

Joint SDG Fund

Template for the Joint Programme Annual Progress Report

SDG FINANCING PORTFOLIO – COMPONENT 1

Cover page

Reporting period: June 30 – December 31, 2020

Country: Ghana

Joint Programme (JP) title: Accelerating attainment of SDG in Ghana

Short title: Ghana SDG Accelerate Joint Programme

Start date (month/year): **July 2020**

End date (month/year): **June 2022**

RC (name): **Charles Abani**

Government Focal Point: Marian Kpakpah, Ministry of Planning

Representative of Lead PUNO: Silke Hollander, UNDP-Ghana

List of PUNOs: UNDP, UNICEF, WHO, UNOPS

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Budget (Joint SDG Fund contribution): **US\$999,840**

Overall budget (with co-funding): **US\$2,299,840**

Annual Financial Delivery Rate: 39%

Rate of Committed Funding : 40%

	Expenditures January 2020 - December 2020	Committed resources January 2020- December 2020	Transferred Funds January 2020- December 2020	Annual Financial Delivery Rate (%)	Committed Funding Rate(%)
UNDP	32,385.00	25,000.00	169,920.00	39%	40%
UNICEF	0.00	0.00	110,000.00		
WHO	99,799.00	110,000.00	110,000.00		
UNOPS	63,130.00	63,665.00	110,000.00		

Short description of the Joint Programme (max 1 paragraph):

One of the biggest challenges in development financing in Ghana is the mobilization of the public and private resources required at national and district levels to deliver the SDGs. In addition, fiscal space has remained elusive despite the multiple initiatives to mobilize additional resources mainly due to the huge wage bill and debt servicing. The joint project seeks to consolidate SDG financing initiatives and deepen gender-responsive SDG budgeting and accountability for results in Ghana. Ghana is an INFF pioneer country and has also established sufficient building blocks for transforming the SDG financing architecture. The joint project has four sub-component outputs building on existing and ongoing initiatives in government – (i) enhancing SDG Financing ecosystem through an INFF with the principle of LNOB is consolidated; (ii) Gender-and child responsive SDG Budgeting, tracking and accountability is further deepened; (iii) Innovative financing strategies for health are nurtured; and (iv) Innovative financing strategies for infrastructure are nurtured. Attainment of these outputs is envisaged to drive major changes including reinforcing ecosystem institutions for SDG financing, integrating planning and financing processes, and appraising SDG-aligned innovative and alternative financing strategies. Overall, the joint project seeks to mobilize additional resources and target them better for the SDGs with enhanced accountability for results, thereby accelerating the achievement of SDGs in Ghana.

Executive summary

The joint project's performance over the reporting period is satisfactory. Significant number of work plan activities were implemented yielding majority of the expected results across the four sub-component outputs. Governance, overall coordination and implementation mechanisms were established. Important and strategic partnerships and engagements were undertaken. Culminating in the eventful launch of the project with all stakeholders and establishment of the overarching steering committee. The governance and overall coordination of the JP reinforced the coordination role of the RC in driving a coherent and coordinated UNCT in support of national actions to accelerate progress on the SDGs.

The joint project's satisfactory performance reflects in three key intermediate milestones. Notably, (i) the establishment of building blocks for the establishment of the Integrated National Financing Framework (INFF);(ii) draft Investment Case for the establishment of Innovative Health Financing Strategy to deliver Universal Health Coverage for Ghana; and (iii) establishment of building blocks to nurture innovative infrastructure financing strategies through new generation infrastructure modelling tool to develop pipeline of bankable Infrastructure projects. Through these milestones, and some progress on SDG 17, the joint project is on course to deliver multiple financing strategies for SDGs 3, 5, 9 and 10. Of particular importance is the development of COVID-19 recovery plans, local government financing framework, and significant progress on the list of bankable projects to be showcased by Ghana at the global SDG Investment Fair in April 2021.

These notwithstanding, the JP encountered some challenges and risks including delays in implementing work plan activities arising from COVID-19 challenges coupled with competing priorities during the 2020 electioneering period

A. Annual Progress (MAXIMUM 7 PAGES)

A.1 The overview of progress and challenges

A.1.1. Overall self-assessment

Provide a self-assessment on the overall JP progress in the last year.

- Above expectations (expected annual results fully achieved and additional progress made)
 On track (expected annual results achieved)
 Satisfactory (majority of expected annual results achieved)
 Not-satisfactory (majority of expected annual results not yet achieved)

Across all the four outputs of the joint project, significant number of expected activities and deliverables have broadly been undertaken and achieved in line with the joint project work plan, though the JP experienced some delays in activity implementation under outputs 2 and 3. The progress on activities made so far makes significant contribution to the achievement of the joint project global outcomes and outputs and it is highly likely to contribute to the progress of the SDG targets of the joint project

A.1.2. Overall progress and key developments to date

The joint project has established a multi-stakeholder steering committee co-led by the Resident Coordinator and Ministry of Planning, national entity for coordinating implementation of the SDGs. The committee oversees the overall coordination and implementation of the joint project activities. A Technical Coordinator has been recruited to coordinate the technical implementation and monitoring of the project. Progress in the four output areas of the joint project as follows:

Output 1.1: SDG Financing ecosystem through an Integrated National Financing Framework and with the principle of LNOB is consolidated: Completed 5 COVID-19 Recovery Plans and Integrated Financing Frameworks for 5 local economies (1 Metropolitan, 3 Municipals, and 1 District), further strengthening the linkages between planning and financing processes. Gathered data from existing sources and analysed SDG financing data focusing on districts. Complemented the World Economic Forum efforts on Country Financing Roadmaps.

Output 1.2: Gender and child-responsive SDG Budgeting, tracking for transparency and accountability is further deepened: Updated the national Social Accountability template to reflect the provisions in the Public Financial Management (PFM) law and digitalized it. This is to enhance accountability for social development across all districts to improve state responsiveness in service delivery, taking into account the new provisions in the PFM law to ensure quality service delivery.

Output 1.3: Mechanisms are established to facilitate innovative financing for health: towards the development of the National Health Financing Strategy, the joint project completed the development and review of the investment case for the delivery of UHC in the four thematic areas of (i) Reforms and Strategies to reorganize services to Achieve UHC; (ii) Further strengthening of MNCH and going beyond to cover adolescent health, mental health and non-communicable diseases; (iii) Sustainable and equity focused health financing and NHIS reforms; and (iv) Clinical and Public Health Emergencies

A.1.3. Changes

Was the JP document modified in the past year?

- Yes
 No

The joint project's technical coordination responsibilities were transferred to a Technical Coordinator supervised by the UN Resident Coordination Office (RCO)

A.1.4. Challenges

Did the JP face any major challenges in the past year?

- Yes
 No

Overall coordination: overall communication strategy lagged behind work plan schedule due to significant competing priorities with COVID-19 atop. The work plan has been revised to complete this in the first quarter of 2021

Delays from implementing partners: The JP established a clear dataset requirement tool, and effectively used a Technical Working Group to strengthen stakeholder ownership and close collaboration to drive the collection of data within the required timeframe. Political and electioneering season delayed crucial responses from the Ministry of Finance and Ministry of Health to take forward the JP’s outputs two and three milestones, causing the joint project to miss implementation of scheduled activities. The JP reviewed the detailed implementation slightly to accommodate the delays while ensuring timelines to achieve the JPs results remained intact

A.1.5. COVID-19 and other strategic alignment

Joint project implementation strategy leveraged more of virtual meetings and remote working options with minimal in-person meetings and workshops to deliver milestones.

The JP’s intermediate outputs including COVID-19 Recovery Plans and the Integrated Assembly Financing Frameworks for 5 local economies forms part of the UNCT’s SERRP under pillar 4, and is consistent with and supports the Ghana COVID-19 Alleviation and Revitalization of Enterprises Support (CARES) Programme. As the country pushes for longer term and resilient infrastructure development, it is also expected that the JP’s output in respect of prioritization of SDG-related projects with associated increased attraction for innovative financing, will directly contribute to resilience against this and future pandemics

A.2 Update on priority issues

A.2.1. Progress on Integrated National Financing Framework/SDG financing building blocks

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable	Comments/ Notes
1. Inception phase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. Assessment & diagnostics	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	50%
3. Financing strategy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. Monitoring & review	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. Governance & coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	70%

Ghana took a bottom-up approach to implementing the INFF with 5 local economies undertaking the diagnostics, and financing strategy. Mechanisms for monitoring and review, as well as governance and coordination structures at the local economies established. In 2021, these structures will begin to function. And the negotiations for the National Oversight Committee are expected to be completed.

A.2.2. Thematic focus

- Cross-cutting
- Gender
- Children & youth
- Social protection
- Health & nutrition
- Climate change & nature
- Agriculture
- Biodiversity
- Blue economy
- Other.....
- Other.....
- Other.....

A.2.3. Gender marker

Did your Joint Programme feature Gender Results in the past year at the outcome or output level?

- Yes
- No

Briefly explain:

Gender Marker total average scoring from 0 to 3 (as defined in the JP document): **2.3**

Gender Action Plan was developed as part of the project implementation approach to streamline the specific activities to be completed to achieve gender marker score

A.2.4. Vulnerable groups

Will the JP directly impact marginalized and/or vulnerable groups through a dedicated outcome or output?

Yes

No

- If yes, please indicate the dedicated outcome and/or output according to the table below.

List of marginalized and vulnerable groups	Dedicated Outcome	Dedicated Output	Status (planned/in progress/complete)
Women and girls	Infrastructure that is Gender responsive National policy and resource allocation	Gender is mainstreamed in the prioritized pipeline of SDG projects	In-Progress
Children	National policy and resource allocation	Child-related expenditure tracking report	In-Progress
Youth			
Persons with disabilities	Infrastructure that is inclusive	Accessibility mainstreamed into prioritized pipeline of SDG projects	In-Progress
Older persons	Infrastructure that is inclusive	Accessibility mainstreamed into prioritized pipeline of SDG projects	In-Progress
Minorities (incl. ethnic, religious, linguistic...)			
Indigenous peoples	Local economy development financing framework	INFF	In-Progress
Persons of African Descent (when understood as separate from minorities)			
Migrants	Universal Health Service Provision Infrastructure that is inclusive	Health financing strategy Selection of infrastructure assets included transport assets to improve to improve access to services, healthcare, and markets to improve livelihoods	In-Progress
Refugees & asylum seekers	Universal Health Service Provision Enhanced financing for local development	Health financing strategy Local governments financing framework	In-Progress

List of marginalized and vulnerable groups	Dedicated Outcome	Dedicated Output	Status (planned/in progress/complete)
	UNOPS - Infrastructure that is inclusive	Selection of infrastructure assets included transport assets to improve to improve access to services, healthcare, and markets to improve livelihoods	
Internally displaced persons			
Stateless persons			
Persons deprived of their liberty			
Peasants and rural workers	Universal Health Service Provision Enhanced financing for local development Infrastructure that is inclusive	Health financing strategy Local governments financing framework Selection of infrastructure assets included transport assets to improve to improve access to services, healthcare, and markets to improve livelihood	In-Progress
Human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...)	Universal Health Service Provision Enhanced financing for local development	Health financing strategy Local governments financing framework	In-Progress
LGBTI persons (sexual orientation and gender identity)	Universal Health Service Provision Enhanced financing for local development	Health financing strategy Local governments financing framework	In-Progress
Persons affected by (HIV/AIDS, leprosy...)	Universal Health Service Provision Enhanced financing for local development	Health financing strategy Local governments financing framework	In-Progress
Persons with albinism	Universal Health Service Provision	Health financing strategy	In-Progress

List of marginalized and vulnerable groups	Dedicated Outcome	Dedicated Output	Status (planned/in progress/complete)
	Enhanced financing for local development	Local governments financing framework	
Victims or relatives of victims of enforced disappearances			
Victims of (slavery, torture, trafficking, sexual exploitation and abuse...)	Universal Health Service Provision Enhanced financing for local development	Health financing strategy Local governments financing framework	In-Progress

A.2.5. Learning and sharing

UNCT peer learning of Integrated Financing Framework, Universal Health Coverage, Infrastructure financing and SDG budgeting

A.3 Update on events and partnerships

A.3.1. Events

Type of event	Yes	No	Comments
JP launch event	<input checked="" type="checkbox"/>	<input type="checkbox"/>	In person and virtually
Annual donors' event*	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Planned
Partners' event **	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

*the Fund donor countries are Denmark, European Union, Germany, Ireland, Luxembourg, Monaco, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland. Please note that this event can be held together with a launch event or partners' event.

** Key advocacy outreach events with high level JP partners.

A.3.2. Partnerships

Did your Joint Programme facilitate engagement with diverse stakeholders (e.g. parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector)?

- Yes
 No

- Engagement with key government coordination agencies and implementing partners
- Engagement with International Financial Institutions (IMF, WB, AfDB, IFC)
- Engagement with Civil Society platform on SDGs
- Engagement with SDG Fund Donors (in-country offices) and development partners

A.3.3. Additional financing

Did your Joint Programme secure additional co-funding or co-financing resources in 2020 (committed after the approval of the JP by the Joint SDG Fund) from government, IFIs, PUNOs and other partners?

- Yes
 No

Source of funding	Yes	No	Co-funding or Co-financing?	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input type="checkbox"/>				
Donors/IFIs	<input type="checkbox"/>	<input type="checkbox"/>				
Private sector	<input type="checkbox"/>	<input type="checkbox"/>				
PUNOs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Co-funding	UNDP	137,000.00	
Other partners	<input type="checkbox"/>	<input type="checkbox"/>				

A.4 Strategic communications

Did the JP develop a strategic communications plan?

Yes

No

The Strategic communication plan development is currently underway and will be completed by February 2021

B. Annual Results (MAXIMUM 3 PAGES)

- *Section B should provide specific information on the achievement of expected annual results and workplan, following up on the broader progress presented in the part A.*

B.1. SDG acceleration

List up to 3 main SDG targets that your Joint Programme primarily focused in 2020.

SDG 3: Good health and wellbeing

Progress towards this target is supported by the JP's Output 3 activities to develop an investment case for the delivery of Universal Health Coverage

SDG 9: Industry Innovation and Infrastructure

Progress towards achieving this target is supported by JP's output four activities including the conduct of pre-feasibility and feasibility studies, concept and detailed proposals, projects financial and environmental analysis for 30 infrastructure projects

SDG 17: Partnerships

JP's Output one activities to establish integrated financing frameworks for 5 local economies accelerate progress towards this goal

B.2. Contribution to Fund's global results

The JP's contributory progress towards the global results exceeded expectations. The JP had not targeted to achieve any global result in 2020 under all indicators but was able to deliver results for indicators 4.1, 4.2 and 4.3. The JP proposal development and implementation in 2020 delivered a shared learning, flexible and adaptive working improving the overall UNCT coherence in 2020 especially, mobilisation of funds for joint UNCT programmes

B.3. JP Outputs and outcomes

- Achievement of outputs and outcomes

The JP anticipated no outcome result in 2020. However, progress towards the achievement of the JP's outputs has been on track. Output 1.1 (SDG Financing ecosystem through an Integrated National Financing Framework and with the principle of LNOB is consolidated) recorded significant progress with output 1.2 (Gender and child-responsive SDG Budgeting, tracking for transparency and accountability is further deepened), output 1.3 (Mechanisms are established to facilitate innovative financing for health) and output 1.4 (Innovative financing strategies for infrastructure are nurtured) all recording moderate progress within the reporting period.

B.4. Strategic Documents

Did the JP produce strategic documents in the last year (policy, strategies, analyses/assessments, methodological documents, and other relevant documents)?

- Yes
 No

As part of the JP's outcome to establish an INFF towards consolidating the SDG financing architecture in Ghana, the JP developed the Local Assemblies COVID-19 recovery plans and the integrated financing frameworks to ensure they get the resources needed to be implemented.

C. Plan for the Next Year of implementation (MAXIMUM 2 PAGES)

C.1 Upcoming activities

- What are JP’s priority activities in the annual work plan (1 Jan 2021 – 31 Dec 2021)?

Output 1: SDG Financing ecosystem through an Integrated National Financing Framework and with the principle of LNOB is consolidated:

- Gather and analyze SDG financing data focusing on districts, complement WEF/GOG financing landscape.
- Undertake the required diagnostics as part of the integrated financing frameworks.
- Undertake training and coaching in SDG financing tools, including systems thinking. XXXXX

Output 2: Gender and child-responsive SDG Budgeting, tracking for transparency and accountability is further deepened:

- Develop gender and child specific SDG budget codes to enable tracking of child and gender specific SDG financing through the national budget.
- Develop robust SDG budget methodology
- Train budget and planning officers
- Study on innovative funding sources

Output 3: Mechanisms are established to facilitate innovative financing for health:

- Complete the Investment Case for UHC,
- Resource Mapping Exercise: Review and update the Resource Mapping with data from the Medium-Term Expenditure Framework (MTEF) for the UHC,
- Costing Exercise: Update the Resource Mapping and Costing to ensure that the data disaggregation as well as level and programs for both work streams are aligned.
- Finalize a comprehensive M&E plan for the UHC Roadmap.

Output 4: Innovative financing strategies for infrastructure are nurtured:

- Ongoing data gathering and Needs assessment
- Conclude data analysis and modelling of infrastructure projects and Report on findings
- Training workshops on New generation infrastructure modeling Tool
- Support National institution to develop/refine pipeline of bankable projects

- Provide a brief narrative about the JP’s specifics expected annual results (outputs and outcomes) for 1 Jan 2021 – 31 Dec 2021.

Joint SDG Fund Global Outcome 2:

- JP is expected to deliver additional financial leverage to the tune of US\$520 million

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented

- The JP will deliver additional 5 integrated financing frameworks for 5 local economies, and health financing strategy, Capacity built in National institution to use Tool for SDG project prioritization to enhance attraction for innovative financing
- Pipeline of 5 bankable infrastructure projects with strong linkages with SDG Targets available for presentation for April 2021 SDG Fair
- Robust SDG budget methodology

C.2. Expected changes

No Change expected

C.3. Risks and mitigation measures

Are there any changes made/expected to be made to the Risk Matrix?

- Yes
- No

- Fill out Annex 4 and briefly describe the main risks and respective mitigation measures taken/planned.

Annex 1: Consolidated Annual Results

1. JP contribution to global programmatic results (annual)

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Update table below)

Indicators	Target 2020	Result 2020	Target 2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope(for other/ additional sector/s or through new sources/means)	0	0	US\$ 500m
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale(for the same multi-sectoral solution.)	0	0	US\$ 20m

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Update table below and provide details as requested)

Indicators	Target 2020	Result 2020	Target 2021	List of strategies/ frameworks developed
4.1: #of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	0	5	5	5 integrated financing frameworks for 5 local economies.
4.2: #of integrated financing strategies that have been implemented with partners in lead disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners	0	5	5	5 integrated financing frameworks for 5 local economies
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	0	0	1	

2. Selected global performance indicators (annual)

- Provide data for aggregation at the global level of the Joint SDG Fund.

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence in 2020?

- Yes, considerably contributed
 Yes, contributed
 No

Explain briefly: Through flexible and adaptive working modalities on the joint project, the UNCT has learnt to build synergistic and enhanced interrelation amongst agency initiatives on the SDGs to reflect the integrated nature of the SDGs within a joint coordinated project. Working through this joint project approaches with enhanced value addition through the coordination role RC and RCO enhance significant progress towards the overall UNCT coherence in 2020.

2.2. Did your Joint Programme contribute to reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other Joint Programmes?

Yes,

No

N/A (if there are no other joint programmes in the country)

Explain briefly:

2.3. Was your Joint Programme aligned with the UNCT Results Groups in 2020?

Yes

No

Explain briefly: The UNCT Result Groups are (i) Shared prosperous economy; (ii) Social investment in people; (iii) Protected and safe environment; and (iv) Inclusive, accountable governance. The Joint Programme's Output 1.1 milestones align with all four result groups work plan; outputs 1.2 and 1.3 is consistent with all four but focused more on result group two and four. The JP's Output 1.4 relates to infrastructure financing across results groups one to three.

3. Results as per JP Results Framework (annual)

- Present annual JP results in the following template

Result / Indicators	Baseline	Expected 2020 Target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
Outcome 1: Additional financing leveraged to accelerate SDG achievement (Joint SDG Fund Outcome 2)						
Outcome 1 indicator 1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope	0	0	0		500m	
Outcome 1 indicator 2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale	0	0	0		20m	
Output 1.1: SDG Financing ecosystem through an Integrated National Financing Framework and with the principle of LNOB is consolidated.						
Output 1.1 indicator 1 - # of diverse stakeholders in financing framework	0	3	3		4	
Output 1.1 indicator 2 – Financing frameworks explicitly address inequalities and LNOB principle	0	1	1		2	
Output 1. 2: Gender and child-responsive SDG Budgeting, tracking for transparency and accountability is further deepened.						
Output 1.2 indicator 1: Number of districts which conducted town hall meetings held based on revised gender and child responsive PFM accountability templates	0	70	0	Delayed implementation of project activities	150	220

Result / Indicators	Baseline	Expected 2020 Target	2020 Result	Reasons for variance from planned target (if any)	Expected 2021 target	Expected final target (if different from 2021)
Output 1.2 indicator 2: Number of sessions organized for developing SDG gender-and child responsive budget tracking methodologies	0	1	0	Delayed implementation of project activities	1	2
Output 1.2 indicator 3: Number of studies related gender and child responsive SDG budgeting and tracking undertaken	0	1	0	Delayed implementation of project activities	1	2
Output 1. 3 Mechanisms are established to facilitate innovative financing for health.						
Output 1.3 indicator 1- Number of onsite support and capacity building events for the establishment of the health economics and financing Unit (HEFU)	0	3	0	Delayed implementation of project activities	4	
Output 1.3 indicator 2: Number of onsite sessions on the revision/development of the National Health Financing Strategy, including the Health Financing Technical Working Group, to include a resource mobilization strategy that will guide mobilization of additional resources, focusing on innovative financing, for health sector.	0	3	3		4	
Output 1. 4. Innovative financing strategies for infrastructure are nurtured						
Output 1.4 indicator 1: # of State Agencies with capacity to use new generation infrastructure modelling tool to develop pipeline of bankable Infrastructure projects	0	2	2		1	
Output 1.4 indicator 2: Number of Government Ministries, Department and Agencies supported to establish strong linkages between planned infrastructure projects and SDG targets	0	0	0		3	

Annex 2: List of strategic documents

1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it
<p>Local Assemblies financing frameworks:</p> <ul style="list-style-type: none"> • Ketu South Municipal Assembly Integrated Financing Framework • Kumasi Metropolitan Assembly Integrated Financing Framework • Kassena Nankana District Assembly Integrated Financing Framework • Sefwi Wiawso Municipal Assembly Integrated Financing Framework • Sagnarigu Municipal Assembly Integrated Financing Framework <p>Local Assemblies COVID-19 recovery plans</p> <ul style="list-style-type: none"> • Ketu South Municipal Assembly COVID-19 Recovery Plan • Kumasi Metropolitan Assembly COVID-19 Recovery Plan • Kassena Nankana District Assembly COVID-19 Recovery Plan • Sefwi Wiawso Municipal Assembly COVID-19 Recovery Plan • Sagnarigu Municipal Assembly COVID-19 Recovery Plan 	December, 2020	COVID-19 recovery plans and the integrated financing frameworks to ensure they get the resources needed to be implemented.

2. Strategic documents for which JP provided contribution

Title of the document	Date (month; year) when finalized	Brief description of the document and the role of the JP in finalizing it

Annex 3: List of strategic communication documents

▪ Provide the responses to the questions below with data for the last year overall.

1. Have you created a strategic communication plan for the Joint Programme?

- Yes
 No

Explain briefly:

2. What percentage of the annual budget towards communications was utilized from the total budget? (Note that the entire JP comms budget must be min 5% of the total JP budget)

Explain briefly:

3. Have visibility outcomes increased due to the provided funding for JP strategic communications?

- Yes
 No

Explain briefly:

4. Does the Country Profile Page on the Joint SDG Fund website contribute to your JP outreach?

- Yes
 No

Explain briefly:

5. How many articles (interviews, human interest stories, press releases, expert insights, etc) about your JP were published by an external media outlet (Non-UN published)?

Total number: 8

Explain briefly:

6. How many articles (interviews, human interest stories, press releases, expert insights, etc) about the Joint Programme were published by the UNCT and JP PUNOs?

Total number: 4

Explain briefly:

7. Have you received an increase of social media followers?

- Yes
 No

Total number: (Not mandatory)

Explain briefly:

Multi-Media Faucets

▪ Complete the table by focusing on most important strategic communication documents (factsheets, promotional materials, infographics, videos, etc.). Provide hyperlinks when possible.

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)

Social Media Campaigns

- Complete the table by focusing on the highest social media impressions or campaigns. Provide hyperlinks when possible.

Title of the document	Type (FB/Twitter/LinkedIn/Etc.)	Brief description and hyperlink (if it exists)
UNOPS – no standalone UNOPS campaign		

Annex 4: Updated JP Risk Management Matrix

- Update the table from your JP document with the most recent analysis of risks and identification of mitigation measures. This should support the narrative update on the risks from the part C of the main report.

Risks	Risk Level: <small>(Likelihood x Impact)</small>	Likelihood: <small>Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1</small>	Impact: <small>Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1</small>	Mitigating measures	Responsible Org./Person
Contextual risks					
JP's approach as informed by the problem statement and expected results as informed by the Theory of Change, are flawed / misinformed / not aligned to Government of Ghana priorities.	1	1	2	Continuous communication with key stakeholders during the project implementation development to ensure coherency.	RC and UNDP
Programmatic risks					
Capacity development technical assistance packages are not effective.	2	2	1	Systematic tracking of outputs and outcomes of individual technical assistance and capacity development events. Regular communication.	RC, UNDP, UNICEF, WHO, UNOPS
Impact of COVID-19, which has changed the way we work and by extension the implementation mechanisms	3	3	3	safeguarding SDG progress against future pandemics. Shifting to working online. Further, online or virtual platforms will be established and/or utilized for data gathering, consultations, diagnostics and relationship management to enhance remote working; Covid19 response measures by government include easing of lockdown restriction which permit maximum of 100 participants for mass gatherings. And this include conferences, workshops and meetings. For safe implementation, a mix approach -- will be adopted. Thus, use of consultants	RC, All PUNOs

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
				<p>and/or small team of technical officers to develop technical documents, virtual engagements, etc. Where workshops are required for validation of strategic shifts, we will ensure adherence to public health protocols;</p> <p>Reduce dependence on international travels and face to face meetings in line with social distancing guidelines.</p> <p>Establish sound governance arrangements to enhance data collection and national ownership. For example, establishing a technical working group (TWG) that includes representatives of partner government agencies and optimize information sharing within TWG to promote national ownership in spite of increased remote working.</p> <p>Periodic review of implementation plan to implement/ramp up activities when there are less restrictions on movements</p>	
Institutional risks					
Lack of support and commitment by Government of Ghana to the Joint Programme	3	1	3	Regular communication on JP outputs, periodic communication on JP outcomes. Immediate action required by PUNO if support / commitment wanes.	RC, All PUNOs

Risks	Risk Level: <small>(Likelihood x Impact)</small>	Likelihood: <small>Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1</small>	Impact: <small>Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1</small>	Mitigating measures	Responsible Org./Person
Elections scheduled for December 2020.	2	3	3	Deliver political guidance actions before elections, ensure technical aspects remain the focus to avoid politicizing the JP efforts. Realigned joint programme work plan with technical activities of partners	RC, UNDP
Fiduciary risks					
Irregular, fruitless and wasteful procurement of key inputs, notably external contractors (institutions, consultants)	1	1	2	Regular financial reports, especially highlighting key procurement items, scrutinized, in view for known risks, where necessary flagged for follow-up, corrective measures.	RC, All PUNOs