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Country and intercountry programmes and projects

FOURTH COUNTRY PROGRAMME FOR GHANA

Note by the Administrator

I. PROCESS OF THE PROGRAMMING EXERCISE

1. Preparation for the fourth country programme began at a relatively early stage in Ghana. Indeed, the mid-term review of the third country programme in November 1984 concluded with the representatives of the Government, United Nations system agencies and UNDP agreeing on the identification of two major themes to adopt for the fourth country programme as well as for the remainder of the third. These two themes related respectively to planning and rural development and reflected national development strategies and technical assistance priorities as indicated in the Country Programme document.

2. Both themes were chosen as the two proposed objectives for the fourth country programme in the note of the Resident Representative. This note was finalized in September 1986 with assistance from UNDP headquarters and following consultations with local representatives at United Nations system agencies. The note's proposals for the fourth country programme were subsequently discussed with other donors. At the same time, the UNDP Resident Representative held a series of meetings with sectoral Ministries and the Ministry of Finance and Economic Planning. As a result of these discussions, the proposals made in the note were broadly agreed upon, but with the addition of a third programme objective relating to the strengthening of Ghanaian institutions which provide consultancy services and training in planning and management. The Government decision to include a third objective arose from its concern to enhance indigenous human resource capacity to support its recovery programme better.

3. In the light of this agreement, other donors and United Nations system organizations, including the United Nations executing agencies, were consulted at various stages throughout this process. As a result, appropriate linkages between UNDP assistance and the aid being provided by other donors were identified, and in some cases, co-financing and cost-sharing contributions were agreed upon and documented.

4. The draft country programme document was subsequently formulated and adopted by the Government.

## II. THE FOURTH COUNTRY PROGRAMME

5. The Government of Ghana has decided upon a second phase of its Economic Recovery Programme, first launched in 1983, which will extend through 1988. During this latter phase, the intent of the Government is to move from its macro-economic recovery emphasis to that of sectoral and rural development through decentralization of planning and economic management.

6. Now that there is a moderate recovery of confidence in the country's export capacity and fiscal rehabilitation, the Government faces the exacting task of reviving a human and institutional response to the economic measures in progress. More than ever, the Government itself recognizes the need to bolster its own administrative and training mechanisms, as well as those posited in the private sector, in order to ensure a successful outcome of the Recovery Programme. It also places greater focus on encouraging fuller participation by women in the Ghanaian rural development and planning process.

7. The fourth country programme mirrors these concerns and new directions, and UNDP will place a renewed emphasis on using its own and other resources to meet the requirements of Ghana. UNDP collaboration with the World Bank and the International Monetary Fund (IMF) in assisting the creation of a pivotal socio-economic model within carefully crafted government parameters also deserves special consideration. The Administrator shall continue to seek effective dialogue with all donor partners in order to realize these set objectives, within and outside the Consultative Group process.

8. The Administrator has noted the need for expanding the pool of available resources by more effective use of financial measures such as co-financing and cost-sharing. In the case of Ghana, UNDP has substantially increased by one third (over \$5 million) essentially through the cost-sharing principle that non-IPF resources be employed in implementing the programme.

9. The fourth country programme has three objectives: (a) to strengthen government planning and management capability; (b) to promote grass-roots participatory rural development; and (c) to strengthen Ghanaian institutions providing training and consultancy services.

10. All three objectives are linked by the Government-conceived theme of human resource development in support of economic recovery and rural self-reliance. The fourth country programme will emphasize this theme by its expanded support for training and strengthening training institutions (14.7 per cent), its core commitment to government planning/management mechanisms (50.1 per cent), and its innovative encouragement of a decentralized rural development policy (25.9 per cent). A substantial contribution will continue to be made to agriculture (28 per cent) as a pre-eminent sector of focus; however, as in the third country programme (23 per cent), the sector receiving the largest share of resources is that of general development issues, policies and planning (29.2 per cent).

11. An important aspect of the implementation of the fourth country programme will be to further refine Ghanaian national technical assistance requirements through a NTCAP exercise in 1987. A preliminary mission took place in December 1986. Following completion of the assessment, further determination of projects, in particular to strengthen public administration and training, will occur in the context of the first and fourth objectives of the fourth country programme. For this purpose, unprogrammed reserves have been set aside to respond to NTCAP and other recommendations arising from ongoing reviews of the Ghana country programme.

### III. MANAGEMENT OF COUNTRY PROGRAMME

12. During the latter half of 1987, several large projects will be designed as a result of the NTCAP exercise. Other project documents, already being prepared, will also be approved for implementation at that time.

13. A mid-term review of the programme is envisaged in 1989 to be conducted, for the most part, by Ghanaian consultants who will prepare various studies. Up to \$60,000 from the Umbrella Planning Studies Project (GHA/85/010) is set aside for purposes of this review. National expertise and assistance from technical co-operation among developing countries (TCDC) are seen as cost-effective modalities for programme implementation, notably for the achievement of the third objective to strengthen Ghanaian institutions providing training and consultancy services.

14. The UNDP field office is being strengthened in order to effect better aid co-ordination with the Government and other donors. In particular, the addition of the field economist will assist UNDP to increase greatly its capability to co-ordinate and rationalize a comprehensive approach to monitoring and evaluating the interlinking programme activities.

### IV. RECOMMENDATION OF THE ADMINISTRATOR

15. The Administrator recommends that the Governing Council approve the country programme for Ghana.

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