



**UNITED NATIONS POPULATION FUND (UNFPA)**  
**Ghana In-depth Review of the 6<sup>th</sup> Country Programme**  
**2012-2017**

**Terms of Reference**  
**July 2016**

## **1. Rationale**

The Ghana UNFPA Country Office (CO), is currently implementing the Government of Ghana/UNFPA Sixth Country Programme (GoG/UNFPA CP6), which began in January 2012 and will end in December 2017. In line with UNFPA policies and procedures the CO in partnership with government is required to develop a new GoG/UNFPA country programme to cover the years 2018-2022. The development of the 7<sup>th</sup> GoG/UNFPA country program comes at a time when the global community is transitioning from one global development agenda (MDGs) to another - the Sustainable Development Goals (Agenda 2030). At the same time, the African Union (AU) has expressed its position on the “Future we want for Africa” in its epic Agenda 2063. These global and regional frameworks call for approaches that spell out how UNFPA should effectively learn from the lessons of the past, build on the progress now underway and strategically exploit all possible opportunities available in the immediate and medium term to ensure attainment of its strategic goal universal access to sexual and reproductive health and rights to accelerate progress on the ICPD agenda.

The 6<sup>th</sup> GoG/UNFPA CP, is anchored in the UNDAF (2012-2017) and is thus aligned with national priorities as defined in the medium term national development plans (GSGDA I&II) and the MDGs. In the GSGDA II (2014-2017) the government has embraced the harnessing of the demographic dividend in Ghana through facilitation of the adoption of appropriate policies, investing in functional institutions and embarking on programme interventions that target the youth. The new global, regional and national development dispensations call for an evaluation of current strategic focus, approaches, implementation arrangements, systems, resources and partnerships for relevance and strategic positioning in the 7<sup>th</sup> CP.

UNFPA procedures require that at least one evaluation of the country programme is conducted every two programme cycles to, among others, inform the scope of a new country program (UNFPA Revised Evaluation Policy 2013). While a full country program evaluation would have been ideal, the Country Office has opted for an in-depth review of the on-going CP in order to adapt to prevailing budget constraints (country office budget was cut by 28.8 percent). The in-depth review coupled with the ongoing Common Country Assessment preceding the development of the new UNDAF (2017-2022), earlier reviews conducted in 2014, including thematic evaluations relevant to the program, and the comprehensive mid-term review of the 6th CP will be used as main sources of evaluative evidence that will inform the development of the 7<sup>th</sup> country program

In view of the above the in-depth review will be informed by changes in the international development agendas. It will also analyse various components of the current country programme, its contents and implementation including its monitoring and evaluation. Consequently, suggestions will be made for the strategic orientation of the new country programme and how it

can be operationalized taking into account the UNFPA Strategic Plan 2014-2017, emerging initiatives like the demographic dividend, data for development, the SDGs, and the AU's Agenda 2063.

## **2. Context**

The GoG/UNFPA CP6 which was developed by UNFPA in partnership with government and other stakeholders' is implemented within the context of UN "Delivering as One' under the UNDAF. This was followed by the approval of the UN Action Plan (UAP) and the signing of the memorandum of understanding between the UN system and the Government of Ghana.

Although currently implemented under UNDAF, the GoG/UNFPA CP6 was not initially aligned with the UNDAF. Its implementation has been marked by several realignment exercises to configure it to the UAP; the revised strategic plan (2011-2013) and the new corporate strategic plan (2014-2017) through a protracted planning process. CP6 is implemented through the GoG decentralized administrative systems in the programme execution. Following the mid-term evaluation conducted in 2014, the CP6 outputs were revised into six outputs as follows:

- i. Increased national capacity to deliver comprehensive maternal health services.
- ii. Increased national capacity to strengthen enabling environments, increase demand for supply of modern contraceptives and improve quality FP services.
- iii. Increased national capacity to deliver integrated sexual and reproductive health (SRH) services especially for marginalized/vulnerable adolescents and young people.
- iv. Strengthened national capacity for the design and implementation of comprehensive age-appropriate sexuality education (CSE) programmes that promote human rights and gender equality.
- v. Increased capacity to prevent gender-based violence and harmful practices.
- vi. Enhanced national capacity for programme coordination, production, utilization and dissemination of quality statistical data for population dynamics, youth, gender equality and SRH, including humanitarian settings.

## **3. Objectives and Scope of the in-depth review**

The GoG/UNFPA CP6 in-depth review aims at informing the development of the new country programme (7<sup>th</sup> CP) which is being prepared by the CO and national partners. It takes into consideration lessons learned from the ongoing programme, new global and regional development agendas and initiatives, changes within the national context. A key question is how the new global, regional and national development dispensations are influencing development processes in the country and whether new strategic approaches will be necessary?

### 3.1: Specific Objectives:

#### Specific objectives defined to guide the in-depth review are:

- Assess the country program outputs of 6<sup>th</sup> GoG/UNFPA for relevance in the new global, regional and national development dispensations/frameworks.
- Assess the extent to which the CP implementation framework/arrangements (partnership strategy; execution/implementation arrangements; human resources; resource mobilization; and monitoring & evaluation) enable or hinder achievement of the 6<sup>th</sup> CP results chain and make recommendations for its strengthening.
- Assess the appropriateness of existing policies, strategies, and institutional arrangements in facilitating the harnessing of the demographic dividend in Ghana especially on programme interventions that target the youth in particular and provide suggestions as to how best to position them in the new country programme.
- Identify success stories, if any, and document the lessons learnt in programme implementation, management and coordination.

### 3.2: Scope:

#### 3.2.1 Timeframe:

The GoG/UNFPA CP6 in-depth review will cover the period January 2012 to June 2016 in the following thematic area: maternal health (MH and FP); adolescent reproductive health and comprehensive sexuality education (CSE); sexual and gender based violence (SGBV); data for development (collection and use of data). It would not examine in detail the performance of the programme in terms of completion of results, but will focus on the strategies for implementing the programme.

Schedule for the GoG/UNFPA CP6 in-depth review

Indicative Timeframe		
Phases and deliverable	Dates (2016)	Responsibility
<b>1. Preparatory phase:</b> <ul style="list-style-type: none"><li>• The drafting of terms of reference for the in-depth review</li><li>• Finalization of TOR including submission of the</li></ul>	June-August	Representative, CPD Coordinating Committee

<p>ToR to the Regional M&amp;E Adviser for feedback and publication of consultancy advert</p> <ul style="list-style-type: none"> <li>• The selection and recruitment of the consultants.</li> <li>• The gathering of initial documentation regarding the country programme.</li> </ul> <ul style="list-style-type: none"> <li>• Literature Review</li> </ul> <ul style="list-style-type: none"> <li>• Introduction of consultants to national partners</li> </ul>	<p>August <b>(4 days)</b></p>	
<p><b>2.Design phase</b> Submission of the inception report and inception meeting</p>	<p>August <b>(4 days)</b></p>	<p>Consultants, Representative &amp; CPD Coordinating Committee</p>
<p><b>3. Field phase</b> In-depth interviews with key stakeholders</p>	<p>August <b>(4 days)</b></p>	<p>Consultants</p>
<p><b>4. Reporting phase</b></p> <ul style="list-style-type: none"> <li>• Submission of 1<sup>st</sup> draft report</li> <li>• Feedback on the draft report from stakeholders including Regional M&amp;E Adviser</li> <li>• Incorporation of comments by consultants into draft report</li> <li>• Validation Meeting with stakeholders</li> <li>• Finalisation and submission of final report to CO, Reg. Office (Reg M&amp;E Adviser)</li> </ul>	<p>September</p> <p><b>5 days</b></p> <p><b>3 days</b></p> <p><b>1 day</b></p> <p><b>4 days</b></p>	<p>Consultants. Representative, CPD Coordinating Committee</p>

### **3.2.2. Geographic coverage:**

The GoG/UNFPA CP6 assessment will cover seven (7) of the 10 regions (Northern, Upper-East, Upper West, Brong-Ahafo, Ashanti, Central and Volta Regions). In addition, it will cover seven (7) districts (Bawku Municipal Assembly, Bunkpurugu-Yunyoo District Assembly, Kassena-Nankana West District Assembly, Kpandai District Assembly, Sissala East District Assembly, Wa West District Assembly and Zabzugu District Assembly). Also (7) national partners - Ministry of Gender, Children and Social Protection, National Youth Authority, Ghana Institute of Public Administration, Domestic Violence and Victim Support Unit, Ministry of Local Government and Rural Development, Ministry of Health, and the Ghana Health Service) will be covered. Two non-governmental partners Youth in Broadcasting (Curious Minds) and Christian Health Association of Ghana (CHAG) will also be covered in the review.

### **4. In-depth Review Questions/Criteria**

The analysis of the implementation of the GoG/UNFPA CP6 will identify the challenges, gaps and propose strategies for future interventions, including those to be considered for the next country programme. The key question to be addressed is how UNFPA can better position maternal and adolescent SRH in relation to the demographic dividend as a central programmatic thrust within the new UNDAF and the new CPD taking into account the changing national and global development landscapes.

The main questions/criteria for the in-depth review and which may be refined by the team of consultants are:

#### **i. Relevance:**

- To what extent the CP addressed national priorities and needs of population in relation to UNFPA mandate and comparative advantage?

#### **ii. Effectiveness:**

- To what extent has the CP contributed to improvements in SRH of women and young people especially in MMR and unwanted pregnancies?

#### **iii. Efficiency:**

- To what extent did the intervention mechanisms (including funds, expertise and timing) contribute to or impede the achievement of the programme outputs?

#### **iv. Sustainability:**

- To what degree has UNFPA been able to support its partners and the beneficiaries in developing capacities and establishing mechanisms to ensure ownership and durability of results?

**v. Coordination:**

- What are the main comparative strengths of UNFPA in Ghana, particularly in comparison to other UN agencies in the country?

**5. In-depth Review Methodology**

The consultants will adequately design the in-depth review to respond to the objectives for the review in collaboration with the UNFPA Country Office. The adopted methodology should specify the following:

- a) Key information sources – Identification of the relevant stakeholders (UNFPA staff, partner agencies, implementing partners, community members, including youth and other vulnerable groups) by the consultants.
- b) Data collection instruments/tools – The consultants may consider primary sources, and semi-structured interviews with key informants at national and sub-national levels. Secondary sources may include desk review primarily focusing on mid-term review, programme annual reviews, progress and monitoring reports, reports of specific thematic evaluations, studies and findings of assessments conducted during the current country programme.
- c) Reference indicators and relevant benchmarks.
- d) Validation mechanisms including, meetings with country office, triangulation of sources of information and methods of data collection, reporting and communication mechanisms during the course of consultation and discussion with the UNFPA Country Office.

**6. The in-depth Review Process:**

The in-depth review process is divided into three phases, consisting of several steps:

- a) Phase 1; Preparation: Literature review of key documents, 6<sup>th</sup> CP document, CO reports, thematic evaluations, relevant report of partners, minutes of meetings and any other useful document.
- b) Phase 2; Interviews with key stakeholders.
- c) Phase 3; data analysis and reporting: The production of preliminary and final reports. It also includes the incorporation of comments from validation workshop to be held with stakeholders and UNFPA, and finalization of the report. The final report of the in-depth

review of the 6<sup>th</sup> Ghana CP shall be made available to the Executive Board at the time of the approval of the new country programme.

## **7. In-depth Review Deliverables:**

The consultant will submit the following deliverables:

### **7.1 Inception report**

An inception report (a maximum of 30 pages) will be prepared and submitted by the consultants before going to the field. It is intended to reflect on why and how each in-depth review question will be answered by way of: proposed methods, sources of data, and data collection procedures. The report would include a proposed schedule of tasks, a stakeholder mapping, and a reconstruction of the intervention logic, the final list of in-depth review questions and activities and deliverables. The report would enable the country office to have a common understanding about the in-depth review objectives, expected results and methodology and the tasks to be undertaken.

### **7.2 Draft final in-depth review report**

The first draft of the review should be submitted within 5 days after the end of Phase 2. The country office and Regional M&E Adviser will review the draft report to ensure that the in-depth review meets the required quality standards as per UNFPA evaluation guidelines.

### **7.3 Validation workshop**

An in-depth review summary of the challenges, lessons learned, key findings, conclusion and recommendations shall be presented to stakeholders and partners in a one-day validation workshop to be convened by the UNFPA Ghana CO.

### **7.4 Final report**

The final report of the in-depth review will include among others:

- a) Analysis of the findings and conclusions of the implementation of the thematic areas of the programme, and the Strategic Plan 2014-2017 outcomes.
- b) Factors that have influenced the achievement of the results.
- c) Recommendations to guide the design framework of the new country programme. The recommendations should suggest the outcome areas of the Strategic Plan 2014-2017 or the strategic areas (maternal mortality, demographic dividend/youth, data for development, adolescent reproductive health, and gender) that the country



- programme should focus on. This should take into account observed trends and the new global and regional development agendas.
- d) An executive summary of the in-depth review (2 pages maximum) in English
  - e) A (maximum of 20 pages of power point presentation to be presented at the one day validation workshop.

## **8. Quality Assurance**

Throughout the process regular interactions will be made with the management of the CO and especially the CPD Coordinating Committee made up of government partners and UNFPA staff who will coordinate the new country programme. Similarly, regular exchanges and contacts at various stages of the process will be made with the UNFPA Regional Office (WCARO) for their feedback on the in-depth review.

### **8.1. Design phase:**

The design phase of the report will be approved by the CPD Coordinating Committee after contribution from the Regional M&E Adviser, UNFPA Representative, the Evaluation Office's evaluation adviser and the CPD Coordinating Committee as appropriate.

### **8.2. Interview with Stakeholders (Fieldwork phase):**

During the interview with stakeholders or fieldwork phase, the CPD Coordinating Committee will be responsible for ensuring that the data collection process is in accordance with the approved design in the inception report. The Committee will also ensure that the data collection and recording are consistent across the different assessors and assessment components.

### **8.3. The final in-depth review report**

The final in-depth review report will be reviewed by the CPD Coordinating Committee, the Representative and the Regional M&E Adviser to ensure the reliability of the data collected and reported as well as the overall credibility of the evaluation findings, the soundness of conclusions, and the alignment of the recommendations to the findings and conclusions as well as their feasibility.

## **9. Composition of team of consultants and required profiles**

The In-depth review team will consist of 2 technical experts, the team leader would be an International Consultant and the support consultant would be recruited locally. The division of labour between members of the team should be clearly addressed in the methodology.

**International Consultant/Team Leader:** The in-depth review team leader will have the overall responsibility of providing overall guidance and leadership. He/she will be required to provide overall leadership in the collection, analysis and reporting of the in-depth review.

The profile of the team leader would include:

- Post graduate degree in public health, demography, social sciences or other areas relevant to UNFPA's mandate
- Extensive experience in sexual and reproductive health.
- Expertise in population dynamics, analysis of population data, youth and gender.
- Proven capacity and experience in strategic thinking and analysis of population data as well a proven experience in the evaluation of programmes.
- Have a solid understanding and experience of evaluation methodologies
- Have a good understanding of the workings of the government, development assistance and UN, UNFPA in particular.
- Have a sound knowledge of development issues and challenges in the areas relevant to the work of UNFPA.
- Have a proven leadership, writing (in English language) and presentation skills in evaluation or research projects.
- Work experience in and knowledge of Ghana or the West African sub-region is an asset.
- Have high integrity and be independent from all local stakeholders (Country Office and national partners) involved in the design and implementation of the interventions related to the review.

**The team member (support/local consultant) of in-depth review will have:**

- Extensive knowledge of the context both in national and regional development issues.
- An experience working on issues related to the SRH, empowerment of women, gender, the needs of young people and human rights.
- Thorough knowledge of programmatic and strategic areas of UNFPA work and its relationship to the Ghanaian context.
- Work experience and familiarity with the procedures of the UN system would be an asset.
- Excellent analytical, writing and communication skills (in English language)
- Excellent problem identification and solving skills
- Post graduate degree in public health, demography, communication, gender, social sciences or other areas relevant to UNFPA Ghana's programme area.
- Minimum of 10-year experience in conducting/managing programme evaluations

- Have a sound knowledge of development issues and challenges in Ghana, as well as the government policies, at least in one subject area relevant to the work of UNFPA.

#### **10. Ethical issues**

The consultant will be required to strictly abide by the ethical standards in the **“Ethical Code of Conduct for UNEG/UNFPA Evaluation”** (attached).

#### **11. Management issues**

- The in-depth review of the 6<sup>th</sup> Country Programme of Ghana shall be conducted under the overall direction and authority of the UNFPA Representative of the country office.
- The Deputy Representative will supervise the entire process.
- Monitoring of the process will be conducted by the CPD Coordinating Committee put in place for the development of the new country programme.
- The CPD Coordinating Committee and all CO staff shall assist the consultant by providing access to reports and documents, contacts with interested parties etc.
- The Regional M&E Adviser for WCARO shall provide necessary technical support
- The consultant shall report directly to the Deputy Representative.

#### **12. Use of in-depth review results**

The results of the in-depth review will first be used to inform and guide the strategic programming of the new country programme. The final report of the review will accompany the new CPD when it is submitted for the approval of the Executive Board. The report will be shared with stakeholders, especially the Government of Ghana, UN agencies and other development partners for their information and use.

#### **13. Documents/Working Papers: (See Annex 2)**

#### **14. Cost and Budget**

The payment will cover 25 working days of fees for the consultant. No field trips and travel outside Accra are expected.

## **Annex 1: Ethical Code of Conduct for UNEG/UNFPA Evaluations**

Assessments of UNFPA-supported activities need to be independent, impartial and rigorous. Each assessment should clearly contribute to learning and accountability. Hence assessors must have personal and professional integrity and be guided by propriety in the conduct of their business.

Assessment Team/Assessors:

1 To avoid **conflict of interest** and undue pressure, assessors need to be **independent**, and members of an assessment team must not have been directly responsible for the policy-setting/programming, design, or overall management of the subject of evaluation, nor expect to be in the near future.

Assessors must have no vested interests and have the full freedom to conduct impartially their assessment work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.

2 Should protect the anonymity and **confidentiality of individual informants**. They should provide maximum record, minimize demands on time, and respect people's right not to engage. Assessors must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Assessors are **not expected to evaluate individuals**, and must balance an evaluation of management functions with this general principle.

3 Assessments sometimes uncover suspicion of wrongdoing. Such cases must be reported discreetly to the appropriate investigative body.

4 Should be **sensitive to beliefs, manners and customs** and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and **address issues of discrimination and gender equality**. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that assessment might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

5 are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, evidence based findings, conclusions and recommendations.

For details on the ethics and independence in evaluation, please see UNEG Ethical Guidelines and Norms for Evaluation in the UN System

<http://www.unevaluation.org/search/index.jsp?q=UNEG+ethical+guidelines>

[http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc\\_id=21](http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=21)

## Annex 2:

An initial list of documents to be used in the in-depth review includes:

<b>CO Agency Documents/Strategic Documents</b>
1. UNFPA/GoG Sixth Country Programme (CP6)
2. Country Programme Streamlining (UNFPA Ghana, 2014)
3. UNFPA Global Strategic Plan 2014-2017 (UNFPA HQ, 2013)
4. CO strategic guidance notes on Humanitarian response – 2012
5. CO strategic guidance notes on Reproductive Health – 2012
6. CO strategic guidance notes on Communication – 2012
7. CO strategic guidance notes on gender – 2012
8. CO strategic guidance notes on Population and Development – 2012
9. Ghana Decentralized Mode of Delivery of programme support - 2015
10. UNDAF Action Plan
<b>CO reports - Internal Programme Reports</b>
11. CO annual reports 2012-2015
12. CO Retreat Reports
13. Minutes of Staff, Programme and Operations Meetings
14. Reports on AWP planning meetings
15. Reports on CP6 Consultation meetings
16. Reports on CP7 Development Processes
17. Fund Management Facility Report
18. Donor Reports – MHTF, UNFPA supplies , Child Marriage, Ebola
19. Trip/Mission Reports
20. CO Staffing Table
21. CO Implementation Rate for CP6
22. CO Sources of Funding and amounts in CP6
23. CO funding distribution per thematic area
<b>CO Reports – Programme Evaluation Reports</b>
24. Medium term review (UNFPA Ghana, 2014)
25. CARMMA in Ghana
26. CARMMA Assessment Report (UNFPA Ghana, 2014)
27. UNFPA midwifery evaluation report – UNFPA/ICM programme for investing in midwives and others with midwifery skills to accelerate progress towards MDG 5 2015
<b>Research Reports</b>
28. Disability (UNFPA/UNICEF, 2013) Monograph
29. GSS “2010 PHC Report on the Elderly in Ghana” 2013
30. GSS “2010 PHC Report on Women and Men in Ghana” 2013
31. GSS “2010 PHC Report on Children, Adolescents and Young People In Ghana” 2013
32. GSS “2010 PHC on Fertility”2013
33. GSS “Urbanization in Ghana” , 2013

34. GSS "Population Projection" 2013
35. Multiple Indicator Cluster Survey, Reproductive Health Extract (UNFPA , 2013)
36. Children, Adolescents and Young People in Ghana, (UNFPA Ghana, 2013);
37. Evidence and Action Reports on pregnancy schools, community emergency transport, and domestic violence (UNFPA , 2013)
38. Situation Analysis (pop Council, 2016) SITAN (UNFPA/UNICEF, 2016)
39. Adolescents and Young people in Ghana- (10-24 years) Situational Analysis 2014
40. Baseline survey on RH needs and gaps in Refugee camps (UNFPA/UNHCR ) 2015
41. Obstetric fistula Report 2015 (GHS/UNFPA) 2015
42. DHS 2014
43. IP Micro assessment and IPCAT Reports ( UNFPA 2012)
<b>REPORTS ON PROGRAMME SUPPORT</b>
44. PALEF UNFPA(2015)
45. FP Dialogue GHS/UNFPA 2015
46. Celebration of international days- UNFPA (2012-2016)
47. Reports on DD Consultations 2015-2016
48. Gender policy 2015
49. CO Monitoring Report
50. CO Spot-check reports (2016)
51. Report on Development of Regional CIP Documents
52. Report on support to MAF
53. RHCS survey 2014 GHS, GSS, UNFPA
54. Capacity Building for FBOs on FP and CM 2014-2016
55. ICPD beyond 2014 NDPC/UNFPA
56. Data Management Systems Report
Human Resource
57. HR Assessment Report
58. Team building reports 2013 &2015
<b>Other Reports /Publications/Tools</b>
59. CO Newsletters 2015 2016
60. CO Website and Social Media
61. Documentary – Living with Fistula Untold Stories UNFPA 2015
62. Fact Sheet , Flyer on Obstetric Fistula (GHS/UNFPA 2016)
63. Midwifery Policy Brief 2015 MoH/UNFPA
64. Policy Brief Obstetric Fistula 2016 GHS/UNFPA
65. Training Manual on GBV, RH and R
66. Gender Audit Report
67. NGO Shadow Report to 6 <sup>th</sup> and 7 <sup>th</sup> Combined CEDAW Report
<b>Key Government Documents</b>
68. NDPC "Shared Growth and Development Agenda, (GSGDA) II 2014-2017"
69. NDPC "Implementation of the Ghana Shared Growth and development Agenda (GSDGA) II 2010-2013. 2012 Annual Progress Report, Nov., 2013

70. NDPC "Ghana Shared Growth and Development Agenda (GSGDA) II, 2014-2017". Dec. 2015
71. NDPC "Implementation of the Ghana Shared Growth and development Agenda (GSDGA) II 2014-2017. 2014 Annual Progress Report, Dec., 2015
72. NDPC "Post 2015 Development Agenda", National Consultative Report, May 2013
73. NDPC "Ghana and Sustainable Development Goals" July 2015
74. NDPC "Achieving the MDGs with Equity in Ghana: Unmasking the issues Behind the Averages" Nov., 2012
75. NDPC "Ghana Millennium Development Goals 2015 Report" Sept 2015
76. NDPC "Country Report, ICPD Beyond 2014" 2014
77. MoH "Health Sector Gender Policy" April 2009
78. MoH "Ghana Family Planning Coasted Implementation Plan 2016-2020". Sept 2015
79. MoH " Holistic Assessment of the Health Sector Programme of Work", 2014
80. MoH " National Health Policy" Sept. 2007
81. MoH " 2015 Ghana Health Financing Strategy 2015"
82. MoH " Holistic Assessment of the Health sector Programme of Work" 2016
83. GHS "2013 Annual Reproductive and Health report"
84. GHS " National Reproductive Health Service Policy and Standards" Dec. 2014
85. GHS "Ghana Health Service 2014 Annual Report" July 2015
86. GoG " Public Procurement Act, 2003, Act 663
87. GoG "National Health Insurance Act 2012, Act 852
88. GoG " Financial Administration Act, 2003, Act 654
89. GSS "Millennium Development Goals in Ghana", July 2013
90. GSS "Ghana Demographic and Health Survey" 2014
91. GSS "Ghana Living Standards Survey (Round 6)" Aug. 2014
92. MoYS " National Youth Policy", Aug 2010
93. MGCSP " National Gender Policy" May 2015
94. MGCSP "Child and Family Welfare Policy" Feb. 2015
95. MLGRD "Draft Decentralization Policy framework", April 2010
96. NPC " National Population Policy (Revised Edition)" 1994
97. ISSER "Ghana Social Development Outlook" 2013
98. CHAG Annual Reports
99. MDG Reports
100. MAF Strategy and Operational Plans 2015; 2016/17
101. CHPS strategy
102. Ghana Supply Chain Management Plan
103. NHIS Review Report
104. Health Financing Strategy
105. MoH Programmes of Work
106. Health Sector Holistic Assessments
107. Burden of Disease Study in Ghana
108. MoH Aide Memoires

109. HIV Sentinel Reports