

# 2008 G-HAP PROGRESS REPORT

Ghana Action Plan	Ownership					
Country outcome	Baseline	Planned Activities	Expected Output	Target Date	Resp.	Current Status
(1) Outcomes in GPRS II are reflected in MDAs MTEF Budget with funds allocated to the outcomes	Result based programmes under implementation in Health, HIV/AIDS, PSD,PSR and FSR	Prepare result-based programs at sector level ( with target and implementation strategy) and translate these into MTEF budgets coded to GPRSII priority areas ( including statutory funds, HIPC, MDRI)	Result-Based Programmes ( RBP) of Min. of Agriculture & Min. of Transportation finalized & initiated	2008	MDAs with support from NDPC and MOFEP	<ul style="list-style-type: none"> <li>• <b>Agriculture:</b> The Ministry is drafting the agriculture sector plan. It is expected that the action plan will be ready by end of September, 2008.</li> <li>• <b>Transport Sector:</b> A 5-year Transport Sector Development Programme is being drafted. The programme is expected to be finalized by the end of 2008.</li> </ul> <p><b>District level:</b> 120 districts out the 168 districts have prepared and submitted their medium terms and M&amp;E plans to NDPC. The plans have been vetted.</p> <ul style="list-style-type: none"> <li>• <b>MDAs:</b> 11 MDAs have submitted their sector plans as at end May, 2008. Plans are yet to be vetted by NDPC and comments to be fused into the final plan.</li> </ul> <p>It is expected that all the MDAs/MMDAs will have their plans accompanied by the M&amp;E plan submitted by March, 2009.</p> <p>However, the process of breaking down the plans into phases to fit them into the MTEF is ongoing.</p>

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	2007 CG Discussion Paper	Analyze alignment of actual vs planned expenditures compared to GPRS II expenditure requirements after the completion of each fiscal year.	Working Paper disseminated and discussed	Each April, 2008	NDPC, MoFEP, BOG, Statutory Funds	Working paper disseminated and discussed.
	Draft RF	Finalize GPRS II Results Framework (with complete baseline data and annual targets) and disseminate widely to MDAs and MMDAs for use in planning and budgeting processes	Final RF disseminated to MDAs& MMDAs	Dec. 2007	NDPC, MDAs and MMDAs	Final Results Framework disseminated to MDAs/MMDAs
(2a) Ghana PFM CPIA score substantially improves over the period		Strengthen the capacity of staff for the MTEF process and to link budgeting process to GPRS II	Capacity development initiated for identified staff	2008	MoFEP (BDU)	Information not available
		Incorporate Composite Budget guidelines into the national budget guideline	Guideline incorporated in the budget Circular	2008	MoFEP (BDU)	Information not available
		Ensure expenditures in line with priority areas	Expenditures linked in line with priority areas	2008	MoFEP (BDU)	Information not available

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		Scale-up implementation of the FAA and FAR provisions	Relevant provisions implemented	Mid 2008	MoFEP	
		Continue training Internal Audit (IA) staff	Identified IA staff trained	Mid 2008	IAA	As at end May, 2008, the IAA has trained: <ul style="list-style-type: none"> <li>• 227 internal audit staff in asset management and procurement auditing.</li> <li>• 378 Internal Audit Staff on the use of the Audit Report Committee (ARIC) guidelines.</li> <li>• 68 financial journalists to improve their reportage of audit issues.</li> </ul>
		Provide on-site support to Internal Audit Units (IAUs)	MDAs timely reporting to IAA increased	Mid 2008	IAA	Facilitators for on-site support programme from IAA and Local Consulting firm have been trained.  External consultant has developed audit manual and other training material for the on-site support programme.  As at Dec., 2007 IAA had provided on-site support for 26 institutions among which 8 Ministries. During the exercise, 197 internal audit staff were trained.

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		Provide Quality Assurance to Internal Audit Units (IAUs) of MDAs and develop tracking system for monitoring corrective measures	Corrective measures by MDAs on audit findings	Mid 2008	IAA	<ul style="list-style-type: none"> <li>A template for monitoring issues and recommendations raised by IA staff as part of the corrective measures by MDAs is in use.</li> <li>There is about 80% increase in the implementation of the audit recommendations.</li> </ul>
( 2b) Ghana Round Table Procurement score substantially improves over the period	Draft instructions	Enact legislative instruments (LIs) for implementation of Act 663	LIs enacted	End 2007	PPA/ Cabinet and Parliament	The LI (regulations) is drafted by AGs department. The regulations are expected to be in place by end of 2010.
		Publish decisions of the appeals and complaints panel to boost public confidence	Decisions published	End 2007	PPA	<p>Abridged versions of four (4) decided cases are ready for publication on the PPA website (<a href="http://www.ppaghana.org">www.ppaghana.org</a>).</p> <p>Process of publication on website has commenced. It is expected that the four cases will be published on the website by end of August, 2008.</p>

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		Strengthen collaboration amongst the oversight bodies (IAA, PPA & Auditor-General)	Collaboration strengthened	Ongoing	IAA, PPA and Auditor General	<ul style="list-style-type: none"> <li>Memorandum of understanding has been signed by IAA and Ghana Audit Service in selected areas of audit work and a working committee on the MOU is in the process to be set up.</li> <li>PPA assisted in the training of the IA staff on procurement processes.</li> <li>IAA made available to PPA audit programme on procurement.</li> </ul>
Ghana Action Plan	Alignment					
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(3) Aid is aligned on GPRS II priorities and is captured in the national budget	Concept Paper	Issue Government Aid Policy that clearly defines framework for external assistance to Ghana (inc.aid modalities, budgeting protocols, alignment requirements, partnership behaviours, etc.)	Aid policy issued	Mid 2008	MoFEP/ Cabinet	<b>Ongoing:</b> Aid policy expected to be ready for discussion at the 2008 Consultative Group Meeting.

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(3) Aid is aligned on GPRS II priorities and is captured in the national budget		Issue clear guidelines to MDAs and DPs on acceptable modalities for capturing all external assistance on budget, at both planning and execution stages.	Guidelines issued	Mid 2008	MoFEP	<b>In progress:</b> Issuance of the guidelines is contingent on the Aid Policy, which will articulate Government preferred modalities for official development assistance.
	2007 Health Partnership Meeting + other sectoral reviews	Analyze alignment of DP assistance on GPRS II and sector priorities at least once a year in context of annual sector reviews and agree improvement measures	Analysis realized	April each year	MDAs	<p><b>Agriculture:</b> Joint DPs-MoFA sector performance review held between 19<sup>th</sup> May and 2<sup>nd</sup> June, 2008. The Aide Memoire is to be issued by end of June, 2008.</p> <p><b>Transport:</b> Annual Development Partner meeting held on 22<sup>nd</sup> and 23<sup>rd</sup> April, 2008 at GIMPA to discuss the sector performance and the way forward.</p> <p><b>Health:</b> The 2007 annual sector review organized in March, 2007. Review report discussed at the Health summit.</p>

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4) Technical cooperation/assistance is provided within a coordinated framework supporting national and sector capacity development (CD) requirements	125 trained	Implement OHCS CD plan for senior civil servants	600 trained	2008	OHCS	<b>Ongoing:</b> 250 senior civil servants trained as at end May, 2008.
	PPAs Training Modules	Implement PPA CD plan to improve procurement skills of GoG staff, including contract management and record keeping.	Number trained	2008	PPA	6,773 trained as at February, 2008.

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4) Technical cooperation/assistance is provided within a coordinated framework supporting national and sector capacity development (CD) requirements	MoFEP/ MOPSR	Define CD needs at sector and decentralized levels	CD strategies	2008	MLGRD (District Assemblies) and MDAs	<p><b>At District Level:</b></p> <ul style="list-style-type: none"> <li>• Identification of capacity needs completed through the District Capacity Assessment, which was conducted from March-May, 2008.</li> <li>• A 5-year capacity development strategy developed under DDF/FOAT<sup>i</sup></li> <li>• Identification of service providers is ongoing.</li> <li>• Training to satisfy capacity needs is expected to commence in July, 2008.</li> </ul> <p><b>Health:</b></p> <ul style="list-style-type: none"> <li>• Capacity needs identified.</li> <li>• A capacity development strategy document accordingly developed "<i>Human Resource Policies and Strategies 2007-2011</i>"</li> </ul> <p><b>Transport:</b></p> <ul style="list-style-type: none"> <li>• Capacity Development needs defined and consolidated on an annual basis.</li> </ul> <p><b>Agriculture:</b> Not done</p>
	MoFEP/ MOPSR	Agree on coordinated support for CD plans at sector and decentralized levels (inc. TA, studies, and training)	Coordinated support and aligned	Ongoing	GoG – DP sector working groups	<ul style="list-style-type: none"> <li>• Agreement reached between Local Government Service and DPs on the support for the capacity development strategy of district assemblies under DDF/FOAT.</li> </ul>

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(5a) DPs increasingly use Ghana public financial systems for channelling aid flows	2005 ERPFM (September, 2006 report)	Carry out regular external performance review (ERPFM) to provide information on the functioning of the PFM system.	ERPFM Assessment	Every 12 -18 months	GoG, DPs	2007 ERPFM completed and report submitted in Feb. 2008.
(5b) DPs increasingly use Ghana's public procurement system for purchases of goods, services and civil works using aid funds	2006 (September, 2007 report) 2007 ERPFM (Procurement module)	Carry out periodic external reviews of the procurement system using PPME data and OECD/DAC methodology	Review completed	Early 2009	GoG and DPs	<b>Ongoing:</b> The review is expected to be completed by end 2008. However, Ghana has been proposed by the World Bank as one of the pilot countries for the use of country procurement systems.
(6) Skills and expertise are retained within the public sector and mandated MDAs are able to perform their assigned functions		Issue guidelines on acceptable institutional arrangements for management of development programs receiving external assistance (include in Aid Policy)	Guidelines issued	Mid 2008	GoG	Issuance of guidelines contingent on the Aid Policy.

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(6) Skills and expertise are retained within the public sector and mandated MDAs are able to perform their assigned functions		Carry out assessment of management arrangements in externally supported programs to determine alignment on Government policy guidelines	Assessment report	2008	Joint Assessments	Not done
		Agree on timetable for aligning management arrangements that are incompatible with GoG guidelines	Phased Plan	2009	MDAs and DPs	Not done
	DP June, 2006 letter	Clarify legal basis and guidelines regarding (i) travel per diems and (ii) allowances to avoid creation of parallel practices in externally supported programs.	Clear framework + standardized guidelines	End 2007	MoFEP and GoG	Information not available
(7) A joint DP aid framework (moving toward a multi-year framework)	Draft Format	Finalize reporting format for external aid projections and for actual disbursements	Format of reporting finalized and disseminated by GoG to DPs.	2007	ADMD/ MoFEP + DPs	<b>Done:</b> Format has been finalized and accepted by DPs.

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(7) A joint DP aid framework (moving toward a multi-year framework)		Define frequency with which DPs are to report on external programs to GoG	Frequency of reporting defined and circulated	2007	ADMD/ MoFEP	<b>Done:</b> Monthly. But some DPs have proposed to submit their report on a quarterly basis. The proposal received the Ministry's assent.
		Apply GoG guidelines on aid reporting practices	Reports	2008	DPs	This is included in the "Aid Policy"
	2007 CG document	Report on aid predictability compared to projections on annual basis	CG working paper	Each June	GoG and DPs	Not done
(8) Reduction in tied aid	Discrepancies identified	Develop local definition of what is to be included (and excluded) when reporting on tied aid	Definition	End 2007	ADMD with working group	It was agreed to discontinue local definition since definition of aid decided at the global level.
	2005 data (2006 report)	Review status of tied aid on the basis of 2007 disbursements.	Reports	Mid 2008	Working group	Not done

Ghana Action Plan	Managing for Results					
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(9) Increased use of programme-based aid modalities and reduced transaction costs for GoG/MDAs		Put in place sector-wide (RBP) frameworks and common management arrangements (including common reporting on results)	- Agriculture  - Water  - Decentralization  - Transport  - NREG  - M&E	2008  2009  2009  2008  2008  2009	MDAs	<b>Agriculture:</b> M&E systems in place and in use since 2007. However, the Ministry is preparing an Action Plan in a Sector Wide Approach and is expected to be completed by end of September, 2008.  <b>Transport:</b> M&E systems in place to track Sector performance.  <b>NREG:</b>
	April 2007 endorsement MoFEP	Disseminate the joint guidelines on GoG-DP sector working groups and pillar arrangements to MDAs	Circular + Workshops	Mid-2007	MOFEP	
		Operationalize guidelines at sector and thematic level	Sector specific TOR and guidelines	2007 - 08	GoG and DPs	

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(10a) Number of joint missions increases and predictability of visits is improved	Draft code of conduct available.	Define sector code of conduct for visiting missions (VM), based on joint sector group guidelines, and annual mission schedule at sector level.	Sector VM codes and VM schedules	End 2007	Sector groups (MDAs + DPs)	<p><b>Health:</b> Agreement reached with DPs on developing joint programmes for VM ( Ref Section 8 of the TOR for Health, HIV and AIDS Sector Group)</p> <p>An MoU is expected to be signed by August, 2008.</p> <p><b>Agriculture:</b> Though the Ministry reached an agreement with DPs in December, 2007 to have only one sector review for 2008, both parties are yet to agree on a code of conduct with clear guidelines.</p>
	Email data	Report DP missions on central mission tracking website <a href="http://www.countryanalyticwork.org">www.countryanalyticwork.org</a>	Consolidated mission data	Ongoing	DPs	<p>Website developed to enable DPs enter data on their central missions. (<a href="http://www.countryanalyticwork.org">www.countryanalyticwork.org</a>)</p> <p>This will also enable Developing Countries access and track missions.</p>
	MFP 2006	Observe Mission Free Period (MFP): 17 Sept – 16 Nov (200 15 Sept – 14 Nov (2008)	Quite time before budget presentation	Ongoing	DPs	<p>Observance of the MFP has resulted in a substantial reduction of missions.</p> <ul style="list-style-type: none"> <li>• Of reporting DPs, 16 missions took place during the MFP, of which 8 received Government clearance.</li> </ul>

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(10b) Joint country analytic work increases.		Complete joint analytic work: - 2007 PEFA mission (report expected July)  - Joint Review of Support to Independent Governance Institutions  - Social exclusion and Gender Analysis  Joint Assessment of Support to Decentralization (DDF/FOAT)	Joint report	End 2007	GoG, DPs	<ul style="list-style-type: none"> <li>- Completed Nov., 2007.</li> <li>- Completed July, 2007.</li> <li>- Completed Feb., 2008.</li> <li>- Assessment completed in March 2008 and joint aide-memoire issued in April 2008.</li> </ul>

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(10b) Joint country analytic work increases.		Initiated new joint analytic work: - PETS (health, education)  - Rural Investment Climate Assessment  - NREG PER  - Rural Water PER	Joint report	2008	GoG and DPs	- Data collection completed 2007, results expected Sept., 2008.  - Expected completion date of June, 2009.  - Draft report is under review.  - Final report issued May 2008.
		- Agriculture PER  - Joint review of voluntary retirement scheme  - Country Status Report for Health  - Country Status Report for Education  - Joint Assessment of Support to Decentralization (DDF/FOAT)  -				- Draft report is under review.  - No information available  - Expected completion date of Dec 2008.  - Expected completion date of May 2009.  - Assessment completed March 2008 and joint aide-memoire issued April 2008.
<b>Ghana Action</b>	<b>Managing</b>					

Plan	for Results					
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(11) Clear linkages established between GPRS II and annual and multi-annual budget processes	Mixed	Prepare annual sector progress reports in a timely way after completion of FY	Sector PRs	Each March	MDAs	MDAs timely submit their Annual Progress Report ( to call Cpt. Donkor of NDPC) .
	June 2007	Prepare Annual GPRS II Progress Report in a timely way and address findings during subsequent budget cycle	APR released with complete data	Each April	NDPC, MoFEP and MDAs	A draft version of the 2007 annual progress report has been completed. The final report is expected to be ready by June, 2008 for the CG meeting.
	EBPM being re-prioritised	Support core M&E institutions (GSS, NDPC, OoP, MoFEP) to strengthen national monitoring systems	Revised programme	2008-2009	Joint GoG+ DPs M & E working group	<ul style="list-style-type: none"> <li>Joint budget performance review meetings with MDAs instituted between MoFEP, EBPM and NDPC to assure harmonisation in national monitoring.</li> <li>Standard planning templates have been jointly developed to establish linkages between MDAs objectives and approved budget activity implementation, procurement, cash and M&amp;E plans</li> </ul>

<b>Ghana Action</b>	<b>Managing</b>					
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Plan	for Results					
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(11) Clear linkages established between GPRS II and annual and multi-annual budget processes	EBPM being re-prioritised	Support core M&E institutions (GSS, NDPC, OoP, MoFEP) to strengthen national monitoring systems	Revised programme	2008-2009	Joint GoG+ DPs M & E working group	<ul style="list-style-type: none"> <li>MDAs capacity in planning, implementation, monitoring and evaluation has been enhanced through regular interaction with the joint EBPM, MoFEP and NDPC team.</li> <li>A computerized system for tracking implementation has been developed at the Office of the President (OoP) to enhance capacity for monitoring the implementation of programmes at the higher level.</li> <li>GSS in collaboration with NDPC and MDAs is preparing the National Strategy for the Development of Statistics (NSDS) to enable MDAs/MMDAs generate reliable data and get them to be efficient in monitoring programmes.</li> <li>NDPC has prepared a training manual for further training of all stakeholders involved in M&amp;E.</li> <li>GSS has been designated as the sole institution mandated to release data on development.</li> </ul>
	<b>Mutual</b>					

Ghana Action Plan	Accountability					
Country Outcome	Baseline	Planned activities	Expected Outcome	Target date	Responsibility	Current Status
(12) Progress in increasing aid harmonisation and effectiveness in Ghana is verified through an independent assessment mechanism and areas for improvement are identified.	PR for 2006	Carry out self-assessment of Ghana harmonization action plan (G-HAP)	PR for 2007	June 2008	GoG + DPs	Done
	Working papers	Agree on independent monitoring mechanism for aid tracking partnership commitments	Agreed mechanism	End 2007	GoG + DPs	<b>In progress:</b> to be completed by end 2008.
		Carry out first independent evaluation exercise	Report	Mid 2008	Independent evaluators	Not done

<sup>i</sup> DDF/FOAT: District Development Fund ( DDF)  
Functional Organisational Assessment Tool ( FOAT)