

# EXECUTIVE SUMMARY

## INTRODUCTION

Assessments of Development Results (ADRs) provide an independent evaluation of the contribution of UNDP to development results in countries where it operates. The purpose of the ADR is to report on and to learn lessons from the UNDP strategy and operations in the country based on the evidence collected and for programming future activities.

The objectives of this ADR are: (i) to identify progress made towards the anticipated development results of the documents of the past two UNDP programming cycles; (ii) to analyse how UNDP in Ghana added value to the country's efforts to promote its development; (iii) to present conclusions and lessons learned with a view to the organization's future positioning in Ghana.

The ADR covers the period 2002–2010, thus including the two approved UNDP programme cycles 2002–2005 and 2006–2010 (extended to 2011). It will provide input into the next UNDP strategic document for Ghana. It looks at development results at two levels: (i) by thematic area and (ii) by assessing UNDP's strategic position. Within the thematic area analysis, the following criteria have been considered: thematic relevance, effectiveness, efficiency and sustainability. In the case of the strategic position, the following criteria have been applied: strategic relevance and responsiveness; UNDP's use of networks; and comparative strengths and promotion of United Nations values from a human development perspective.

In order to carry out the evaluation, three missions were conducted: a preparatory mission (February 2009); a scoping mission (early

February 2010); and the main mission in March 2010.<sup>1</sup> The ADR was structured to engage the government more actively in the evaluation. The Government of Ghana (GoG) established a National Reference Group chaired by the Ministry of Finance and Economic Planning and comprising senior representation from key central government departments as well as a civil society organization. The Reference Group commented on the Terms of Reference for the ADR, provided inputs at critical stages of the evaluation process and nominated an external independent reviewer.<sup>2</sup>

At the end of the main mission, UNDP Ghana country office received feedback and preliminary findings were shared with the country office and stakeholders. The main report drew on the comments of the UNDP country office, the Regional Bureau for Africa (RBA) and the National Reference Group. A final stakeholders' workshop was organized on 2 December 2010 in Accra and the report was then finalized by UNDP Evaluation Office in December 2010.

## UNDP IN GHANA

Over the two programme cycles evaluated in this ADR, UNDP in Ghana has overall consistently grounded its programmes in the national priorities of the country. These national priorities are reflected in the Ghana Poverty Reduction Strategy (GPRS I) 2003–2005 and the Growth and Poverty Reduction Strategy (GPRS II) 2006–2009, with the overarching goal of achieving middle-income status by 2015. The content of UNDP programmes has remained consistent over the two programme cycles, with

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<sup>1</sup> The ADR had to be postponed from 2009 to 2010, following the extension of the UNDP country programme.

<sup>2</sup> Dr. Dzodzi Tsikata, Senior Research Fellow, Institute of Statistical Social and Economic Research, University of Ghana.

some small shifts in emphasis. In the 2006–2010 programme, there is greater emphasis on supporting ‘upstream’ policy and planning and an attempt to connect this with ‘downstream’ projects. Programme expenditure of UNDP has increased since 2004, alongside an increase in execution rates, thus indicating improvements in efficiencies of the programme. UNDP Ghana has streamlined some of its business and planning processes, but deferred implementation of substantive proposals of its transformation plan.<sup>3</sup> Some of the momentum for change has been lost and there are matters that require urgent attention. Notable among these are the weak M&E, weak knowledge management, and gaps in communication with the broader stakeholder groups outside the government.

## THEMATIC RELEVANCE

Overall, the objectives of UNDP interventions have been relevant to the needs of the organizations it has supported, and to the needs of the ultimate beneficiaries in the communities. Strengthening existing institutions and support to the establishment of new institutions has been relevant in the context of strengthening democratic governance in Ghana as an important pillar for growth and prosperity in the country. In the area of poverty reduction, the objective of building social and economic capacity in communities and districts, reaching out to the most vulnerable and deprived, is relevant and in line with the drive for decentralization, agricultural development and poverty reduction objectives of GPRS I and II. Institutional capacity in the government environmental and energy agencies of Ghana has historically been weak and UNDP’s interventions to strengthen these capacities are most relevant. While project design is broadly compliant with good practice, there are some gaps in UNDP’s approach. Insufficient use is

made of studies to complement the Common Country Assessment (CCA), when designing programmes or projects.

## EFFECTIVENESS

The UNDP programme is effective and making a good contribution to development results in Ghana. UNDP has managed to retain its relevance to national needs and priorities and has been responsive to changes in the political, economic and social context over the two programme cycles. UNDP can demonstrate achievements in a significant number of its programmes.

In the area of **governance**, UNDP has strengthened important institutions for democratic governance, for example, the Electoral Commission. It has also helped to establish new institutions for conflict prevention, namely, the National Peace Council and Regional Peace Advisory Councils, and the Ghana National Commission on Small Arms. These institutions have played an important role in the successful Presidential and Parliamentary elections held in 2008 and UNDP’s contribution to the success of the elections is widely acknowledged. Improving access to justice for poor people has proven to be more challenging and UNDP’s success here is moderate. Its support has certainly strengthened institutions in the justice sector and has been instrumental in the establishment of a high-level forum in the government to address the challenges in the justice sector. The challenges in the justice sector are significant and require substantial resources. Collaboration between the government, development partners and civil society are essential in addressing these challenges.

In the area of **poverty reduction and the MDGs**, UNDP has had notable success in some projects, and less in others. UNDP support for community-based interventions has resulted in improvements

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<sup>3</sup> In order to embark on a transformation process that would reposition UNDP Ghana as a provider of high-quality technical expertise and advice in support of strengthening national capacities for sustainable human development, a transformation plan was developed in 2009. It proposed changes to the structure of the country office and the reengineering of business processes.

in lives of poor people, especially women in the poorest regions of Ghana. There is evidence of enhancement of basic human and social capital of community beneficiaries in the sustainable rural livelihoods projects and in the Millennium Villages Project. A striking achievement in the Bonsaaso Cluster of the Millennium Villages Project is the zero rate of maternal mortality and large increases in health facility deliveries. Community-based interventions have a strong emphasis on building human and social capital, and insufficient emphasis on economic aspects, such as access to microcredit and markets, thus limiting the potential impact of initiatives. Also, community members are empowered and capable of mobilizing themselves into action, but this is not matched by an equally strong advocacy on their behalf by officials in local government.

UNDP support to microfinance institutions has created a market for microfinance and increased earnings of microbusinesses. Gains from UNDP support to private sector advocacy, however, have been modest.

Developing capacity at central government level for pro-poor planning and budgeting, M&E, and statistical capacity are beginning to show positive results, though there still is some way to go. Human Development Reports (HDRs) are good vehicles for advocacy and are seen as an important source of information for policy. The contents and quality of the District HDRs already published raise doubts, however, about the value of future publications in view of UNDP's limited resources.

UNDP is a significant partner in **environmental and energy** issues, and its support has contributed to establishing national policy frameworks that will assist Ghana in its efforts to promote environmental sustainability within the context of climate change. Support to the Ghana

Environmental Conventions Coordinating Authority (GECCA) has assisted the government to coordinate its efforts with regard to important protocols including the United Nations Framework Convention on Climate Change and the Kyoto Protocol, as well as the Convention on International Trade in Endangered Species. UNDP support has also contributed to the strengthening national capacity for disaster risk, and its effective response to the national emergency following the floods of 2007–2008 is noteworthy. There are also signs of success in pilot projects on improving poor people's access to sustainable energy. Pilot projects in sustainable land management, however, are not anchored institutionally and hence there is limited support from the government to scale these up.

## PROGRAMME EFFICIENCY

While UNDP Ghana has made efforts to improve its efficiency, its programme efficiency is not at the level required to achieve its vision of being a knowledge-based development partner that provides high-quality advice and effective technical support. For most of the 2006–2010 programme cycles, Annual Work Plans (AWP)<sup>4</sup> were approved in the second quarter of the financial year, thus leaving between six and nine months for implementation. The amalgamation of AWP, partly in response to corporate trends, has reduced the delays, but has not necessarily improved the quality of planning in the absence of detailed programme documents. UNDP Ghana has made a concerted effort to reduce the number of small projects and this has not been easy in a climate of limited resources. In trying to be responsive to new requests from the government, UNDP continues to run the risk of spreading its resources too thinly. Some programme inefficiencies stem from limited synergies between interventions.

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<sup>4</sup> Annual Work Plans set out the activities and budgets for a collection of related projects and serve as the basis for agreement between UNDP and the implementing partner (in most instances, the Government of Ghana).

## SUSTAINABILITY

Sustainability is a challenge across UNDP Ghana's programme portfolio, though it plays itself out slightly differently in the various thematic areas and across different types of projects. Although all AWP's contain details of threats to sustainability, the risk-mitigation strategies are seldom in place or followed consistently. Explicit exit strategies are the exception rather than the rule.

The governance portfolio deals with issues of a political nature and the sustainability of UNDP interventions are to a large extent dependent upon political will to drive reforms and cooperation among national institutions, as well as on a willingness to commit requisite human and financial resources. Initiatives such as the National Peace Architecture and Community Mediation Centres require legislation to enable them to appropriate sustainable funding from the government.

Sustainability problems are inherent in community-based interventions. Communities must own new initiatives and this takes time. Weak local governance and local government capacity compound the sustainability challenges in community-based interventions, such as those seen in northern Ghana. The absence so far of a strong market orientation of community-based interventions seriously limits the prospect for sustainability.

Prospects for sustainability are enhanced where there is strong government ownership, such as the Multi-Media Incubator Centre and the Community Information Centres projects. Sustainability considerations were built into the design of the projects and the government has been the main funder and driver. By contrast, government ownership of the sustainable land management projects is weak given that primary funding and programme implementation remain outside the government and there are no clear plans for their integration into government programmes.

## STRATEGIC POSITION

In terms of **strategic relevance and responsiveness**, the ADR found that UNDP's programme over the two cycles evaluated has been responsive to the national priorities of Ghana at the broad level. UNDP has also been responsive to changes in the national context and emergencies, for example, directing support to relevant institutions to ensure peaceful elections, supporting establishment of new institutions such as the Savannah Development Agency to focus on the poorer north, and responding to natural disasters such as the floods. Many government and non-government partners experience UNDP as a flexible partner and this is laudable. However, there is a risk that UNDP reacts to ad hoc demands and that strategic issues are deferred.

UNDP is less agile in responding to strategic shifts or emerging issues. For example, its programme for 2006–2010 does not adequately reflect the shift in the government's emphasis to 'growth' in the GPRS II. UNDP poverty reduction interventions remain rooted in a 'poverty' paradigm rather than a 'growth' paradigm. UNDP is in the process of fully articulating its response to the oil and gas issue. It has commissioned a HDR for the Western Region where oil has been discovered and will use this as the basis for its response. A well-considered approach to such an important issue is commendable, but timing is also important. The pace at which UNDP is developing its response could be accelerated without compromising on the quality, relevance and integrity of the response.

UNDP Ghana has a **comparative strength** in developing catalytic and innovative interventions with limited financial resources. Its challenge is to make the benefits of these interventions sustainable. UNDP officials are valued for their technical expertise. In the area of governance, UNDP's non-partisan role in politically sensitive issues has earned respect for the organization. There are areas of comparative strength that are relatively underexploited. For example, UNDP's collaboration with the rest of the United Nations system is good but there are missed opportunities such as

in the Access to Justice programme. Facilitation of South-South cooperation by UNDP has been good and the organization has provided electronic support to the government for ratification and domestication of the Economic Community of West African States protocols. Government partners believe that UNDP could do more in facilitating South-South cooperation.

Promoting **United Nations values** has been prominent in UNDP Ghana's programmes and activities. UNDP has provided extensive support to Ghana's efforts to achieve the MDGs, through advocacy work and through strengthening central bodies such as the National Development Planning Commission and Ghana Statistical Services. UNDP Ghana has maintained the empowerment of women and gender equity as a notably high priority in its programming, especially in the governance thematic area. The very evident programming and support to achieve gender equity is something that deserves high praise for the country office. UNDP's programming has focused explicitly on poor people and disadvantaged groups, especially those living in the poorer regions of the country. In promoting access to human rights, UNDP has focused on vulnerable groups such as women and children. Importantly, UNDP has paid attention to marginalized groups, namely, prisoners. However, there is a gap in targeting other marginalized groups such as people with disabilities.

The assessment of UNDP as a partner for policy dialogue is unambiguously positive with representatives of the government, whether from the present or previous administration. UNDP has the position of trusted adviser and a highly esteemed partner not rivalled by any other multilateral organization. UNDP has not leveraged this privileged position sufficiently to build national ownership of the development agenda with a broader range of stakeholders. For a number of years UNDP provided support to develop capacity of civil society to engage the government on substantive policy issues and funded innovations such as the Governance Issues Forums. However, the nature of UNDP's

engagement with civil society over the past two years has changed. Some civil society organizations perceive a reluctance by UNDP to engage in substantive policy dialogue. It has been a challenge for UNDP to engage with a civil society sector as there are major internal issues within the umbrella organization. UNDP has begun to build strategic partnerships with the private sector and this area of the organization's work holds promise. UNDP's engagement with other development partners is mostly on programmatic issues and there is limited dialogue on substantive policy issues.

## CONCLUSIONS

The objective of this evaluation is to analyse how UNDP positioned itself in Ghana to add value to the country's development efforts, and to identify progress towards development. The evaluation arrives at the following conclusions:

**Conclusion 1: UNDP has made a substantial contribution towards Ghana's development. It is regarded by both past and present government administrations as a highly valuable development partner, willing to walk alongside the government to achieve Ghana's development ambitions. UNDP has engaged significantly at the policy advisory and community level but there are gaps with local governments.**

UNDP interventions throughout the programming periods targeted the major challenges of the national agenda of wealth creation and poverty reduction. The concentration on problems of marginalized communities, gender, vulnerable groups and deprived areas of Ghana – in particular the North-South divide – has contributed to creating awareness and political action in favour of decentralization and equitable development. An important achievement is the mainstreaming of the MDGs into Ghana's national planning system. Continuous UNDP advocacy for the MDGs and focus on their attainment in downstream interventions have contributed successfully to passing this milestone.

UNDP initiatives were instrumental in the establishment of new institutions and in the strengthening of existing ones. The National Architecture for Peace, in particular the National Peace Council, represents one of the most significant contributions of UNDP. The quality of UNDP's advisory work in the area of conflict resolution is noteworthy and the establishment of the Ghana National Commission on Small Arms is another example. In the area of environment and energy, UNDP support has been instrumental in the development of national policy frameworks and the mainstreaming of environmental issues into planning. UNDP has maintained a consistent development focus on developing capacity for the implementation of policies, strategies and plans in environment and energy.

In addition to its work at the policy level, UNDP has nurtured a valuable portfolio of activities at the field and grassroots levels, notably in the thematic areas of energy and environment (sustainable land management, alternative sources of energy) and sustainable livelihoods (Millennium Development Village, shea butter, microfinance, micro, small and medium enterprises).

UNDP has a sound track record at the upstream and downstream levels, with perhaps a gap at the middle level, that is, support to the process of decentralization and local economic governance. While punctual support may have been given to local governments, support to their capacity development has not, so far, been central to the UNDP programme, although new initiatives are planned. UNDP piloted the preparation of District HDRs in three districts. The intention to expand to 12 districts inspires a note of caution. In view of their current format, contents, and in the absence of a strategy for diffusion and stocktaking, it is not granted that these reports will provide a solid basis for planning development activities or institutional strengthening at the district level.

**Conclusion 2: UNDP has a strong partnership with the Government of Ghana and state actors**

**and is recognized for its substantive policy dialogue contribution. It is regarded by the government as a trusted adviser. UNDP, however, has not leveraged this privileged position sufficiently to enhance national ownership of the development agenda by a broader range of stakeholders. Its narrow engagement with other development partners limits opportunities for dialogue on substantive policy issues that could benefit the government.**

Engagement with civil society has been a feature of UNDP programmes over the two programme cycles, but the nature of the engagement has changed over time. UNDP's partnership with civil society over the last two years of the current programming period has been low key in contrast to previous years. There are a number of civil society organizations involved in UNDP projects, particularly the community-based interventions in sustainable livelihoods and in environment and energy projects. However, the policy dialogue and advocacy that were characteristic of UNDP's engagement with civil society in the first programme cycle, is no longer evident. The lack of clarity regarding the status of the Civil Society Resource Centre has reinforced perceptions of civil society that UNDP is not supportive of their capacity development and does not engage sufficiently with civil society on policy or advocacy matters.

UNDP is steadily building partnerships with the private sector, both as financial contributors to development interventions, and as beneficiaries of UNDP capacity development interventions. The strategic partnerships with the private sector are primarily partnerships with international companies such as the MTN Ghana Foundation, Cadbury and IBM. UNDP does not engage them in policy dialogue. UNDP has supported the Private Enterprise Foundation to engage in dialogue with the government on the Private Sector Development Strategy and the business regulatory environment but the foundation has limited membership and representation.

UNDP cooperates with other development partners on a number of projects. These partners appear to have limited in-depth knowledge about what UNDP does, a matter that could be rectified with improved communication by UNDP. This is partly a reflection of UNDP not consistently communicating the contents of its programmes and its successes. Limited resources for communication also contribute to the problem and not being able to adequately fund post-launch activities for the HDR is a matter of concern. The engagement with other development partners, including emerging partners for Ghana, could be made more substantial with assistance from the Ministry of Finance and Economic Development to create space for such dialogue.

UNDP's good relationship with the government is essential for its effectiveness in the country and must be preserved. The country office strives to maintain a balance in its relationship with the government and stakeholders with divergent interests and this is not an easy task. The evaluation showed that UNDP's high responsiveness resulted in its interventions becoming more vulnerable to shifting government backing and changes in political priorities. For instance, UNDP's agreement to support the newly established Constitutional Review Commission has meant a reduction in support to other projects in the governance portfolio.

**Conclusion 3: UNDP promoted a number of pilot initiatives, particularly in the domain of rural livelihoods and energy and sustainable environment. While promising, these pilot activities have reached a limited number of community and final users and served them for a limited time. Access to market and pro-poor growth initiatives are not sufficiently emphasized and constrain sustainability. Without an explicit strategy that includes measures for national ownership, capacity building and lessons learning from pilot activities, the Government of Ghana and other national and international partners will not be able to expand**

**and sustain these pilot activities, and coverage will remain scant.**

The support provided by UNDP has given space to the government to test new and innovative solutions to development challenges. The Multi-Media Incubator Centre and the energy projects are some examples of innovative approaches to development. The ambitious agenda of community-based interventions such as the Sustainable Rural Livelihoods Programme and the Millennium Village Project have provided space for testing alternative approaches to development in the most deprived areas of the country. UNDP has, through these interventions, created the potential for achieving the goals set for sustainable development.

Yet, due to the exploratory nature of these activities and limited resources, coverage of beneficiaries is still very limited. Two emerging issues are how to ensure sustainability of the benefits and how to increase coverage. Strategies for sustainability are not always in place or are not clear. In several cases, grassroots initiatives had been incubated through the involvement of academia and non-governmental organizations but with limited involvement of public entities. Not in all cases was commitment clear from the Government of Ghana or from other international development partners to support and expand these experiences with the risk that they be confined to individual micro showcases. Involvement of local governments may be a key element. While scaling up of these pilot interventions is not the responsibility of UNDP, it should build into the design of catalytic or pilot projects how these can be scaled up and made sustainable.

Some design flaws need to be addressed such as the limited or belated focus on income generation, cost recovery, micro and small business growth and access to markets. There is no doubt that addressing basic human capital (health, literacy) is essential and laudable. Yet waiting, as in the Millennium Village Project, three or

more years before working on concrete economic opportunities for which demand is high from beneficiaries can be a serious limitation. Not enough attention is paid to economic fundamentals such as enterprise budgets, profitability, and access to financial services and to markets for final products.

**Conclusion 4: UNDP Ghana is recognized for its substantive capacity and positive contribution to Ghana’s development agenda. There are inefficient and ineffective business processes and operational issues in the country office that, if left unattended, could de-motivate staff and undermine the achievements of UNDP Ghana.**

The quality of planning in the country office is an area of concern and has an impact on the execution of projects, both in terms of the rate at which funds are spent, and also on the quality of the spending. Delays in finalizing annual plans reduce the time available for project execution.

The challenges of UNDP’s financial management system, Atlas, are noted and can only account for part of the delays in payments to vendors or cash transfers to implementing partners. With the majority of projects requiring direct payment to vendors, there is a significant administrative burden placed on the office.

The country office transformation plan identified ways to steer the office in the direction of its new vision. The office has made some improvements in administrative processes, but has deferred implementation of the more substantive initiatives. Delays in fully implementing the transformation plan are understandable to some extent, but the effect is that the office has been in limbo on these critical issues.

**Conclusion 5: Knowledge management, information management and M&E in the country office are not effective. M&E is weak, thus limiting opportunity for UNDP to benefit from lessons learned and make the necessary improvements or changes to a programme or project.**

Robust M&E is a prerequisite for codifying lessons and generating knowledge from pilots and downstream work to influence upstream policy work. The weakness in M&E in the country office is not merely a reflection of the office’s capacity constraints in this area. It is also a reflection of the serious limitations in M&E capacity of national partners. The quality of reporting from national partners is in many instances inadequate and the country office lacks the capacity to provide the necessary support and guidance. Related to the M&E challenge is the poor state of knowledge management in the country office. It is difficult to communicate consistently and effectively if information needed is not immediately available, but dispersed in the minds and computers of individual staff members. Knowledge and information are as much country office assets as are funds, and must be managed better for UNDP to perform its functions effectively.

## RECOMMENDATIONS

**Recommendation 1: UNDP Ghana should bolster its advisory capacity to support Ghana’s transition to middle-income status. It should ensure that its portfolio reflects the dynamic environment in Ghana as the country continues its journey of building an inclusive society and prosperous nation. Central to this is UNDP’s continued advocacy for a human development approach to Ghana’s growth and development agenda.**

In practice, this means UNDP should be positioned to provide the government with high quality advice and access expertise to deal with complex challenges. The economic opportunities and challenges associated with oil and gas are a case in point. In keeping with its human development agenda, UNDP Ghana should focus advising on policies that benefit poor people and women, and address the inequalities in the country.

The portfolio of work could include advisory work on local economic development and fostering private-public sector partnership for development. UNDP strategic policy advice should draw on



practical experience at the grassroots level and UNDP should retain a portfolio of catalytic projects. UNDP should place a higher priority on the market-oriented economic activities in catalytic community-based projects to enhance their prospects of sustainability.

UNDP should also intensify its support for South-South cooperation and support Ghana's role as an increasingly important player in regional political and development agenda.

**Recommendation 2: UNDP Ghana should continue its efforts to strengthen democratic governance, focusing on providing advice to strengthen the knowledge and skills base of national partners. It should also continue to advocate for appropriate resourcing of governance institutions that are essential for maintaining the positive trajectory for democratic governance in Ghana.**

Strengthening of democratic governance should be done in the context of the government's policy on decentralization. UNDP should extend its efforts at strengthening governance institutions to the district level of government. In this regard, UNDP should evaluate the effectiveness of District HDRs as a means of strengthening local governance.

**Recommendation 3: UNDP Ghana should focus its efforts on strengthening the capacity of the government to respond to climate change in the national, regional and global arena.**

This means strengthening the government's capacity to negotiate agreements and enforce policies and regulations. While the emphasis of UNDP efforts should shift towards policy advice, it is recommended that grassroots projects be used to inform policy.

**Recommendation 4: UNDP Ghana should support building national capacity for M&E in Ghana. This should be done in partnership with other United Nations organizations in Ghana.**

UNDP should plan jointly with other United Nations organizations to build national capacity for M&E, taking into consideration initiatives that are already being implemented by the various agencies. In this regard, UNDP's current support to building national statistical capacity and supporting central planning and oversight should be taken into consideration. While the focus of UNDP's efforts should be on building capacity in the government, it should also consider how it can contribute to building capacity in non-government institutions.

**Recommendation 5: UNDP Ghana should improve its dialogue with a broad range of stakeholders, in particular, civil society and the private sector, to enhance partnerships and foster national ownership of UNDP's interventions.**

UNDP should create space for strategic dialogue with civil society and the private sector on development issues and so deepen the quality of its partnership with these stakeholders. UNDP should also leverage its position as 'trusted adviser of the government' to engage other development partners in substantial policy dialogue on important development issues.

**Recommendation 6: UNDP Ghana should transform itself into a knowledge-based advisory organization. UNDP needs to improve its knowledge and information management in all areas of its work, strengthen its internal M&E systems and improve its communication.**

The knowledge and information management system should ensure not only the basic availability and tracking of key electronic documentation on the portfolio, but also identify roles and responsibilities of UNDP officials and implementing partners for ensuring that information is accurate, reliable and that knowledge sharing takes place.

UNDP should ensure that it builds the requisite internal capacity for effective M&E. This includes ensuring that it has the requisite staff complement and skills to perform this important function; that the evaluation plan is implemented rigorously; and

that lessons emerging from evaluations are documented and disseminated internally and to relevant stakeholders and partners.

UNDP should upgrade its communication strategy and communication skills of UNDP staff in order to communicate its work more effectively. It should pay particular attention to disseminating its publications as these provide useful opportunities to exchange ideas with external stakeholders about UNDP's work.

**Recommendation 7: UNDP Ghana should expedite implementation of improvements to its business processes and operational capacity, and align these with the new strategic direction of the country office.**

Actions taken to date to streamline processes and restructure the country office for improved operational capacity should serve as a basis for improving the overall efficiency of UNDP Ghana.

Particular attention should be given to dealing with the challenge of varied quality of planning and reporting. Formats for programme and project plans and progress reports should be standardized and quality assured more rigorously.

**Recommendation 8: As part of its transition to a restructured portfolio, UNDP Ghana should develop sustainability plans and exit strategies in key areas of its programme. This should be done in agreement with the Ministry of Finance and Economic Planning, implementing partners and responsible parties, and other critical development partners in Ghana.**

The sustainability plans and exit strategies should be explicit about how sustainability will be achieved, who will be responsible for ensuring implementation of the plans and strategies, and should provide a time frame for UNDP's gradual disengagement.