: 64.1% (EMIS, 2020)	Primary School Girls: 112% Boys: 110% Total: 111% Lower Secondary Girls: 84% Boys: 83.2% Total: 83.6% Upper Secondary Girls: 66% Boys: 67.5% Total 66.8%		Education Management Information System (EMIS)		UNICEF, UNESCO, UNHCR, WFP



Results	Indicator	Baseline	Target (2025)	Data Source	UN entities (lead Bold)	Assumption Statement
	2.7 Proportion of the population using at least (i) safely managed sanitation services and (ii) a hand-washing facility with soap and water (SDG indicator 6.2.1)	Sanitation Urban: 28% Rural: 17% National: 24% Water Urban: 96% Rural: 72% National: 86% Hygiene Urban: 47% Rural: 35% National: 42% (JMP, 2021)	Sanitation Urban: 50% Rural: 40% National: 46% Water Urban: 98% Rural: 83% National: 92% Hygiene Urban: 80% Rural: 70% National: 76%	WHO and UNICEF Joint Monitoring Programme (JMP)	WHO, UNICEF, UNEP, UN-Habitat, UNHCR	
	2.8 Percentage of children 0–11 months vaccinated with 3 doses of diphtheria-tetanus-pertussis-(DTP) containing vaccine/Penta vaccine nationally (Contributing to SDG target 3.b)	95% (HIMS, 2020)	95%	District Health Information Management System (DHIMS)	UNICEF, WHO	

OUTCOME 3:

Durable Peace and Security

IMPACT:

People are safe and able to exercise their rights

NATIONAL DEVELOPMENT PRIORITIES:

Medium-Term National Development Policy Framework 2022–2025 Priorities

> digitization; science, technology and innovation; urbanization and infrastructural deficits; emergency preparedness and the fight against pandemics; climate change

COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) 2020–2023 Priorities

> revitalization and transformation; enablers of transformation; financing; implementation

Coordinated Programme of Economic and Social Development Policies 2018–2024 Priorities

> creating opportunities for all Ghanaians; building a prosperous country; safeguarding the natural environment and ensuring a resilient built environment; maintaining a stable, united and safe country

GLOBAL AND REGIONAL FRAMEWORKS:

Agenda 2063 Goals:

1. A high standard of living, quality of life and well-being for all citizens;
7. Environmentally sustainable and climate resilient economies and communities;
11. Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched;
12. Capable institutions and transformative leadership in place;
13. Peace, security and stability is preserved;
17. Full gender equality in all spheres of life;
18. Engaged and Empowered Youth and Children;
19. Africa as a major partner in global affairs and peaceful co-existence.

Universal Periodic Review (UPR):

Right to Education; Right to Health; Violence Against Women; Institutions and Policies – General; Equality and Non-Discrimination; Domestic Violence; Rights Related to Name, Identity, Nationality; Economic, Social and Cultural Rights; Right to an Adequate Standard of Living – General; Human Rights and Poverty; Advancement of Women; Discrimination Against Women; Children: Definition, General Principles, Protection; Children: Family Environment and Alternative Care; Children: Protection Against Exploitation; Persons with Disabilities: Definition, General Principles; Refugees and Asylum Seekers.

SDGs and Targets:

5, 9, 10, 11, 12, 13, 14, 15, 16, 17 (10.7, 16.1, 16.a, 16.b)



Strategic Priority 1: Promote peaceful Ghana and subregion

Results	Indicator	Baseline	Target (2025)	Data Source	UN entities (lead Bold)	Assumption Statement
Outcome 3: By 2025, people in Ghana will benefit from transparent, accountable, inclusive institutions and systems, including quality integrated digital services delivering a peaceful, cohesive and just society supporting durable peace and security in the subregion.	3.1 Number of new initiatives implemented to improve migration governance (Contributing to SDG target 10.7)	0 (2022)	2	United Nations in Ghana reports including those that are agency-specific; available Government of Ghana reports, including those from MINTER, MoFARI, MoGCSP, MELR, GSS and NDPC	IOM, UNHCR, UNODC, ILO, UNDP, WFP	Ghana will continue to cooperate with United Nations human rights mechanisms (treaty bodies, UPR, Special Procedures). There will be genuine political commitments from state actors to improve democratic governance, sustain peace and uphold the rule of law and protection of human rights. There will be increased responsiveness and effectiveness of public institutions that improve the trust of citizens in the state. Peace will be sustained as an essential condition for sustainable and inclusive development, and regulatory reforms will enable the introduction of digital technology and create an effective institutional mechanism to coordinate the digitalization process.
	3.2 Number of refugees, asylum seekers in Ghana (contributing to SDG target 10.7)	8,032 (UNCHR, 2022)	10,848	UNCHR database		
	3.3 Number of national strategies to strengthen resilience/adaptive capacity to climate-related hazards, natural disasters (Contributing to SDG target 13.1)	1 (2012)	1 (Updated)	Outcome 1	UNCHR, IOM, WFP, UNDP, UNICEF	
	3.4 Extent to which Ghana's national human rights institutions are in compliance with the Paris Principles (SDG indicator 16 a.1)	1 (2022) Scale: 0 - not compliant 1 - partly compliant 2 - mostly compliant 3 - fully compliant	2	Annual Progress Reports CHRAJ, Amnesty: International Ghana, MoGCSP	UN-Habitat, UNEP, UNDP, UNICEF	
	3.5 Level of trust among citizens in institutions (contributing to SDG target 16.b)	% of citizens who trust institutions 'somewhat' and 'a lot' (2022) Parliament - 50.6% EC - 52% Local government council - 41.3% The police - 39% Ghana armed forces - 72.9% Courts - 47.9%	% trust in institutions 'somewhat' and 'a lot' (2025) Parliament - 60% EC - 55.9% Local government council - 46.3% The police - 55% Ghana armed forces - 75% Courts - 50%	Afrobarometer survey report	UNDP, UNICEF, UNFPA, UNHCR, ILO, FAO, IOM, UNFPA, WFP, OHCHR/UNDP, UNICEF, UNFPA	

ANNEX 2 – LEGAL ANNEX

The aim of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023–2025 is to ensure that the work of the United Nations in Ghana fully contributes to the global Agenda 2030 for Sustainable Development and to Ghana’s own national development objectives. The UNSDCF will be implemented in a transparent, evidence-based and participatory manner. Through this Legal Annex and the references within the principal United Nations Agreements, which together with the General Convention and/or the Specialized Agencies Convention as applicable, form the primary existing legal basis for the relationship between the Government of Ghana and each United Nations system organization for supporting the country to deliver on the Cooperation Framework 2023–2025. The legal instruments and United Nations agreements referenced in the Legal Annex are non-exhaustive and without prejudice to any other legal instruments the Government may enter into, including additional agreements with United Nations system organizations for the purpose of their activities in the country.

1. Whereas the Government of Ghana (the “Government”) has entered into the agreements listed below with the United Nations, including its Funds, Programmes and other subsidiary organs, and other organizations of the United Nations system (“United Nations system organizations”), which are applicable to their programme activities in Ghana (the “United Nations Agreements”) under the United Nations Sustainable Development Cooperation Framework (the “Cooperation Framework”);

2. Whereas the United Nations Agreements, together with the Convention on the Privileges and Immunities of the United Nations of 13 February 1946 (the “General Convention”) and/or the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947 (the “Specialised Agencies Convention”) as applicable, form the primary existing legal basis for the relationship between the Government of each United Nations system organization for supporting the country to delivery on the Cooperation Framework, and are non-exhaustive and without prejudice to any other legal instruments that the Government may enter into, including additional agreements with United Nations system Organizations for the purpose of their activities in the country:

- a) With the **United Nations Development Programme (UNDP)**, a basic agreement to govern UNDP’s assistance to the country, which was signed by the Government and UNDP (the “Standard Basic Assistance Agreement” or “SBAA”), on the 27th of November 1978 to also be applied, mutatis mutandis, to UNCDF. This Cooperation Framework, together with a joint results group work plan specifying the UNDP programme activities further to this Cooperation Framework, which shall form part of this Cooperation Framework and is incorporated herein by reference, constitute a “project document” as referred to in the SBAA. The Implementing partner and UNDP will sign a project agreement containing the specific arrangements for each project further to the relevant project document.
- b) With the **United Nations Children's Fund (UNICEF)** a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 5 May 1994.
- c) With the **World Food Programme (WFP)** a Basic Agreement concerning assistance from WFP was signed by the Government on 6 January 2006.
- d) With the **United Nations Population Fund (UNFPA)**, a Basic Agreement was concluded between the Government and UNFPA on 11 June 2007.

- e) With the **Food and Agriculture Organization of the United Nations (FAO)**, the Agreement for the opening of the FAO Representation in Ghana on 7 October 1977.
 - f) With the **World Health Organization (WHO)** a Basic Agreement for the provision of technical advisory assistance, concluded between the Government and WHO on 2 April 1958.
 - g) With the office of the **United Nations High Commissioner for Refugees (UNHCR)** a Country Cooperation Agreement concluded between the Government and UNHCR on 16 November 1994.
 - h) With the **International Organization of Migration (IOM)**, a Cooperation Agreement was signed between the Government of Ghana and the IOM on 10 August 2010.
 - i) With the **United Nations Industrial Development Organization (UNIDO)**, in conformity with the General Conference decision GC/1/Dec.40, adopted on 12 December 1985, and Director General's bulletin UNIDO/DG/B.18/REV.1, dated 15 May 1992, the Standard Basic Cooperation Agreement ("SBCA") was signed with the Government on 2 December 1999 for the establishment of the UNIDO Office.
 - j) With the **United Nations Educational, Scientific and Cultural Organization (UNESCO)** a Host Country Agreement (HQA) was concluded between the Government and UNESCO on 12 May 2000. Discussions are underway for the revision of the HQA, in view of the re-profiling of the UNESCO office, from its initial cluster status to its current status of National Office.
 - k) With the **United Nations University Institute for Natural Resources in Africa** the Agreement between the Government and the United Nations University was signed on 28th August 1992.
 - l) With the Joint **United National Programme on HIV/AIDS (UNAIDS)** the Basic Cooperation Agreement was signed with the Government on 6 January 2017.
 - m) With the **United Nations Office for Project Services (UNOPS)**, the Host Country Agreement between the Government and the Executive Director of UNOPS was signed on December 11 2017.
 - n) With the **United Nations Human Settlements Programme (UN-Habitat)** the relevant UNDP Standard Basic Assistance Agreement (SBAA) shall mutatis mutandis apply to UN-Habitat in Ghana.
 - o) With the **International Labour Organisation (ILO)**, a Cooperation Agreement/Technical Assistance Agreement was signed between the Government of Ghana and the ILO on 18 February 1964.
3. With respect to all **United Nations system organizations (IFAD, UNODC, UNCDF)**: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions, decisions, rules and procedures of the United Nations system organization.

4. Without prejudice to the above, the Government shall:

- i) apply to each United Nations system organization and its property, funds, assets, officials and expertise on mission the provision of the General Convention and/or the Specialised Agencies Convention; and
- ii) accord to each United Nations system organization, its officials and other persons performing services on behalf of that United Nations system organization, the privileges, immunities and facilities set out in the United Nations Agreement applicable to such United Nations system organization.

5. United Nations Volunteers performing services on behalf of a United Nations system organization shall be entitled to the privileges and immunities accorded to officials of such United Nations system organization.

6. Any privileges, immunities and facilities to a United Nations system organization under the Cooperation Framework shall be no less favourable than those granted by the Government to any other United Nations system organization signatory of the Cooperation Framework.

7. Without prejudice to the United Nations Agreement, the Government will be responsible for dealing with any claims, which may be brought by third parties against any of the United Nations System Organizations and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any

claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and the relevant United Nations system organization that such claims and liabilities arise from gross negligence or misconduct of that United Nations system organization,, or its officials, or persons performing services.

8. Nothing in or relating to this Cooperation Framework will be deemed:

- (i) a waiver, expressed or implied, of the privileges and immunities of any United Nations system organization; or
- (ii) the acceptance of any United Nations system organization of the jurisdiction of the courts of any country over disputes arising from this Cooperation Framework, whether under the General Convention or the Specialized Agencies Convention, the United Nations Agreements, or otherwise and no provisions of this Cooperation Framework shall be interpreted or applied in a manner, or to an extent, that is inconsistent with such privileges and immunities.

ANNEX 3 – HARMONIZED APPROACH TO CASH TRANSFERS

The harmonized approach to cash transfers (HACT) is a common operational framework implemented by some United Nations agencies to govern transferring cash to government and non-government implementing partners. The management of HACT subscribes to the following principles:

- (i) cost-effective management of risks;
- (ii) standardized and streamlined inter-agency practices;
- (iii) accountability; and
- (iv) national ownership. It applies to all cash transferred to government and civil society partners.

All cash transfers to an Implementing Partner are based on the Work Plans (WPs³⁸) agreed between the Implementing Partner and the United Nations system agencies.

Cash transfers for activities detailed in WPs can be made by the United Nations system agencies using the following modalities:

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

Cash transfers for activities detailed in WPs can be made by the United Nations system agencies using the following modalities:

1. Cash transferred to the [national institution] for forwarding to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or

- b. After activities have been completed (reimbursement).
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.
3. Direct payments to vendors or third parties for obligations incurred by United Nations system agencies in support of activities agreed with Implementing Partners.

Where cash transfers are made to the [national institution], the [national institution] shall transfer such cash promptly to the Implementing Partner.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The United Nations system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

³⁸ Refers to Results Groups' or agency-specific annual, bi-annual or multiyear work plans.

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

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a government Implementing Partner, and of an assessment of the financial management capacity of the non-United Nations³⁹ Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the United Nations system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

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

In case of direct cash transfer or reimbursement, the United Nations system agencies shall notify the Implementing Partner of the amount approved by the United Nations system agencies and shall disburse funds to the Implementing Partner in [here insert the number of days as per United Nations system agency schedule].

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the United Nations system agencies in support of activities agreed with Implementing Partners, the United Nations system agencies shall proceed with the payment within [here insert the number of days as agreed by the United Nations system agencies].

The United Nations system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where the United Nations system agencies and other United Nations system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those United Nations system agencies.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that [United Nations organization] will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only.

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

³⁹ For the purposes of these clauses, "the United Nations" includes the international financial institutions.

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

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

all financial records that establish the transactional record of the cash transfers provided by [United Nations system agency], together with relevant documentation;

1. all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and [United Nations organization]. Each Implementing Partner will furthermore:

2. Receive and review the audit report issued by the auditors;

3. Provide a timely statement of the acceptance or rejection of any audit recommendation to the [United Nations organization] that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to [United Nations organization];

4. Undertake timely actions to address the accepted audit recommendations;

5. Report on the actions taken to implement accepted recommendations to the United Nations system agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

The audits will be commissioned by the United Nations system agencies and undertaken by private audit services.

United Nations entities will mobilize both national and international human resources to service the needs of the UNCT; 96 per cent of national professional human resources and 87 per cent of international professional human resources are already secured.

The United Nations' available technical expertise spans the priority areas of policy advocacy; international norms and standards; political and social economic analysis; data monitoring and evaluation; communication and advocacy; and humanitarian action and disaster risk management. United Nations entities in Ghana will draw on this technical expertise available across the United Nations development system through a range of business modalities. They will work either through: country-based representative offices or a combination of representative offices, separate liaison or project offices; regional, subregional or multi-country offices; headquarters-based expertise; or short-term support missions.

ANNEX 6 – United Nations Sustainable Development Cooperation Framework Formulation, Consultations and Validation

In advance of developing and launching the roadmap to formulate Ghana new generation United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023–2025, in Q1 2021, the UNCT conducted a United Nations System-wide Action Plan (UN-SWAP) Gender Equality Scorecard self-assessment conducted by a multi-disciplinary team consisting of members of the United Nations Country Teams (UNCTs) and various inter-agency teams (e.g. Gender Team, Youth Group, Operations Team). The Scorecard, which is an accountability framework that promotes improved planning, coordination, programming and results for gender equality and the empowerment of women (GEWE) at the country level, directly references the support provided to Ghana to achieve the Sustainable Development Goals (SDGs). The Scorecard focuses on seven dimensions that address key GEWE components: planning; programming and monitoring and evaluation; partnerships; communications and advocacy; leadership and organizational culture; gender architecture and capacities; resources; and results. Each dimension includes Performance Indicators, which UNCTs need to meet or exceed.

Of the 15 SWAP Scorecard Performance Indicators across the seven SWAP dimensions, the UNCT in Ghana reported missing the minimum requirements for four, approaching the minimum requirements for four, meeting the minimum requirements for four, and exceeding the minimum requirements for three. Of the Performance Indicators where UNCT were lagging, these mainly related to planning (Common country Analysis and United Nations Development Assistance Framework outcomes), M&E and results. UNCT developed a detailed SWAP

Scorecard Action Plan to address the lagging indicators, including actions required to ensure that the new generation UNSDCF would meet or exceed the minimum requirements for planning, programming, monitoring and evaluation, and results. The SWAP Scorecard action plan informed the development of the UNSDCF roadmap.

UNCT developed a UNSDCF roadmap to ensure alignment with the national planning and governance cycles, including the Medium-Term National Development Policy Framework 2022–2025. The roadmap also aimed to meet the United Nations reform imperatives for the new generation Cooperation Framework, which is the centrepiece of United Nations reform at the country level. It is also the primary document articulating government expectations of the United Nations development system and driving major United Nations development system contributions at the country level. The roadmap was developed in consultation with Government counterparts at the technical level and endorsed through the Ministry of Finance in Q2 2021. Also, the roadmap also included the structure for the future National-United Nations Joint Steering Committee (JSC), which is co-chaired by the Ministry of Finance and oversees UNSDCF implementation, monitoring and reporting. The roadmap was published and updated on the UNSDG website as a living document reflecting agreed changes that occurred during implementation.

The UNSDCF roadmap summarized and outlined the agreement between the UNCT and the Government of Ghana, after consultation with stakeholders on key milestones, timelines, support needs and roles in the UNSDCF cycle. Prepared 18 months in

advance of the new generation UNSDCF cycle, the roadmap ensured that the design of the UNSDCF was informed by evaluation of the ongoing United Nations Sustainable Development Partnership 2018–2022 and the Common Country Analysis (CCA), which underpins UNSDCF planning. As part of the United Nations’ common minimum standards for multistakeholder engagement in the UNSDCF, the roadmap articulated the participatory and consultative approach that UNCT committed to as an enabling tool to strengthen programming at the country level according to the principle of national ownership and a tool to help building trust between the United Nations and diverse stakeholders. Another key overarching principle for the UNSDCF roadmap is that the voice of stakeholders in Ghana must inform all stages of the UNSDCF processes.

To this end, the National-United Nations JSC was established to oversee the implementation of the roadmap. The JSC is co-chaired by the Resident Coordinator and Ministry of Finance Director, Resource Mobilization and Economic Relations. Its membership includes key partners identified in the Cooperation Framework for joint contributions to national priorities and the 2030 Agenda for Sustainable Development (the Government, the private sector and civil society, including youth and disability organizations). The JSC ensures: the strategic direction and oversight of the UNSDCF; alignment with national, regional and international development processes, mechanisms and goals; and links with other processes such as the Voluntary National Reviews. The JSC also monitors progress, challenges and opportunities; steers the direction of implementation; reviews the One UN Country Results Report; and supports resource mobilization for the UNSDCF and development financing opportunities. The JSC has overseen the implementation of UNSDCF roadmap and provided detailed feedback on roadmap products such as the UNSDP evaluation and CCA, as well as the

UNSDCF. In March, June, August and October 2022, the JSC met to oversee roadmap implementation, provide feedback on roadmap products, and support wider national stakeholder engagement, consultation and validation.

In addition to the JSC, UNCT conducted extensive consultations with a broad range of stakeholders during different roadmap phases. Stakeholders from the Government, the private sector, civil society, development partners, the media, and academia participated in a series of consultations that culminated in a national UNSDCF validation workshop on 16 September 2022. These included an orientation on the roadmap to GoG ministry and department chief directors on 18 October 2021; a similar orientation for civil society in October 2018; national stakeholder consultations on the UNSDP evaluation and CCA on 7–8 December 2021 with the Government, civil society and the private sector; national stakeholder consultations for the Government, the private sector and civil society on the draft UNSDCF on 30 August; and UNSDCF validation with the Government, the private sector and civil society on 16 September.

While ensuring continued engagement, participation and consultation with national stakeholders, the UNCT also committed to live the spirit of United Nations reform through extensive engagement with external United Nations entities as part of the UNSDCF roadmap. This is in line with the reform objective of leveraging the full mandates, capacities, resources and position of United Nations entities to support Ghana’s development goals and the SDGs. External entities, including United Nations Economic Commission for Africa (UNECA), United Nations Office for West Africa and the Sahel (UNOWAS), United Nations Environment Programme (UNEP), Office of the High Commissioner for Human Rights (OHCHR) and many others were involved in the CCA, ToC design and UNCT configuration.

