

Joint Evaluation of the Ghana – Denmark Development Co-operation from 1990 to 2006

Appendices

August 2008



Table of Contents

1	Appendix 1: Some methodological details	1
	1.1 How to make the evaluation approach less cumbersome?	1
	1.2 Scope and focus of the evaluation	1
	1.3 Tools to be applied – and the role of the perception study	4
	1.4 Abundance of literature	4
2	Appendix 2: Evaluation schedule	5
3	Appendix 3: Persons met	7
4	Appendix 4: A thematic chronology of major events relevant for Ghana-Denmark development co-operation (1989 – 2007)	17
5	Appendix 5: Danida’s harmonisation targets 2004 – 2008, and current status	22
6	Appendix 6: Detailed budgetary information	25
7	Appendix 7: Danida’s support to the energy sector: An overview	38
	7.1 Context	38
	7.2 Danish support	38
	7.3 Assessment	40
	7.4 Details of supported projects	40
8	Appendix 8: Danida’s support to agriculture and environment: An overview	47
	8.1 Context	47
	8.2 Danish Assistance	47
	8.3 Assessment	48
9	Appendix 9: The role of the Local Grant Authority	51
10	Appendix 10: Bibliography	55

List of Tables

Table 1:	Structure of the grid.....	2
Table 2:	Sector-specific set of EQ.....	3
Table 3:	Evaluation milestones.....	5
Table 4:	Denmark-Ghana Development Co-operation: Danish expenditures per DAC sector and year 1990-2006 (in DKK).....	25
Table 5:	Sector programme support and other larger programmes and projects.....	26
Table 6:	Major projects above DKK 3m.....	27
Table 7:	NGO projects above DKK 3m 1990-2006.....	28
Table 8:	Locally approved projects 1991-2007.....	29
Table 9:	Energy sector programme support and other larger programmes and projects.....	38
Table 10:	Summary of environmental projects supported from 1994 – 2005 (above DKK 2m).....	47
Table 11:	Minor projects under the Local Grant Authority.....	52

List of Figures

Figure 1:	Danish expenditures for the energy sector from 1990 to 2006	39
Figure 2:	Number of projects started under LGA financing per year (1991-2006)	51
Figure 3:	Amounts allocated to projects under LGA financing per year (1991-2006)	51

List of Boxes

Box 1:	Solar Lighting and Water Pumping in Northern Ghana: A case for an innovative project supported under LGA	52
Box 2:	Some organisations supported under Local Grant Authority	53

1 Appendix 1: Some methodological details

1.1 How to make the evaluation approach less cumbersome?

Apart from hard facts such as numbers of classrooms built or teachers trained, the evaluation is about perceptions – what people think about a special event, a particular change, and so on. It was for the evaluators to first document perceptions from interviews or questionnaires, and then to analyse, compare, put into perspective, triangulate, and so on. Furthermore, it is often the same type of interviewee that can provide both perceptions and hard facts. Therefore, the team did not distinguish groups that would only be addressed through the perception study, but rather tackled this issue from the following angle:

- What does one need to know?
- Who or what is the most appropriate source of information? (not all information that seems reliable needs to be researched again from primary data sources, except for cross-checking where doubts exist)
- What is the best way of obtaining this information? Reading statistics, interviewing individuals, a sample of people, a focus group, a SWOT workshop...

With this in mind the team integrated the perception study, as a valuable evaluation tool, into the overall evaluation methodology that provided interesting answers to a series of specific questions. The team used part of these answers to produce a separate perception study report.

1.2 Scope and focus of the evaluation

As most of the interview partners have confirmed, the evaluation's TOR are of a rather broad and all-embracing nature, with considerable overlaps between the "headings". Even in the tender the team tried to re-structure this complexity, a process it has since continued, finally focusing on a more limited although still considerable number of **Evaluation Questions** which cover the issues mentioned in the TOR. To be able to answer these questions, the team applied:

- **Judgement Criteria:** A judgement criterion specifies an aspect of the evaluated intervention that will allow its merits or success to be assessed. Whilst "judgement criterion" is the appropriate word, an acceptable alternative is "reasoned assessment criterion". The criterion is used to answer an Evaluation Question. One or more judgement criteria are derived for each question, the purpose being (1) to avoid subjectivity and to formulate judgements on accepted terms, (2) to improve the transparency of the evaluation by making the judgment explicit, (3) to structure the answers to the questions asked, as the judgement criteria will determine the indicators and, more generally, the nature of the data collected and the type of analysis.¹
- **Indicators:** Data may be collected in a structured way by using indicators which specify precisely which data are to be collected. An indicator may be quantitative or qualitative. In the latter case the scoring technique may be used. The purpose is (1) to collect and process data in a form that can be used directly when answering questions, (2) to avoid collecting an excessive amount of irrelevant data and focus the process only on the questions asked²

The Thematic Papers reflect this approach, visible in the chapter headings and the synthesis report.

The process of restructuring the TOR has led the team to two sets of Evaluation Questions (EQs):

- a general set, a number of EQs being applied to each sector;

¹ See: http://ec.europa.eu/europeaid/evaluation/methodology/methods/mth_ind_en.htm

² See: http://ec.europa.eu/europeaid/evaluation/methodology/methods/mth_ind_en.htm

- a sector-specific set, namely EQs for each main sector, based on the TOR and on the first analysis of documents.

The following grid shows the framework within which the team answered the questions. It helped define the scope of the questions, the type of information researched, and shows how the team sought to generate the information. Details for each question are provided in the Thematic Papers following the structure of this grid.

Table 1: Structure of the grid

<i>Heading level</i>	<u>Heading according to the TOR</u>
<i>Aspect</i>	Aspect according to the TOR
<i>Question</i>	<u>Text of the question</u>
<i>Comments</i>	Why is the question asked?
<i>Scope</i>	What does the question cover?
<i>Judgement criterion / criteria</i>	How will the merits and success of the co-operation be assessed? (serves as an intermediary step before defining and refining the indicators)
<i>Comments on the criteria</i>	Any observation to help clarify the meaning of the criterion
<i>Indicator(s)</i>	Which data will help assess the merits and success?
<i>Comments on the indicators</i>	Any observation to help clarify what the indicators denote
<i>Analysis strategy</i>	Type(s) of analysis to be applied: change analysis, meta-analysis (rather unlikely in the given context), attribution or contribution analysis
<i>Investigation areas</i>	Areas in which data are to be collected and analysed
<i>Information sources and data collection tools</i>	Description of the origin of the data (complemented later in the process by questionnaires, scripts for focus groups, etc.)
<i>DAC criteria covered by the question</i>	Relevance, efficiency, effectiveness, impact, sustainability, coherence

1.2.1 The general set of EQ

Based on the TOR, a set of general EQs has been prepared, which this synthesis report tries to address (see Table 2 in the Synthesis Report).

1.2.2 The sector-specific set of EQ

The TOR ask: “**Did Danish assistance have any impact on key social and human development indicators?**” (see TOR 5.3.2.), a question that complements the general question under heading 3 of the TOR: “**What has been the value-added to Ghana’s development by Danish assistance?**”

In order to be able to identify and assess impacts produced in the different sectors, the starting point had to be the stated intentions: this entailed identifying the kind of impacts or outcomes envisaged by the different programmes. The bases for this data were the Country Programmes and subsequent planning documents wherever required. It is against these stated objectives and impacts that the evaluation assessments were made. Below are set out the EQ for each of the main support sectors, based on the documents mentioned.

Relevant details for each of the questions, in accordance with the grid presented above, are specified in each Thematic Paper, and in the sector-specific impact diagrams. Most sector-specific EQs have been derived from the sector diagrams – mainly from the level of outcomes or the intermediate impacts of the diagrams, thus allowing conclusions to be drawn in this report and in a cross-sectoral analysis regarding the overall impact of Danida support.

Table 2: Sector-specific set of EQ

<i>EQ</i>	<i>Question</i>
Reference:	To what extent has Danish assistance contributed to improving outcomes in the sectors (and regions) supported, with a view to impact on key social and human indicators?
Transport sector:	
A	To what extent has continuous Danida support for the transport sector since 1992 contributed to broad social development and increased economic growth thus leading to reduction of poverty?
Water sector:	
<i>Water supply and sanitation</i>	
B	To what extent has Danish assistance contributed to improved sustainable access to safe drinking water and sanitation facilities?
C	To what extent has Danish assistance contributed to increased access to sustainable environmental sanitation facilities in the target regions?
D	To what extent has Danish assistance contributed to improved behavioural patterns with respect to use of safe water and sanitary facilities in targeted communities?
E	To what extent has Danish assistance contributed to improvement of capacity of the community to manage water supply and sanitation systems?
F	To what extent has Danish assistance contributed to water and sanitation being affordable by the poor?
G	To what extent has Danish assistance in water and sanitation contributed to reduction in gender inequalities?
<i>Water resources management</i>	
H	To what extent has Danish assistance contributed to the promotion of sustainable water resource management in Ghana?
<i>Capacity development</i>	
I	To what extent has Danish assistance contributed to enhancing the capacity of key actors in the sector to perform their respective roles and responsibilities?
Business sector:**	
J	To what extent has Danida support contributed to strengthening the legal sector and the judicial environment for business?
K	To what extent has Danida support contributed to strengthening the culture for business?
L	To what extent has Danida support for business development instruments – socially and geographically balanced - contributed to enhanced development of growth oriented MSMEs?
M	To what extent has Danida support contributed to increased benefits from the multilateral trading system and the globalisation process?
Health sector:	
N	To what extent has Danida support contributed to enhanced performance of health service delivery
O	To what extent has Danida support contributed to improved access to health services, especially for the poor and vulnerable?
P	To what extent has Danida support contributed to improved capacity of the PCH training institutions in order to enhance quality of health services(Primary Health Care)?
Q	To what extent has Danida support for the health sector contributed to improved status and quality of life, especially for the poor
R	To what extent has Danida support for the health sector contributed to the reduction of gender inequalities in access to health services
S	To what extent has Danida support for the health sector contributed to efficient and sustainable health financing
Good governance/human rights:	
T	To what extent did Danida support help in promoting Human Rights, transparency and accountability through key governance institutions, such as CHRAJ, parliament, NGP, the judiciary, Electoral Commission, NCCE, NMC?
U	To what extent has Danida support enhanced progress towards the implementation of a comprehensive action plan for decentralisation including fiscal reform?
Gender	
V	To what extent did Danida support for gender specific interventions contribute to gender equity and

<i>EQ</i>	<i>Question</i>
	equality and gender mainstreaming in Ghana in line with the poverty reduction strategies?
	<i>* The water sector can easily be split into three sub-areas, each with their own objectives and characteristics. Therefore, questions for the water sector have been located at the level of these areas. Thus they are asked at a less aggregated level than for the transport sector, which explains their number.</i>
	<i>However, the transport question as such contains the relevant elements for assessing success. Please note that it is just a matter of presentation.</i>
	<i>** Strengthening the Labour Market: Implementation of this intervention is thus outside the relevant period 1990-2006 and therefore not covered by the Ghana country programme evaluation.</i>

1.3 Tools to be applied – and the role of the perception study

The main tools applied can be summarised as follows:

1. Document analysis and comparison
2. Interviews: individual, in group, with semi-structured interview guides
3. Focus groups

The TOR describe the perception study as a major element of the evaluation. The team consider this “study” a part of the normal evaluation process, as it is about capturing opinions, perceptions, attitudes, and the judgements of stakeholders involved in Danida support to Ghana. Interviews capture such opinions well, and focus group interviews are an especially suitable tool in this context.

The team envisaged a number of focus groups, in order to provide rapid and in-depth understanding of a number of issues emphasised in the TOR. The local conditions during the time of the fieldwork – reduced availability of government stakeholders due to preparation of annual budgets, overlap with other missions – and a general refinement of the approach led to a reduction in focus group meetings at “central level”, that is in Accra; it proved impossible to bring together major ministerial-level stakeholders involved in Danida support over the years, and they had to be interviewed individually.

Therefore only two focus groups, with the business sector and with staff of the University of Ghana, were implemented in Accra, while at the level of beneficiary communities focus group meetings were held as envisaged. The team placed emphasis on recruiting a rather homogeneous group of participants; meetings were implemented according to carefully-prepared formats and recorded for subsequent reference. The respective formats are shown in the related Thematic Papers.

The TOR had suggested joint a government-donor SWOT analysis workshop. After discussion with EVAL, this approach was abandoned in favour of individual discussions with donors involved in those sectors in which Danida is also involved, on the subject of perceptions of implementation modalities, and using SWOT elements. The range of questions considered is presented in **Fejl! Henvisningskilde ikke fundet.** in the Annex.

1.4 Abundance of literature

More than 1,000 documents had been collected by the pre-study stage; additional documents were amassed by the Evaluation during the evaluation process, to the extent that the database now includes more than 2,900 documents in 2 GB of hard disk space. The team has tried to focus on the major documents, acknowledging that it is impossible to “digest” all the data covering 17 years of co-operation. It should be noted that abundant information was available or could be retrieved from numerous sources in Ghana only for the more recent years. The earlier the years for which the team tried to obtain information, the more difficult it proved; often no electronic files were available so that scans and hard copies had to be used.

2 Appendix 2: Evaluation schedule

Table 3: Evaluation milestones

<i>Phases</i>	<i>Date / remark</i>	<i>Activities</i>	<i>Outputs</i>	
<i>Starting Stage</i>	Until 9 May 2007	Understanding of terms Draft technical part of the tender Proposal of expert team Calculation of budget Tentative Time Schedule	Tender (proposed team, budget, timing and approach)	
	14 May	Pre-study delivered, including more than 1,000 references		
	25 May	Contract signature	Contract	
	4 June – 8 June	Hold briefing meeting in Copenhagen, first interviews (team leader, J. Estrup)	Minutes of meetings	
	Ongoing (throughout mission)	Collect and analyse key documents, exchange of information between team members		
<i>Phase 1: Inception Phase</i>	Until 5 July	Reconstruct the intervention logics of Danish support		
	Ongoing during phase	Further specify information requirements for Inception Phase		
	<i>Structuring Stage</i>	26 June – 5 July	Team leader to undertake pre-visit to Ghana, including team-building, and first logistical preparations of the mission; meetings with NDPC, MOFEP, Embassy; final selection of venue for RG meeting	Draft Inception Report
		Ongoing during phase	Draft interview guides for Inception Phase	
	Until 15 July	Adjust and fine-tune evaluation matrix, including methods/tools for data collection and analysis, develop working hypotheses		
	16 July	Draft and submit draft Inception Report		
	20 July	RG meeting Copenhagen		
	26 July	Prepare and implement 1 st workshop in Accra (participants from evaluation team: all except John Clifton)	Suggestions by <i>Evaluation Management</i> and RG for amending report	
		Travel to Ghana by Team leader and Expert business sector		
	<i>Final Stage</i>	21 August	Submission Inception Report, including appropriate methods/tools for data collection and information analysis	Final Inception Report
21 August		Finalise logistical preparations for field mission (meeting dates, vehicles, support...) Collect data and information in Ghana: interviews, focus groups, perception study... Verify hypotheses	Detailed field mission planning	
<i>Phase 2: Field Phase</i>	21 August – 13 September*	Organise de-briefing with Embassy and other stakeholders Synthesise preliminary findings Debriefing of field work	Synthesis of preliminary findings	

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

<i>Phases</i>	<i>Date / remark</i>	<i>Activities</i>	<i>Outputs</i>
<i>Phase 3: Final Reporting Phase</i>	14 September – 1 November	Draft and submit Thematic Papers, including paper on “Context and framework conditions in the assessment of Danida support to Ghana” (by October 1)	Thematic Papers
	14 November	Prepare and submit Draft Synthesis Report	Draft Synthesis Report
	December 3, 2007	RG meeting in Copenhagen	Minutes
	December 12, 2007	Prepare and implement 2 nd RG workshop in Accra	Suggestions by Evaluation Management and reference group for amending reports
	31 January 2008	On the basis of received comments prepare Final Synthesis Report and Thematic Papers and submit them	Final Synthesis Report, Final Thematic Papers
	February 2008	Workshop in Copenhagen (presentation of Final Report)	Powerpoint Presentation
	February 2008	Draft evaluation summary	Evaluation summary
February 2008	Draft ‘Post-mortem’ brief report evaluation process experiences	Post-Mortem Brief	

* Slightly different duration for individual team members. TL: 21.8.-14.9.2007, transport expert: 24.8.-8.9.2007, business sector expert: 26.8.-14.9.2007, Ghanaian team members: 22.8.-13.9.2007.

3 Appendix 3: Persons met

Name, first name	Organisation / institution	Function
Abas, Charles	Northern Region	Regional Co-ordinating Director
Abbey, M.A.	Ghana Highways Authority	Director of Contracts
Abbey-Sam, K.		Consultant
Abdul, Karim	DAWA Academy, Tamale	Director
Abdulai, Fatima	Duamponpo Community	Project Beneficiary
Abdulai, Selina	GIGDEV, Tamale	Gender Programme Officer
Abeasi, Henry	Department of Feeder Roads	Roads Engineer
Abire, Roland	District Works Department, Karaga District Assembly	Roads Engineer
Abiru, Shaibu	Friends of the Earth (FOE)	Regional Co-ordinator
Abloso, Seth S.Q.	Ghana T.U.C.	Deputy Head, Public Affairs Dept
Aboagye, A.Q.Q.	Centre for International Business at the Business School (UGBS)	
Aboagye, Mintah	MWRWH, Water Directorate	Director
Aboetaka, Obed	Sogakofe Area Council	Secretary
Achiaw, Tony Owusu	SMIDO	Secretary
Acicah, G. G.	New Juabeng Municipal Assembly	MWST Co-ordinator
Adam, Abdul Karim	Karaga District Assembly	District Planning Officer
Adams, Asumah	RHA, WA	Regional Estate Manager/Officer
Addah, Gregory A.	Regional Planning Co-ordination Unit, Northern Region	Principal Economic Planning Officer
Adday, Victor	Kpando District Assembly	Budget Officer
Adjei, Sam	Ghana Health Service	Chief Consultant to the Director General of Ghana Health Service
Adjei, Susan	CHNT School	Principal
Adomako Agyei, Theodora	CWSA, Headquarters	Gender Focal Person
Adom-Boateng, K.	National Road Safety Commission	Deputy Director (Finance & Administration)
Adongo, Augustine	FAGE	Director General
Adongo, Erasmus	GHS	Regional Director of Health, UWR
Adonteng, David Osfao	National Road Safety Commission	Deputy Director (Research, Monitoring & Evaluation)
Adu Sarkodie	TSPSII, COWI Consult, Tamale	
Adzasoo, Paul	CWSA ER	Regional Accountant/Administrator
Afari-Boachie, Laurentia	Municipal Insurance Scheme	Scheme Accountant
Afful	AAK DA	District Budget Officer (DBO)
Afori-Asumudu, Peter	MOT	Director, Policy & Planning
Afrifa, Amoah	SOSYWEN	Field Officer
Aggrey-Fynn, Ferdinand	Margins Company Ltd.	Managing Director
Agyekum-Dwamena, Nana Kwasi	Chief Management Analyst, Management Services Department	Chair – Decentralisation Working Group
Agyemang-Bonsu, William Kojo	Environmental Protection Agency	UNFCCC Focal Point/CDM-DNA
Ahadzi, Harrison	North Tongu DA	SO
Ahianu, Oscar P.	CWSA ER	ESS
Ahorkonu Harrison	North Tongu DA	Technician Engineer (IE)
Aido, G.A.	Ghana Road Fund Secretariat	Director
Ainoson, Doreen	AAK DA	District Planning Officer (DPO)
Airey, Dr. Tony	Department of Feeder Roads	Consultant, DFID

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Name, first name	Organisation / institution	Function
Akakpo, Vincent	South Tongue District	District Engineer
Akampatuli, Joe	Northern Region	Regional Economic Planning Officer
Akanteyam, Adaangiak A.	Inland Water Division, Ghana Maritime Authority	Deputy Director, Inspections & Survey
Akogo, Peter H. K.	Keta DA, DWST	Sanitation officer
Akomanyi, William	AAK DA	EHA
Akotia, Michael	District Works Department, Gushego District Assembly	Building Engineer
Akoto, Francis	Ghana Heath Service Kpandu	Projects Manager
Akpobi Nanagoe	Ativie	Lierated Trokosi
Akwetey, Emmanuel	IDEG	Executive Director
Alemn, A.A.	ULG Balme Library	University Librarian
Alhasan, Mohammed	Management AID (MAID), Tamale	Field Officer
Alhassan, Ibrahim	Gushego District Assembly	District Planning Officer
Alhassan, Iddrisu	Gender Support Network, Tolon-Kumbungu	Co-ordinator
Alhassan, Mohammed	DAWA Academy, Tamale	HR Development Officer
Amadu Dabou, Omar	Kpandu District Assembly	District Co-ordinating Director
Amadu, Zure	Jirapa District Assembly	Deputy Co-ordinating Director
Amamoo-Okyere, E.	CERSGIS	Head of the Centre for Remote Sensing Unit
Amanfo, Regina Oforiwa (Ms.)	Ghana Centre for Democratic Development	Gender Focal Person / Program Officer
Amanor, Philip	CWSA Eastern Region	Regional Director
Amegashitsi, Reuben	Regional Co-ordinating Council Ho, Volta Region	Regional Planning Officer
Amehane, Grace	CWSA ER	ESS
Amevor, Cephas	Office of Parliament	Secretary Danida Support / Deputy Clerk
Aminzia, Angela	NTC	Retired Tutor
Amoah, William	JSA Consultants	Decentralisation Secretariat
Amoako Jacob	District Health insurance Scheme	Scheme Manager
Ampomah, Ben	Water Resources Commission	Executive Secretary
Amponsah	KEEA DA	EHA
Amponsah, Cynthia	Municipal Insurance Scheme	Data Entry Clerk
Amuda, Issufu Ali	Yendi District Assembly	District Building Engineer
Amuzu, Emma (Ms)	Hohoe Government Hospital	Midwife Counsellor
Andani, I.A. Prince	Management AID (MAID), Tamale	Executive Director
Anderson, Theophilus.K.	Friends of the Earth (FOE) / Southern Sector Youth and Women's Network (SOSYWEN)	Executive Director
Andoh, Augustin	ULG, Office of the Vice Chancellor	Assistant Registrar,
Anglaere Neebo, Noela	MTS	Tutor
Angsotinge, Elizabeth	MTS	Ag. Principal
Annan, Emanuel	KEEA DA	EHA
Anning, Alex	NJMA	Municipal Planning Officer
Ansah, Nana Rex Owusu	Local Government Service LGS	Head
Anyidzitue (Mr)	Apkorplorto	Liberated Trokosi
Apau-Danquah, O.	Karaga District Assembly	District Co-ordinating Director
Appeah,	Danafco Ltd.	Director Finacial Issues
Appiah Denkyira	GHS	Eastern Regional Health Director

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Name, first name	Organisation / institution	Function
Appiah, Joyce Marku	CWSA, Greater Accra	Gender Focal Person
Appiah, Kankam	Nation Council of Women and Development (NCWD), Greater Accra	Monitoring and Evaluation Officers
Appiah, Noble John	National Road Safety Commission	Executive Director
Arhin, Nana Frimpomaa	DFID	Private Sector Development Adviser
Arthur, Francis K.	Ghana Road Fund Secretariat	Deputy Director, Finance & Administration
Asafo Hodo	Ative	Liberated Trokosi
Asakeya, Gerald	Regional Hospital, Wa	Hospital Estate Manager
Asam, Daniel	Koforidua Training Centre	Training Officer
Asamoah, George A.	SMIDO	President
Asare, Justice	NCWD, Greater Accra	Accountant
Asem, William	Office of Parliament	Project Accountant
Ashitey, N. A.	RTHS	Deputy Director in-charge of Academic
Ashong	Feeder Roads, Accra	Deputy Director
Asimah, Edem	CWSA, Greater Accra	District Director
Attakumah, Sylvester	CWSA, Volta Region	Extension Services Specialist
Atutse, Grace	Ve-Golokwati	Assembly Woman
Avle, Bernard	Citi 97.3 –FM	
Awadey, Cromwell (Mr)	International Needs Ghana	Projects Co-ordinator
Awudey Gershon	North Tongu DA	EHO
Aziizu, Issifu	Social Development and Improvement Agency	Executive Director
Azongo, Nyaaba-Aweeba	SMIDO	Consultant
Azonko, Alhaji Mohammodu A.	Yendi District Assembly	Direct Co-ordinating Director
Azuma, I.P.	Ghana Maritime Authority	Director General
Baah, Seth Adjei	SHAABA Enterprises Ltd.	Managing Director
Baani, Tiisah	Sombo Area Council, Upper West	Treasurer
Backus, Petrina	Local Government Service	
Baekgaard, Mette	CWSA, DBWSC	Community Development Advisor
Baffoe, James Assante Baffoe	Nanumba North District Assembly	District Co-ordinating Director
Bako, Latif	Management AID (MAID), Tamale	Accountant
Balagumyetime, Poebe	Wa West, DHMT	District Director of Health
Banka, Francis	Consultant	Former UW Regional Health Director
Banoeng-Yakubo, Bruce	Dept. of Geology, Enreca Project for Hydro-zoology at the Dept of Zoology	
Basadi, Richard	RHA, WA	Regional Health Insurance Co-ordinator
Beckley, A.G.	MOT	Roads Programme & Donor Co-ordinator
Bedu-Addo, Dede	Independent Gender Consultant	Gender Consultant – Formerly with Action AID and SNV
Bempong, Charles Asante	GEA	
Ben Sam	Abora Asebu Kwamankese (AAK) DA	DWST
Benjamin Gyarko	Municipal Insurance Scheme	Scheme Manager
Bennert, Bayoh	Assembly member	DA representative
Bennette, Annyaakuu	Sisala District	District Public Health Nurse
Berkoh, Rev. Daniel O.	Kwahu West District Insurance Scheme	Vice-Chairperson of the Board
Bibah, Kojo	Royal Danish Embassy, Accra	
Boafo, Neil	Hearing Solution (Ghana) Ltd.	Managing Director
Boateng, Sarpong	SMIDO	Vice President

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Name, first name	Organisation / institution	Function
Boateng, James	CHAG	Project Co-ordinator
Bob-Milliar, Cate	Wa, RCC	Regional Director, Department of Women
Bolibie, Joseph	Wa East District	District Health Director
Bonsu, Tony Osei	Tonisco Group Ghana Ltd.	Managing Director
Bosco Zury, John	Wa Municipal Insurance	Municipal Scheme Manager
Boscoe, Debra Evans	Department of Feeder Roads	Area Engineer
Bossman, Anna	CHRAJ	Acting Commissioner
Boye, Nix	Yendi District Assembly	District Water Engineer
Boysen, Annelise	MFA, Denmark	
Briggs, Martin	SPEED	Technical Director (Fund)
Bro. Henry M. Surnye	CHAG	Administrator
Brobbey Mpiani, Yaw	GHS	Deputy Director, Administration
Brobbey, J.	Koforidua Training Centre	Director
Brocke , Godwin J.	RSIM, MOT	Director,
Brömmelmeier, Mrs. Marita	GTZ	Country Director
Bufunla, Alex	Sisala District	Health Information Officer
Chenti-wuni, Braimah	District Works Department, Gushego District Assembly	Water Engineer
Chinebuah, Nana Teiba (Ms.)	CHRAJ	Co-ordinator of Donor Projects
Christensen, Camilla	Royal Danish Embassy, Accra	First Secretary
Christiana, Nyewala	CHNTS	Tutor
Cobbinah, Chief	Regional Police Command, Tamale (AW-LA Beneficiary)	Police Constable, DOVSSU
Cofie, Sandra	Judiciary Reform Project Development and Implementation Unit	Director
Collins Danso Akuamoah	Kwahu West District Insurance Scheme	Scheme Manager
Cudgoe-Dartey	Department of Feeder Roads	National Co-ordinator
D'Almeida, Anita	Royal Danish Embassy, Accra	Assistant Programme Co-ordinator (BSPS)
Dabguishie, Badesu	Ative	Liberated Trokosi
Dabnow, Elizabeth R.	CHNTS	Ag. Principal
Danso, Seth K A	ULG, Ecological Laboratory	
Dapaah Siakwan, Dr S.	Water Research Institute	Head, Water Quality
Dapaah, S.K	Retired Medical Assistant	Chairperson, Board
Darfoor, K.	Ghana Highways Authority	Acting Deputy Chief Executive (Development)
Darko, James	Akwapim North DA	TE
Darkwah, Yaa	Duamponpo Community	Project Beneficiary
Dartey, Cudjoe	Feeder Roads, Accra	Project Co-ordinator, Feeder Roads
Dasah,	Regional Co-ordinating Council, Wa Upper West	Regional Economic Planning Officer
Davis, Niel	Konongo-Kumasi Road Project	Resident Engineer
de Jong, Marius W.	Royal Netherlands Embassy and representative of DFID	First Secretary, Health and Gender
Deffor, E.K	South Tongu District Assembly	District Co-ordinating Director
Degnbol, Mrs. Tove	Danida, TAS	Chief Adviser
Dei, Bless	District Works Department, Karaga District Assembly	Building Engineer
Deku, Mr	JSA Consultants	Financial Controller
Denta, Akosua (Madam)	Kubese Community	Market Stall Beneficiary

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Name, first name	Organisation / institution	Function
Dery, Matilda Z.	MTS	Retired Tutor
Determeyer, Hans	G-RAP	Team Leader
Diameto, Sekey	Ative	Liberated Trokosi
Diesuo, Kenneth	Wa, Municipal Assembly	Municipal Planning Officer
Dobo, Emmanuel	Africa 2000 Network	Agricultural Officer
Dokurugo, Naomi (Ms.)	Management AID (MAID), Tamale	Field Officer
Domapiella, Alex	Jirapa District Assembly	District Co-ordinating Director
Dometi, Joseph	The Volta Physically Challenged Independent Group	President
Doni-Kwame, Emmanuel	Ghana National Chamber of Commerce and Industry	Head, Marketing, Trade & Investment Promotion
Donkoh, John	Oguaa Business Incubator	Managing Director
Donkor, Maame	Duamponpo Community	Project Beneficiary
Dorm Adzorbu, Prof	Water Resources Commission	Immediate Past Chairman
Draffor, Matthew	North Tongu DA	Community Development Officer (CDO)
Dramanu, Inusah	District Works Department, Gushego District Assembly	Roads Engineer
Dumba, Thompson	Sisala East District	District Director of health
Dusu, Herman	MOH	Financial Controller
Dzikunu, Helen K.	Danida HSSO	Senior Programme Advisor
Ebo, Prah	AAK DA	DWST
Edem, Asima	CWSA, Greater Accra	Regional Director
Edinger, Kristian	Danida, TAS	Senior Technical Advisor
Edinger, Kristian Kirkegaard	MFA, Denmark	
Ehrenreich, Anne	Danida, AFR	Chief Consultant
Ekporwu, Seth	District Assembly, Hohoe	Planning Officer
Ekua, Dunwell Ekow	SPEED	Business Development Services Expert
Elkjær, Morten	Danida, TAS	Deputy Chief
Elle, Lars	Danida, EVAL	Minister Counsellor
Esi, Maame (Madam)	Duamponpo Community	Project Beneficiary
Evans, Osei Kwame	Nkoransa District Insurance Scheme	Chairperson of the Board
Evans, Peter	Metaccept	Managing Partner
Ewusie, Emmanuel	AARSLEFF Gh JV	Gender Consultant and HR Officer
Felix, Moses	AAK DA	DWST
Folitse, Prosper	DWST	Water & Sanitation Engineer
Frimpong, Elizabeth	6th March Women's Foundation	Executive Director
Frisk, Per Gidionsen	SPEED	Technical Adviser BDS
Fusheini, Shayawo	DAWA Academy, Tamale	Field Officer
Fytche, Helen	Ghana Canadian Program Support CIDA	Senior Planning Advisor
Gally, Dora	Ative	Liberated Trokosi
Garaedts, Paulus	Delegation of European Commission in Ghana	1 st Secretary, Head of Section, Transport & Infrastructure
Gariba, Sulley	Institute of Policy Alternatives	Executive Director
Godfred, Aidam S.	Public Works Department, Nanumba North District Assembly	District Engineer
Grønbech, Mrs. Mimi	Royal Danish Embassy, Accra	Business Co-ordinator
Guicquero, Yves	Agence Française de Développement	Deputy Resident Manager
Guyekye, Adu Sarkadie		Assistant Planning Advisor
Gyk Ibsen, Anne	IBIS, Tamale	Co-ordinator

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Name, first name	Organisation / institution	Function
Habib, Mohammed	KEEA DA	DPO
Hagan, Isaac	MOTI	
Hammond, Christine	Local Government Services	Senior Planner (Town Planning)
Harker, Stanley Tsaku	Stanton Ltd.	Managing Director
Havor, Anthony W.Y.	Larve Area Council	Secretary
Hayford, Appiah	KEEA DA	EHA
Hayibor, Mawena V.K.	Royal Danish Embassy, Accra	Programme Officer
Henne	DHMT, Nkoranza district	District Director of Health services
Holm Andersen, Margrethe	Danida, Danida's Evaluation Departement (Eval)	Deputy Chief, Senior Advisor
Hudu, Walvis	FOE, Yendi	District Co-ordinator
Ibrahim	IBIS, Salaga	Programme Officer
Ibrahim, Salamatu P.	DHMT	Ag. Director of Health Services
Inman, Andrew	COWI (telephone interview)	
Isaac Azindow	RTHS	Dean of Students
Issah, Peter	RHA, WA	Accounting Officer
Issahuku, Mohammed	Africa 2000 Network	Accountant
Joensen, Katrine	Danida	First Secretary
Johansen, Karina	Royal Danish Embassy, Accra	First Secretary
Johansen, Mikkel Moller	Royal Danish Embassy, Accra	Intern
Kadelung, Philip	GTZ	Private Sector Specialist
Kahsim, Yayha	GHS	Deputy Director, GHS
Kakraba, Jonas	Dangme West District Assembly	District Engineer
Kangah, Samuel	GAWU	General Secretary
Kankye, Philibert	CHAG	Executive Secretary
Karim, Abdul	Judiciary	Programme Officer
Kassim, Latifa (Ms.)	Africa 2000 Network	Field Officer
Kata	MOWAC	PPME
Kazume, Vincent	Ministry of Women and Children's Affairs (MOWAC)	Chief Director
Keteku, Mawuko	Rural Aid Network, Ve-Golokwati	Director
Klemesu Ashong, E.Nii	Department of Feeder Roads	Deputy Director (Development)
Kobi, Abena	Kubese Community	Market Stall Beneficiary
Kofi, Amoako	Municipal Insurance Scheme	Claims Manager
Kofi-Agama, J.	Local Government Service Secretariat	Technical Advisor
Kortsu, Stephen	Agave Afedume Area	Secretary
Kosiba, Cletus	AGI	Executive Director
Kottor, Moses A.	Agave Adedume Area Council	Chairperson, AC
Kotur, Charles	Local Government Service	Head of Administration
Kreponi, Rejoice	Ghana Health Service, Hohoe Government Hospital	Hospital Administrator
Kudjawu, Felix	Hohoe Cornmillers Association	Co-ordinator
Kugblenu, Jones	Parliament of Ghana	Task Officer, Outreach Programme / Public Relations Manager, Parliament
Kugblenu, Jones	Office of Parliament	Public Relations Manager / Task Officer Outreach Programmes
Kuma, Edna	Association of Women Lawyers (AWLA)	Executive Director
Kumaraswami	Scanbech Ltd.	Managing Director
Kusack, Kathy	CIDA	Gender Officer / GEST Member
Kuuder, Virginia	Lawra District DHMT	District Director

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Name, first name	Organisation / institution	Function
Kwami, Boye	Regional Medical Stores	Regional Supply Officer
Kwasi, Ofosu	Akwapim North DA	EHO
Kwofie, Sandra	Judiciary	Project Co-ordinator
Lamisi Alabila, Rebecca	RHA, WA	Ag. Regional training Officer
Lansang Yakubu, Adisa	Africa 2000 Network, Northern Region Network of NGOs	Executive Director
Larsen, Peter Jul	Royal Danish Embassy, Accra	Minister Counsellor
Larsen, Torben T.	Royal Danish Embassy, Accra	Development Counsellor
Laryea, Nii Adjaye	EU Microprojects Management Unit, Upper West	Zonal Co-ordinator
Lawrence, Ted	USAID	Democracy and Governance Team Leader
Le Mounier, Xavier	EC Delegation Accra	Adviser
Lunn, Tine	Royal Danish Embassy, Accra	Counsellor Finance
Mangkyiri, Edmund	Municipal Assembly, Wa	Municipal Budget Officer
Manu, Takyiwaa	African Studies Department	Head of Department
Matey, Daniel (ASP)	Regional Police Command, Tamale (AW-LA Beneficiary)	Head of Domestic Violence and Victim Support Unit
Matiasen, Per	Carlbro	Project Manager
Mends, Eva	Ministry of Finance	Head, Budget Unit
Mends, Michael	SPEED	Fund Manager
Mensa-Bonsu, Isaac	NDPC	
Mensah, Andrew O.	Kwahu West District Insurance Scheme	Member of the Board
Mensah, Hammond	Royal Danish Embassy, Accra	Senior Programme Officer (B2B)
Mensah, Jean	IEA	Programmes Co-ordinator
Mensah, Robert	UNFPA	Programme Officer, Reproductive Health
Mensah, Theophilus	CWSA ER	Water and Sanitation Engineer
Mensah, Wallace	Hydrological Services Department MWRWH	Ag. Director
Mensah-Kutin, Rose	ABANTU	Regional Director
Mohammed, Prince	Gender Support Network	Project Co-ordinator
Møller, Lasse	Danida, TAS	Senior Technical Advisor
Morhring, Ute	European Delegation	Programme Officer, Governance, Society and Culture
Mortensen, Vibike Gram	Royal Danish Embassy, Accra	Gender Focal Person
Motte, Felix	CWSA, Volta Region	Head of Extension Services
Mottey, Augusta	Hohoe Government Hospital	Midwife / HIV Counsellor
Mumuni, Jacob	Former Regional transport Officer	Currently Regional Guinea Worm officer
Murray, Barbara	CIDA	Governance Advisor
Musah, Issah	Africa 2000 Network	Field Officer
Mwinbo, Walter D.	NTC	Ag. Principal
Mwinyella, Gaetan	Wa, Municipal Assembly	
Myaing, Kyaw Htwe	Technical Assistant, COWI	
Naab, Joanne	GIGDEV, Tamale	
Naporo, Kwadjo	Management AID (MAID), Tamale	Field Officer
Narh, Christopher	NJMA	EHA
Nartey, Alex Odoi	GHS	Director, Finance/Financial Controller
Nartey, Emmanuel	Jirapa District Assembly	District Budget Analyst
Nartey, Robert	Danafco Ltd.	Managing Director

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Name, first name	Organisation / institution	Function
Ness, Darkey	KEEA DA	DBO
Norshie, Diana	Ative	Liberated Trokosi
Nortey, Michael T.A.	Dangme West District Assembly	District Chief Executive
Nsiah Boamah, Michael	DHMT	District Accountant
Nsiah, J.K.	Western Region, Ghana Highways Authority	Regional Highway Director
Nsrawudi, Nicholas	District Health Insurance Scheme	Scheme Manager
Nugborlo, Mathias O.K.	Nkwanta District Assembly	District Co-ordinating Director
Nuoyel, Christopher D.	Programme Officer, JICA	
Nutakor, Godwin	Keta DA, DWST	Environmental Health Officer (EHO)
Nyonator, Frank	Ghana Health Service	Director, PPME
Obeng, Mr.	NJMA	Municipal Co-ordinating Director
Obirikorang, Margaret	Strength of Women Foundation	Director
Obiri-Yeboah, May	National Road Safety Commission	Manager (Planning & Administration)
Oduro, Johnson Ben	Improving Business Practice (IBP)	Sub-Component Manager
Oduro-Konadu, E.	Ghana Highways Authority	Chief Executive
Offei Larbi, Emmanuel	Akwapim North DA	CDO
Ofosu, Dr. Winfred	Ghana Health Service, Kpandu	District Director
Ohene-Sarfo, Rita (Mrs)	Ghana Highway Authority	Co-ordinator, Socio Economic Sub-Component
Olsen, Ole Blicher		Former Danish Ambassador to Ghana
Opare, Joana Adzoa	Independent Gender Consultant	Consultant – Gender / Formerly National Co-ordinator UN Systems Gender Programme and GEST Member
Opoku Boateng, Joyce	AWLA	Member (Danida Project Team)
Opoku Brobbey, Stephen	Nkoransa District Insurance Scheme	Scheme Manager
Opoku, Kwasi	JAEVCO Associations Limited	Consultant – Project Management / Gender
Opoku, Patience	NCWD, Greater Accra	Deputy Director
Oppong, Paulina	CWSA, Central Region	Extension Services Specialist (ESS)
Oppong-Duah, Ms. Nana Anna	GTZ	SPEED Co-ordinator
Osae, Erica	IBIS, Ashiaman	Programme Officer
Osei, Dan	GHS	Deputy Director, Budget and Planning
Osei, Edward	AAK DA	EHA
Osmanu, Georgina	RHA, WA	DDNS, Public Health
Ousman, Alhaji	Municipal Assembly, Wa	Municipal Chief Executive
Owusu, Richmond	Gelato Delite	Managing Director
Owusu-Ansah, Emmanuel	MOH	Deputy Director, Capital Investment,
Owusu-Ansah, Manfred Y.	RHA, WA	Regional Information Officer
Owusu-Bonsu, Kwame	Decentralisation Secretariat	
Paha, Alexander K.	Alexander Paha Ent. (SMIDO)	Director
Pang, Thomas	GIGDEV, Tamale	Project Co-ordinator
Pappoe, Fred	Royal Danish Embassy, Accra	Senior Programme Officer
Pedersen, Fleming Bjørk	Royal Danish Embassy, Accra	Ambassador
Peseo, Joe-Fred	Director of Safety & Environment, Ghana Highways Authority	
Pimpong, Rev.	International Needs Ghana	Executive Director
Pobee Hayford, Francisca	National Commission on Women (NCWD), former consultant on Danida Support Programme	Director
Pongo, Gordon K.	RHA, WA	Regional Health Administrators

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Name, first name	Organisation / institution	Function
Prosper Agyei	NJMA	EHA
Quachey, Lucia	Ghana Association of Women Entrepreneurs (GAWE)	President
Rachmeler, Dale	BUSAC Fund	BUSAC Fund Manager
Rasmus, Byorn	IMCC	Medical and Public Health Student
Rasmussen, Birgitte K.	IBIS, Education for	Development Regional Director
Reunger, Mechthild	GTZ	Governance Advisor
Rhabbles, C.J.	Ghana Highways Authority	Acting Director (Planning)
Rockson, Linda	CHNT School	Vice-Principal
Roeckel, Ms. Katja	GTZ	Associate Expert
Rogg, Christian	DFID	Economic Adviser
Rose, Laura	World Bank	Senior Health Economist. Population, Health and Nutrition
Saaka Dumba	MOH	Transport Manager
Sackey, Samuel Tetteh	Kakum Rural Bank Ltd.	Chief Executive
Saeed, Hon. Salifa	Nanumba North District Assembly	District Chief Executive
Sakibu, Zenabu	SOSYWEN	Project Co-ordinator
Sam, Peter	Western Region, Ghana Highways Authority	Works Supervisor
Sarpong, Ms. Akua	Royal Danish Embassy, Accra	Programme Officer (B2B)
Schleimann, Finn	MFA, Denmark	
Schneider, Janne Laigaard	Danida, ERH	Head, Programme Officer
Sedofia, Emmanuel	Dabala Area Council	Secretary
Sefa-Boakye, Barnabas	Kumasi Jewellery Resource Centre	Service Provider
Seidu, Asibi	Duamponpo Community	Project Beneficiary
Selormey, Edem	CDD	Programme / Publications Officer
Shaihadu	Management AID (MAID), Tamale	District Co-ordinator
Sharty, Mohammed	Yendi District Assembly	District Planning Officer
Skovbolling, Sara	IMCC	Medical and Public Health Student
Sogbezi, Awoyonyo	Ative	Liberated Trokosi
Sorenson, Lise Abildgaard	Royal Danish Embassy, Accra	Programme Co-ordinator
Sory, Elias	Ghana Health Service	Director-General
Sosu, Anthony K.	NJMA	TE
Stoorgård Madsen, Birgit		Former Danish Ambassador to Ghana
Sulemana, Margaret	DAWA Academy, Tamale	Secretary
Sulley, G.Y.	Lawra District Assembly	District Chief Executive
Sultan, Sonya M. (Dr.)	DFID	Social Development Advisor / Gender Focal Person
Swatson, Arthur	World Bank	Responsible for Water and Sanitation
Sydenham, Thomas	IMCC	Medical and Public Health Student
Tackie, Joe	Meaty Foods Ltd.	CEO
Tackie, Marian	MOWAC	Deputy Director International Affairs
Tagoe, Andrews Addoquaye	GAWU	Head of Programme
Tahiru, Ayuba Yakubu	Lawra, District Assembly	District Co-ordinating Director
Tahiru, Damba	Africa 2000 Network	Project Officer
Tanaka, Yukinari	JICA	Assistant Resident Representative
Tanye, Vincent K.	NTC	Tutor
Tarp, Mrs. Elsebeth	Danida, TAS	Senior Technical Advisor
Tei, Nolly	Western Region, Ghana Highways Authority	Road Area Manager

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Name, first name	Organisation / institution	Function
Telly, Hajia	Enterprising Women in Development	Director / Assembly Member
Tensogo, Thomas	Kaleo Area Council, Upper West	Former Treasurer
Tidakbi, Emmanuel	GHS	Director, HASS
Togbe Ajakofi V	Tafi Mador	Chief
Togbe Ayite Awaga III	Sogakofe Area Council	Traditional Leader and Chairperson AC
Togbesu, Yaa Kotor	Apkorplorto	Liberated Trokosi
Torkonoo, Charles	Ghana Health Service	Deputy Administrator
Torkpo Ayikwei	Tafi Mador	Community Leader
Tsabu, Dora	Apkorplorto	Liberated Trokosi
Twabazuing, Martin	RHA, Equipment Unit	Equipment Manager
Van Rijn, Hans	Decentralisation Secretariat	Technical Advisor
Vire, Grace	DHMT	Ag. District Director of Health
Vittor Gregory	AAK DA	EHA
Vognbjerg, Rikke	IMCC	Medical and Public Health Student
Vormawor, Patience	International Needs Ghana	Head, Gender Desk
Wahab, Baba	Karaga District Assembly	District Chief Executive
Wahiermeh, Ebenezer		Assistant Planning Advisor
Walmsley, Gwen	CIDA Accra	Adviser
Waye Kapre	Apkorplorto	Liberated Trokosi
Wijesekera, Sanjay	DFID	Infrastructure Advisor
Wordu, Johnny	NJMA	Health and Environmental Officer
Yaa, Mary	Duamponpo Community,	Project Beneficiary
Yankson, Paul W.K.	ULG Dept of Geography, Enreca Project for Remote Sensing	
Yellu, Felix	GHS	Chief Pharmacist
Yemofio, William	KEEA DA	DWST
Yenli, Rosina T.		District Director of Health
Young, Mark	UNICEF	Chief of Health and Nutrition
Zakari, I.P.S.	NCWD, Northern Region, Tamale	Regional Director
Zakaria, Andaani	GIGDEV, Tamale	Project Administrator

4 Appendix 4: A thematic chronology of major events relevant for Ghana-Denmark development co-operation (1989 – 2007)

Year	Ghana Politics and Economics	Aid to Ghana (general)	Danish Aid to Ghana	The Danish Aid policy (overall)
1989	Programme of Action to Mitigate the Social Costs of Adjustment (PAMSCAD) launched. Elections for 110 regional councils			Taking from the outset poverty alleviation as the overarching objective of Danish aid, the Foreign Affairs Committee of the Danish Parliament adopted 7 principles, guiding the selection of future programme co-operation countries
1990	Bill on private investments and establishing stock exchange		Ghana one of the selected 12 programme co-operation countries. Danida: Situation and Perspective Analysis Ghana RDE reopens in Accra	
1991	National Environmental Action Plan. Ghana Medium-Term Agricultural Development Strategy			Restructuring of Ministry of Foreign Affairs (MFA) – development aid activities and staff became integral part of the ministry. North and South Division – South Division responsible mainly for developing countries but concerned with all foreign policy affairs in this group of countries.
1992	New Democratic Constitution, incl. multi-party elections, national parliament, district councils, NGO activities and recognition of traditional chief-system with power of land distribution. First democratic multi-party election plus presidential election of J.J. Rawlings. Introducing school fees for basic education. Economic stabilisation policies collapse	Ghana Environmental Resource Management Project (GERMP) (start?)		Guidelines for Co-operation with non governmental organisations (NGOs) Guidelines for Project Preparation
1993	Inauguration of 4 th republic and transition to civilian rule provisional national defence council → national defence	Donor meeting in Paris presented with GoG strategy for growth and	First Country Strategy for Danish bilateral	Environment and Disaster Relief Facility established. Women in Development – Danida's WID policy

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Year	Ghana Politics and Economics	Aid to Ghana (general)	Danish Aid to Ghana	The Danish Aid policy (overall)
	council (PNDC → NDC) in January	poverty reduction until year 2000	assistance to Ghana.	towards the year 2000.
	Violent ethnic conflict in Northern Region primarily over land rights		PS programme introduced in Ghana on a pilot basis	Mixed Credit Scheme introduced.
1994	Complex series of bills removing last barriers to private investments.			Private Sector Programme established (Pilots in Ghana, India and Zimbabwe).
	Public demonstrations against government proposal for VAT – proposal removed.			Strategy for Danida's NGO Co-operation
	Presidential Report on Co-ordinated Programme of Economic and Social Development: 'Ghana: Vision2020', presenting vision of Ghana as middle-income country by 2020 by doubling income per capita income through improved public sector efficiency, introduction of VAT and increased weight on private sector production.			A Developing World – Strategy for Danish policy (up to 2000). First official document in which poverty reduction is an explicit objective of Danish development aid.
	District Assembly Common Fund to manage 5% of fiscal revenue allocated for the 110 districts			New strategy introduces sector programme support approach as replacement for project aid modality.
1995	Bill on free economic zones, also authorising single companies, wherever situated inside Ghana.	First health sector Sector Wide Approach (SWAp) developed.		Guidelines for Environmental Assessment for Sustainable Development
	GoG: The Medium Term Health Strategy	Enhanced Structural Adjustment Facility 1995-97 approved by IMF.		
		Consultative Group (CG) meeting on Ghana in Paris		
1996	Democratic parliamentary election plus re-election of J.J. Rawlings as president.			Danced-Danida Strategy for Danish Environmental Assistance.
	Water Resources Commission to control administration of water resources.			Key principles for content and management of Sector Programme Support modality drafted.
	New planning system, involving the population as a whole and the private sector in establishing five- and one-year plans through local hearings and final approval by the national development planning commission (NDPC).			Private Sector Programme second phase for 5-year programme approved, 3 new countries added
	Roads sector Strategy and Programme 1996-2001, co-ordinating donor activities in the sector			
1997	Maintenance of roads transferred to road fund.			

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Year	Ghana Politics and Economics	Aid to Ghana (general)	Danish Aid to Ghana	The Danish Aid policy (overall)
1998	<p>Report by the Power sector Reform Committee</p> <p>Privatisation of major public enterprises, incl. Ghana Petroleum, big banks and industrial and trading companies.</p> <p>Côte d'Ivoire agrees to step up power supply to Ghana and thereby eases crisis over failing energy supply plans.</p> <p>Local elections with about 60% voter turnout.</p> <p>Bill adopted, criminalising various forms of suppression of women, incl. the Trokosi system</p>	<p>WB to provide all support for the health sector through budget support</p>	<p>Second Country Strategy for Danish-Ghanaian Development Co-operation (update)</p>	<p>Guidelines for Sector Programmes Support – operational until 2003 when the AMG (Aid Management Guidelines) was initiated – revision of 1996 key principles draft</p>
1999	<p>Student demonstrations against plans for increased tuition fees – universities closed down</p>	<p>Ghana selected as pilot country regarding CDF principles of WB.</p> <p>10. CG meeting in Accra</p>		<p>1994 Guidelines for Environmental Assessment A for Sustainable Development revised to correspond to the sector support approach.</p> <p>Danish NGO Impact Study</p>
2000	<p>Presidential election and peaceful transfer of power to president elect John Kufuor of New Patriotic Party (NPP).</p> <p>Interim Poverty Reduction Strategy Paper 2000-2002</p>			<p>Danida launched new overall development strategy: Partnership 2000. Continuation of 1994 strategy but priority themes now include conflict prevention/resolution, better opportunities for children and young people and HIV/AIDS prevention and alleviation.</p>
2001	<p>Ghana opts for debt relief through HIPC.</p> <p>Ministry of Women and Children's Affairs established.</p> <p>Presidential declaration of 'Golden Age of Business - Ministry of Private Sector Development (MoPSD)</p>			<p>Decentralisation of organisational structure of MFA</p> <p>New government cut total amount development aid from 1% to 0.8% of GDP and abolished the Environment and Disaster Relief Facility.</p> <p>Change in priorities for social sectors (health, education, water and sanitation) and increasing emphasis on women and children. Private sector also given high priority.</p> <p>Administrative unit of the facility, Danced, under the Ministry of Energy and the Environment, merged with MFA.</p> <p>18 programme countries.</p> <p>Strategy for Danish Support to Civil Society in Developing Countries – including co-operation with Danish NGOs</p>
2002	<p>National development Planning Commission task force to develop GPRS.</p>	<p>Multi Donor Budget Support (MDBS), comprising 14 donors as</p>	<p>Danida Country Assistance Strategy As-</p>	

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Year	Ghana Politics and Economics	Aid to Ghana (general)	Danish Aid to Ghana	The Danish Aid policy (overall)
	Ghana Poverty Reduction Strategy 2003-2005 presented. Paramount Chief of the Dagbon area murdered. National Reconciliation Commission formed to review human rights abuses during military rule. Local elections	initially indicated	assessment	
2003	Action Plan for Decentralisation Policy Implementation, instrumental to GPRS	GPRS endorsed by WB and IMF and the reform programme funded with US\$ 258m for the period 2003-05 – heavy cuts in public expenditures foreseen. Ghana obtains loan from the African Development Fund for health sector programme (Health Project III)		A World of Difference. Government's Vision for New Priorities in Danish Development Assistance 2004 – 2008. 5 focus areas: human rights, democratisation and good governance, stability, security and anti-terror, refugees, humanitarian aid and neighbouring countries support, environmental and social and economic development. Development aid concentrated in 13 programme countries.
2004	Parliamentary election and presidential election, John Kufuor re-elected. Ex-president J.J. Rawlings appears before the National Reconciliation Commission, investigating human rights abuses during his time in power. Private Sector Development Strategy (PSDS) launched	Ghana reaches 'HIPC completion point' and achieves comprehensive cancelling of debt	Third Country Strategy: Ghana – Denmark Partnership 2004-2008	The Operationalisation of the Poverty Objective in Denmark's Bilateral Development Policy. Aid Management Guidelines Africa – Development and Security. Gender Equality in Danish Development Co-operation. Strategy for Denmark's Environmental Assistance to Developing Countries. Human Rights and Democracy – support to Good Governance
2005	Ghana Growth and Poverty Strategy 2006-2009 (GPRS II) presented. Ghana passes voluntarily as the first NEPAD country the African Peer Review Mechanism	PSDS MoU between GoG and 12 donors, incl. 'pooled funding' mechanism		Children and Young People in Danish Development Co-operation – guidelines. Strategy for Denmark's Support to the International Fight against HIV/AIDS.
2006	Local elections. MoPSD closed down			Trade, Growth and Development Business, Growth and Development
2007	50 years of independence anniversary March 2007	Ghana Joint Assistance Strategy		

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

Year	Ghana Politics and Economics	Aid to Ghana (general) (GJAS) issued February 2007	Danish Aid to Ghana	The Danish Aid policy (overall)
------	------------------------------	---	---------------------	---------------------------------

5 Appendix 5: Danida's harmonisation targets 2004 – 2008, and current status

<i>Target</i>	<i>Indicator</i>	<i>Current status</i>
1. Support GPRS as the national strategy guiding implementation and resource allocation.	<ul style="list-style-type: none"> By 2004, all sector support and thematic programmes designed to support the implementation of the GPRS. Support provided to improve the GPRS and incorporate it into the national budget and the Medium Term Expenditure Framework (MTEF) with the aim of compatibility by 2005. GPRS monitoring systems promoted. 	<p>Given the continuing institutional and capacity constraints of the sector, changing implementation modalities before the adoption of transport sector policies and strategies would seem premature. The mix of modalities – directly disbursed tied aid, locally disbursed funds through GRF – is familiar to sector institutions and interviews suggest that this is acceptable to them (except for tied aid). In this situation the mix of modalities is appropriate at present. Approval of sector policies and strategies should permit moves towards SWAp and some form of sector budget support</p> <p>The WSSPS is designed with the GPRS targets. All DP budget support is incorporated in the annual budget. Indicators for monitoring are aligned with GPRS.</p> <p>In the health sector, MTHS II and POW II are derived from the GPRS, support is aligned to it.</p> <p>The BSPS is implemented through Ghanaian institutions/organisations, the PSDP is not intended to. The BSPS is designed in support of GPRS I, but the PSDP is not.</p> <p>MDBS is integrated in government budget.</p> <p>All other programmes under GGHR are designed to support GPRS objectives.</p> <p>As for water and sanitation sector milestones and triggers are agreed upon between GoG and DPs but civil society participation is still low.</p> <p>As for health most key donors shifted to MDBS and Danida will shift to SBS effectively from 2008.</p>
2. Promote a nationally owned, iterative and inclusive development process, within which GOG, all development partners and civil society can operate.	<ul style="list-style-type: none"> The development of the Multi-Donor Budget Support (MDBS) Annual Assessment into a comprehensive Annual GPRS Review between GOG, development partners and Civil Society by 2006 advocated. 	
3. In order to reduce the burden and transaction costs of multiple individual donor procedures and modalities and to promote trans-	<ul style="list-style-type: none"> By 2008, all Danish support implemented through Ghanaian institutions and organisations; of this, 80% “on-budget” (i.e. reflected in the national budget). Budget lines under new programmes designed to correspond to new national budgeting system (pending). 	<p>In the transport sector, there is significantly improved donor co-ordination with common reporting of RSDP activities and joint evaluation of RSDP. However, there is little improvement in standardised procurement or contract formats although the expected moves towards BS should permit use of GoG procedures. Whilst the RPDCU continues to manage and co-ordinate the sector programme (a task of MRT), sustainability is in doubt. However, it</p>

<i>Target</i>	<i>Indicator</i>	<i>Current status</i>
<p>parency and aid predictability, ensure that development assistance is fully integrated within the government's plans and budgets and that jointly agreed systems and procedures are applied.</p> <p>4. Continue to build national capacity to enhance sustainability and facilitate management of aid flows (cf. indicators, target 3).</p>	<ul style="list-style-type: none"> By 2008, responsibility for handling 80% of payments and procurements under Danish funded programmes transferred to Ghanaian counterpart institutions (applying new budgeting and financial expenditure tracking systems, cf. target 4.). 	<p>is understood that continuing donor support for RSDP may be coming to an end such that there will be another opportunity for this role to be taken in-house by MRT.</p>
	<ul style="list-style-type: none"> Budget support provided through Health Sector Programme Support and Thematic Programme for Good Governance and Human Rights, and lessons learnt reflected in formulation of all new programmes (expected 2008). In addition to the existing Sector Wide Approach (SWAp) within the health sector, SWAps promoted in water & sanitation, business (component level), governance (component level) and transport sectors. Accordingly, joint reviews – in line with “Health Summit” – sought promoted and bilateral Danida missions sought reduced by 40%, to approximately 28 (incl. PS Programme) in 2008. 	<p>In the water sector, implementation is mostly done through Ghanaian institutions; procurement at regional and district levels is handled by the appropriate RCCs and DAs. However, the slow passage of national policy delayed full implementation of SWAp in the sector.</p> <p>For health, a shift to SBS is envisaged in 2008 which seeks to achieve this objective. Prior to this, 75% of support was channelled through the health account under SWAp</p> <p>As for the BSPS, implementation for component 1,4 and partly 2 is part of the PSDS SWAp; component 5 is expected to be included shortly. BSPS is part of Joint Assistance Reviews every 6 months.</p> <p>Most of Danida’s support to GGHR goes directly to the beneficiary institutions who recognise and appreciate the latitude given by Danida to use its own financial management systems.</p>
	<ul style="list-style-type: none"> Establishment of GOG-managed joint technical assistance pools promoted. Contributed to joint donor support for developing an expenditure tracking system. Capacity development of national institutions provided through sector programme support. 	<p>Donor co-ordination in the transport sector is good, due in part to the DCU in MRT (which should surely now be taken ‘in-house’ by MRT when the latest funding cycle comes to an end in 2007). The joint evaluation of RSDP in 2000 (and follow-up study in 2006) is a good example of this co-ordination but if the various donor interventions are examined, then there does not appear to be much collaboration, standardisation of approach and lesson learning.</p> <p>As for water and sanitation, capacity assessment of the sector leading to a sector-wide HRD plan has not been completed. Capacity building is ongoing in the different institutions.</p> <p>BSPS is participating in PSDS ‘pooled funding’ mechanism, and basically supporting institutional capacity building for the private sector.</p> <p>Although the actual impact of co-ordinated donor support is yet to be realised, the decentralisation secretariat’s capacity has been strengthened through individual donor support programmes from CIDA, Danida, GTZ, and USAID. The rigour of financial reporting to Danida has developed skills of staff in financial management and reporting.</p>

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

<i>Target</i>	<i>Indicator</i>	<i>Current status</i>
5. Ensure coherence and consistency in development co-operation with Ghana.	<ul style="list-style-type: none"> • By 2004, all new sector support and thematic programme support designed to support achieving coherence between macro-level, sector policy and implementation. • Leverage as donor in multilateral organisations and international financial institutions applied to promoting good DAC principles and consistency in their application in development co-operation (<i>inter alia</i> in donor co-operation with Ghana). 	<p>As for water and sanitation, programme designs are aimed at coherence but implementation in the sector is still not completely harmonised.</p> <p>The redesigned PSDP (B2B) is not country-aligned. A major challenge to the implementation of Danida private sector support in Ghana is to overcome the separation of interventions at micro and macro- /meso levels.</p> <p>Coherence is at a very low stage in the governance sector.</p>

6 Appendix 6: Detailed budgetary information

Table 4: Denmark-Ghana Development Co-operation: Danish expenditures per DAC sector and year 1990-2006 (in DKK)

	<i>1990</i>	<i>1991</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>	<i>1995</i>
Education		92.010	2.975.272	273.589	909.981	222.117
Health	0	306.661	405.299	5.434.766	20.238.945	55.856.870
Water	0	0	202.473	22.310.249	15.833.231	27.223.815
Governance		1.191.885	2.536.291	1.969.349	1.396.846	8.418.556
Transport	0	63.549	3.274.874	42.246.703	39.374.475	47.441.286
Energy	0	0	3.638.250	6.015.584	1.003.956	5.168.330
Business and Industry		98.969	273.106	1.052.786	8.946.923	12.395.007
Agriculture		2.000.000	3.031.157	1.118.429	3.292.186	4.414.512
Financial Support		0	0	0	0	0
Other	6.880.000	14.840.204	21.061.026	5.388.532	15.154.934	16.686.998
Total	6.880.000	18.593.278	37.397.748	85.809.987	106.151.477	177.827.491
Årsberetning	6.880.000	22.140.000	37.100.000	85.310.000	106.150.000	177.830.000
Difference	0	-3.546.722	297.748	499.987	1.477	-2.509
	<i>1996</i>	<i>1997</i>	<i>1998</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>
Education	2.441.840	12.414.707	12.437.966	13.085.252	13.831.640	17.349.243
Health	56.323.431	79.513.983	36.089.006	58.150.149	56.867.489	66.594.486
Water	42.717.212	52.574.762	59.447.008	48.662.653	53.971.830	61.332.764
Governance	18.537.026	7.843.737	17.634.187	16.319.391	15.606.608	7.572.571
Transport	31.783.807	25.914.465	10.207.900	9.511.411	80.438.082	94.842.333
Energy	36.079.137	28.704.585	52.323.853	32.012.364	33.111.256	22.543.602
Business and Industry	10.349.517	18.920.899	15.555.434	29.462.473	23.344.007	27.466.255
Agriculture	4.541.784	5.816.320	3.773.220	5.720.404	4.584.457	3.165.103
Financial Support	0	0	0	345.765	95.860	0
Other	30.525.978	14.156.723	24.590.711	38.283.280	16.162.422	30.606.200
Total	233.299.732	245.860.181	232.059.285	251.553.142	298.013.651	331.472.557
Årsberetning	233.300.000	245.860.000	232.060.000	263.410.000	308.110.000	340.360.000
Difference	-268	181	-715	-11.856.858	-10.096.349	-8.887.443
	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>Total</i>
Education	13.764.582	6.888.112	9.008.838	9.230.893	10.326.078	125.320.542
Health	62.366.936	71.837.879	98.237.437	68.806.656	61.731.574	798.761.567
Water	68.196.845	94.082.025	83.698.933	63.863.383	68.919.416	763.036.599
Governance	20.651.372	32.271.192	38.174.940	41.349.129	42.787.422	281.031.783
Transport	120.197.247	93.485.634	49.623.393	92.146.617	120.491.407	861.043.183
Energy	8.400.621	4.222.535	2.977	31.105	0	233.258.155
Business and Industry	31.262.165	26.438.720	42.072.556	31.648.562	28.701.013	308.339.812
Agriculture	9.389.671	6.668.849	1.110.614	705.524	0	63.593.175
Financial Support	-262.741	0	698.386	0	10.000.000	10.877.270
Other	59.780.016	36.454.815	26.832.917	32.266.416	50.149.428	512.313.079
Total	393.746.714	372.349.761	349.460.991	340.048.285	393.106.338	3.957.575.165
Årsberetning	404.000.000	372.000.000	357.600.000	340.100.000	367.124.588	3.899.334.588
Difference	-10.253.286	349.761	-8.139.009	-51.715	25.981.750	58.240.577

Note: 1990: In the adjusted sector distribution, the Annual Report total figure has been used, as the 1990 figure of DKK 90.824.547 is an accumulation of

previous years' expenditures.

	<i>Education</i>	<i>Health</i>	<i>Water</i>	<i>Govern- ance</i>	<i>Transport</i>	<i>Energy</i>	<i>Business & Indus- try</i>	<i>Agri.</i>	<i>Financial Support</i>	<i>Other</i>
% of Total	3,17%	20,18%	19,28%	7,10%	21,76%	5,89%	7,79%	1,61%	0,27%	12,95%

Source: Pre-study

Table 5: Sector programme support and other larger programmes and projects³

<i>Sector</i>	<i>Name of Programme</i>	<i>Period</i>	<i>DKKm Appropria- tions</i>	<i>DKKm Expendi- ture</i>	
Agric	Agro-Forestry Project	1989-1997	60	53.76	
	Land and Water Management Project	1994-2003	36.5	36.87	
Energy	Electricity Supply (Ghana National Electri- fication Project)	1996-2003	153.9	156.47	
	Energy Sector Programme Support	2000-2002	41	41.1	
Finance	Support for Financial Sector	1991-2001	30.12	30.21	
PSD	Private Sector Development Programme ⁴	1993- ongoing	150	150	
Business	Business Sector Programme Support	2003-2008	205.2	85.8	
Transport	Rehabilitation of Feeder Roads	1992-1997	120.15	117.72	
	Ferry Rehabilitation on Lake Volta	1993-1997	60.5	60.32	
	Transport Sector Programme Support I	1999-2002	412	330.6	
	Transport Sector Programme Support II	2003-2008	511.5	345.6	
	Water	Volta Project	1993-2003	370.9	297.02
Water	Water Resources Institutional Support	1997-2002	51.5	51.93	
	Water Sector Programme Support I	1997-2003	193.6	175.9	
	Water Sector Programme Support II	2004-2008	371.1	218	
	Health	Health Sector Programme Support (Phase I)	1994-1998	171	185.11
	Health	Health Sector Programme Support (Phase II)	1998-2002	225	210.1
Health	Budget Support for Ministry of Health	1996-2000	42.2	42.43	
	Health Sector Programme Support (Phase III)	2003-2007	351.8	275.7	
	GG	Good Governance and Human Rights Pro- gramme	2003-2008	230	123
MDBS	Danish Support for District Assemblies	1999-2003	50.2	49.27	
	Danish Support for Multi-Donor Budget Support	2006-2010	250	10	
Total			4,088.17	3,046.91	

Source: Pre-study, rearranged according to sectors by evaluation team

³ Programmes and projects above DKK 30 million of longer duration.

⁴ Actual spending; Appropriation is not made country wise.

Table 6: Major projects above DKK 3m

<i>Name of Project</i>	<i>Period</i>	<i>DKKm Ap- propr.⁵</i>	<i>DKKm Ex- penditure</i>
Remote Sensing and Digital Imaging Processing for Environmental Monitoring	1990-2004	7.83	7.74
Fermentation of Traditional Foodstuff	1991-1996	8.5	NA
Technology Assessment: Building Research Capabilities at the University of Ghana	1991-2004	7.25	7.25
Training Needs in the Electricity Sector	1992	3.55	NA
Fishing Port in Elmina	1992-1993	4.4	NA
Supply of LPG cylinders	1992-1995	19.5	NA
Eastern Region Water Project	1993-1998	3.2	3.2
Støtte til center for mellemfolkelig forståelse og musisk udvikling (AGORO) ⁶	1993-2001	7	5.45
Malaria Research Programme	1993-2003	22	22.05
Laboratory for Determination of Nutrient Circulation	1993-2007	18.37	17.13
Environment Information Systems Development	1994-1999	20	20.18
Modernisation of Trokosi System ⁷	1994-2000	4.95	0.79
Rehabilitation for Blinded	1994-2001	4.33	3.67
International Business Management	1994-2002	7.74	7.73
Enhancement of Research and Teaching Capacity in Hydrogeology	1994-2008	15.4	12.4
Voter Registration and Elections	1995-1997	19.6	NA
Assistance to National Archives of Ghana	1995-1998	3.86	3.29
Interlibrary Lending ⁸	1995-2002	5	0.5
Payment Support to Ghana	1996	12	12
Maintenance in Health Sector	1996-2001	18.8	23.03
Electricity Sector Training	1996-2002	13.7	12.78
Support for interim Capacity Development in Community Water and Sanitation Agency	1997-1998	3.92	4.17
Support for the Commission on Human Rights and Administrative Justice	1998-2001	9.2	9.05
Community Initiatives and Democratisation of Planning Practice in Ghana	1998-2003	4.15	4.34
Rehabilitation of the Takoradi-Agona Road	1999-2000	3.15	3.43
Presidential and Parliament Elections 2000 ⁹	1999-2001	18.67	14.55
Street Children Network	2001-2003	4.65	4.27
Fund for Poverty Reduction and Women's Rights Fund	2002-2003	15	14.9
Cultural and Historical Identity	2002-2009	7.5	2.8
Polio Campaign	2004	9.71	9.67
National Strategic Framework for HIV/AIDS	2005-2006	9.97	9.23
Total		312.9	

Note: NA: Not Available. Source: Pre-study

⁵ The total in table 2.3 is not comparable with the table showing actual spending until the end of 2006 it includes programmes that continue until the end of 2008.

⁶ Cover journal numbers 104.Ghana.11-5.A and 104.Ghana.44.

⁷ Appropriations cover journal numbers 104.Ghana.11-5.I and 104.Ghana.41. Expenditures only cover 104.Ghana.41.

⁸ Number of appropriations are 4. Expenditure figures only relates to one of the four appropriations.

⁹ Number of appropriations are 3. Expenditure figures only relates to one of the three appropriations.

Table 7: NGO projects above DKK 3m 1990-2006

<i>NGO</i>	<i>Name of Programme</i>	<i>Period</i>	<i>DKKm Appropriation</i>	<i>DKKm Expenditures</i>
CARE	Frame activities	2002-		
IBIS	Frame activities	2002-		
Ulandssekretariatet	Frame activities	2002-2005		
Ghana Venskabsgrupper	Village Development	1987-1999	23	NA
Ghana Venskabsgrupper	Literacy Project for Children	1994-2003	63.52	NA
Ghana Venskabsgrupper	School Project for Children in Northern Region	1995-1998	8.7	NA
International Medical Co-operation Committee	Sissala District Health Service	1996-2011	18.87	NA
CARE	Gwiro Bansa Joint Forest Management Project	1999-2003	11.5	9.92
CARE	Livelihood Security and Natural Resource Management	1999-2004	5.3	NA
CARE	Public Participation in Local Governance	1999-2000	11.3	NA
Ghana Venskabsgrupper	Ghanaian Danish Community Programme	1999-2008	47.27	32.84
Ulandssekretariatet	Organisering af kvinder i den uformelle sektor	2000-2004	7.7	5.11
CARE	Programme for Agriculture and Nature Resources	2001-2008	32	NA
CARE	Organisational Capacity-building in the Ghanaian Civil Society	2001-2003	4.7	NA
Dansk Blindesamfund	Organisational Development and Rehabilitation of Visually Handicapped	2002-2006	22.1	NA
Ghana Venskabsgrupper	Village Development in Northern Ghana	2002-2009	21.4	NA
Ulandssekretariatet	Early Childhood Educators in Ghana	2002-2004	3.3	1.68
Ulandssekretariatet	Tourism Sector in Ghana, Skills Development and Capacity-building in ICU	2002-2004	3.6	1.69
CARE, Ghana Venskabsgrupper and Dansk Kvindesamfund	Programme for Rural Rights, Development and Equity	2005-2008	18.7	NA
Ulandssekretariatet	Poverty and Empowerment in Ghana	2005-2007	9.24	NA
Ghana Venskabsgrupper	Village Development, Community Based Organisation Empowerment	2006-2009	3.85	NA
Total			316.05	

Source: Pre-study

Table 8: Locally approved projects 1991-2007

No	Project name	Start	End	Appropriation	Ghana partner	Sect.	J. No
194	Parliamentary Support Programme	2003	2005	2,194	Africa 2000 Network	HRD	104.Ghana.12-83
39	Bone setters i Upper West	1996	1999	3,920	Africa 2000 Network	OSS	104.Ghana.11-5.w
35	Oprettelse af sektornetværk	1998	2000	1,000	Africa 2000 Network, Gender Studies and Human Rights Documentation Centre	Water	104.Ghana.11-5.S.
198	Economic Empowerment for women	1998	2001	2,140	Africa Dance Project	Gender	104.Ghana.12-88
197	NGOs in Volta Region	2003	2005	1,701	African Centre for Human Development	HRD	104.Ghana.12-87
133	MPSD PPME Division	2002	2003	2,270	African Centre for Human Development	HRD	104.Ghana.12-169
82	Legal Literacy Foundation	2000	2001	0,210	African Centre for Human Development	HRD	104.Ghana.12-116
28	International Dev. Expo-Forum 1995	1999	2001	1,700	African Women lawyers association	HRD	104.Ghana.11-5.K.
62	Dam renovation	1999	1999	0,131	AGORO	Health	104.Ghana.12
43	Bank of Ghana	1993	2001	4,013	AGORO	Educ	104.Ghana.12
26	Semiarforståelse af grundloven	1996	1997	2,690	Akatsi, Hohoe, Lawra and Nadowli Districts	OSS	104.Ghana.11-5.i.
205	Sheanut Extraction Groups	1998	2001	1,290	Assemblies of God	Gender	104.Ghana.12-96
8	Publishing of Books on the evolution and working of Parliament	1996	1998	0,243	Assemblies of God / UNHCR	Energy	104.Ghana.11-4
192	Krobo Secondary Commercial School	1995	1998	0,627	Association in Development	Educ	104.Ghana.12-81
123	Ghana Wood Sector Study	2001	2001	0,015	Association of Ghana Industries	Business	104.Ghana.12-159
6	Rio+10 Preparatory forum for NGOs	1993	1994	0,400	Bank of Ghana	Env	104.Ghana.11-4
169	Prevention of Fraud	2003	2005	2,965	Care DK, Accra Office	HRD	104.Ghana.12-56
3	Konference om brugen af tropisk jord ressource	2005	2006	2,996	CARE International	OSS	104.Ghana.11-4
204	Education of head carriers in Tolon Kumbungu District	1998	2001	0,360	CEDEP	Gender	104.Ghana.12-95
48	Volta River Authority	1999	2003	2,370	CEDEP	HRD	104.Ghana.12
158	Integrated HIV/AIDS Services Promotion Project	1999	2000	0,740	Center for Democracy and Development	Health	104.Ghana.12-193
134	HIV/AIDS Test Kit	1999	1999	0,340	Centre for Democracy and Development	Health	104.Ghana.12-170
136	Industrial Census and Survey	1998	1998	0,080	Centre for National Culture, Tamale	Business	104.Ghana.12-172
162	Ghana Culture Fund	1997	2000	0,485	Centre for National Culture, Tamale	OSS	104.Ghana.12-197

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

No	Project name	Start	End	Appropriation	Ghana partner	Sect.	J. No
203	Rain Harvesting	1998	2000	0,570	Child to Child	Water	104.Ghana.12-94
131	Trafficked Children	1997	1998	1,250	Children in Need	OSS	104.Ghana.12-167
207	Farming Project for distressed women	1998	1998	0,280	CHRAJ	Gender	104.Ghana.12-98
81	Micro Finance Institutions	2000	2001	0,071	Commission on Human Rights and Administrative Justice.	Business	104.Ghana.12-115
142	Coast of Slaves	1995	1996	0,870	Commission on Human Rights and Administrative Justice.	Educ	104.Ghana.12-178
75	Pilot Sanitation Programme for the Greater Accra and Eastern Regions	1998	2000	0,230	Community Life Improvement Programme	Water	104.Ghana.12-109
170	Printing of Book	1997	2000	2,780	Community Life Improvement Programme	OSS	104.Ghana.12-57
208	Girl Child Education	1995	1997	2,800	Community Water and Sanitation Division, CWSD	Educ	104.Ghana.12-99
50	International Needs Ghana	1995	1996	0,900	Community Water and Sanitation Division.	Educ	104.Ghana.12
150	Integration of rescued trafficked children	2002	2003	0,502	Council of State	HRD	104.Ghana.12-186
20	Skolebyggeri i Techman	1998	1999	1,750	CWSA, Community Water and Sanitation Division Greater Accra	Health	104.Ghana.11-5.c.
157	Women and Youth Volta Region	1995	1996	0,900	CWSD	Gender	104.Ghana.12-192
60	Northern Regional Coordination Council	1998	1999	0,200	Dagbon Ninneessim Karimzong of the Ghana Danish Communities Programme	Water	104.Ghana.12
177	Kidda celebrations	1997	1997	0,110	Department of Planning, Kumasi University of Science and Technology	OSS	104.Ghana.12-65
101	Decentralisation newsletters	2001	2001	0,345	Department of Urban Roads	HRD	104.Ghana.12-136
67	Support for PEN	2000	2000	0,075	Dept. Of Chemistry, KNUST-Kumasi	HRD	104.Ghana.12-100
201	Study on Genderbased Violence Against Women	1998	1999	0,300	DIEMA - NEDCP	Gender	104.Ghana.12-92
109	Child Trafficking Study	1997	1997	0,140	Ebenezer Community Project	OSS	104.Ghana.12-144
9	Publishing of Books on "Denmark in Ghana"	2006	2006	0,193	Ecological Laboratory, University of Ghana	OSS	104.Ghana.11-4
99	Northern NGO Consortium	1993	1994	0,482	Electoral Commission	Educ	104.Ghana.12-134
160	Solar Pump at Sesemi Village	1998	1998	2,200	Electoral Commission	Water	104.Ghana.12-195
147	Peace and Sustainable development	2002	2003	2,514	Electoral Commission	HRD	104.Ghana.12-183
84	The political playing field up to the elections 2000	2000	2000	3,000	Electoral Commission	HRD	104.Ghana.12-118
132	Business Law Division,	2002	2002	3,000	Electoral Commission	HRD	104.Ghana.12-168

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

No	Project name	Start	End	Appropriation	Ghana partner	Sect.	J. No
	MoJ						
79	Seminar to establish network of organisations with Danish affiliations in Ghana	1997	1997	2,020	Electorial Commissin of Ghana	OSS	104.Ghana.12-113
165	Internship for Medical Students	1999	2001	2,640	Energy Commission	Health	104.Ghana.12-52
189	Community Support, Northern Region	2000	2001	0,075	Enviromental Protection Agency	Agric	104.Ghana.12-78
154	Capacity-building of non-state actors for collaboration in APRM.	2002	2003	0,338	Environmental Protection Agency	HRD	104.Ghana.12-189
5	Støtte til miljøbeskyttelsesforeninger i Ghana	1999	1999	0,690	Environmental Protection Agency	HRD	104.Ghana.11-4
46	Schools in Northern Region	1998	2001	2,800	Food Research Institute, Institute of Economic Affairs	Health	104.Ghana.12
15	Etablering af latriner ved børnehjem / skole i Trotor, Korforidua	1997	1998	0,470	Friends of the Earth	Water	104.Ghana.11-4-31
180	Renovation of District Offices of Electorial Commission of Ghana	2003	2005	2,386	Friends of the Earth	HRD	104.Ghana.12-68
185	Street children	1997	1997	0,051	GAPVOD	OSS	104.Ghana.12-74
200	West African Journalist Association	2004	2004	0,500	Ghana Aids Commission	HRD	104.Ghana.12-91
139	Magistrate Courts	2002	2002	2,262	Ghana Aids Commission	HRD	104.Ghana.12-175
187	Poor women in Northern Region	1998	1998	0,229	Ghana Alert	Gender	104.Ghana.12-76
44	Seventh Day Adventists	2000	2004	3,000	Ghana Arbitration Centre	HRD	104.Ghana.12
96	Solar lighting and water pumping	1996	1996	0,039	Ghana Association of Private Voluntary Organisations	Energy	104.Ghana.12-131
122	Workshop on PS Policy	2000	2000	0,031	Ghana Book Trust	Business	104.Ghana.12-158
94	Installation of Solar PV Systems	1996	1999	1,983	Ghana Book Trust	Energy	104.Ghana.12-128
18	Community Water and Sanitation division, Organisation- og personaleudvikling	1996	1996	0,033	Ghana Committee for on Human and Peoples Rights	OSS	104.Ghana.11-5.A
72	Associations of Persons Living with AIDS	1999	2001	1,120	Ghana Denmark Community Association	Health	104.Ghana.12-105
1	Osu Childrens Home	2004	2004	0,037	Ghana Education Service	mini	104.Ghana.11-29
52	Health Centre in Tsito	1992	1993	0,600	Ghana Election Commission	Gender	104.Ghana.12
102	Adolescent Reproductive Health Advocacy	1999	2000	0,560	Ghana Legal Literacy Foundation	Health	104.Ghana.12-137
128	Ghana Centre for Democratic Development	2002	2003	0,477	Ghana Naitonal Centre for Democratic Development	HRD	104.Ghana.12-164
56	Management Information System in MoF	2000	2001	0,370	Ghana National Commission on Children	HRD	104.Ghana.12
69	NOYAM	1996	1997	0,190	Ghana National Theater	OSS	104.Ghana.12-102

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

No	Project name	Start	End	Appropriation	Ghana partner	Sect.	J. No
61	Refugee Camps in Northern Region	2000	2001	0,160	Ghana Social Marketing Foundation	HRD	104.Ghana.12
49	Women's World Banking Ghana	1998	2001	1,223	Ghana-Denmark Community Friendship Organisation	Health	104.Ghana.12
186	Street Girls	1998	1998	0,400	Ghanaian Chapter of International PEN	Gender	104.Ghana.12-75
118	HIV/AIDS Outreach	1999	2000	0,350	GHANALERT	Health	104.Ghana.12-153
25	Markes og kantineområde UoG	1999	2000	0,440	Ghanalert	HRD	104.Ghana.11-5.h
17	Support for Youth Home Cultural Group, Tamale	1996	1997	0,210	Ghanalert in Ghana	OSS	104.Ghana.11-4-33
30	Improve capacity for policy analysis and dialogue in Ghana.	1998	1998	0,210	Ghanalert in Ghana	Water	104.Ghana.11-5.m
70	NRDCP Cultural Project in Tamale	1996	2003	0,640	Gia/Nabio Agroforestry Development Organisation	OSS	104.Ghana.12-103
143	Traditional Leadership Initiative	2002	2004	2,730	Gia/Nabio Agroforestry Development Organisation	HRD	104.Ghana.12-179
36	Støtte til Libanesiske flygtninge	1996	2001	1,080	Green Earth Organisation	OSS	104.Ghana.11-5.t
78	Wanzabiapa, Denmark Community Friendship Organisation	1996	1997	0,250	Gwira Bansa Chieftancy	OSS	104.Ghana.12-112
7	District Assemblies	2007	2007	0,391	Historical Society Ghana	OSS	104.Ghana.11-4
179	Giwre Bansa water projects	1998	2001	0,400	Hope for the Distressed Women	Water	104.Ghana.12-67
53	UoG Medical School	2000	2002	0,480	Human Research and Resources Bureau	HRD	104.Ghana.12
125	Local Elections NGO Support	2002	2002	2,802	Ibis	HRD	104.Ghana.12-161
21	Bygning af sundhedscenter i Tsito	2001	2001	2,137	Institute for Gender and Development	HRD	104.Ghana.11-5.d.
199	Local Election Observation	2003	2003	0,065	Institute for Policy Alternatives	HRD	104.Ghana.12-89
93	Parliamentary Support Programme	2001	2002	2,750	Institute of African Studies	HRD	104.Ghana.12-127
22	Uddannelse af den private presse	2001	2001	0,077	Institute of Cultural Affairs	Business	104.Ghana.11-5.e
51	UoG's Hospital	2004	2005	0,800	Institute of Democratic Governance, IDEG	Hum	104.Ghana.12
206	Local elections, 1998	2003	2004	2,195	Institute of Democratic Governance, IDEG	HRD	104.Ghana.12-97
114	HIV/AIDS Conference	1999	2000	2,600	Institute of Economic Affairs	Health	104.Ghana.12-149
155	Ship of Slaves	1995	1996	2,622	Institute of Economic Affairs	Educ	104.Ghana.12-190
126	Economic Monitoring	2002	2003	2,955	Institute of Economic Affairs	HRD	104.Ghana.12-162
195	Mass Media and Public Health Education	1999	2000	2,790	Institute of Economics Affairs	Health	104.Ghana.12-85
58	Strengthening of the Ombudsman	1998	2001	0,300	Institute of Statistical, Social and Economic Research	Water	104.Ghana.12

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

No	Project name	Start	End	Appropriation	Ghana partner	Sect.	J. No
54	Ghana Election Commission	1996	1999	0,434	Institute of Statistical, Social and Economic Research	Energy	104.Ghana.12
74	Støtte til initiativ til bekæmpelse af korruption, CHRAJ	2000	2000	0,880	Institute of Statistical, Social and Economic Research	HRD	104.Ghana.12-107
85	Ministry of Roads and Transport Feasibility Studies	1997	1998	2,920	Institutte of Economic Affairs in Ghana	Transp	104.Ghana.12-119
110	Excluded Women's Camp	1995	1997	2,600	Institutte of Economic Analysis	Gender	104.Ghana.12-145
183	Agogo Community Library Project	1996	1998	0,695	International Associaton for the Advancement of Women in Africa, ASAWA	Educ	104.Ghana.12-71
178	Gia/Nabio tree planting project	1994	1996	0,500	International Needs	Env	104.Ghana.12-66
116	Road Safety Education in Schools	1994	1996	0,456	International Needs Ghana and Fetish Slaves Liberation Movement	Educ	104.Ghana.12-151
38	Grundbog: Den strukturelle udvikling i Ghanas økonomi 1970 - 1995	1996	1996	0,48	League of Environmental Journalists	OSS	104.Ghana.11-5.V
83	Local Capacity for Policy Analysis Dialogue	2000	2003	2,440	Management Aid	HRD	104.Ghana.12-117
190	Evaluation of capacity development of districts	2003	2005	2,763	Management Aid	HRD	104.Ghana.12-79
161	Reflection of fifty years of Ghana's indepencee	1997	1999	2,840	Management Aid	OSS	104.Ghana.12-196
64	Establishment of Sector Network	1996	1996	0,104	Management Aid, MAID	Energy	104.Ghana.12
87	20th African Health Sciences Congress and 20th Anniversay of NMIMR	1999	1999	0,087	Micro Finance Institutions Action Research Network	Health	104.Ghana.12-121
171	Schools in Peki	1995	1995	0,120	Min. of Works and Housing, CWSD	Educ	104.Ghana.12-58
164	Voter behaviour study	2003	2003	0,057	Ministry of Education	HRD	104.Ghana.12-50
95	Institute for Gender and Development	1995	1996	0,100	Ministry of Finance	Gender	104.Ghana.12-130
176	School construction in Kenyasi	1995	1995	0,110	Ministry of Finance	Educ	104.Ghana.12-64
108	State and Society Partnership in Poverty Reduction	2001	2001	0,150	Ministry of Finance	HRD	104.Ghana.12-143
127	Country Strategy Assessment	2002	2002	1,076	Ministry of Finance	HRD	104.Ghana.12-163
91	Støtte til National Arkivet	1996	1997	1,770	Ministry of Health	OSS	104.Ghana.12-125
105	Ghana Arbitration Centre	2001	2001	2,654	Ministry of Health	HRD	104.Ghana.12-140
33	Eyisam kvindecener	1993	1995	1,160	Ministry of Health, Volta Region	Gender	104.Ghana.11-5.Q

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

No	Project name	Start	End	Appropriation	Ghana partner	Sect.	J. No
73	Vocational Training Institute for Women in Yendi	1993	1994	1,157	Ministry of Health/ Tsito Women's Association	Educ	104.Ghana.12-106
137	Electoral Commission	2002	2004	3,000	Ministry of Justice	HRD	104.Ghana.12-173
202	Gender training handbook	1998	1998	0,310	Ministry of Lands and Forestry	Gender	104.Ghana.12-93
65	Seminar on donor participation in WSP	1999	1999	0,037	Ministry of Local Government	Business	104.Ghana.12
138	Support for the Council of State	2002	2004	3,000	Ministry of Private Sector Development	HRD	104.Ghana.12-174
191	Workshop on Developing Communication Skills	1997	1999	1,350	Ministry of Roads	OSS	104.Ghana.12-80
68	Perceptions of Ghanaians of decentralisation	2000	2000	0,320	Ministry of Roads and Transport	HRD	104.Ghana.12-101
119	Supply of HIV/AIDS Testing Kits to MoH	1999	1999	2,738	Ministry of Roads and Transport	Health	104.Ghana.12-154
120	IRS Conference	2002	2002	0,920	Ministry of Private Sector Development	HRD	104.Ghana.12-156
37	Kvinders soya bønne production, Northern Region	2002	2003	0,482	National Archives of Ghana	Agric	104.Ghana.11-5.u
115	Institute of African Studies, UoG	1994	1994	0,068	National Commission for Civic Education	Educ	104.Ghana.12-150
166	Election Monitoring	2003	2004	2,981	National Governance Programme	HRD	104.Ghana.12-53
167	Election Monitoring	2003	2004	2,992	National Governance Programme	HRD	104.Ghana.12-54
151	3rd Development Dialogue Series	2002	2003	3,000	National Governance Programme	HRD	104.Ghana.12-187
124	National Reconciliation	2002	2002	1,343	National Reconciliation Commission	HRD	104.Ghana.12-160
100	Poverty Alleviation in UE	2001	2001	0,200	National Road Safety Commission	HRD	104.Ghana.12-135
168	Four District Councils and district administrations	2003	2003	0,325	National Theater	HRD	104.Ghana.12-55
23	Kreditgivning til kvinder	1999	2000	2,790	New Energy	HRD	104.Ghana.11-5.f.
152	Joint Review of the National Response (HIV/AIDS)	1999	1999	0,156	Noguchi Memorial Institute for Medical Research	Health	104.Ghana.12-188
45	University of Ghana	1999	2001	2,870	Northern NGO Consortium	HRD	104.Ghana.12
148	Youth and Women's Groups	1994	1994	0,200	Northern Regional Administration	Gender	104.Ghana.12-184
135	Women's Poverty Alleviation in Upper East	1995	1995	0,300	Northern Regional Coordination Council	Gender	104.Ghana.12-171
113	Book on Slave Ship	1997	1997	2,993	Northern Students Union of University of Cape Coast	OSS	104.Ghana.12-148
104	District Committees on Children	1995	1996	0,900	Ombudsman	Gender	104.Ghana.12-139
10	Udgivelse af studie om	2002	2002	0,075	Osu Childrens home	Agric	104.Ghana.11-4

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

No	Project name	Start	End	Appropriation	Ghana partner	Sect.	J. No
	Ghana og regional Integrering						
66	GAPVOD Workshop	1995	1997	0,280	Our Lady of Apostles Girl's Secondary School	OSS	104.Ghana.12-01
175	White Cane for the blind	1999	1999	0,942	Public Records and Archives Administrative Department	Health	104.Ghana.12-63
41	Udgivelse af NGO Directory	1998	1999	0,930	Radio Peace	Health	104.Ghana.11-5.z
31	Seminar om effektiv donordeltagelse i Ghana's drikkevands- og sanitets program	1996	1998	2,930	Rural Integrated Development	OSS	104.Ghana.11-5.n.
55	School of Communications	1994	1996	0,400	School of Communications	Gender	104.Ghana.12
16	Participatory Theatre, Tamale.	1996	1998	1,180	School of Public Health	OSS	104.Ghana.11-4-32
57	NGO development in North Western Development Agency	1998	1998	0,320	SDA Vocational Training Institute, Techiman in Ghana	Water	104.Ghana.12
27	Modernisering af TRO-KOSI systemet	1996	1997	0,300	Serious Fraud Office	OSS	104.Ghana.11-5.j
12	Northern Region Arts and Culture Festival	1993	1995	0,370	Seventh Day Adventists, Sunyani	Env	104.Ghana.11-4.
47	Spare parts to diesel generator	2004	2006	2,642	Southern Sector Youth and Women Empowerment Network	NGO	104.Ghana.12
103	Legal Defence Fund Journalists in West Africa	2001	2004	1,430	Stop AIDS Ghana	HRD	104.Ghana.12-138
145	Support for the staging of Musu 2003	1997	1999	2,070	Street Girls Ghana	OSS	104.Ghana.12-181
89	Democratic consolidation	2001	2001	0,127	Sub-Sharan Publishers and Ghana Book Trust	HRD	104.Ghana.12-123
59	Policy analysis and dialogue	1996	1997	0,280	Syvende dags Adventisterne, Techiman	Educ	104.Ghana.12
140	Tamale UDS-VSAT Connection	1994	1995	0,132	The African Center for Human Development	Educ	104.Ghana.12-176
90	Solar drying of food, wood and fish	1996	1996	0,048	The Bone Settes of Duong Nadowli District	Energy	104.Ghana.12-124
40	Bistand til Ghana Book Trust	1998	2000	0,740	The Ghana Association of the Blind	OSS	104.Ghana.11-5.x
11	Tree planting to check erosion at New Takoradi	2007	2009	3,000	The Institute for Music and Development	OSS	104.Ghana.11-4.
130	District elections 2000	2002	2002	0,220	The Institute of Economic Affairs Ghana	HRD	104.Ghana.12-166
111	2nd Round of Presidential Elections 2000	2001	2002	3,440	The Northern House of Chiefs and other organisations	HRD	104.Ghana.12-146
92	West African Media Foundation	2001	2001	0,557	UNESCO Ghana	HRD	104.Ghana.12-126
144	National Governance Programme	2002	2004	3,000	UNIDO	HRD	104.Ghana.12-180

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

No	Project name	Start	End	Appropriation	Ghana partner	Sect.	J. No
29	Strengthening Commission for Human Rights and Administrative Justice	1996	1996	0,028	University Printing Press	OSS	104.Ghana.11-5.1
153	Promotion of Good Governance	2002	2003	0,488	University of Development Studies	HRD	104.Ghana.12-189
156	Combating Aids	1999	2000	0,540	University of Development Studies, Tamale	Health	104.Ghana.12-191
107	Conference on Road Safety	1997	1997	0,082	University of Ghana	Transp	104.Ghana.12-142
141	GIS system and computer equipment	1994	1996	0,100	University of Ghana	Env	104.Ghana.12-177
112	Research and Education Network	1994	1994	0,126	University of Ghana	Educ	104.Ghana.12-147
34	Strengthening the protection of womens legal rights	1995	1995	0,200	University of Ghana	Gender	104.Ghana.11-5.r
77	Policy Research on Social and Economic Services	1994	1994	0,402	University of Ghana	Educ	104.Ghana.12-111
184	Seminar on environmental sustainability in Northern Ghana	1992	1993	0,800	University of Ghana	Env	104.Ghana.12-73
4	Workshop om støtte til energisektoren	1995	1998	1,180	University of Ghana	Env	104.Ghana.11-4
117	Road Safety in Ghanaian Cities	1997	1998	2,990	University of Ghana	Transp	104.Ghana.12-152
14	Angel Book Club	1996	1997	0,440	University of Ghana, Dept. Of Polical science	OSS	104.Ghana.11-4-30
86	Corruption in Land administration	2001	2003	0,869	University of Legon	HRD	104.Ghana.12-120
76	Establishment and Operation of Radio (FM) Peace to serve the people of Winneba and Environs	2002	2003	0,025	Unknown	Comm	104.Ghana.12-110
80	FM Grid, Northern Region	2000	2003	0,025	Unknown	Comm	104.Ghana.12-114
19	AGORO	2005	2005	0,030	Unknown	Educ	104.Ghana.11-5.b.
182	Investigation of Sexual Abuse of underage girls	1997	1997	0,051	Unknown	Gender	104.Ghana.12-70
196	Telecommunication Infrastructure at UoG	2004	2004	0,065	Unknown	Comm	104.Ghana.12-86
71	Savanna Resources Management programme	2001	2001	0,071	Unknown	Agric	104.Ghana.12-104
24	Udstyr til distrikvalgkontorer	2006	2007	0,075	Unknown	Educ	104.Ghana.11-5.g
106	Pesticides conference	2000	2000	0,086	Unknown	Agric	104.Ghana.12-141
174	Women's income in rural districts	1995	1995	0,100	Unknown	Gender	104.Ghana.12-61

Joint Evaluation of the Ghana-Denmark Development Cooperation from 1990 to 2006

No	Project name	Start	End	Appropriation	Ghana partner	Sect.	J. No
98	Violence against women	1995	1996	0,200	Unknown	Gender	104.Ghana.12-133
149	Support for Women Rights and Empowerment	1993	1993	0,200	Unknown	Gender	104.Ghana.12-185
121	Good Governance in Northern Ghana, NORTRAD	2002	2002	0,210	Unknown	HRD	104.Ghana.12-157
146	BURN phase I	1995	1997	0,430	Unknown	Env	104.Ghana.12-182
13	Book on Kente Weaving	1995	1997	0,600	Unknown	OSS	104.Ghana.11-4-28
163	Women's Rights in Upper West Region	1995	1998	2,800	Unknown	Gender	104.Ghana.12-3
193	Pilot Project on Bitum emulsion on gravel roads	1997	1998	0,400	Volta Region Association of NGOs	Transp	104.Ghana.12-82
159	BURN phase II	1993	1994	0,200	Volta River Authority	Env	104.Ghana.12-194
172	Support for the Periodical Green Dove	1995	1995	0,300	Volta River Authority	Env	104.Ghana.12-59
32	Monitoring of bilateral	1998	1998	0,079	West African Journalist Association	Water	104.Ghana.11-5.o
63	Community Water and Sanitation Division	2000	2000	0,108	West African Media Foundation	HRD	104.Ghana.12
181	Control of Yellow Fever Outbreak	1999	2001	1,300	West African Media Foundation	Health	104.Ghana.12-69
97	Cost of Living	1996	1998	0,737	Women and Law and Development in Africa	OSS	104.Ghana.12-132
129	Business Sector Study Tour	1998	1998	0,028	Women Support Group	Business	104.Ghana.12-165
173	Workshop for miljøjournalister	1993	1995	1,580	Women's World Banking Ghana (WWBG) and Mutual Assistance Susu Limited (MASU)	Env	104.Ghana.12-60
88	Research in Fomented Food	1993	1994	1,583	Womens World Banking, WWB. Mutual Assistance Susu Ltd., MASU	Educ	104.Ghana.12-122
188	Post Conflict Youth Camp	1997	2001	0,230	Yilo Krobo Secondary Commercial School	OSS	104.Ghana.12-77
2	Anskaffelse af Yderligere udstyr til Ghanas nationalarkiver	2005	2006	0,940	Youngsters Peer Education Project	OSS	104.Ghana.11-3.
42	Field station for public health	2004	2005	2,116	Youth Focus International	NGO	104.Ghana.11-5y
Total				215,072			

7 Appendix 7: Danida's support to the energy sector: An overview

7.1 Context

The most important source of energy in Ghana is biomass, in the form of firewood and charcoal, which accounts for more than 70% of total energy consumption. Ghana's electricity supply comes primarily from hydroelectric plants. In the late 1980s Ghana prepared overall guidelines and objectives for the energy sector as laid down in the country's development strategy. In 1989 the Government decided to expand electricity supplies, which were produced at Lake Volta, to the entire country by 2020. Two of the long-term goals of the strategy were: (i) establishing an efficient, reliable and integrated energy supply and distribution network, and (ii) diversifying the country's energy-supply base by supporting development and efficient use of sustainable energy resources.

The *National Electrification Scheme* (NES) was conceived as the instrument to implement the development strategy. It covered all the principal towns in districts which did not receive electricity from the national grid, and local communities along transmission lines. As the next step, GoG designed and started implementation of the *National Electrification Project* (NEP). The NEP covered 29 sub-projects, which included connection to the national grid of all district capitals not yet supplied. It planned to extend the sub-transmission and distribution network to about 434 communities with a total population of 1 million, located throughout all ten regions of the country.

In 1997 the *Power Sector Reform Committee* submitted a long-awaited report to the Government, which was to form the basis for reform of the energy sector. In May 1997 it recommended to the Ghanaian Government a number of measures which were thought likely to increase efficiency and profitability in the energy area through further liberalisation of energy production.

Since 2000, GoG has started to develop the Strategic National Energy Plan (SNEP). It is a comprehensive roadmap for the development of the available energy resources of the country. It outlines how to tap these resources in an economic and timely way so as to ensure secure and adequate energy supplies for sustainable economic growth in the future. Based on an assessment of the existing institutional framework, energy demand and supply situation, papers on the various energy sub-sectors were prepared, which served as discussion documents at stakeholders' consultative meetings.

7.2 Danish support

Danida's first Country Programme 1993–1997 included a main thrust on social and economic infrastructure, and a specific focus on strengthening physical infrastructure in rural districts. Part of the latter was extension of the electricity supply to five rural districts. Danida had already supported the National Liquid Gas Promotion Programme by supplying LPG cylinders (1992-1995). Table 9 and Table 5 list the major projects in the energy sector.

Table 9: Energy sector programme support and other larger programmes and projects

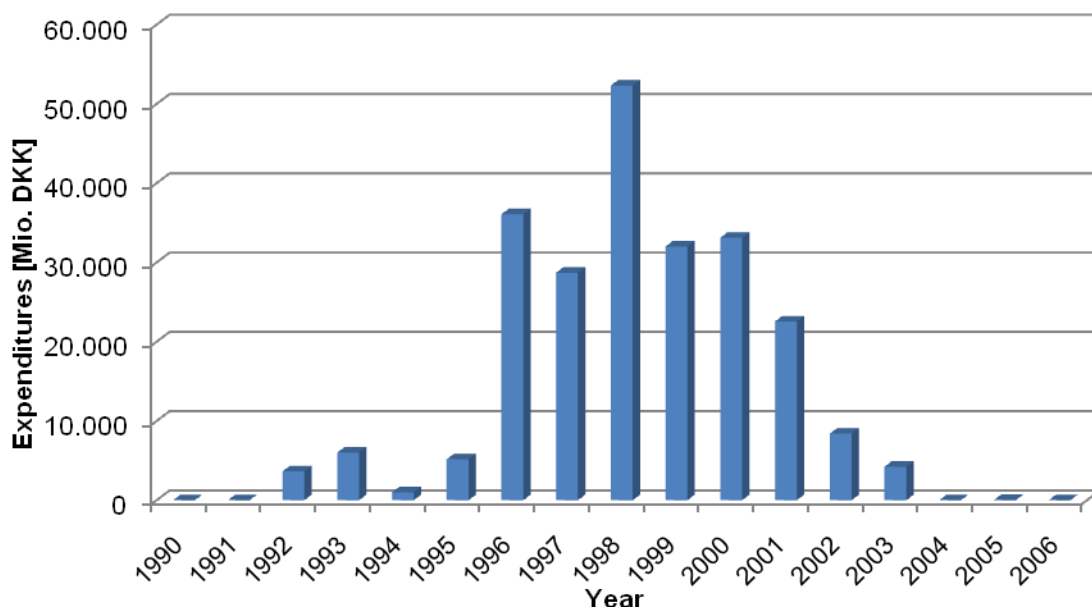
<i>Name of Programme</i>	<i>Period</i>	<i>Appropriations (DKKm)</i>	<i>Expenditure (DKKm)</i>
National Liquid Gas Promotion Programme/ Supply of LPG cylinders	1992-1995	19.5	n.d.
Volta River Authority Training Dev Centre	1996-2002	13.7	12.78
Electricity Supply (Ghana National Electrification Project)	1996-2003	153.9	156.47
Energy Sector Programme Support/ Support Traditional	2000-2002	41	41.1

<i>Name of Programme</i>	<i>Period</i>	<i>Appropriations (DKKm)</i>	<i>Expenditure (DKKm)</i>
Energy Resources Project (TERP)			

Source: Own calculations based on Pre-study and Table 6

Up to the year 2000, two projects approved in 1996 accounted for most of the Danida energy sector budget. These were the Danish components of the national electrification project and of the electricity production company's (Volta River Authority, VRA) training centre. In 2000 support for the Energy Sector Programme started as a major Danish initiative in the energy sector. Further smaller projects, implemented between 1999 and 2002, included Solar PV Systems for the Environmental Protection Agency (EPA, 1996–1999, DKK 2m) and the Solar Lighting and Pumping Project in Tamale (1999– 2001, DKK 2.6m).

Figure 1: Danish expenditures for the energy sector from 1990 to 2006



Source: Own calculations based on Pre-study and Table 6

All in all Danida spent some DKK 233m on the energy sector between 1990 and 2006, the bulk of which was spent between 1996 and 2001 (Table 4).

By 2001 it had become clear that Danida would pull out of energy sector support in Ghana. The Country Assessment of 2002 formulated: “The energy sector has not been included in the Assessment because, before the CAS Assessment was initiated, the Danish Government had already decided to withdraw from the energy sector. The reason being that in spite of many attempts, it had not been possible for Danida or other development partners to develop a comprehensive sector support programme due to the lack of reforms and the lack of transparency in decision-making related to the sector.” The Country Programme 2004 – 2008 elaborates further by stating that “losses in the state-owned energy enterprise continued to drain the public budgets to such an extent that it was considered unfeasible to uphold a sufficient poverty focus in the energy sector.” This confirms findings from the perception study that Danida is quite content to remain in a sector over a long period, but also prepared to take the necessary decisions if the prerequisites for support are not put in place, despite a long period of opportunity.

7.3 Assessment

Overall, the Danish contribution to the energy sector in Ghana is judged **relevant**. Some projects contributed directly as components to National Programmes (National LPG Programme, National Electrification Project, Energy Sector Programme Support) or strengthened national institutions, that is the VRA Training Centre and the Renewable Energy Development Project (REDP). Others were innovative, for example the introduction of solar energy based appliances for solar drying, lighting and electricity generation.

Critical comments with respect to relevance were only encountered in the available documentation for the Renewable Energy Development Project, where the mid-term review mission stated that the REDP was originally highly relevant but that as the project evolved, the relevance of its outputs fell in four categories from “relevant” through “doubtful relevance” and “irrelevant” to “directly counter-productive”.

The **effectiveness** of Danish support for the energy sector varied. While some projects were judged as rather successful, others only achieved some of their objectives or were rated mostly unsuccessful.

With respect to the **efficiency** of the Danish projects in the energy sector results were also mixed. Partial weaknesses identified in some projects were linked to the complicated organisational set-up consisting of several consultants and several national institutions, to delays in delivery and to late implementation of core activities. From the Danish side the integration of the projects and the opportunities given to the Ghanaian side to participate in decision-making, yielded disappointing results. From the Ghanaian side, weak institutions and poor commitment were sometimes at the origin of efficiency weaknesses.

Some projects and components of others had positive **impacts** whereas others were evaluated critically. Positive impacts achieved by Danish support for the energy sector included improved professional capacities of Ghanaian experts and institutional capacity, increased awareness and understanding of traditional energy sources and their use as well as of renewable energy options. Socio-economic impacts related to lighting in rural areas, and to improved social services in respect of water supply, health and education wherever reliable energy supply could be provided.

A good level of **sustainability** was achieved by projects with intensive participation and ownership by the beneficiaries and important capacity development activities such as in the Solar Lighting and Water Pumping Project in Tamale or in part of the VRA Training Project. Others were judged more critically, for example the contribution to the Electrification Project, or even as very unsustainable, such as the REDP. Sustainability problems were linked with technical design, cost recovery for continued operation and maintenance, and external influences such as the disturbances in supply to the Upper West Region associated with the upgrading of the Sawla substation.

However, impacts were partially unsatisfactory in respect of unreliability of energy service provision, cost of services, unadapted technical solutions or the limitations of a micro-project approach.

Overall, Danish support for the energy sector in Ghana achieved mixed results. While some projects and programme components were quite successful others performed less satisfactorily.

7.4 Details of supported projects

During the period of support the following major projects and programmes were implemented:

1. National Electrification Project (February 1997 to October 1999)

Within the then National Electrification Project that covered all ten regions, Danida agreed to finance the Central Region sub-Projects CR02 and CR03 and the Upper West region sub-Projects UW01/02. The Danish project covered four out of 29 sub-projects in the national electrification project.

The electrification project included extending Ghana's electricity supply network to principal towns, smaller towns and villages in parts of the Upper-West and Central Regions. The immediate objective was to supply cost-effective, reliable, affordable and sustainable grid electricity to the poorest regions. The de-

velopment objective was to increase economic activity and improve quality of life in the electrified districts. In order to reach the highest possible number of people, terms for connection and charges for small consumers were made so favourable by the Government that even in these two very poor regions, the number wishing to be connected was close to 100%.

The Completion Review of Energy Activities in Ghana states that the immediate objectives have been fulfilled to an acceptable degree, as the target for expected numbers of connections has been reached. However, overall satisfaction with the project was low. The main complaints were that it was an expensive project that had not provided the additional connections mentioned in the project document. As an infrastructure project, it had not developed tangible economic and social benefits. The project organisation was not able to identify and address the real issues in an efficient way during the project period and it has not created ownership and accountability by the recipients.

The strictly traditional project approach had failed at several levels. The feasibility study was not realistic and did not sufficiently consider the risks tied to the macro-economy (price-cuts on gold and cocoa, increasing issues in the power sector). The top-down approach has never provided a real opportunity to adapt the project to end-user expectations.

The relatively poor efficiency was at least partly caused by complicated project organisation. Danida had appointed a British consultant to supervise and manage the project. The Consultant appointed a Ghanaian sub-consultant to assist with supervision of the works and promote transfer of know-how to Ghanaian specialists and a Danish main contractor was in charge of the construction work. The institutional framework involved *Ministry of Mines and Energy* MME as formal executing agency. The implementing agencies for the two regions were the utilities NED-VRA in the Upper West, and ECG in Central Region. The Project Steering Committee consisted of MME's NEP organisation, management of ECG or VRA, and the Danish Embassy. The project organisation was set up timely and worked as intended but its efficiency at solving problems has been limited.

One problem was that the recipients were not able to provide the service information in a timely manner, which caused delays and additional costs. It was also questionable if a British company working in a former British colony was best to work in the spirit of the Danish co-operation. Even though the formal procedures have been followed, the project was integrated into the Ghanaian institutional landscape. The capacity of both MME and of the utilities was also very poor during this period. The participation of the Ghanaian authorities remained poor and defensive and the steering committee meetings were only informative with little influence on decisions.

An impact assessment carried out by the Danish Embassy confirmed the negative picture already disclosed by the World Bank overall assessment of the NEP. The Programs economic benefits were poor and scattered mainly for in the Upper West Region. However, some socio-economic impacts were important: e.g. lighting has brought a real improvement to households, who can afford to pay; within the education and health sector light at the maternity, better cooling facilities at health centres, possibility for vocational training at schools during the evening had brought sensitive. The impact on social services has also been very positive in term of access to clean and cheaper water.

Many consumers have been disappointed by the cost and the lack of reliability of the power supply. Many have switched back to more traditional appliances, as hand-driven sewing machines, petroleum lamps for shop at the marked place. Investments in appliances as fridges or freezers are generally making deficit or not providing the expected economic outcomes. However, it also has to be seen that the Upper West region is not endowed with a big development potential. It is typically a remote area outside the main transport corridor.

In the feasibility study and the project document the sustainability of the project was critically addressed. The tense financial situation of ECG and NED-VRA added to the risk. In the Upper West Region, light-

ning had destroyed many transformers, many of which had not been quickly replaced due to lack of maintenance funds. As consequence, many consumers received poor service (voltage drops and fluctuations) at the end of the long low voltage reticulation systems. A first class infrastructure was delivering after very few years of operation a third class service for many users.

Another external event had momentarily impeded the availability and quality of the supply. The upgrading of the main Sawla substation had disturbed the overall supply up to December 2002.

Another major problem experienced by the consumers was the utility's incapacity to develop a collection system for the bill. The collection had been out-sourced to a private collector. Unfortunately the volume of money collected remained too low to motivate the collector to provide regular service. The result was growing arrears and many disconnections of consumers.

2. Volta River Authority training development centre (December 1996 to February 2002)

The project was appraised in 1995, and project implementation began in December 1996, undertaken by Carl Bro Management.

The purpose of the project was to strengthen the HRD function of the Volta River Authority (VRA) through building a strong training and development department. The project comprised the establishment of a project management system, establishment of a HRD policy and organisation, a training needs assessment in the power sector, development and pilot testing of training courses, training of trainers, and construction of the Training and Development Centre. The training centre was intended to improve the VRA's capacity to plan, manage, and implement development of human resources within this and other electricity companies.

The development objective of the project was improved performance of the power sector. The project has contributed to improved performance. However, as was very evident in the 1998 energy crisis (as well as today), the key obstacles to improved performance are the present insufficient generating capacity, fuel prices and the low levels of tariffs. In view of the constraints faced by the project, the results are considered satisfactory.

The immediate objective of the project "Improved cost-effectiveness of Volta River Authority's (VRA) HRD programmes" has been achieved both in terms of meeting identified training needs and in terms of reduced training costs. It is an achievement of the project that the VRA now has a Training and Development Department equipped to promote staff performance improvements and in consequence the quality of its product. The TDD has, especially through the TNA exercise undertaken, provided a framework within which to work, where each department is now aware of the skills needed as opposed to the earlier situation of purely management-initiated programmes.

The project has achieved a considerable "localisation" of training and has increased considerably the number of training days carried out at the *Training Development Department (TDD)*. The project outputs have been achieved: it has implemented a systematic approach to development, delivery and evaluation of needs-based training and development activities in the VRA; it has trained TDD in the systematic development, delivery and evaluation of training activities in the VRA, developed and updated a total of 63 courses and trained approximately 2,000 VRA staff during the project. The existing training centre in Akuse was rehabilitated and basic workshop and training equipment as well as library facilities were provided. The participatory approach to capacity-building and project implementation has been applied consistently during the project period and with good results.

However, the project has suffered from a number of delays in the implementation of project activities. The main reasons for this have been the unexpected high workload of the project management team, the late appointment of instructors, insufficient residential facilities for trainees and TDD staff, and unavailability of key equipment and training facilities. As a result, the scope and frequency of some project activities has been less than foreseen (for instance impact assessments). A number of project activities have been

planned to commence in the last quarter of the project period (for instance additional impact assessments and Training Policy Workshops for Directors and Managers of VRA). As a result of these delays, the project has not succeeded permeating to the desired degree the VRA organisation within the fields of human resources management, (performance management, human resource development, planning and budgeting).

The project strategy of providing training equipment and facilities at the end of the project period has proved erroneous and has been a considerable constraint on project implementation. The main results were that the development of training courses was postponed and that the time used for preparation of technical courses was double of what was required had equipment been available.

However, in terms of impact, the staff of the TDD had acquired substantial practical experience of the various tasks to be performed in the training cycle, and the management staff of TDD had been involved in virtually all stages of planning and decision-making relating to major project activities.

TDD's use of part-time trainers had a spin-off effect on the VRA organisation as the part-time trainers had a natural interaction with both the line departments and the TDD and act as two-way messengers.

The staff of TDD had acquired valuable experience that they can draw upon in the future. However, the TDD was also facing a number of challenges, notably retaining present TDD instructors in the TDD and managing the transformation from a VRA department to a financially sustainable business unit selling both courses internally in VRA as well as externally.

Concerns were raised on the financial sustainability of the TDD. In particular, it had been noted that the TDD had received little investment from VRA during the project period. Funds were needed for further investments in training equipment to keep the TDD up-to-date. In order to be able to run higher level technical training courses for engineers it was important that efforts were increased to recruit engineers from the technical departments as part-time instructors.

3. Liquid Gas Promotion Programme

Denmark supported the *National Liquid Gas Promotion Programme* in order to halt deforestation, desertification, and environmental destruction. It primarily focused on middle-income households in urban areas.

The Danish programme envisaged supplying 80,000 5kg LPG cylinders including valves and regulators to the National LPG Programme. The objective of the programme was to offer an affordable and environmentally acceptable alternative to the present reliance on fuelwood and charcoal for domestic cooking. Women were supposed to be the main beneficiaries. Apart from time saved on securing fuel, the cleaner and smokeless condition for cooking was thought to remove some of the health problems associated with traditional cooking practices. Programme funds totalled DKK8.0m, over the two phases.

4. Solar PV Systems for EPA (June 1999 to February 2000)

The project was focused on the Greater Accra and Ashanti Regions. It was implemented by the Environmental Protection Agency (EPA).

The objective of the project was to provide a continuous supply of energy to EPA regional offices and air quality monitoring stations and also promote the use of solar energy as a more sustainable and environmentally-friendly source of energy through practical demonstration. In order to ascertain the viability of the proposal, a pilot programme involving the installation of an initial four PV-systems in two regional offices and two monitoring stations was initiated.

However due to the need for some additional complementary devices that had not been budgeted for, PV-systems were installed in only two regional offices and one monitoring station.

Even though the overall impact of the project has been very positive, the effect has been more pronounced with the monitoring station. The installation of a high power solar array at the Tema West Coast high in-

dustrial zone has afforded the Environmental Quality Department of the EPA to monitor nine air parameters instead of the five it used to measure with an old battery powered system.

5. Solar heating fish dryer (July 1999 – March 2002)

The aim of the project was to promote the use of solar heating systems to address current problems associated with traditional methods of drying crop, fish and wood products. The budget amounted to DKK2.6m.

The very limited information from a PCR indicated that the project had been satisfactory. But it recommended that the design of the fish dryer should be improved to take into consideration the geographic location of the project and target groups.

The impact of the project was limited. The design of the fish dryer was not responding to the geographic location of the project and the conditions and needs of its target groups. The wholesale importation of the design from Denmark without adaptation to the Ghanaian terrain resulted in the fish drying part of the project not achieving maximum impact.”

6. Energy Sector Programme Support / Traditional Energy Resources Project (TERP) (April 2000 to December 2002)

The *Traditional Energy Resources Project (TERP)* was a Danida-funded *Energy Sector Support Program (ESSP)* implemented in the three northern regions. The project was envisaged as an initiation pilot phase to develop and test strategies for ensuring sustainable production, marketing and use of wood fuels for alleviation of poverty. The project was implemented as four main components: capacity development; sustainable management of the wood-fuel supply base; improving wood-fuel marketing and revenue generation; and improving energy conservation and efficiency.

The TERP was implemented in eleven pilot wood-fuel producing areas and three urban wood-fuel consuming centres. Scanagri, a Danish Consulting firm, provided the needed technical assistance, whilst the Forest Services Division of the Ministry of Lands and Forestry, the District Assemblies, and Extension Agents of the Ministry of Food and Agriculture were the main implementing agencies.

During the first year of TEU operations, intense discussions regarding the approach to be followed and methodology to be used dominated its operations. The February 2001 Mid-Term Review concluded that its direction deviated from the provisions of the original Project Document.

Although most of the anticipated outputs under the immediate objectives were achieved in an efficient manner the majority of the immediate objectives were only partially achieved because:

- The Project Document implicitly assumed that current supply of and demand for traditional energy is unsustainable. Although current supply levels from indigenous woodlands are unsustainable this does not necessarily result in an unsustainable supply of traditional energy as such. In case of perceived shortages traditional energy supply tends to promote tree planting and a shift over time from the indigenous resource to the planted resource.
- Given the complexity of the traditional energy issue and the inherent trial and error path that a pilot project has to take, a project period of two years is considered too short to achieve the stated objectives.
- All of the envisaged activities and outputs in the Project Document were in themselves relevant and necessary technical ingredients for the achievement of the immediate and long-term objectives. But their ultimate relevance was determined by whether they could be implemented on an appropriate basis and with the right mix, scope and sequence, which was not the case. The outputs therefore have only shown that it is potentially technically and financially feasible and viable to achieve the TEU objectives by creating the necessary conducive environment.

The micro-projects or alternative income generating activities were an essential tool for the achievement of the objective of sustainable utilisation of traditional energy resources, however they did not suffice in themselves and implemented in isolation to achieve sustainable utilisation of the traditional energy resource. Commercial rural and urban markets have a constant and increasing demand for traditional energy. If one group of producers is falling away, it will be replaced by another group.

With regard to especially the micro projects of the poverty alleviation component, the impact of TEU activities has been direct and visible. This is also true for the improved stoves for chop bar operators or the establishment of the community woodland areas. People have benefited from these outputs. With the process or generic impact of TEU as a whole or the lessons learned by all stakeholders involved, the impact is less “visible” but equally important. Activities, studies and discussions in the areas of capacity-building, supply and demand, management and marketing of traditional energy and poverty alleviation have increased the awareness about the nature of the traditional energy, its linkages, problems and possible solutions.

7. Renewable Energy Development Project (REDP)

The project was meant to support institutional strengthening and capacity development at MoE and the Energy Commission, build up professional skills within private operators, draw the lessons learned from former projects and activities, develop an enabling framework for the private sector, and mainstream RET into the overall energy supply strategy of the country, mainly where RETs are cost-effective.

REDP was meant to narrow its focus on promoting an efficient and enabling framework for renewable energy businesses within the overall policy for off-grid electrification. In particular, it was understood that the project should ensure a high degree of private sector involvement, establish strong links to professionals, apply good quality assurance, develop modalities for sustainable technical maintenance of the systems, and develop sustainable financial arrangements.

In its final outline, the project was designed to address three objectives through implementation of about a dozen activities. The most visible, comprehensive and important activity was the development and demonstration of a delivery model for PV-based battery charging stations in 14 villages around the country. Several of the projects other components were under-pinning activities of this major output.

According to the review team, the delivery model for the RESC was not taken further, and the Energy Commission was left with a highly unsustainable project on its hands. In fact, the review team was seriously concerned that if the RESC delivery model was not subject to corrective measures at short notice, this intervention would have a negative impact and constitute a major draw-back in the Energy Commission’s efforts to promote RETs in rural areas in future.

The resource assessments were relevant and useful, and good tools for making strategic decisions on use of renewable energy in the future. The capacity development activities were also by and large recognised as relevant and useful.

During the implementation period, the CMU of the REDP had changed the composition of activities, re-oriented the projects focus, and had in several cases substantially deviated from the conceptual approach and methodology that were envisaged in the original Component Description. In fact the CMU had discarded advises and instructions it was given by the Danida project review mission in February 2001.

The review mission found it highly critical that the project apparently refrained from narrowing its focus on promotion of an efficient and enabling framework for renewable energy businesses although it was specifically and thoroughly discussed during the former mid-term review mission. It was evident that the Project Manager of the REDP had been involved in many other tasks than specifically relating to REDP activities. Lack of a good QA/QC system with efficient monitoring and evaluation routines was another reason. In conclusion, the project was found to have been managed rather inefficiently, and that this was a main cause why the project had phased out before all results were achieved.

The REDP had in many ways been a focal point for a series of activities undertaken by a network of individuals. Access to electric lighting has enhanced the villagers' self-esteem.

For the part of the rural banks, their incentive to involve in the REDP was the opportunity to expand activities in areas with potential for economic growth. In fact, the management fee that the rural banks could earn from opening accounts and managing the many transactions during loan repayment period in the REDP project did not meet the rural banks normal profitability requirements.

The REDP was in the most important respects a half undertaken intervention, and its major output, the delivery model for the Battery Charging Stations (RESCs), was highly unsustainable. It was recognised, however, that the resource assessments and the capacity development activities were both relevant and useful.

8. Solar Lighting and Water Pumping Tamale (November 1999 to December 2001)

In 1999, *New Energy*, a local NGO based in Tamale in Northern Ghana, proposed and received approval from the Danish Embassy in Ghana to implement a sustainable energy project with a focus on the poor and under-served communities in northern Ghana. The project was financed by Danida between November 1999 and December 2001, with an original budget of US\$380,268.

The objective of this initiative was to create awareness of solar photovoltaic technology as a viable alternative for meeting the basic lighting needs of low-income households in communities without adequate access to grid electricity. The project also sought to demonstrate the viability of solar powered pumps for community water supplies from underground water sources, and to develop innovative subsidy schemes to make solar lighting equipment affordable to very poor communities.

Given the size of the project, the results achieved were encouraging (see also Box 1).

Awareness for solar photovoltaic technology was created, the methodology developed for technology dissemination was both innovative and intellectually rigorous in terms of the social marketing strategies employed: Adult literacy classes were used to promote solar-powered lanterns, solar panels were installed for water pumps both in rural and urban areas. Remote areas were reached that had no connection to the grid.

Overall, Danida support also comprehensively enhanced the capacity of New Energy to continue to deliver energy services to the target group, both in terms of human resources developed internally, tools and equipment base, and access to new sources of funding, particularly for commercialising renewables. Currently, New Energy has about 20 financiers for its activities, still in water and energy sector.

Given the emphasis on community participation in all aspects of the project implementation, the ingredients for sustainability were very much in place. A functionality survey done by New Energy in 2005 revealed that 60% of the equipment was still perfectly functioning, 10-15% were not functioning, while the remainder had minor problems. A field visit during the evaluation mission confirmed that in one way or the other, most of the solar panels were still in use in Nwodua, District of Tolon-Gombungu (close to Tamale).

8 Appendix 8: Danida's support to agriculture and environment: An overview

8.1 Context

Ghana's main industry is agriculture, dominated by small family units, producing mainly for their own consumption and to a lesser degree for sale locally. Local cash crops include roots, maize and vegetables. The country's most important cash crop is cocoa, of which Ghana is the world's second largest exporter. The greatest environmental problems are land degradation, deforestation and reduction in the vegetative cover due largely to shifting cultivation in agriculture, pollution from mines and other industries, contamination of water resources and uncontrolled discharge of waste. Population growth is putting much pressure on available land for agricultural production and other forms of land use. For instance, agricultural land availability *per capita* reduced from 1.56ha in 1970 through 1.11ha in 1984 to 0.74ha in 2000.

Ghana has a long history of attempting to safeguard the environment from being abused by enacting and including environmental protection in appropriate legislation. The best result of all of these attempts has been the establishment of an organisation solely responsible for the environment – the Environmental Protection Agency (EPA) - in 1994, with powers to regulate activities in relation to the environment

At the beginning of the 1990s the GoG designed sector wide umbrella programmes to deal with the issue of environmental degradation and management. Two of such programmes – the Ghana Environmental Resource Management Programme (GERMP) and the Natural Resource Management Programme (NRMP) were multi-donor-funded and were aimed at ensuring the sustainability of natural resources and the environment so as to provide the right environment for increased agricultural production. Danida's major intervention in agriculture and environment was mainly through these two frameworks.

8.2 Danish Assistance

During 1993-1997 the Danish assistance programme included environmental projects in agriculture and forestry, one of six major support areas. These covered a broad range of activities. Centrally, assistance involved a systematic build-up of institutional capacity for and use of both land and water resources. In the villages the programme introduced more sustainable farming methods, thus reducing or eliminating erosion of the resource base. Other minor projects implemented through different NGOs were also undertaken.

Table 10: Summary of environmental projects supported from 1994 – 2005 (above DKK 2m)

<i>Name of project</i>	<i>Recipient</i>	<i>Appropriation, DKKm</i>	<i>Actual expenditure</i>	<i>Start</i>	<i>Completion</i>
Community Life Improvement Programme	CLIP	2.78	?	July 1997	June 1999
Bushfires and Rural Livelihoods in Northern Ghana (BURN)	CARE International	2.97	N/A	June 2003	May 2005
Bushfire and Rural Livelihoods Project (BURN Phase II)	CARE International	3.00	N/A	July 2005	Dec 2006
Land and Water Management Project (Consolidation Phase)	Ministry of Food and Agriculture	11.80		Jan 2000	
Environmental Information System Development Project	EPA	20.00	19.37	Jan 1994	1999
Land and Water Management Project	Ministry of Food and Agriculture	23.12		Nov 1994	April 2000

However, in the later country assistance programmes, agriculture was considered as part of the private sector and included the B2B programme which puts special emphasis on projects that help development of the processing industry in areas where Ghana has enough natural resources, the so-called “Green Gold” sectors within agriculture, fishing or forestry. Agriculture as a sector was therefore struck out of the country assistance programmes. On the other hand since the 1998 Country Assistance Strategy environment has been considered a cross-cutting issue and has been mainstreamed across all sectors, there being no specific environmental sector programmes running at present. Since then individual projects of over DKK2m have been implemented only through framework NGOs.

The major projects undertaken in the agriculture and environment sector (more than DKK 2m) are summarised in **Fejl! Henvisningskilde ikke fundet.** and described in the following section (for smaller projects, please refer to Table 8). Appropriations to the sector amount to a total of DKK 65.7m.

The Environmental Information Systems Development (EISD) project was one component of the GERMP which the GoG, through the Environmental Protection Agency (EPA), implemented between 1994 and 2000. It was jointly financed by the GoG which provided recurrent and counterpart funding, the World Bank which financed hardware, software, office rehabilitation, and so on, and the Danish Government which supported the EISD with technical assistance and training and twinning arrangements to the tune of DKK20m.

The EISD Project was a capacity development project with the aim of increasing institutional and technical capacities to manage, monitor and co-ordinate environmental information, and to formulate national environmental policies within four Ghanaian institutions through the development of an environmental information system. The institutions were the Remote Sensing Application Unit, the Soil Research Institute, the Meteorological Service Department and the Lands Commission.

The project developed a geographical information system which integrated satellite pictures and information on land resources. The system provided information on environmental quality, topography, land use, climate, land suitability, and land tenure for the whole of Ghana. The target groups are users, planners, and managers of environmental and agricultural resources at all levels.

8.3 Assessment

Generally, all the agriculture and environment projects were very **relevant** to Ghana’s development agenda. The two projects implemented through government agencies – the Environmental Information Systems Development (EISD) and the LWMP - focused on building the capacity of these agencies to discharge their mandates better. In addition they were implemented through the broader framework programme of the GERMP. Thus, the projects not only contributed to the broader development objectives of the programmes, they also benefited from the synergies of other on-going donor-funded initiatives. The BURN projects were judged as relevant as long as they built on existing experiences to develop solutions to pertinent community problems. The LWMP for instance was considered relevant because “the strategy revolved around the promotion of sound agricultural practices rather than physical construction” which is consistent with the Medium Term Agricultural Development Strategy¹⁰.

The different projects were judged **effective** in meeting their set objectives but at the same time incapable of dealing with all the issues they were designed to handle and hence extensions of the type accorded to the LWMP and BURN. The outputs of all the projects were delivered, albeit with considerable delays in the EISD and LWMP.

Regarding the **efficiency** of the projects, considerable delays in implementation were noted particularly for the LWMP and EISD, mainly due to joint financing difficulties. The PCR of the LWMP noted that “it has

¹⁰ Danida, Project Completion Report, Land and Water Management Project, 1994 – 2000

proved difficult for the Project to manoeuvre when two external donors were involved. For example Danida funds for night allowance has been present, while WB/GOG funds for fuel have not been available or delayed. This has caused temporary halts to project activities and delay certain activities and inputs for a whole year due to season character of many activities.¹¹ Similarly, for the EISD delays in project implementation were noted. A mid-term review of the project noted, “Whereas the project started on time in march 1994, the project implementation has since been hampered quite seriously by delays in equipment deliveries and in the construction of offices, both of which are partly outside the control of the project management as external inputs to the project in the hands of GoG/WB. Two agencies (LC and SRI) have thus only had their equipment installed in February 1996, and MSD is still to receive the bulk of their equipment. The project implementation plan is therefore, in principle, delayed by between ½ and 1 year for different EISD agencies. There is a now marked differences in progress between agencies having experienced long delays, and those who have had shorter delays¹²”. However, the BURN projects did not suffer from the same kind of problems and were implemented according to schedule.

To the extent that the projects focused on building capacity the **sustainability** of the agricultural and environment projects was assured. To ensure the sustainability of project activities, the projects were integrated within existing institutions and supported the process of organisation and co-ordination and directly involved the institutions and staff in the responsibility for the implementation of project activities. For the BURN project, the development of the community-based systems helped embed the project outcomes into the local communities to ensure continuity.

Follow-up impact studies after the completion of the projects have apparently not been carried out. However, some **immediate impacts** were noted in the various completion reports. For the BURN it was reported that the communities involved in the project had not experienced wildfire outbreaks for five years, whereas before the project fires were an annual ritual. In addition, some district assemblies had adapted the model by-laws developed by the project communities and passed their own by-laws. However it is not clear whether improved farming practices and yields have resulted from the intervention in land and water management. The EISD reported improved data management on the part of the various institutions involved in the project. Subsequent equipment supply by Danida to EPA and to the Centre for Remote Sensing and Geographical Information System (CERGIS) of the University of Ghana has resulted in increased capacity of the institutions to develop different kinds of maps for the general public.

The agricultural sector has never been a key focus of the Danida country programmes, and when in 1998 Danida limited itself to fewer sectors, agricultural programmes became less important in the country programmes and the sector eventually dropped out of sector programme support. Given Danida’s focus on poverty reduction and the fact that poverty in Ghana is most prevalent among small crop farmers, the withdrawal from the agricultural sector seems paradoxical. This takes on even greater significance when viewed against the priority Ghana gives agricultural improvement as a major strategy for poverty reduction. A focus on the sector with an emphasis on support for small-scale farmers might have proved to be a strategy with direct impact on poverty reduction.

1. Land and Water Management Project

The development objective of this project was the sustenance of rural livelihoods through prevention of land degradation in agricultural communities by means of improved land and water management practices. The immediate objective was to create a capability within the Ministry of Food and Agriculture to carry out planning and implementation of community-based improved land management practices.

¹¹ *ibid*

¹² Danida, Review Report. Environmental Systems Development Component of the Ghana Environmental Management Project, Mid Term Review. 1997

The project focused on capacity-building in MOFA to develop a capability for introducing and promoting improved land management practices within farming communities as part of its extension delivery effort. It was, in the longer term, viewed as an environment-improving project addressing poverty alleviation.

2. Land and Water Management Project (Consolidation Phase)

In May 1999 a Danida mission judged, the LWMP project successful but noted that, for a project that covered all the regions of Ghana, five years was too short a time frame and that a ten-year period would be more appropriate. On the recommendation of the Mission, in February 2000 Danida approved a three-year consolidation phase for the project, to extend its methods to all districts of Ghana.

The consolidation phase extended the programme to all the then 110 districts of Ghana through the training of district development officers, field extension staff and other relevant staff and their supervisors. The additional grant enabled MOFA to support communities in developing Model Village Land Development Plans (MVLDPs) and a Simplified Village Land Development Plan (SVLDP) as a basis for efficient management of their land and conservation of water for agriculture and environmental conservation.

3. Bushfires and Rural Livelihoods in Northern Ghana (BURN I)

This project undertaken by CARE International under a framework financing agreement was in two phases. The first phase BURN I sought to combine historical research and applied research and development in addressing the management of bushfires in northern Ghana with the participation of all the stakeholders involved – those who use fire, those who suffer from uncontrolled fires, policy makers and development agents. It built on the experience of existing initiatives by CARE and the Savanna Resource Management Project including the Danida-funded Traditional Energy Resources Project (TERP)

The project was implemented by CARE International with two partner institutions of higher education: the Institute of Geography at the University of Copenhagen (IGUC) and the University for Development Studies at Tamale. It developed community-based bushfire management systems.

4. Bushfires and Rural Livelihoods in Northern Ghana (BURN II)

One of the main lessons learnt by project participants from the BURN project (phase I) was that facilitation of sustainable community-driven environmental management is a gradual process. To be effective and of strategic benefit, projects of that nature have to be long-term in perspective while undertaking short-term activities. BURN II aimed to strengthen mechanisms through which communities, traditional areas and districts could establish their own bushfire management systems and bye-laws suited to their own ecology and cultural situation and supported by the policy framework. Since bushfire issues transcend community boundaries the project facilitated outreach to neighbouring communities and levels of governance that allowed involvement of all relevant stakeholders and effective policy influence within the framework of longer-term objectives and timeframes.

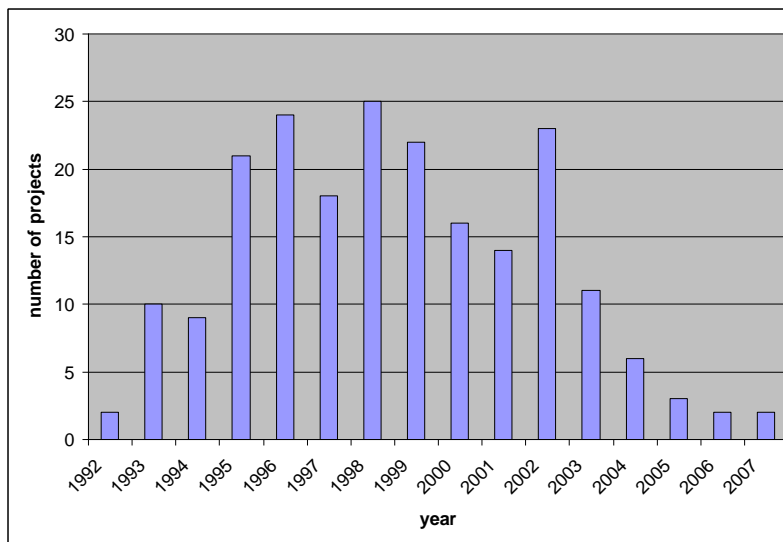
The objective of BURN II was to reduce poverty among poor farming communities in Northern, Brong Ahafo and Upper East Regions through improved equitable and sustainable bushfire and natural resource management systems, policies and benefits. Application of the systems developed in BURN I was extended from four to 20 communities adjoining the pilot communities. The project enabled the relevant district assemblies to develop by-laws to support the community-based bushfire management systems developed under the project. The University of Development Studies also developed a graduate course on indigenous bushfire management based on the lessons from the project.

9 Appendix 9: The role of the Local Grant Authority

The following figures show the numbers of projects that started each year, and the amounts allocated:

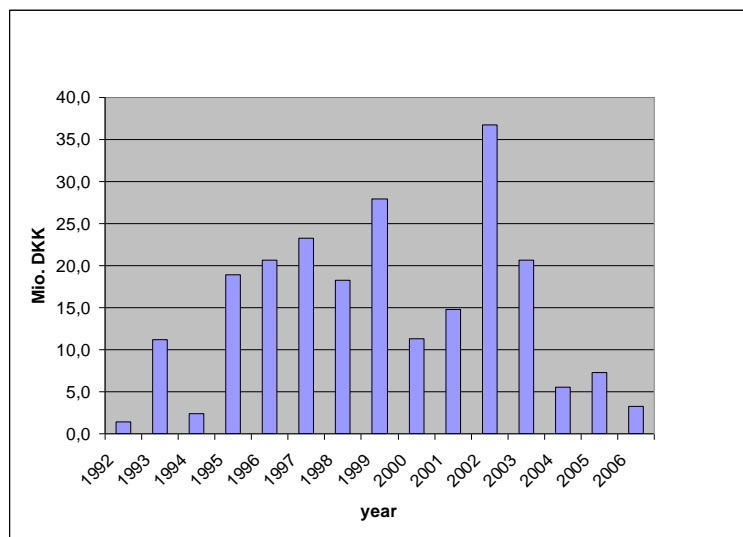
- a peak was reached in the number of projects at the end of the 1990s and in 2002, the highest number of projects being 25;
- a budgetary peak was also reached in 2002;
- the average size of the projects was DKK 1.03m, with a range from DKK 0.015m to 4.013m, while the median is DKK 0.494m.

Figure 2: Number of projects started under LGA financing per year (1991-2006)



Source: Own calculations based on pre-study data (1992-2000), Danida Performance Review Report 2004, RDE (2001-2003), RDE Accra (2004-2006)

Figure 3: Amounts allocated to projects under LGA financing per year (1991-2006)



Source: Own calculations based on pre-study data (1992-2000), Danida Performance Review Report 2004, RDE (2001-2003),

RDE Accra (2004-2006)

Table 11: Minor projects¹³ under the Local Grant Authority

	2001	2002	2003	2004	2005	2006
Total amount granted (DKKm)	13.3	35.1	17.8	5.5	7.3	3.3
Total disbursed (DKKm)	14.5	27.8	15.2	5.5	7.3	3.3
New projects approved	12	19	10	5	3	2
Number of closed projects	20	11	8	10	15	6
Number of on-going projects	10	18	20	30	18	14

Sources: Danida Performance Review Report 2004, RDE (2001-2003), RDE Accra (2004-2006)

A good example for noticeable positive aspects of LGA projects is the project “Solar Lighting and Water Pumping in Northern Ghana” in Tamale (New Energy as the NGO), where preparatory work for spreading innovation had been done, but could not be further extended or disseminated as Danida had ceased its co-operation in the energy sector (see box below).

Box 1: Solar Lighting and Water Pumping in Northern Ghana: A case for an innovative project supported under LGA

The project was financed by Danida from November 1999 to December 2001, with an original budget of US\$380,268.

Low levels of access to affordable and environmentally sound energy in both rural and urban low-income areas have been a major development challenge and a topical development issue in Ghana for many years. In 1999, New Energy, a local NGO based in Tamale in Northern Ghana, proposed and received approval from the Danish Embassy in Ghana, to implement a sustainable energy project with focus on the poor and under-served communities in northern Ghana. The objective of this initiative was to create awareness for solar photovoltaic technology as a viable alternative for meeting the basic lighting needs of low-income households in communities without adequate access to grid electricity. The project also sought to demonstrate the viability of solar powered pumps for community water supplies from underground water sources, and to develop innovative subsidy schemes to make solar lighting equipment affordable to very poor communities. Additionally, it sought to strengthen the capacity of local stakeholders to understand the advantages and choices available with the introduction of solar photovoltaic technology into their communities, and subsequently to enable these communities to participate in decisions on the future of their energy supply, whether from renewable energy or conventional energy. During the life of the project, the following successes were noted:

- Awareness of solar photovoltaic technology was created, the methodology developed for technology dissemination being both innovative and intellectually rigorous in terms of the social marketing strategies employed: Adult literacy classes were used to promote solar-powered lanterns, and solar panels were installed for water pumps both in rural and urban areas.
- Remote areas were reached that had no connection to the grid.
- Given the size of the project, the results achieved were very encouraging and given the emphasis on community participation in all aspects of project implementation, the ingredients for sustainability were very much in place. Arrangements were in place to replicate the intervention in other regions in Ghana, starting with Afram Plains in the Eastern Region. (source: New Energy: Final Project report)
- Overall, Danida support also comprehensively enhanced the capacity of New Energy to continue to deliver energy services to the target group, both in terms of human resources developed internally, the tools and equipment base, and access to new sources of funding, particularly for commercialising renewables. Currently New Energy has about 20 financiers for its activities, still in the water and energy sector. Since the end of the Danida support they managed to build up a good reputation in solar energy, e.g. they participated in the preparation of the Masterplan Alternative Energy (JICA-GoG) in 2005. They now work closely with the DWD, and the district

¹³ Includes only the category ‘minor projects’, i.e. bridging arrangements, mini-projects and additional supplies are excluded.

water and sanitation team, and also contribute to the development of action plans, and form part of the DDP team.
A functionality survey done by New Energy in 2005 revealed that 60% of the equipment was still functioning perfectly, 10-15% were not functioning, while the remainder had minor problems.
As part of their exit strategy New Energy tried to set up four businesses around the three northern regions, for which they managed to receive overseas credit; they either created new electrical enterprises or used existing ones to spread the idea of solar energy. The latest spin-off is based in Tamale; the former chief engineer of the project set up a company there.
A field visit during the evaluation mission confirmed that in one way or another most of the solar panels are still in use in Nwodua, District of Tolon-Gombungu (close to Tamale):
<ul style="list-style-type: none"> • At a VET centre where two panels had been installed, the inverter is missing, so neither computers nor the phone line are working; • A battery loading centre had been created where batteries could be rented by households to plug in their TVs, for example; the centre is operational and locally managed; • 40 homes still have small systems with 40 watts installed that can be used for TV, radio and electric light in the houses; • Some houses that are now connected to the grid donated their personal systems to the mosques where they had been installed, now serving to invite the population for prayer and to amplify the prayers.
It became clear during the visit that the entrepreneur from Tamale has taken care to provide his services to the villagers, travelling by public transport or motorcycle.

However, as can be seen in the Thematic Paper on Good Governance and from the following (incomplete) list of organisations supported in the field of democracy, human rights and good governance, Danida support under LGA was considerably oriented towards strengthening Civil Society and supporting the democratisation and governance process in Ghana, the support ranging from infrastructure support to support for the Electoral Commission in its work of supervising the election process. A sample of these institutions is currently still supported as IGI under the GGHR programme.

Box 2: Some organisations supported under Local Grant Authority

African Centre for Human Development	Ghanaian Chapter of International PEN	International Association for the Advancement of Women in Africa, ASAWA
African Women Lawyers Association	Ghanalert	International Needs Ghana and Fetish Slaves Liberation Movement
Center for Democracy and Development	Human Research and Resources Bureau	League of Environmental Journalists
CHRAJ	Ibis	Micro Finance Institutions Action Research Network
Council of State	Institute for Gender and Development	National Commission for Civic Education
Electoral Commission	Institute of Cultural Affairs	National Governance Programme
Ghana Aids Commission	Institute of Democratic Governance, IDEG	National Reconciliation Commission
Ghana Alert	Institute of Economics Affairs	Ombudsman
Ghana Arbitration Centre	Institute of Statistical, Social and Economic Research	Serious Fraud Office
Ghana Committee for on Human and Peoples Rights	Institute of Economic Affairs in Ghana	
Ghana National Commission on Children		

Also, with regard to support for gender-related mini-projects and minor projects, there is ample evidence of exemplary successes achieved under Danida support for NGOs for the implementation of gender-specific projects under the LGA. These include support for the sector Ministry (MOWAC/NCWD) in national dissemination of the domestic violence bill prior to its enactment as an act of parliament in March

2005. The support led to the public being presented with the provisions of the bill on domestic violence, leading to discussion of some conflict issues such as marital rape. Again support for advocacy and sensitisation of the national public on the extent and seriousness of domestic violence, through an intensive media campaign supported by Danida, greatly contributed to the breaking of “national silence” on domestic and other sexual and gender-based violence. This support was part of Danida funding of the activities of the Association of Women Lawyers (AWLA) and for training of the Ghanaian Police Force and the Judiciary in the handling of domestic violence cases. Other remarkably successful project support activities were those implemented by International Needs Ghana (ING) and Management AID (MAID) to address discrimination and human rights abuses of women.

10 Appendix 10: Bibliography

- ABANTU for Development: The Women's Manifesto for Ghana.
- Accounting & Procedures Manual, TSPS II, Jan 2007.
- Africa 2000 Network (2003): Project Proposal for Poverty alleviation. First and Second Project Progress Report.
- Africa 2000 Network: Progress Report on Poverty Reduction and Women's Advancement in Northern Region Ghana, Project No. 104 GHA 46.
- African Peer Review Mechanism (2005): Country review Report of the Republic of Ghana.
- AFRODAD (2007): A Critical Assessment of Aid Management and Donor Harmonisation in Ghana. A Case Study.
- Agyare-Kwabi, Patience (February 2006): Discussion Paper. Gender Issues in the GPRS II.
- Ahiable, M. & Kwasi, O. for ING/DANIDA: Support to the Trokosi Modernisation Project: An evaluation Report.
- Ahwoi Kwamena, (2000): Enhancing the Decentralisation Programme: District Assemblies and Sub-Structures as Partners in Governance; in IEA Occasional Papers Number 25.
- [Aid harmonisation and alignment](#) webpage.
- Akosua Darkwa, Nicholas Amponsah and Evans Gyampoh (2006): Civil Society in a Changing Ghana. An Assessment of the State of Civil Society in Ghana, World Bank.
- Akpalu, E. & Ofei-Aboagye, E. (1999): Report on Gender Mainstreaming, in: Ghana. Accra, Ghana: DF-ID.
- Alemna, A. (2004): The Ghana Interlibrary Lending and Document Delivery Network (GILLDNET).
- Annual Report 2003 on EC Development Policy and Implementation of External Assistance in 2002.
- Annual Reports & Accounts; Financial & Technical Audit Reports, Ghana Road Fund Board, 2002, 2001, 2000, 1999, 1998 1997.
- Annual Sector Review Agreement – Transport Sector Programme Support (TSPS) Ghana-Denmark, March 2003.
- APRM (2005a): [Brief report issued at the end of the African Peer Review Mechanism Country Review Mission to Ghana, 04-16 April 2005, Accra, Ghana.](#)
- APRM (2005b): [Country Review Report of the Republic of Ghana \(June 2005\).](#)
- Aryeetey, E. and D. Peretz (2005): [Monitoring Donor and IFI Support Behind Country-Owned Poverty Reduction Strategies in Ghana. Report for the Commonwealth Secretariat.](#) London.
- Aryeetey, Ernest and Markus Goldstein (1999): Ghana – Social Policy Reform in Africa in Reforming Social Policy - Changing Perspectives on Sustainable Human Development, ch.3, p.13, International Development Research Centre (IDRC).
- Asian Development Bank (2004): Water for All Series 4.
- Asibuo S.K. and Kwasi Boakye-Boateng, (2002) “An Evaluation of Danish Support to the Commission on Human Rights and Administrative Justice” January 2002.

- Attu, J. (1997): 'Trokosi. Bride of the Gods of Human Rights Anathema? In: Amwa (ed.): Taking African Women's Movements into the 21st Century. Report of the 1st African Women's Leadership Institute. Feb 22 - March 14, Kampala, Uganda Constitution of the Republic of Ghana 1992.
- AWLA End of Project Report 2005.
- AWLA Progress Project Reports 2003-2004.
- AWLA Project Proposal, 2002 presented to the Danish Embassy Accra.
- Berg, Andrew; Mumtaz Hussain; Shekhar, Aiyar, Shaun Roache, and Amber Mahone (2005): [The Macroeconomics of Managing Increased Aid Inflows](#): Experiences of Low-Income Countries and Policy Implications. A paper prepared for the IMF's Executive Board.
- Berg, Andy (2005): [High aid inflows case study: Ghana](#).
- Bogetić, Željko et al (2007): Ghana Growth Story – How to accelerate growth and achieve MDGs?' Ghana CEM.
- Building and Road Research Institute (2006): Estimation of the Cost of Road Accidents in Ghana.
- BUSAC (2007): Semi-Annual Progress Report January-June 2007.
- Capacity Building Support for MRT, Interim Report, IT Transport, July 2004.
- Carl Bro (2000): Technical Assistance to Rural and Community Banks. Project completion Report Ghana, June 2002.
- Carl Bro (2002): Final project completion report. Volta River Authority: Training & Development Centre Project, Ghana.
- CGAP (October 2006): Good Practice Guidelines for Funders of Microfinance.
- Cofie, Sandra (2007): Commercial Court of Ghana.
- Completion Reports on Gender, File.
- Consia Consultants (December 2000): Feasibility Study, Road Safety Audit, Konongo – Kumasi Road, Final Report.
- [Constitution of the Republic of Ghana 1992](#). Accra.
- Consultancy Services for implementation of Feeder Roads Sub-component b) under TSPS II, Direct Support to Selected District Assemblies Southern Ghana 2nd Quarterly Report, July 2007.
- Consultancy Services for implementation of Feeder Roads Sub-component b) under TSPS II, Direct Support to Selected District Assemblies Northern Ghana – 1st Quarterly Report, April 2007; 2nd Quarterly Report, June 2007.
- Consultative Group For Ghana, Report Of Proceedings, July 2006.
- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).
- Council of the European Union (2007): EU Code of Conduct on Complementarity and Division of Labour in Development Policy, May 2007.
- Crown Agents (Feb 2000): Organisational Development & In-country Training Programme for Staff in the Roads Sub-sector in MRT and Road Agencies in Ghana, Analysis Report & Annexes.

- Crown Agents (Sept 2002): Organisational Development & In-country Training Programme for Staff in the Roads Sub-sector in MRT and Road Agencies in Ghana, Completion Report.
- CWSA (2005): Volta Region CWSP Phase II Component Completion Report, March 2005.
- CWSA: Gender and Equity in Water and Sanitation, Draft Guidelines, Accra.
- CWSA: Watsan Training Guide. How to include Women, Greater Accra Region.
- Da Rocha, B.J. (2002): “Decentralisation As An Aspect of Governance” in IEA Governance Publication.
- Danida (1991): Sector Study and Identification Report: The Health sector.
- Danida (1993a): Ghana Country Strategy (English version).
- Danida (1993b): Ghana: Study Concerning Preparation of a Private Sector development Programme, Phase 1 (Deloitte & Touche).
- Danida (1993c): Landestrategi for Ghana – Strategi for dansk bilateral bistand til Ghana (in Danish with an English summary translation of March 1994).
- Danida (1993d): Project Document of the Rural Drinking Water Supply and Sanitation Project in Volta Region, Ghana. Ref. no. 104.Ghana.18.
- Danida (1994a): A Developing World – Strategy for Danish Policy (up to 2000).
- Danida (1994b): Ghana Country Strategy, (1993 -1997), March 1994.
- Danida (1995a): Joint Project Review - VRWSSP. Ghana. May 1995.
- Danida (1995b): Review of the Private Sector Concept and its Implementation.
- Danida (1995c): Sector Policies: Health.
- Danida (1997a): Pre-Appraisal: Danish Health Sector Programme Support. Phase II, Ghana.
- Danida (1997b): Project document: Health Estate and Building Maintenance Project in Ghana (1995, revised July 1997).
- Danida (1998a): Ghana - Strategy for Danish – Ghanaian Development Co-operation.
- Danida (1998b): Guidelines for sector Programme Support.
- Danida (1998c): Review report. Tripartite review of the Volta River Authority Training and Development Centre, Ghana.
- Danida (2000a): Evaluation of Danida’s Bilateral Programme for Enhancement of Research Capacity in Developing Countries (ENRECA). January 2000.
- Danida (2000b): Partnership 2000, Ministry of Foreign Affairs, Copenhagen 2000.
- Danida (2001a): Danida Health Sector Support Phase II, Mid-term review component.
- Danida (2001a): Evaluation: Private Sector Development Programme, 2001/1.
- Danida (2001b): Estate Management Unit Review.
- Danida (2001c): The Estates Management Unit Component Description.
- Danida (2001d): Pre-Appraisal Report, Danish Health Sector Programme Support, Phase III, Ministry of Foreign Affairs, Copenhagen.

- Danida (2001e): Review of the Danish support to Renewable Energy Resources (104 Ghana 802-1); Traditional Energy Resources (104 Ghana 802-2); Preparation of a Strategic National Energy Plan for Ghana (104 Ghana 802-3).
- Danida (2003): Sector Programme Support Document: Business Sector Programme Support (BSPS) 2003-2008.
- Danida (2004a) Ghana-Denmark Partnership - Strategy for Development Co-operation 2004-2008.
- Danida (2004b): Capacity Development Output Evaluation Step 4: Draft Evaluation Report, Dec 2004.
- Danida (2004c): Country Performance Review report.
- Danida (2004d): Gender Equality in Danish Development Co-operation, 2004, Commission of the European Communities: Programme of Action for the Mainstreaming of Gender Equality in Community Development Co-operation, 2001 and OECD: Gender Mainstreaming, 2002.
- Danida (2004e): Meta-Evaluation: Private and Business Sector Development Interventions, 2004/6.
- Danida (2005a): Erhverv, Vækst og Udvikling (in Danish only).
- Danida (2005b): Ghana Country Report (draft): Evaluation of Danish Support to Water Supply and Sanitation October 2005.
- Danida (2005c): Performance Review Report: Private Sector Development Programme.
- Danida (2005d): Review Aid Memoire, First Review of Business Programme Support (BSPS) I.
- Danida (2006): From Private Sector Development Programme to Business2Business Programme: Analysis and Recommendations for Further Development of the Private sector Development Programme.
- Danida (2007a): Appraisal Report: Ghana Health Sector Programme Support.
- Danida (2007b): Gender Sensitivity and HIV / AIDS Assessment of the Transport Sector Programme Support II.
- Danida (2007c): RAM – Second Review of Business Sector Support (BSPS).
- Danida (2007d): TAS, Notes from TAS participation in Third PSD Joint Review and BSPS consultations, 5.-9. February 2007, Ghana.
- Danida (April 2004): Evaluation of the Management & Financing Arrangements for Road Maintenance.
- Danida Project No. 104 GHA Reports.
- Danida, Carl Bro International (2000): Capacity Building in Environmental Management and Road Safety in GHA and DFR, April 2000.
- Danida, Royal Danish Ministry of Foreign Affairs, Performance Review Report Ghana, 18 – 28 October 2004, Department for Quality Assurance – Development Assistance, KVA, October 2004
- Danida: The impact of selected donor projects on the poor. The case of potable water in Southern Ghana.
- Danida-Ramboll (2001): Review report. Tripartite review of the Volta River Authority Training and Development Centre Project, Ghana.
- Danish Embassy Accra (2005): Friends of the Earth Evaluation Report.

- DIIS – Danish Institute for International Studies, DEGE Consult, University of Dar es Salaam, Mentor Consult, University of Copenhagen (2007): Staff Management and Organisational Performance in Tanzania and Uganda: Public Servant Perspectives.
- Danish Ministry of Foreign Affairs/NDPC (2007): Pre-Study of Ghana Country Evaluation, Final Report. May 2007.
- Darkawa, A. & Amponsah, N. & Gyampoh, E. (2006): Civil Society in a Changing Ghana an Assessment of the Current State of Civil Society in Ghana. An Initiative of CIVIKUS: World Alliance For Citizen Participation, with support from the World Bank Co-ordinated in Ghana by GAPVOD, June 2006.
- Decentralisation Assessment Report, TSPS 2, March 2007.
- Decentralised Service Delivery Programme, Programme Concept Paper, MLGRDE, MWRWH, MOT, Embassy of Denmark, June 2007.
- Dege Consult (2007): Joint Government of Ghana and Development Partner, Decentralisation Policy Review, Final Report, 02/2007.
- Denconsult A/S (1990): Situations- og perspektivanalyse: Ghana, København, (in Danish only).
- Design Review Final Report on Zones 1, 2, 3 Roads; Consultancy Services for the Monitoring of Stabex Feeder Roads Programme, Phase III, 22 Sept 2004, Appro-Plan Consult.
- Development Partners Summit, April.
- DFID Support to Feeder Roads in Ghana: 5th Training Visit Report, Scott Wilson/IT Transport JV, DFR, Dec 2002.
- DFR (Dec 2002): Technical Evaluation of STABEX II Feeder Roads Project.
- Division for the Advancement of Women (1999) Optional Protocol to the Convention on the Elimination of All Forms of Discrimination Against Women.
- Division for the Advancement of Women (2000): Beijing +5 Process and Beyond. Womenwatch. New York, 2000.
- Donor comments to GOG on 3 Transport Policies, Dec 2003.
- Draft Report Evaluation Of The Administration Of The Civil Society And Governance Fund By Ibis For The Good Governance And Human Rights Programme, May 2007.
- ECDPM (2007): Aid Effectiveness and the Provision of TA Personnel: Improving Practice. Policy Management Brief No. 20 - November 2007.
- Economic Commission for Africa (2000): The PRSP process in Ghana, Second Meeting of the African Learning Group on Poverty Reduction Strategy Papers (PRSP-LG), Brussels, p.9.
- Ecorys (Aug 2003): Evaluation of the 2nd Transport Infrastructure Programme (TRIP II) 7ACPGH043.
- Ecorys (Dec 2002): Follow up Study to the Joint Evaluation of the Road Sub-sector Programme.
- EIU (2006): [Ghana Country Report \(February\)](#). London.
- Ekengren, Lars and Claes Lindahl (2006): Review of Donor Principles and Practices for Exit. A preparatory study for the Joint Evaluation of Exit Strategies.
- Embassy of Denmark, B2B (2006): Annual Progress Report, December 2006.
- Embassy of Denmark, BSPS PCU, BSPS Progress Report July 2004 – December 2005, 2006.

- Energy Sector Support Program (2003): Project completion report. Traditional energy resources project (104 Ghana 802-2).
- Estache and Vagliasindi (2007): Infrastructure for Accelerated Growth in Ghana: Investments, Policies and Institutions.
- European Commission (2005): CSE Evaluation Ghana. Volume 1 and 2.
- Fayorsey, C & Kpoor, A. (2005): “Engendering the Ghana Poverty Reduction Strategy (GPRS)” Update of the 2003 – 2005 GPRS. Policy Framework for the Human Development Thematic Area Draft Report. Accra: National Development Planning Commission (NDPC).
- Feeder Roads Improvement Project (FRIP) (Sept. 2004): Feasibility Report, Scott Wilson.
- Financing Agreement – Transport Infrastructure Programme TRIP II 6th & 7th EDF Aug 1996.
- Financing Agreement – Transport Infrastructure Programme TRIP III 8th EDF Aug 1999.
- Freeman, Ted (2005): Effective States and Engaged Societies: Capacity Development for Growth, Service Delivery, Empowerment and Security in Africa: The Case of Ghana. Desk Study - Final Report, July 11, 2005. GGI Ottawa.
- Friends of the Earth (2005): End of Project Reports: presented to the Danish Embassy Accra.
- Friends of the Earth Project Proposals presented to the Danish Embassy.
- Gender Development Institute & Danida (1999): Equity in Development. A challenge to NGOs in the next Millennium.
- Gender Development Institute (1999): International Gender Conference Papers and Presentations.
- GHA Training Division (June 2002): RSDP Training Schedule, 2003-2005.
- [Ghana Guide](#) (2007): New Internationalist.
- Ghana Joint Assistance Strategy (G-JAS) (2007): Commitments by partners to work toward GPRS II goals and harmonisation principles. February 27, 2007.
- Ghana Joint Review of Support to the Independent Governance Institutions (IGIs): (2007).
- Ghana Statistical Service (2000): Ghana Living Standards Survey. Report of the 4th Round (GLSS 4).
- Ghana Statistical Service (2007): Pattern and Trends of Poverty in Ghana 1991-2006.
- Ghana Statistical Service (2007): Patterns and Trends of Poverty in Ghana 1991 – 2006
- Ghana Statistical Service (GSS): Noguchi Memorial Institute for Medical Research (NMIMR) and ORC Macro (2004) Ghana Demographic and Health Survey 2003. Calverton, Maryland: GSS, NMIMR and ORC Macro.
- Ghana Statistical Service, Health Research Unit, Ministry of Health and ORC Macro (2003) Ghana service provision assessment survey 2002 Calverton Maryland Ghana Statistical Service and ORC Macro.
- Ghana Statistical Services (2003): Core Welfare Indicators Questionnaire (CIWQ) Survey, Ghana. National Summary.
- Ghana Vision 2020 Infrastructure Development, Cross Sectoral Planning Group (CSPG) on Infrastructure, June 2000.
- Ghana: Millennium Development Goals Report, 2003.

Ghana's Second Progress Report on the Implementation of the African & Beijing platforms of Action and Review Report for Beijing +10.

GHS (1999): Policy and Strategies for Improving the Health of Children Under-five in Ghana.

GHS (2002a): Ghana Service Provision Assessment, 2002.

GHS (2002b): IMCI, Review of Introduction and Early Implementation Phases-Ghana, 2002.

GHS (2003a): National reproductive health service policy and standards Second edition Dec 2003.

GHS (2003b): National Reproductive Health Service Policy and Standards, 2003.

GHS (2004a): Costing of Hospital Services: Evidence for Policy and Planning.

GHS (2004b): Eastern Region: Annual Report Draft 2004.

GHS (2004c): Ghana Clinical Care Services Review (2004): Review POW 2003 Vol I.

GHS (2004d): Ghana Clinical Care Services Review (2004): Review POW 2003 Vol II.

GHS (2004e): Healthcare Quality Assurance Manual for Sub districts, 2004.

GHS (2004f): Northern Region Health Directorate: Annual Review 2004 GHS: Regional Public Health Unit.

GHS (2004g): Northern Region: Annual Review 2004 GHS: Community Health Nurses Training School.

GHS (2004h): Northern Region: Annual Review 2004 GHS: Nurses' Training College.

GHS (2004i): Northern Region: Annual Review 2004 GHS: Regional Clinical Care Team.

GHS (2004j): Northern Region: Annual Review 2004 GHS: Regional Support Service.

GHS (2004k): Northern Region: Annual Review 2004 GHS: School of Hygiene.

GHS (2004l): Northern Region: Annual Review 2004 GHS: UNICEF – GHS Collaboration.

GHS (2005): Fact & Figures.

GHS (2005a): Assessment of Quality of Care for the Sick Child in Ghanaian Hospitals.

GHS (2005b): Community-based Health Planning and Services (CHPS): the Operational Policy.

GHS (2005c): Ghana Health Service Directorate, Greater-Accra Region. November/December Nutritional Status Survey 2005.

GHS (2005d): Reproductive and child health unit Annual report.

GHS (2005e): Reproductive and Child Health Unit Annual Report, 2005.

GHS (2006a): Facilitator's Guild, Quality Assurance Training.

GHS (2006b): Guidelines for performance hearing and reporting by budget and management centres PPME GHS December 2006.

GHS (2006c): Towards Universal Access to Antiretroviral Therapy, 2006.

GHS (May 2005): CHPS. The operational policy.

GHS: Ghana National HIV/AIDS Commodity Security Strategy 2006-2010.

GHS: PMTCT Trainer and Facilitator Manuals, Ghana (2006?).

- GHS: Targets towards Achieving Universal Access in Ghana by 2010.
- GOG Policies – Tolling of Roads, Fuel Levy, Axle Load Control.
- Government of Ghana / National Development Planning Commission (1998): Ghana-Vision 2020. Programme of Action for the First Medium-Term Development Plan (1997 – 2000). Accra, Ghana.
- Government of Ghana / National Development Planning Commission (2003): Ghana Poverty Reduction Strategy (GPRS[I]). Agenda for Growth and Prosperity: Volume II: Costing and Financing of Programmes and Projects. Accra, Ghana.
- Government of Ghana (1985): Intestate Succession Law.
- Government of Ghana (1993): Local Government Act (1993) Act 462, Act 463.
- Government of Ghana (1994a): National Development Planning Commission Act (1994) Act 479.
- Government of Ghana (1994b): National Development Planning systems Act 1994 Act 480.
- Government of Ghana (1995): Ghana Vision 2020.
- Government of Ghana (1998): The Community Water and Sanitation Act, 1998.
- Government of Ghana (2004): [Ghana Poverty Reduction Strategy 2003 Annual Progress Report](#). Accra.
- Government of Ghana (2005a) [The Budget Statement and Economic Policy of the Government of Ghana for the 2006 Financial Year](#). Accra.
- Government of Ghana (2005b): [Growth and Poverty Reduction Strategy \(GPRS II\) 2006-2009](#). Accra.
- Government of Ghana (2006a): Implementation of PRA.
- Government of Ghana (2006b): Implementation of the Ghana Poverty Reduction Strategy 2003 – 2005: 2005 Annual Progress Report.
- Government of Ghana (2006c): Monitoring the Paris Declaration on Aid Effectiveness: Country Worksheet. Accra.
- Government of Ghana (2007): GPRS II Annual Progress Report 2006.
- Government of Ghana / National Development Planning Commission (NDPC) (2002): Ghana Poverty Reduction Strategy 2002 – 2004. An Agenda for Growth and Prosperity. Executive Summary. Accra, Ghana.
- Government of Ghana / National Development Planning Commission (NDPC) (2003): Ghana Poverty Reduction Strategy: An Agenda for Growth and Prosperity. Vol. 1: Analysis and Policy Statement. Accra, Ghana.
- Government of Ghana / National Development Planning Commission (NDPC) (2005): Growth and Poverty Reduction Strategy (GPRS II: Vol. 1: Policy Framework. Accra, Ghana.
- Government of Ghana /Danida (2006): Review Aide Memoire Sector Review Water Sector Programme Support September 2006.
- Government of Ghana and World Bank (2004): [Ghana Country Procurement Assessment Report](#). Accra and Washington DC.
- Government of Ghana, Ministry of Finance (2000): Interim Poverty Reduction Strategy Paper 2000-2002.
- G-RAP (2004): Sub-Meeting Report on Gender Considerations and G-RAP December 2, 2004.

G-RAP (2007): Annual Progress Report 2006.

GRF (Dec 1998): Business Plan.

GSCP (2005): Assessment of System and Structures in the Ghana Health Service for Conducting Health Communication, Advocacy and Public Relations Activities, 2005.

GSCP (2006): Sub-district and District Planning Workshop: Adapting the National Malaria Communication Strategy Objective; National Communication Strategy for Malaria in Ghana.

GWSC, CWSD/ DANIDA: Volta region Community water and sanitation programme (1997 – 2003) Appraisal report Ghana Volume 2.

Gyimah-Boadi, E., and Kwabena Amoah Awuah Mensah (2003): “The Growth of Democracy in Ghana despite Economic Dissatisfaction: A Power Alternation Bonus?” Afrobarometer Paper No. 28.

<http://www.dfid.gov.uk/countries/africa/ghana.asp>. Country Profiles: Africa.

Hydroarch Consulting Engineers (2001): Technical Assistance towards the Efficient, Effective and Sustainable Management & Maintenance in the Roads Sub-sector 8ACPGH009 Inception Report.

Hydroarch Consulting Engineers (2003): Technical Assistance towards the Efficient, Effective and Sustainable Management & Maintenance in the Roads Sub-sector 8ACPGH009 Maintenance Operations Manual, Road Condition Study.

Hydroarch Consulting Engineers (2004a): Technical Assistance towards Technical Assistance towards the Efficient, Effective and Sustainable Management & Maintenance in the Roads Sub-sector 8ACPGH009 Road Maintenance Techniques Manual.

Hydroarch Consulting Engineers (2004b): Aug Technical Assistance towards the Efficient, Effective and Sustainable Management & Maintenance in the Roads Sub-sector 8ACPGH009 11th Quarterly Progress Report June-Aug 2004.

IBRD (2003): Toward Country-led Development: A multi-partner Evaluation of the Comprehensive Development Framework.

ILO (2007): Performance indicators for district mutual health insurance scheme: working paper, ILO, Geneva.

IMF (2004): [Ghana: Report on the Observance of Standards and Codes—Fiscal Transparency Module](#). Washington DC.

IMF (2006): Ghana: Poverty Reduction Strategy Paper.

IMF (2007a): Ghana: Ex Post Assessment of Longer-Term Program Engagement.

IMF (2007b): Ghana: Selected Issues, Country Report.

IMF and World Bank (2004): [Ghana. Joint Staff Assessment of the Poverty Reduction Strategy Paper Annual Progress Report](#). Washington DC.

IMF, Ghana: Poverty Reduction Strategy Paper, March 2003.

Implementation Completion Report, HSIP, WB, June 2002.

Implementation of the Ghana Poverty Reduction Strategy 2004 Annual Progress Report, March 2005.

Improving Business Practice (IBP): Doing Business Right – Ghana Business Code, Accra, Ghana, May 2007.

ING, Press Conference Publication, 18 Jan 1999.

International Needs Ghana (2001): Physical and Psychosocial Adjustment of Liberated Trokosi / Woryokwe, Report on Longitudinal Survey.

Jaza Development & Management Consult (August 2007: Workshop Report, Review Workshop on Implementation of Rural Access Intervention Improvement & IMT Promotion at the Area Councils Level.

Jeavco Associates Ltd: Gender Sensitivity & HIV/AIDS Assessment, TSPS II, Final Draft Report.

Jespersen, Jesper, En politisk og økonomisk oversigt, maj 1998 (in Danish only).

Judicial Service of Ghana, (2007): Annual Report 2005/2006.

Kampsax (Sept 2004): Mid-term Evaluation of Technical Assistance towards the Efficient, Effective and Sustainable Management & Maintenance in the Roads Sub-sector 8ACPGH009, Final Report.

Kanstrup, Charlotte (1999): Paper on Gender Equity in Development: From a Donors Perspective. Paper presented at the International Gender Conference sponsored by Royal Danish Embassy, Accra.

Killick, T. and C. Abugre (2001): Poverty-reducing Institutional Change and PRSP processes: The Ghana Case.

King Rudith and Paschal Atengdem (2007): "Evaluation of the Administration of the Civil Society and Governance Fund by IBIS for the Good Governance and Human Rights Programme".

Koforidua Training Centre (2002): Report on Basic Concrete Technology & Roadworks Course.

Kragelund, Peter (2006): Donor, Dollars and Development – Insights into the Impacts of Danida's Private Sector Development Programme in Ghana, 2006.

Kufogbe S and Gbedemah F. (2003): International Needs Ghana. The Trokosi Practice in Ghana: An Annotated Bibliography. Department of Geography and Resource Development, University of Ghana.

Lawrence, Terry (Sept 2003): Review of Potential Impact of Multi-donor Budget Support (MDBS) on the Road Sector.

Letter from development partners to the Minister of Finance and Economic Planning on a Joint Donor Approach to allowances and local travel per diem (June 12, 2006).

Linus Atarah (2005): Playing Chicken: Ghana vs. the IMF, CorpWatch.

Macdons Engineering Consultants (Aug 2002): FRIP Pre-feasibility Study.

Map Consult Ltd, (2002): "Good Governance in Ghana: Lessons Learnt from Donor Support to Governance in Ghana 1992 – 2002", Discussion Paper.

MCC (2006): [Ghana Country Status Report](#). Washington DC.

Mensah, P.K. and F. Smidt-Nielsen (2001): Danish Support to Election Related Civil Society Activities – Year 2000 Elections.

Mensah-Kutin, Mahama, Ocran, Ofei-ABoagye, Okine & Tsikata (2000): The National Machinery for Women in Ghana. A NGO Evaluation. Accra, Ghana: Third World Network.

MFA (2000a): Evaluation of Danish Support to Promotion of Human Rights and Democratisation 1990-1998. January 2000

MFA (2000b): Strategy for Danish Support for Civil Society in Developing Countries – Including Cooperation with NGOs, Ministry of Foreign Affairs, Copenhagen.

- MFA (2000c): The Overall Strategic Framework for Danish Development Assistance, Partnership 2000, Ministry of Foreign Affairs, Copenhagen.
- MFA (2002a): Act on International Development Co-operation, as published in Act no. 541 of 10 July 1998 with the latest amendments through § 2 in Act No. 410 of 6 June 2002 and Act No. 411 of 6 June 2002. Ministry of Foreign Affairs, Copenhagen.
- MFA (2002b): Capacity Development Evaluation, Step 1: Contributions to an Analytical Framework, Working paper, Ministry of Foreign Affairs, Copenhagen.
- MFA (2003a): Capacity Development Evaluation, Step 2: Desk Study of Danish Sector Programme Support and Mifresta Interventions, Working paper, Ministry of Foreign Affairs, Copenhagen.
- MFA (2003b): Capacity Development Evaluation, Step 3: Draft Methodology for Evaluation of Capacity Development; Working paper, Evaluation Department, Ministry of Foreign Affairs, Copenhagen.
- MFA (2004a): Capacity Development Evaluation, Step 4: Between Naivety and Cynicism, Working paper, Evaluation Department, Ministry of Foreign Affairs, Copenhagen.
- MFA (2004b): Capacity Development Output Evaluation. Step 4: Draft Evaluation Report. December 2004.
- MFA (2004c): Danida support to Good Governance: Some Issues and Challenges Regarding Analysis and Planning, Technical Advisory Services.
- MFA (2004d): Denmark's Development Co-operation in Water and Sanitation, 2004.
- MFA (2004e): Gender Equality in Danish Development Co-operation. Strategy.
- MFA (2004f): Monitoring Systems within the Field of Good Governance – Applying the Harmonisation Agenda, Danida Technical Advisory Services.
- MFA (2005a): Evaluation Department, Brief Introduction, A Result-Oriented Approach to Capacity Change, Ministry of Foreign Affairs, Copenhagen.
- MFA (2005b): Evaluation Department Capacity Development Outcome Evaluation, Field-testing of the Methodology. Ministry of Foreign Affairs, Copenhagen.
- MFA (2005c): Review of Danida Support to Good Governance and Human Rights in Ghana, Technical Advisory Services.
- MFA (2006a): Commitment to Development – Priorities of the Danish Government for Danish development assistance 2007-2011, Ministry of Foreign Affairs, Copenhagen.
- MFA (2006b): Danish Assistance to Uganda 1987 – 2005. Volume 1: Synthesis Report. All other Volumes)
- MFA (2006c): Evaluation Guidelines, 2006.
- MFA (2006d): Evaluation Guidelines, Ministry of Foreign Affairs, Copenhagen.
- MFA (2006e): Gender Transport Sector. Good Practice Paper Final Report.
- MFA (2006f): Guidance note on Danish support for Capacity development, Ministry of Foreign Affairs, Copenhagen
- MFA (2006g): Guidelines for Programme Management, Ministry of Foreign Affairs, Copenhagen.
- MFA (2006h): Organisation Manual for the Management of Danish Development Co-operation, Ministry of Foreign Affairs, Copenhagen.

- MFA (2006i): Programme document: Danish Support for Multi-Donor Budget Support Ghana 2006-2010. September 2006.
- MFA (2007): Annual Performance Report 2006
- MFA Ghana – Denmark, Partnership 2004 – 2008.
- MFA: Strategic Priorities for Danish Support To Good Governance – Effective and Accountable Public Sector Management”.
- Ministry Of Women And Children’s Affairs (2004): National Institutional Framework for Working on Gender Issues in Ghana, (Overall structure and Institutions), MOWAC.
- Mission, RSDP, Aide Memoire, June 2003.
- MoFEP (2007): A Citizen’s Guide to the 2007 Budget Statement, Budget Implementation Support Team.
- MoH (2002a): Ghana Health Sector 2002 POW.
- MoH (2002b): Ministry of Health POW 2002: Report of the External Review Team.
- MoH (2002c): Review POW 2002: Aligning exemption policy and practice with poverty reduction goals.
- MoH (2002d): Review POW 2001: Guidelines for the Joint Health Partners Review.
- MoH (2003a): Aide Memoire: Ministry of Health – Health Partners.
- MoH (2003b): Review 2002: Private-Public Partnerships in Health.
- MoH (2003c): Review 2002: The proposed National Health Insurance Programme.
- MoH (2003d): Review summit: Ministry of Health – Health Partners.
- MoH (2004a): A System for Monitoring and Evaluating Human Resources for Health Reforms in Ghana.
- MoH (2004b): Aide Memoire: Ministry of Health – Health Partners.
- MoH (2004c): Annual POW 2004: The Ghana Health Sector.
- MoH (2004d): Ex-Post Procurement Audit 2004.
- MoH (2004e): Health Partners Memorandum: Joint Response to the 2004 Health Sector Review.
- MoH (2004f): Health Partners Memorandum: Joint Response to the MoH Draft POW 2005.
- MoH (2004g): MoH POW 2003: Report of the External Review Team.
- MoH (2004h): Review 2003: Pro-poor Agenda.
- MoH (2004i): Review of Maternal Mortality.
- MoH (2005a): Aide Memoire: Ministry of Health – Development Partners Summit, April.
- MoH (2005b): Aide Memoire: Ministry of Health - Development Partners Summit, November.
- MoH (2005c): Financial Statements.
- MoH (2005d): POW 2005.
- MoH (2005e): Review POW 2004: Report of the External Review Team.
- MoH (2006a): Aide Memoire: Ministry of Health – Development Partners Summit, July.
- MoH (2006b): Aide Memoire: Ministry of Health – Development Partners Summit, November.

- MoH (2006c): Annual Review Report 2005.
- MoH (2006d): GHS Performance Review 2005.
- MoH (2006e): POW 2006 Draft.
- MoH (2006f): Review of 2005 POW.
- MoH (2006g): Review of Financing Strategy and Resource Allocation Criteria.
- MoH (2006h): Review of the Common Management Arrangements For the Implementation of the Health Sector Five Year Programme of Work 2002 - 2006.
- MoH (2006i): Review of the Exemption Policy: A report of the Annual Health Sector Review 2005.
- MoH (2006j): Review of the National Tuberculosis Programme.
- MoH (2006k): Revised Budget POW 2006.
- MoH (2007a): Annual POW 2007.
- MoH (2007b): Human resource for Human Development, 2006 Annual Report.
- MoH (2007c): POW 2007 Budget analysis.
- MoH / GHS (2006): Technical Review meeting 2006. Child Health.
- MoH: Annual Performance Review of Technical Programmes, economic and social development of Ghana (2006 – 2009).
- MoH: Common Management Arrangements for the implementation of the second health sector five year POW 2002-6.
- MoH: Creating Wealth through Health: The Health Sector POW 2007 - 2011.
- MoH: Draft Memorandum of Understanding Ghana Health Sector.
- MoH: Health Sector Strategies for Ghana Poverty Reduction Strategy (GPRS).
- MoH: Health Summit 2004: Health Partners Memorandum, Joint Response to the MoH POW 2005.
- MoH: The Health of the Nation Reflections on the First Five Year Health Sector POW (1997 – 2001).
- Mølgaard, Kika (April 1994): Ghana – En politisk og økonomisk oversigt, (in Danish only).
- MOT (2007): Final Draft White Paper, National Transport Policy, , Feb 2007-09-04.
- MOT, MFA Denmark (June 2005): TSPS 2, Feeder Roads Component Description.
- MOWAC (2004): National Gender and Children Policy.
- MOWAC Report (September 2003): Needs Assessment of Gender Desk officers in the Ministries, Departments and Agencies.
- MOWAC: 2005-2008: Strategic Implementation Plan.
- MRT (2004a): RSDP 2004 Donors Conference Presentations.
- MRT (2004b): RSDP Programme Management Report 2nd Qtr 2004, MRT.
- MRT (March 2000): Proposal for Road Sub-sector Investment Programme (RSIP).
- MRT (March 2001): HDM4 Training Programme in Ghana.

- MRT, RSDP: Summary of Proceedings, Annual Donors Conference 2001.
- MRT/DFR, Quarterly Progress Reports – various.
- MRT/GHA, Annual Road Sector Development Programme, Review Report, Dec 2003.
- MRT/GHA, Report for the 2002 Donors Conference, Nov 2002.
- MRT/NRSC (April 2006): Evaluation Report on 2001-2005 National Road Safety Strategy.
- MRT: RSDP Review Reports, 2003, 2002, 2001.
- Multi-Stakeholder Workshop on Decentralised Service Delivery, Draft Workshop Report, Harley Reed Consultancy and MAPLE Consult, July 2007.
- NAO (2006a): Performance Review of MDGs in Danish Multilateral Assistance, National Audit Office, Copenhagen.
- NAO (2006b): Performance Review of Harmonisation and Alignment in Danish Bilateral Assistance, National Audit Office, Copenhagen.
- National Decentralisation Action Plan (NDAP): Decentralisation Secretariat, MLGRDE, September 2003.
- National Development Planning Commission (March 31 2007): The Implementation of the Growth and Poverty Strategy (GPRS II): 2006 Annual Progress Report.
- National Development Planning Commission: GPRS – Annual Progress Report - various.
- National Road Safety Commission: National Road Safety Strategy. National Road Safety Action Plan.
- Netherlands Economic Institute, Danida (Nov 2000): Joint Evaluation of the Road Sub-sector Programme 1996-2000.
- NetMark. (2005): NetMark 2004 Survey of Insecticide-Treated Nets (ITNs) in Ghana.
- New Energy (2002): Project completion report. Solar lighting and water pumping in Northern Ghana.
- Nielsen, H. (2005): Capacity Development Support to Decentralisation and the Water Sector in Ghana. Danida.
- Nyarko, H. Birungi, et al, (2006): Acceptability and Feasibility of Introducing the WHO Focused Antenatal Care Package in Ghana.
- Nyonator, F. (2003): Than Ghanaian Community-based Health Planning and Services Initiative: Evidence Based Organizational Change and Developments in a Resource Constrained Setting.
- ODI (1996): Adjustment in Africa: Lessons from Ghana.
- ODI (2007): Budget support to Ghana: A risk worth taking? ODI Briefing Paper 24.
- ODI-CDD-Ghana (2007): Joint Evaluation of Multi-Donor Budget. Support to Ghana. Based on OECD-DAC methodology. June 2007. 2 Volumes.
- OECD (2001c): DAC Guidelines: Poverty Reduction, OECD, Paris.
- OECD (2003 and 2006): DAC Guidelines on Harmonising Donor Practices for Effective Aid Delivery (Vol. I) and (Vol. II), OECD, Paris.
- OECD (2005a): Managing Aid: Practices of DAC Member Countries, DAC Guidelines and Reference Series, OECD, Paris.
- OECD (2005b): Paris Declaration on International Aid Effectiveness, OECD, Paris.

- OECD (2006): DAC Guidelines on the Challenge of Capacity Development: Working towards Good Practice, OECD, Paris.
- OECD Development Assistance Committee (1995): Denmark 1995 No.10. Development Co-operation Review Series. Paris: OECD.
- OECD Development Assistance Committee (1999): Denmark Peer Review. Development Co-operation Review Series. Paris: OECD.
- OECD Development Assistance Committee (2003): Denmark Peer Review. Development Co-operation Review Series. Paris: OECD.
- OECD Development Assistance Committee (2007a): Peer Review. Review of the development co-operation policies and programmes of Denmark DAC's main findings and recommendations (Note by the Secretariat), 19 June 2007.
- OECD Development Assistance Committee (2007b): Peer Review of Denmark, Annex d - Field Visit to Ghana, December 2006.
- Orc, Macro, (2005): Trends in Demographic, Family Planning and Health Indicators in Ghana 1960-2003: Trend Analysis of Demographic and Health Surveys Data.
- Osei-Amponsah, Charitay et al (2006): Bridging the gap between policy makers and research and advocacy organisations (RAOs) in IEA Governance Newsletter.
- P&H Enterprises & Consultants (August 2007): Draft Proposal for Training of CSOs on Implementation of TSPS in Selected Districts in Northern Ghana.
- Parliament of the Republic of Ghana (2006): Enhanced Strategic Plan 2006 – 2009 Republic of Ghana, Eleventh Consultative Group Meeting Vol 1, 2002.
- Parliamentary Centre (2004): [The Ghana Parliamentary Committee Support Project Phase II](#). Ottawa.
- Paul Walters, Economic Adviser, DFID Ghana (2005): Multi-Donor Budget Support and Capacity Development: emerging lessons from Ghana. THE LENPA FORUM CASE STUDY, APRIL 2005
- PB Power Limited (2002): Project completion report. National Electrification Project. Sub-Projects CR02, CR03, UW01 and UW02.
- Pedersen, Flemming Bjørk (2007): Speech presented by The Ambassador Of Denmark, on behalf of Development Partners at The Joint Government / Development Partners' Water And Sanitation Sector Review Conference on 13 September 2007.
- Pobee-Hayford, F. (2002): Paper presented at Women's World Conference. Kampala, Uganda.
- Potential Impact of MDBS in the Roads Sub-sector, Summary of Phase I Findings, Sept 2003.
- Presidential Report on Co-ordinated Programme of Economic and Social Development: Ghana: Vision 2020, Ghana 1994.
- Project Evaluation Report: Support to women and the youth for peaceful and sustainable development in the Northern Region.
- PSDS Joint Review, Performance Assessment Report, Jan.-June 2007, 5 September 2007.
- Quansah-Asare G (2007): Family Planning Programme annual performance review 2006 Presented at the Alisa Hotel MOH Annual Performance Review of Technical Programmes, 19/20th March 2007.

- RDE Accra (2001): Private Sector Development Programme, Accra – Ghana, Annual Report for 2000, January 2001.
- RDE Accra (2002): Country Assistance Strategy Assessment (CASA) I and II.
- RDE Accra (2007): Business Unit, BSPS and B2B Annual Progress Report 2006, 2007.
- Republic of Ghana / Kingdom of Denmark (2005): Water Sector Programme Support. Phase 1 (WSPS 1). Programme Completion Report. March 2005.
- Review Aide Memoire, TSPS 2, September 2006.
- Review of Axle Load Control Policy & Assistance in Implementation of Action Plan, Draft Final Report, Oct 2004.
- Rigsrevisor, 08/02 – Beretning om privatsektorprogrammer i udviklingslande, 10.marts 2003 (in Danish only).
- Road Fund Act 1997.
- Road Safety Dialogue, Vol2 N°6, Jan-June 2007.
- Rodenberg, Birte (2001): Integrating Gender into National Poverty Reduction Strategies (PRSPs): The Example of Ghana, Expert Appraisal and Reports, Bonn.
- Scetauroute International: Economic & Technical Feasibility Studies, Detailed Engineering Design & Construction Supervision for the Rehabilitation of Selected Roads in SW Ghana.
- Schjødt, Rasmus (2007): Review of the work of organisations in Danida's and GoG's Good Governance & Human Rights Program University of Aarhus, Denmark Intern, Ibis Regional Office, Accra.
- Sida - Swedish International Development Co-operation Agency, Department for Evaluation and Internal Audit (2005): Exit Strategies – A Concept Note for a Joint Evaluation.
- Sowa, Nii Kwaku (2005): An Assessment of Poverty Reducing Policies in Ghana. MIMAP Workshop on Assesing Poverty Policies, Rabat, Morocco.
- SPEED Ghana, Draft Progress Report – Ghana SPEED II, Sept. 2007.
- SPEED Ghana, Inception Report – Ghana SPEED II, March 2007.
- Stevens, M. and Teggemann, S. (2004): Comparative Experience with Public Service Reform in Ghana, Tanzania and Zambia in Building State Capacity in Africa: New Approaches and Emerging Lessons. Levy and Kpundeh (editors). Washington DC: World Bank Institute.
- The Royal Danish Embassy (2002): Country Assistance Strategy Assessment Note (Part I – Synthesis) July 2002.
- The Royal Danish Embassy (2003a): Thematic Programme Support Document: Good Governance and Human Rights (GG &HR) Programme, Component Description 1, Support to the implementation of the GPRS through the Multi-Donor Budget Support (MDBS).
- The Royal Danish Embassy (2003b): Thematic Programme Support Document: Good Governance and Human Rights (GG &HR) Programme, Component Description 2, Support to Decentralisation Reform.
- The Royal Danish Embassy (2003c): Thematic Programme Support Document: Good Governance and Human Rights (GG &HR) Programme, Component Description 3, Support to Key Governance and Human Rights Institutions, Danish.

- The Royal Danish Embassy (2003d): Thematic Programme Support Document: Good Governance and Human Rights (GG &HR) Programme, Component Description 4, Support to Civil Society.
- Third, fourth periodic reports on the Implementation of the Convention on the Elimination of all Forms of Discrimination Against Women (2004), Ghana.
- Transport indicators Database Project, Phase I Implementation Report, April 2007.
- Transport Indicators Database Project, Statistical & Analytical Report 2000-2005, April 2007.
- Udenrigsministeriet / Danida (2004): Johannesburg-handlingsplan. November 2004.
- UN Millennium Project (2005): [Investing in Development. A Practical Plan to Achieve the MDGs](#). New York.
- UNECA's African Gender Development Index (April 2004): Ghana National Field Trials Draft Summary Report.
- UNICEF (1999): Women friendly health services Experiences in maternity care Report of a WHO/UNICEF/UNFPA workshop Mexico City 1999.
- UNICEF (2006): Report on Review Meeting of Partnership for High Impact Rapid Delivery Approach for Achieving MDG 4&5.
- UNICEF (2007): Monitoring the Situation of Children and Women: Findings from the Ghana Multiple Indicator Cluster Survey (Preliminary Report).
- UNICEF/WHO/UNFPA (1997): Guidelines for Monitoring the Availability and Use of Obstetric Services. UNICEF, World Health Organization, and UNFPA. ISBN 92-806-3198-5. New York, UNICEF.
- United Consultancy/MRT (December 2001): Socio-economic Study on Impact of Roads on Poverty Reduction, Final Impact Monitoring Report.
- United Nations Development Programme (1997): "Governance and Sustainable Human Development".
- United Nations General Assembly, 54th Session (October 1999): Agenda Item 109: Optional Protocol to the Convention on the Elimination of All Forms of Discrimination Against women: Resolution Adopted by the General Assembly.
- United Nations Platform for Action and Beijing Declaration (September 1995): Fourth World Conference on Women – Beijing, China.
- Upper West Regional Planning Co-ordinating Unit (2007): First Quarter Monitoring Report on District Assemblies.
- USAID (2003): [Ghana Country Strategic Plan 2004-2010](#). Accra.
- USAID/Ghana Strategy Statement (2005): Empowering Ghanaians Through Partnerships to Build a Prosperous Nation.
- VENRO (2005): [PRSP-Watch. Länderprofile: Ghana \(April\)](#). Berlin.
- Walters, Paul (2005): Multi-Donor Budget Support and Capacity Development: emerging lessons from Ghana. The Lenpa Forum Case Study, April 2005.
- Whitfield, Lindsay, and Emily Jones (2007): Ghana: Economic Policymaking and the Politics of Aid Dependence. GEG Working Paper 2007/32.
- WHO (2004): Beyond the Numbers World Health Organization Geneva 2004.

- WHO (2004): IMCI Documentation: Experiences, Progress and Lessons Learnt.
- WHO (Ghana): Country Co-operation Strategy: Ghana.
- WHO Presentation: Annual Review 2004 GHS: Regional Health Directorate, Tamale.
- Wilbur Smith Associates (Oct 1998): GPRS, Pre-feasibility Study for a Roads Programme in South-west Ghana.
- WILDAF/FEDDAF Publication (April 2004): Effective Implementation of Women's Rights. In: West Africa: What Responsibilities for Judicial and extra Judicial Stakeholders.
- World Bank (1993): Ghana 2000 and Beyond – Setting the Stage for Accelerated Growth and Poverty Reduction.
- World Bank (2000): Building a Stronger Transportation System in Ghana, WB, March 2000.
- World Bank (2001): Implementation completion report (24670) on a credit in the amount of US\$ 80 million to the Government of Ghana for a National Electrification Project.
- World Bank (2002): Ghana and the World Bank.
- World Bank (2003): [Evolution of Poverty and Welfare in Ghana in the 1990s](#). Africa Region Working Paper Series No. 61.
- World Bank (2004a): [Country Assistance Strategy for the Republic of Ghana](#). Washington DC.
- World Bank (2004b): [Ghana Second Poverty Reduction and Support Credit and Grant. Program Document](#). Washington DC.
- World Bank (2005a): An Independent Review of World Bank Support to Capacity Building in Africa: The Case of Ghana.
- World Bank (2005b): [An Operational Approach for Assessing Country Ownership of Poverty Reduction Strategies. Volume II: Country Case Studies: Bolivia, Ghana, Kyrgyz Republic, Senegal](#). Washington DC.
- World Bank (2005c): [Enabling Country Capacity to Achieve Results. Volume II: Ghana Profile](#). Washington DC.
- World Bank (2005d): [Consultative Group Meeting. Accra, November 7-8, 2005. Report to Executive Directors](#). Washington DC.
- World Bank (2005e): Evaluation of the Comprehensive Development Framework (CDF) - Ghana Case Study Report.
- World Bank (2005f): Poverty Reduction Support Credits: A Stocktaking.
- World Bank (2006a): Doing Business 2007.
- World Bank (2006b): [Trust Fund for Statistical Capacity Building: Progress Report September 30, 2005 – March 31, 2006](#). Washington DC.
- World Bank (2006c): [WB 2006, December 18: Final Report](#).
- World Bank / IEG (2008): Using Training to Build Capacity for Development. An Evaluation of the World Bank's Project-Based and WBI Training.
- World Bank www.worldbank.org/gh.

World Bank, Carlos Cavalcanti (2007): Reducing the Transaction Costs of Development Assistance Ghana's Multi-Donor Budget Support (MDBS). Experience from 2003 to 2007. Policy Research Working Paper 4409.

World Bank, Vandana Chandra and Israel Osorio-Rodarte (2007): Options for Export Diversification and Faster export growth in Ghana.

WSP International/Crown Agents (May 2005): Institutional Study of the Transport Sector, Phase 1 Report: Briefing Paper March 2006; Institutional Arrangements & Draft Recommendations May 2005.