

## PROJECT DOCUMENT

**Project Title:** Nationally Determined Contributions Support Programme

**Project Number:** 00095428

**Implementing Partner:** Ministry of Environment Science, Technology & Innovation

**Start Date:** 1<sup>st</sup> September 2017; **End Date:** 30<sup>th</sup> September 2019; **PAC Meeting date:** 24<sup>th</sup> August 2017

### **Brief Description**

Evidence shows that Ghana is already experiencing the impacts of climate change especially in key climate sensitive sectors such as agriculture. Climate change has been linked to rising sea levels, increased dangers of flooding and coastal erosion; deteriorating human health, (increased risks of malnutrition, poor sanitation, disease and natural disasters); increased droughts that endanger hydro power supply; and impacts on cities and infrastructure (leading to floods and heat effects on roads and buildings). Although, Ghana's contributions to the global emissions is low, however it continues to rise with the high growth rate in the last two decades. Statistics show that Ghana's carbon emissions in 2013 was 0.38tCO<sub>2</sub>e per capita, with forestry, agriculture and energy being the largest contributing sectors. The emission trends are projected to more than double by 2040 if the economic development trajectory remains. The causes of the rising emission levels are deforestation and forest degradation, carbon-intensive fuel for electricity generation, congested urban transportation and poor waste management.

To build a low carbon resilient society, Ghana committed to a set of 31 adaptation and mitigation actions in its Intended Nationally Determined Contributions (INDCs), which was submitted to the UNFCCC in 2015. Ghana's NDCs is a flagship 10-year climate action agenda that seeks to put the country on a sustainability pathway and contribute to the global efforts to lower global temperatures well below 1.5°C by reducing greenhouse gas emissions.

The NDC Support Programme will build on the foundation and extensive results achieved under the Low Emissions Capacity Building Programme (2011-2017) and work to enhance technical and institutional capacities of public, private sector and social actors to scale up mitigation actions that support NDC implementation in Ghana. In addition, the Programme will work to integrate gender in NDC planning and implementation processes within the broader sustainable development context. These dual aims will be achieved through strengthened climate governance, removal of barriers to LEDS and NAMA implementation, and an improved investment environment that addresses barriers to public and private finance.

To achieve these desired results of strengthening effectiveness of policies and institutions; enhancing functionality of the national MRV systems; and mainstreaming mitigation actions and targets into sectoral and national plans, will be continued at all levels. Also, gender-responsive approach will be integrated into NDC implementation plans to ensure gender mainstreaming into institutional, policy and planning frameworks for national climate actions.

Contributing Outcome (UNDAF):

- Outcome 3 (2013-2017): National systems and existing institutional arrangements for climate change mitigation and adaptation and for disaster risk reduction, as defined in the Hyogo Framework for Action at the district, regional and national level are functional
- Outcome 5 (2018-2022), tbc: Environmental governance at national and local levels is effective, efficient and coherent

Contributing Output (CPD 2018-2022), tbc:

- Output 1.2: Evidence-based and gender-responsive climate action scaled up across sectors with increased funding at both national and local levels.

<b>Total resources required:</b>	<b>\$ 802,500.00</b>	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by:

UNDP	Implementing Partner (Ministry of Environment, Science, Technology & Innovation)	Government of Ghana (Ministry of Finance)
<i>D. S. A.</i> DORIAN S. A. Print Name:	<i>Prof. Kwabena Boadi</i> MINISTER FOR ENVIRONMENT SCIENCE AND TECHNOLOGY ACCRA Print Name:	<i>Caroline</i> MINISTRY OF FINANCE P. O. BOX 10 ACCRA Print Name: <i>Mrs. Gladys Gyamerah</i>
Date: <i>13/9/17</i>	Date: <i>25/09/17</i>	Date: <i>09/10/17</i>

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## I. DEVELOPMENT CHALLENGE

In Ghana, the national costs of environmental degradation are estimated at 9.6 percent of GDP<sup>1</sup>, which is largely due to unsustainable management of natural resources. While Ghana is endowed with natural resources, their unregulated exploitation coupled with environmental degradation have negative consequences for both the economy (e.g. lower and contaminated agricultural outputs) and social fulfilments (e.g. health threats related to air, land and water pollution), which threatens current and future poverty reduction and its middle-income status. Ghana has lost over 60% of its forest cover from 1950 to the turn of the century, with a rate of deforestation at approximately 3% per year since 2000<sup>2</sup>. Recently, the energy sector faced power shortages with increasing dependence on fossil fuels and wood fuels. The size of the Ghanaian economy has expanded with GDP increasing from USD 1.2billion to USD 35.9billion from 1960 to 2012 respectively. These factors contributed to Ghana becoming a net carbon emitter by 136% between 1990 and 2012, coupled with increasing population growth and increasing energy demand at both household and industrial levels<sup>3</sup>.

Evidence shows that Ghana is experiencing impacts of climate change including: rising temperatures; declining rainfall totals and increased variability; rising sea levels and high incidences of weather extremes such as droughts and floods. Per the Third National Communications, the observed rate of change in minimum temperature for the period of 1960 to 2010 was 2% for southern and 37% for northern Ghana. For rainfall, there were observed variable rate of change with a projected decrease of 2.9% by 2040. Furthermore, future projections of the impacts of climate change show rising temperatures, erratic rainfall, floods and more extreme weather events<sup>3</sup>, which are expected to lower the resilience of the economy and societies to natural hazards, aggravate the persisting inequalities and growing polarization of income, to further lower productivity affecting the economy. Climate change is expected to substantially impact livelihoods and key sectors of the Ghanaian economy such as agriculture which employs about 44.4 percent of the total population.

Even though Ghana's historical and current greenhouse gas emissions is 33.7MtCO<sub>2</sub>e (2012), which is far below the global average, the country suffers the negative impacts of climate change on major economic sectors and extends to others, such as agriculture, forestry, health and water resources. The electricity supply is currently vulnerable to climate change at about 67 percent of electricity generation in the country from hydropower and 33 percent from thermal generation using diesel. The health and sanitation sectors are already being affected by climate change and will experience further stress in the future. Climate change impacts on infrastructure such as roads, dams, power distribution lines, homes, drains among others. Also, coastal erosion aided by rising sea levels will destroy a significant portion of the coastline. Current migration and urban vulnerability trends constitute important dimensions of impacts of climate change on the country.

The Government of Ghana recognizes the threat posed by climate change on its developmental aspirations of becoming a fully-fledged middle income country and the attainment of the sustainable development goals. This is because, the negative impacts of climate change have the potential to: a) erode the development gains made in the past and (b) hamper attainment of our development objectives (on time, fully and to reach the intended target groups be it gender, ecological zone, poverty and social vulnerabilities). The Government of Ghana has shown commitment both nationally and globally to pursue some coordinated actions to reduce the impacts of climate change on its citizenry and to pursue a low carbon emission development pathway. For instance, Ghana submitted its Intended Nationally Determined Contributions to the UNFCCC and signed the Paris Climate Change Agreement in 2015 followed by the ratification in 2016.

In addition, the country has made significant progress in policy and regulatory reforms with the aim to diversify electricity generation; scale-up adoption of renewable energy; promote sustainable transport, reduce deforestation, mobilize finance and facilitate engagement and outreach. These

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<sup>1</sup> World Bank 2007

<sup>2</sup> Forestry Commission (2017), [Ghana's Forest Reference Level](#)

<sup>3</sup> Government of Ghana (2015), [Ghana's Third National Communication Report to UNFCCC](#)

policies are already yielding positive results in building resilience, reducing GHG emissions and ensuring Ghana's sustainable economic development.

Also, Ghana's National Climate Change Policy (NCCP), presents an integrated approach to tackle climate change by ensuring a climate resilient and climate compatible economy while achieving sustainable development through equitable low carbon economic growth provides a strong platform to direct and focus sectoral interventions and measures to cause transformative changes in the sustainable development pathway of the country in the context of climate change.

Furthermore, the Ghana Nationally Determined Contributions (Gh-NDC) is expected to further its efforts to attain a low carbon resilient future. The overarching objective of the Gh-NDCs is to attain development outcomes and contribute to the reduction of GHG emissions by 45% (through implementation of 31 mitigation and adaptation actions within an implementation period of 10 years (from 2020 to 2030). The projected budget of the GH-NDC is \$22 billion, with government committed to mobilizing 1.6 billion in the same period from domestic financing sources including existing public investments. The remaining budget is expected to come from international bilateral, multilaterals and market sources.



Figure 1: A schematic representation of proximate and underlying linkages to unsustainable development in Ghana within the context of climate change (source: UNDP Ghana).

The implementation of these 31 actions are expected to help ensure climate resilience through effective adaptation and greenhouse gas (GHG) emission reduction in the following priority sectors: sustainable land use including food security; climate proof infrastructure; equitable social development; sustainable mass transportation; energy security, forest management; and alternative urban waste management. creation. Invariably, interventions in these sectors will be associated with systems to monitor the progress and impacts using MRV systems and associated institutional arrangements which must be in place to deliver various outputs for the national communications to the UNFCCC, including other co-benefits. However, the monitoring platforms have largely focused on the GHGs, basically the mitigation actions, but with a lesser focus on adaptation actions. Although there are institutional arrangements (National systems) for Ghana's GHG accounting to the UNFCCC and related domestic monitoring systems, these MRV systems have not been adequately applied to mitigation projects on the ground. Also, with the implementation of Ghana Nationally Determined Contributions (Gh-NDCs) as a national strategy to mitigate greenhouse gas emissions across various sectors, it is not clear which policies or institutional dynamics could promote or hinder its effective implementation to deliver the expected outputs and outcomes. And beyond this, there are inadequate systems in place to drive the implementation of Ghana's NDCs, including operational complexities which could characterize an effective and efficient implementation of the NDCs.

Therefore, the implementation of GH-NDC will require the following: a) resource mobilization; b) institutional capacities and systems developed to assist the government ministries and agencies to plan, implement and report the impacts of the respective NDC actions; c) MRV systems developed

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to monitor, report and track the overall impact and progress in attaining the NDC's objectives and d) awareness.

The Government of Ghana created the Ministry of Gender, Children and Social Protection in 2013<sup>4</sup> to address the rights of women, and to ensure the growth, survival and development of children. The Department for Gender<sup>5</sup> with a mandate to integrate gender-based issues into development policies and coordinate gender activities. Also, on the policy front the National Climate Change Policy (NCCP) (MESTI, 2013), Reducing Emissions from Deforestation and Forest Degradation (REDD+) strategy (FC, 2016) and Forestry Development Master Plan (FDMP) (FC, 2016) are good examples of climate strategies with specific focus on gender.

However, during the Ghana INDC formulation process, some institutional challenges observed did not allow for the incorporation of gender issues such as (a) *limited participation and under-representation of legitimate gender voices* - difficulty in getting the Ministry of Gender and other relevant institutions to participate consistently in climate change programmes; (b) *poor coordination of climate change and gender issues* – although several in-country gender-related initiatives on sustainability can be identified they appear disjointed and not systematically mainstreamed. This led to the weakening of gender considerations in the INDC formulation.

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## II. STRATEGY

Several efforts have been made to address climate change issues and drive sustainable development in Ghana. These efforts are evidenced by the implementation of climate change projects across various sectors. In moving forward with its NDCs, Ghana has been guided by its international obligations as a Party to the UNFCCC, while simultaneously pursuing a national development agenda that seeks to achieve the long-standing objective of becoming a fully-fledged middle-income economy. Ghana's response to the threats posed to this objective by the impacts of climate change has been to pursue coordinated domestic policy actions that in effect seek to develop a policy framework that integrates adaptation, mitigation and other climate related policies within broader development policies and planning to safeguard developmental gains from the impacts of climate change and build a climate resilient economy. The inclusion of both mitigation and adaptation in the NDCs resonate with the anticipated 40-year socio-economic transformational plan and the universal sustainable development goals. Invariably, the long-term goal of Ghana's adaptation is to increase climate resilience and decrease vulnerability for enhanced sustainable development.

On the other hand, Ghana's emission reduction goal under the NDCs is to unconditionally lower its GHG emissions by 15% relative to a business-as-usual (BAU) scenario emission of 73.95MtCO<sub>2</sub>eq by 2030. An additional 30 percent emission reduction is attainable on condition that external support is made available to Ghana to cover the full cost of implementing the mitigation action (finance, technology transfer, capacity building). With this external support, a total emission reduction of 45% below the BAU emission levels can be achieved by 2030. The NDC is anchored in the anticipated 40-year long-term development, the National Climate Change Policy as well as the Low Carbon Development Strategy. Similarly, other national policies, laws and regulation will support implementation.

In as much as the pathway of implementation needs to be addressed, and sustained, holistic monitoring and reporting systems that incorporates both the mitigation and adaptation dimensions of the NDCs are very much needed. Largely, the existing arrangements are focused on mitigation issues, or are not very coherent in addressing the monitoring needs of various adaptation and cross sectoral activities or strategies of the NDCs. Thus, the focus of anticipated monitoring and reporting systems have been on how to move towards integrating mitigation MRV and adaptation monitoring

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<sup>4</sup> Executive Instrument 1 (E.I. 1) in January 2013 as a successor to the Ministry of Women and Children's Affairs. The primary objective for its establishment was to have a Ministry responsible for policy formulation, coordination and monitoring and evaluation of Gender, Children and Social Protection issues within the context of the national development agenda (MoGCSP, 2017)

<sup>5</sup> Referenced in the National Gender Policy, 2015.

and evaluation (M&E). These will have to be integrated into national monitoring and evaluation framework developed by the National Development Planning Commission (NDPC) to track national plans and strategies. Ultimately, mitigation and adaptation pathways of implementation with associated monitoring, reporting and evaluation mechanisms will be integrated and sustained in a national system, that will seamlessly operate as part of routine national activities. The integrated system under this project will aid the ministries to conduct annual reporting, which will include the NDCs. The development of the new Ghana medium-term framework including its monitoring framework should also incorporate indicators to capture the NDCs, and adaptation M & E system.

Thus, the goal of the Nationally Determined Contributions Support Programme is to broadly assist developing countries to scale up climate change mitigation actions in support of their National Determined Contributions (NDCs). The project seeks to work with participating countries to ensure that NDCs implementation serves as a driver for sustainable development at the national level and in contributing to the global Sustainable Development Goals (SDGs), including transitioning to zero-carbon economies. Building on the significant achievements of Low Emissions Capacity Building Programme (LECBP), this programme will further enhance technical and institutional capacity to implement NDCs in at least 18 countries, which includes Ghana by:

1. Designing or strengthening sectoral MRV systems to ensure transparent MRV of multiple impacts, including SDG targets;
2. Refining and disaggregating economy-wide NDC mitigation targets as sectoral targets and achievable actions and developing sectoral mitigation plans;
3. Identifying inclusive policy instruments to reduce risks and incentivize participation of private sector in NDC implementation;

In addition, the project will support interventions which will facilitate the implementation of Ghana's NDCs, within a policy, institutional and operational framework that is forward looking and results driven. This will be complemented by a monitoring and reporting framework (MRV and M&E of adaptation) that synergises with national monitoring and reporting systems across sectors and tracks progress as well as impacts to inform operational and policy decision making. It is expected that the improvements in the implementation and monitoring will facilitate effective private sector participation in the implementation of Ghana's NDC.

The project will further elaborate and take a critical look at how to engage relevant gender actors to incorporate gender related issues. This would be to highlight better options for the Ghana NDC action on gender and vulnerable groups with the appropriate Ministries and stakeholders involved. Therefore, this component will facilitate proper mainstreaming of gender issues into continuous planning and implementation of Gh-NDCs

Furtherance to the successive planning and implementation of Ghana's NDCs, there will be the following specific contributions in relation to the project:

- ✓ Provide reliable and convincing imperial basis to formulate well-targeted gender-smart NDC interventions.
- ✓ Practical guidance on institutional coordination of climate change-gender mainstreaming.
- ✓ Provide a systematic approach to sustainably mainstream gender and climate issues into development.
- ✓ Broaden participation and increase awareness of climate change issues in the gender space.
- ✓ Put Ghana in readiness to take-off with implementing concrete gender programmes to bring change in lives; and
- ✓ Positively position Ghana to build on the structures put in place in this project for the benefits of sectors that are involved in implementing the Sustainable Development Goals (SDGs).

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### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

Based on the understanding of the development context of Ghana, and the long-term climate change mitigation goals of the country, the following outputs and work packages or activities have been proposed. The work packages selected include:

#### **Output 2: Integrated governance enhanced to deliver NDC Outcomes<sup>6</sup>**

##### ***2.3: Monitoring and transparency systems for NDC implementation enhanced***

The implementation of the NDCs support program will support Ghana's long term climate change mitigation goals to include good governance, intersectoral coordination, capacity building and adhering to accountable monitoring and reporting. Even though the NDC priority sectors are known sectors, around which various interventions have been attempted in the past, there has not been adequate measures in place to deal with policy and institutional barriers, including MRV gaps. This basically means that the implementation of the NDC in Ghana, could inherit an institutional barrier which could hinder effective realization of the NDC goals. This is basically so because most of the existing institutional and policy provisions have been in place before the 7 NDC priority sectors were formulated.

Thus, it is envisaged that the proposed interventions in this project will provide the platform to overcome these policy and institutional capacity and coordination challenges for the NDC priority interventions to be implemented effectively. Furthermore, once these institutional and policy systems have been strengthened, there would be a need to effectively monitor these interventions. This will come in the form of improvements in the existing MRV systems to be responsive to the monitoring needs and requirements of the NDC. The institutional and monitoring improvements will be done in participatory manner by involving relevant stakeholders in decision making. To achieve the overall project output, the proposed interventions have been grouped under three work packages, with their commensurate activities.

##### **Activity 2.3.2: Sectoral MRV systems designed or strengthened to ensure transparent MRV of multiple impacts, including SDG targets**

Though the national systems for Ghana's MRV is continually improving, there are gaps that could hinder effective monitoring of the NDC priority interventions. This is especially the case, given that the linkages between NDC interventions and its associated monitoring currently appear to be disconnected from the Annual Progress Reporting (APR) exercise conducted by the National Development Planning Commission (NDPC) and other industrial sector environmental reporting. In this regard, the proposed interventions will seek to strengthen sectoral MRV systems, while aligning NDC indicators with the APR and existing environmental sector reporting. The proposed activities will be implemented under this work package:

- Sectoral MRV systems developed and a centralized MRV process established in line with the UNFCCC reporting structures for National Communications (NC) & Biennial Update Reports (BUR) for two high priority NDC sectors.
- Integration of NDC indicators into the Annual Progress Report (APR) supported;
- Climate indicators incorporated into industrial sector environmental reporting

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<sup>6</sup> The outputs and activities are numbered and named in line with the global project document.



### **Output 3: Evidence-based design and planning of mitigation actions delivered**

#### **3.1: NDC mitigation targets refined and/or disaggregated**

**Activity 3.1.1: Economy-wide NDC mitigation targets refined and disaggregated as sectoral targets and achievable actions and**

**Activity 3.1.2: Sectoral mitigation plans developed to achieve targets**

Beyond the formulation of the 7 NDC priority areas, there is the need for an action plan that will provide a framework within which these NDC interventions will be implemented. The development of the action plan for implementing the NDC priority areas will be linked to the various sectors of the economy. The following are specific activities that will be carried out under this work package:

- Develop disaggregated economy-wide NDC mitigation targets into sectoral mitigation targets;
- Develop sectoral NDC action plans;
- Five stakeholder consultations on NDC conducted for an inclusive planning and endorsement of NDC action plans and mitigation targets.

### **Output 5: Enabling environment enhanced for private sector engagement**

#### **5.1: Private sector systematically engaged in inclusive NDC investment opportunities**

**Activity 5.1.2: Inclusive policy instruments identified to reduce risks and incentivize participation of private sector in NDC implementation;**

It is an established fact that the public sector alone cannot rollout all the interventions in the NDC priority areas, thus, once the policy and institutional regime around the NDC implementation has been strengthened, and MRV systems also improved to track progress and impacts of various interventions of the NDC under the different sectors of the economy, the next option to ensure effective NDC implementation is to create the enabling environment for private sector engagements, so as to attract investments that could lead to the realization of the goals of Ghana's NDC. Invariably, it is also important to sustain the success chalked with the private sector under phase 1 of the LECB project.

In this regard, there is the need to create a platform for sustained engagements with the private sector, to drive major activities relating to the NDC interventions. However, there are major gaps relating to where private sector funds could be leveraged on to attract additional support to implement interventions that could lead to the realization of the NDC goals in the various sectors of the economy. Thus, innovative financing and efforts to de-risk private sector investments in NDC related interventions is very critical. This will provide the needed guidance to ensure sustained and meaningful investments that will lead to the expected GHG mitigation goals. Therefore, the proposed interventions are expected to create the enabling environment to sustain initial efforts under LECBP and ensure that targeted efforts and engagements with the private sector will lead to effective pathways to leverage other sources of funding to roll out the interventions in the NDC priority areas.

The following are the specific activities that are being proposed under this work package;

- Develop training packages tailored at how to access resources both locally and globally. Facilitate project development and match-making of project development with potential investment.
- Organize NDC investment forum with an active participation of national and international private sector players.
- Leverage on existing Climate Change Business Network Platforms to establish NDCs investment forum in Ghana headed by private sector.

## **Gender Responsive Nationally Determined Contributions Support**

Activities related to the work on ensuring gender responsive climate action implementation are outlined below.

### ***2.3: Monitoring and transparency systems for NDC implementation enhanced***

#### **Activity 2.3.3: Gender equality tools, indicators and data systems established/developed to track and report on gender-responsive mitigation measures**

In this activity, specific gender indicators for the four selected NDC sectors (i.e. forestry, agriculture, energy, and disaster risk reduction) will be developed as an accompanying database to be embedded into the overall NDC MRV system. Once the indicators are developed, they will be tested on two selected NDC actions in each sector with focus on tracking and reporting sex-disaggregated data. Furthermore, the data from the tracking and reporting will be processed and archived into the national climate change datahub. Also, other approaches will be adopted to sustain gender-differentiated reporting on adaptation and mitigation actions, by suggesting options to ultimately incorporate the system for tracking and reporting in the overall MRV of NDC arrangement.

### ***3.2: Gender analysis conducted***

#### **Activity 3.2.1: National conditions analysed to understand gender context of NDC implementation**

This activity will examine legal, policy, and institutional frameworks related to climate change and gender with special consideration given to the 31 actions that will be implemented to meet Ghana's NDC commitments. As much as possible, the analysis, will address issues on gender trends, structures of decision-making bodies, and gender diversity of participating institutions.

#### **Activity 3.2.2: Relevant sector policies, strategies analyzed/prioritized from gender equality perspective;**

This activity will focus on 4 identifiable NDC sectors (preferably energy, forestry, agriculture, disaster risk reduction). In each sector, two policies/strategies will be selected and subjected to gender analysis. Before the analysis, specific gender indicators based on results from the in-depth gender analysis will be identified. An analysis of the selected sectors and their policies/strategies will be done to identify key lessons and best practices that will be useful to replicate in other sectors.

#### **Activity 3.2.3: Undertake gender assessments of climate planning, policy, and reporting mechanisms /instruments**

A holistic approach in the gender assessment of climate strategies will be adopted for this activity. At least one mechanism/instrument will be adopted for example in climate planning (i.e. REDD+ strategy, preparation of NAPs and NDC implementation plan that are underway); NCCP/DRR (climate policy) and NC/BURs (reporting) for the gender assessment. The assessment, will answer questions such as how gender issues were identified, coverage of gender issues, women participation, gender-informed analyses, gender-responsive interventions and most importantly, review the utility of the inbuilt opportunities to treat gender issues fairly. Critical entry points for improving how gender issues are addressed in the mechanism and the next specific steps to be taken to address them will be assessed.

#### **Activity 3.2.4: Action plan developed to incorporate findings, including measures/strategies to transform gender stereotypes in priority sectors**

The results from the previous activities will provide the basis to align critical gender issues on national instrument that underpin the Gh-NDCs. The National Development Planning Commission (NDPC) and selected line ministries will be assisted to develop concrete steps for systematic internalization of efforts to align gender and climate change. Line ministries will be supported to include climate change and gender issues into their sector planning, capacity building needs,

mobilization of investment, engagement and awareness, and by so doing provide the necessary impetus to make mitigation and adaptation planning more gender responsive. This will include organizing briefing meetings with the NDPC to strategize on the option of alignment, organize specific sector meetings.

### ***Resources Required to Achieve the Expected Results***

Three major levels of resources that will be needed to implement the project. These are (1) human (2) financial and (3) institutional framework to drive the entire implementation process. Regarding human resources, there will be the need to establish a dedicated implementation committee, that will have a technical lead, responsible for the day-to-day operations and decision-making. The project management arrangement is clearly outlined under IV (Project Management) below.

Overall, the execution of the activities outlined under the work packages will be financed with a total budget sum of \$802,500, over a two-year period. A detailed breakdown of the cost estimate has been presented in section vii.

### ***Partnerships***

It is expected that the implementation approach that was used to execute the LECBP will largely constitute the implementation modality of this new project. This arrangement forms a good collaborative platform for different ministries, departments and agencies to work together with the UNDP and other stakeholders in the private sector to translate the implementation of Ghana's NDCs into development outputs that will feed into the climate change mitigation and adaptation goals of the country.

In addition, the following platforms will support the implementation of the project activities globally and nationally:

- The [IKI NDC Support Cluster](#) and Helpdesk (formerly the Enhanced NAMA Coordination Group), in which UNDP participates alongside seven institutions (World Resource Institute, Climate and Development Knowledge Network (CDKN), Energy Research Centre of the Netherlands (ECN), Ecofys, New Climate Institute, CCAP, and GIZ) to improve coordination of technical support to select countries. The NDC Support Cluster will also provide a technical review and capacity building support when needed to this project.
- The [NDC Partnership](#), launched in November 2016, to help countries achieve their national climate commitments and ensure financial and technical assistance is delivered as efficiently as possible/ UNDP sits on the steering committee and is one of five core implementing partners; In Ghana, UNDP has been nominated by MESTI to lead the NDC Partnership implementation by continuing to work with government of Ghana to provide technical, financial and political support in order to build transformational climate policies, aligned with development planning, through a country driven process.

### ***Risks and Assumptions***

<b>SN</b>	<b>Risk</b>	<b>Level of Risk</b>	<b>Mitigating Strategies and Actions</b>
1	Change in government will lead to likely changes in sectoral policies and interventions, including medium term development plans, which could influence NDCs implementation.	Low	Extensively engage with the National Development Policy Commission to ensure that government policy restructuring and realignment will still capture long term goals of the NDCs.
2	Inadequate data and information required for development of NDCs roadmap and MRV.	Moderate	Carry-out extensive consultations with stakeholders during the project inception phase and incorporate their feedback in the work plan.
3	Inadequate consultations and coordination among the stakeholders, which will hinder effective stakeholder participation.	Moderate	Involve all relevant stakeholder from the inception phase of project and maintain on-going communication and interaction throughout the project period.
4	Institutional complexities hindering the mainstreaming of national mitigation policies and targets in the context of NDCs.	Moderate	Carry-out extensive consultations within the ministries departments and agencies during the project inception and implementation phases to ensure that obstacles hindering policy mainstreaming are discussed and addressed.
5	Limited financial regime to fully roll out various components of the NDCs implementation.	Low	Ensure that the financial arrangements available for Phase 2 provides building blocks that can be leveraged on to attract additional funding to complement existing financial resources.
6	Minimal private sector interest in NDCs interventions	Low	Strengthen engagement with private sector groups to ensure that adequate information flows to the private sector on business opportunities for the various sectors of the NDCs.

On project related risks, see Annex 3.

### ***Stakeholder Engagement***

An inclusive and participatory NDCs implementation is critical to achieving the overall outputs and goals of Ghana's NDCs implementation. Thus, stakeholder engagements provide an effective channel to ensure ownership and sustainability of the processes that will ensure that policies and interventions that mainstreamed into governments operational activities will yield the desired results. Government at national, regional and district levels will be encouraged to work together, alongside CSOs, NGOs and private sector actors, to implement the NDCs. Development partners, regional organizations and research/academic institutions also have key parts to play in planning, research, outreach and project delivery. Collaborative mechanisms need to work effectively to ensure alignment of goals, reduced duplication and efficient use of resources.

It is a fact that in Ghana, there is differentiated impacts of climate change on gender. This differentiated impact cut across different sectors, with women and children being the most vulnerable groups. The vulnerability context of climate change impacts on gender and associated adaptation and mitigation interventions is also differentiated in different ecological zones and livelihood activities. While the savannah ecological zone of Ghana is the most impacted area, with women

being the most affected, livelihood activities that are totally dependent on climatic parameters present the biggest challenge of livelihood sustenance in these ecological zones. Thus, gender analysis will be one of the foremost activities that will be carried out under this project. This will be carried out at the community level and at the national level, to ensure that gender provisions are thoroughly taken care of in the policy mainstreaming and implementation of NDCs Roadmap for Ghana.

### ***Knowledge***

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and fora. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

### ***Sustainability and Scaling Up***

The Ministry of Environment, Science, Technology and Innovation (MESTI) is the lead government institution responsible for climate change policy formulation and implementation. A key agency under the Ministry responsible for the operational components of Ghana's climate change initiatives is the Environmental Protection Agency (EPA). Under the National Climate Change Policy, Ghana is pursuing various mitigation and adaptation interventions that will deliver sustainable development outcomes for the country. Alongside the policy, is mechanisms to achieve a low carbon development. To operationalize and focus the climate change interventions, the national climate change committee provides the platform to bring different climate related interventions and measures together to ensure that there is a coordinated and synergised effort in addressing Ghana's climate change challenges.

There was a deliberate effort to link the NDCs to existing national policies and Ghana's medium term development strategies. Given that MESTI will be responsible for the overall implementation of the project, efforts to ensure that the Ministry owns the implementation and fully mainstreamed into the routine operational activities of both the ministry and the EPA should be a core focus of partners involved in the implementation of this project. Ghana already has a Monitoring, Reporting and Verification (MRV) system that is quite appreciably delivering monitoring outputs for reporting to the UNFCCC, it is important to ensure that the gaps in the monitoring system are strengthened through this project to take advantage of the lessons and existing structure to implement improvements that will be additional and incremental, in terms of the institutional systems ability to deliver effective MRV outputs that responds to the NDCs, but also has overarching co-benefits for other interventions and sectors.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

The project will use the existing UNDP Programme and Operations Policies and Procedures and Standard Operating Procedures for National Implementation Modality to conduct the tender and contract award processes. All the Ministries and Departments are obliged to comply with the UNDP procurement rules and regulations. UNDP will provide support in procurement, financial management, and the monitoring and evaluation of the project as well as ensure quality assurance of project delivery.

### ***Project Management***

The project activities are envisaged to be implemented and coordinated by the Ministry of Environment, Science, Technology and Innovation (MESTI) and the Environmental Protection Agency (EPA). MESTI will focus on the strategic coordination and policy relevance of the project, whereas EPA will lead the technical implementation of the project. The Deputy Director,

Environment at MESTI will be responsible for the operational programme of project implementation, while two Principal Programme Officers from the climate change unit of EPA will serve as technical leads on this project. The technical leads will have one focusing on the NDCs and other on the gender issues. The technical leads and the Deputy Director at MESTI will coordinate the day-to-day implementation of activities to be carried out by consultants and relevant stakeholders. The team will work and undertake its tasks in consultation with other relevant government departments and implementation partners.

Three technical groups will be formed to assist with the implementation of the project activities. Each will focus on NDC MRV, NDC Finance and NDC Gender themes. The technical leads at EPA working together with MESTI will facilitate the work of the three working groups. Each technical group will comprise of a number of experts drawn both from public and private sectors, communities, and NGOs, as appropriate.

UNDP will act as Implementing Agency to the donor and will monitor and support implementation of project activities in line with UNDP-ICI/ICI standard procedures.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: In order to accord proper acknowledgement to the ICI for providing grant funding, the ICI logo will be mentioned together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the ICI will also accord proper acknowledgement to the ICI. Information will be disclosed in accordance with relevant policies notably the UNDP<sup>7</sup> Disclosure Policy and the ICI policy on public involvement.

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<sup>7</sup> See [http://www.undp.org/content/undp/en/home/operations/transparency/information\\_disclosurepolicy/](http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/)

## V. RESULTS FRAMEWORK<sup>8</sup>

**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:** Outcome 3 (2013-2017): National systems and existing institutional arrangements for climate change mitigation and adaptation and for disaster risk reduction, as defined in the Hyogo Framework for Action at the district, regional and national level are functional  
Outcome 5 (2018-2022): tbd

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:** Proportion of districts, regions and national agencies supporting the implementation of the national policy on climate change and disaster risk reduction

**Applicable Output(s) from the UNDP Strategic Plan:** Sustainable development pathways

**Project title and Atlas Project Number:** Nationally Determined Contributions Support Programme (00095428)

EXPECTED OUTPUTS	OUTPUT INDICATORS [1]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
Output 2: Integrated governance enhanced to deliver NDC Outcomes	2.1: Number of gender-responsive approaches integrated into institutional frameworks for NDC implementation	Various stakeholder consultations & NDC Implementation Plan	0	2016	1	2	3	Gender Ministry and Gender desk not willing to participate

<sup>8</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

	2.2: Number of sectoral MRV systems designed or strengthened	Ghana Climate Change Data Hub and existing MRV frameworks for BUR/National Communications	0	2016	0 (identify the priority NDC sectors)	2	3	<i>Inertia among selected sector to implement MRV and incorporate into M&amp;E activities</i>
	2.3: Monitoring and transparency systems for NDC implementation enhanced							
Output 3: Evidence-based design and planning of mitigation actions delivered	3.1: Number of NDC mitigation targets refined and/or disaggregated into sectoral targets	Technical reports on various stakeholder consultations	0 (NDCs mitigation targets not disaggregated into sectoral mitigation targets)	2016	1	2	3	<i>Enough sector data exist for the establishment of sector NDC targets</i>
	3.2: Number of key sectors (i.e. agriculture and disaster risk reduction, forestry and energy) conducting gender analysis conducted	The National Climate Change Policy (2013), Reducing Emissions from Deforestation and Forest Degradation (REDD+) strategy (2016) and Forestry Development Master Plan (FDMP 2016)	0 (No information exists on gender assessment of climate planning)	2016	2	3	5	<i>Gender Ministry and Gender desk not willing to participate</i>



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Output 5: Enabling environment enhanced for private sector engagement	5.1 Number of training packages tailored for private sector to mobilize resources both locally and globally to support Ghana's NDC implementation	Technical reports of various stakeholder consultations of the NAMA Investor Guide Promotion and capacity building trainings of the Business Network for Climate Action	6	2016	1	2	3	High cost of doing business not attractive to private sector
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## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	PMU, UNDP	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	PMU, UNDP	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	PMU, UNDP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	PMU, UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	PMU, UNDP	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		PMU	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	PMU, UNDP	

## VII. MULTI-YEAR WORK PLAN <sup>910</sup>

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

Expected Output	Activities	Responsible Party/	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Total (USD)	See Budget Note:
Output 2: Integrated governance enhanced to deliver NDC Outcomes	2.1: Sectoral MRV systems developed and a centralized MRV process established in line with the UNFCCC reporting structures for National Communications (NC) & Biennial Update Reports (BUR) for two highest priority NDC sectors; 2.2: Integration of NDC indicators into the Annual Progress Report (APR) supported; 2.3: Climate indicators incorporated into industrial sector environmental reporting.	MEST/IEP A	UNDP	ICI	71300	Local Consultants	10,000	20,000	30,000	1
						Training, workshops and Conferences	18,000	18,000	36,000	2
						IT Support and Equipment	10,000	16,000	26,000	3
						Miscellaneous	1,900	2,700	4,600	4
						<b>Sub-total</b>	<b>39,900</b>	<b>56,700</b>	<b>96,600</b>	
						International Consultants	10,000	40,000	50,000	5
Output 3: Evidence-based design and planning of	3.1: Economy-wide NDC mitigation targets refined and disaggregated as sectoral targets and achievable actions and				71300	Local Consultants	15,000	20,000	35,000	6
Constructions										

<sup>9</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>10</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the revision is only to re-phase activities among years.

Expected Output	Activities	Responsible Party/	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Total (USD)	See Budget Note:
mitigation actions delivered	3.2: Sectoral mitigation plans developed to achieve targets				75700	Training, workshops and Conferences	52,000	52,000	104,000	7
					74500	Miscellaneous	3,850	5,600	9,450	8
Output 5: Enabling environment enhanced for private sector engagement	5.1 Training packages tailored for private sector to mobilize resources both locally and globally to support Ghana's NDC implementation 5.2 Organize NDC investment forum with an active participation of national and international private sector players				<b>Sub-total</b>		<b>80,850</b>	<b>117,600</b>	<b>198,450</b>	
					71300	Local Consultants	9,000	9,000	18,000	9
					75700	Training, workshops and Conferences	10,000	21,000	31,000	10
					74500	Miscellaneous	950	2,500	3,450	11
					<b>Sub-total</b>		<b>19,950</b>	<b>32,500</b>	<b>52,450</b>	
					71200	International Consultants	20,000	30,000	50,000	12
					71300	Local Consultants	10,000	20,000	30,000	13
					75700	Training, workshops and Conferences	50,000	50,000	100,000	14
					<b>Sub-total</b>		<b>80,000</b>	<b>100,000</b>	<b>180,000</b>	
						Local Consultants	16,000	20,000	36,000	15
	Miscellaneous	2,000	2,000	4,000	16					
<b>Sub-total</b>		<b>18,000</b>	<b>22,000</b>	<b>40,000</b>						
	Training, workshops and Conferences	20,000	55,000	75,000	17					
	Miscellaneous	1000	2000	3,000	18					
Gender Responsive Nationally Determined Contributions Support	Relevant sector policies, strategies analysed/prioritized from gender equality perspective									
	Action plan developed to incorporate findings, including measures/strategies to transform gender stereotypes in priority sectors									

Expected Output	Activities	Responsible Party/	Fund ID	Donor Name	Atlas	ATLAS	Amount	Amount	Total	See
					Budgetary Account Code	Budget Description	Year 1 (USD)	Year 2 (USD)	(USD)	Budget Note:
	Gender equality tools, indicators and data systems established/developed to track and report on gender-responsive mitigation measures				Sub-total		21,000	57,000	78,000	
					72800	IT Support and Equipment	25,000	25,000	50,000	19
					Sub-total		25,000	25,000	50,000	
Project Management					71400	Project Management Administrative	10,000	10,000	20,000	20
					72500	Office Supplies and equipment	6,000	6,000	12,000	21
					75100	Direct Project Cost	11,250	11,250	22,500	22
					75100	Agency Fee (GMS 7%)	26,250	26,250	52,500	23
<b>PROJECT TOTAL (USD)</b>					<b>Sub-total Management</b>		<b>53,500</b>	<b>53,500</b>	<b>107,000</b>	
							<b>338,200</b>	<b>464,300</b>	<b>802,500</b>	

**Budget Notes**

1	2 consultants \$300 for 50 days for reporting and developing sectoral plans
2	2 trainings 19 reps at 3 days per training at \$260; Including support for international training for 2 PMU colleagues including 1 from UNDP CO at \$6000
3	Ghana datahub management support (lump sum)
4	Miscellaneous
5	2 Senior international experts for 50days*500 per day
6	2 consultants \$300 for 60 days for reporting and developing sectoral plans
7	5 trainings 20 reps at 4 days per training at \$260 dsa; Including cost of inception workshop/steering committee meeting
8	Miscellaneous

*lee*

**Budget Notes**

9	2 consultants \$300 for 30 days
10	2 trainings 20 reps at 3 days per training at \$260;
11	Miscellaneous
12	2 Senior international experts for 50days*500 per day
13	2 consultants \$300 for 50 days to conduct gender assessment studies of climate planning, policy, reporting mechanisms
14	4 trainings 32 reps at 3 days per training at \$260; training and guidance on gender sensitive and gender responsive practices to mainstream gender into NDC planning and implementation
15	2 consultants \$300 for 60 days to conduct gender assessment studies of climate planning, policy, reporting mechanisms
16	Miscellaneous
17	4 trainings 32 reps at 3 days per training at \$260 dsa;
18	Miscellaneous
19	IT and equipment support to incorporate gender indicators and data systems into the climate change datahub management (lump sum)
20	4 Steering committee meetings including the inception meeting for 15 participants for 1 day per meeting at \$260
21	Including cost for toners, computer support for PMU and call cards
22	UNDP's cost recovery for services (see annex 5). Direct project costs will be charged at the end of each year based on the UNDP Universal Pricelist (UPL) or the actual corresponding service cost. The amounts indicated here are estimations, however as part of annual project operational planning the Direct Project Costs to be requested during that calendar year would be defined and the amount included in the yearly budgets. Total cost: 22,500 (@ 11,250 per year).
23	GMS at 7% of the total project costs.

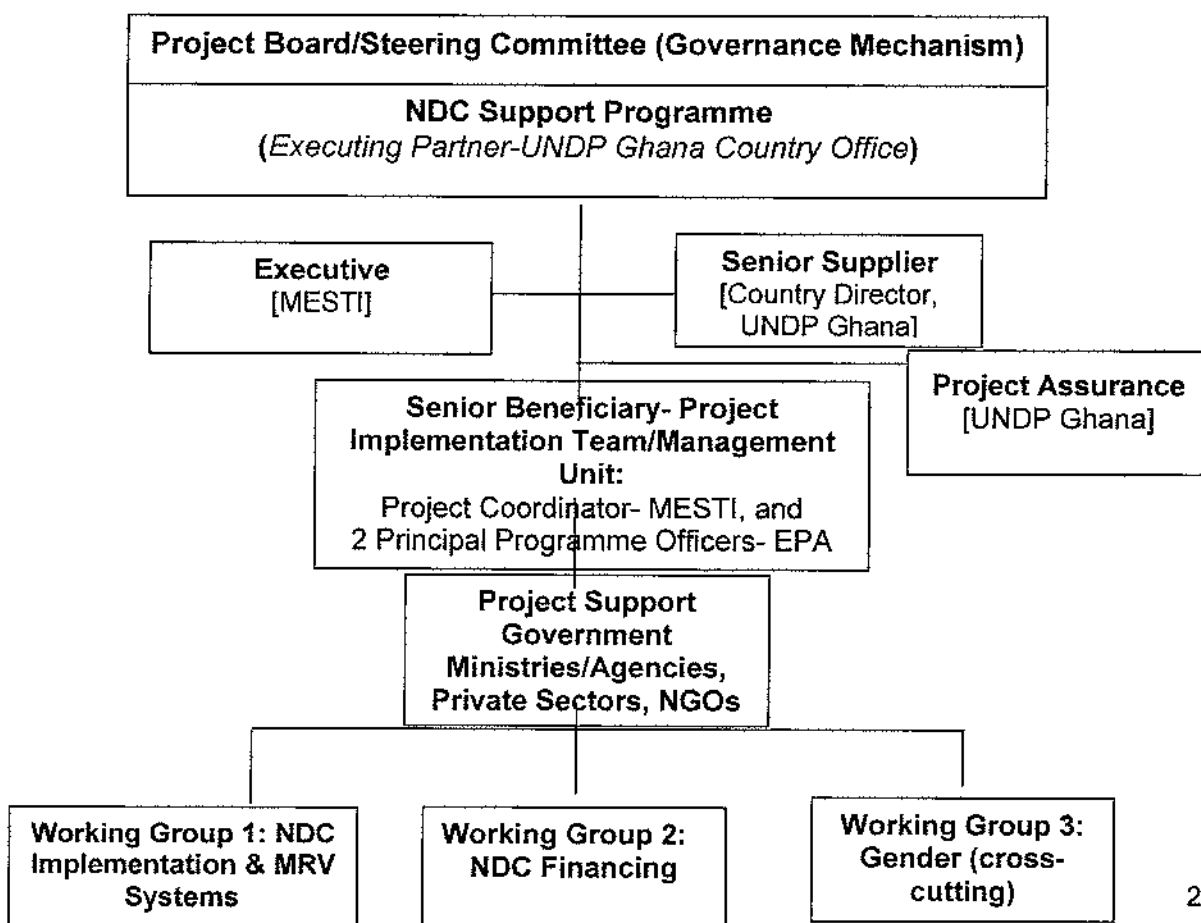
## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Implementing Partner for this Project is the Ministry of Environment Science, Technology & Innovation (MESTI), Government of Ghana with technical lead by the Environmental Protection Agency (EPA).

The Project Management Unit/team shall be composed of the Project Coordinator (Deputy Director, MESTI) responsible for the overall coordination and policy oversights of project, two Principal Programmes Officers, EPA to lead the technical implementation) responsible for both technical and administrative support to the project.

The Project Steering Committee(PSC)/Management Board: will be responsible for supervising project execution. This will include evaluating project outputs to ensure that project activities are being carried out in a timely manner and to acceptable levels of quality, and reviewing the status and needs of each of the three project's components throughout project implementation. The PSC will be co-chaired by the deputy director of Environment, MESTI, and Country Director, UNDP Ghana. The Energy and Climate Change Unit of the EPA, the Technical Support Unit, will serve as the Secretary to the team and will be responsible for technical work. UNDP will also provide project quality assurance support. The PSC will meet twice a year, or during national exchange workshops.

The project implementation will be carried out with support from 3 working groups on 1) NDC MRV; 2) NDC Financing; 3) Gender (crosscutting working group). The members of the working groups will be drawn from key government agencies and ministries (Ministries of Energy, Lands & Natural Resources, Finance, Transport, Agriculture) and agencies such as National Development Planning Commission, Energy Commission, private sector associations (Private Enterprise Federation, Ghana Investment Promotion Centre Forestry Commission re), financial and businesses, academia, CSOs and NGOs among others to be identified by the Implementing Partner.



*Handwritten initials/signature*

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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

### LEGAL CONTEXT STANDARD CLAUSES

#### **Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

#### **Option c. For Global and Regional Projects**

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (Ministry of Environment, Science, Technology & Innovation) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

### RISK MANAGEMENT STANDARD CLAUSES

#### **Option a. Government Entity (NIM)**

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner.
2. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
3. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>11</sup>.
4. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via

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<sup>11</sup> Use bracketed text only when IP is an NGO/IGO



[http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

5. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
6. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
7. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

**Option e. Global and Regional Projects (under UNDP implementation/DIM)**

1. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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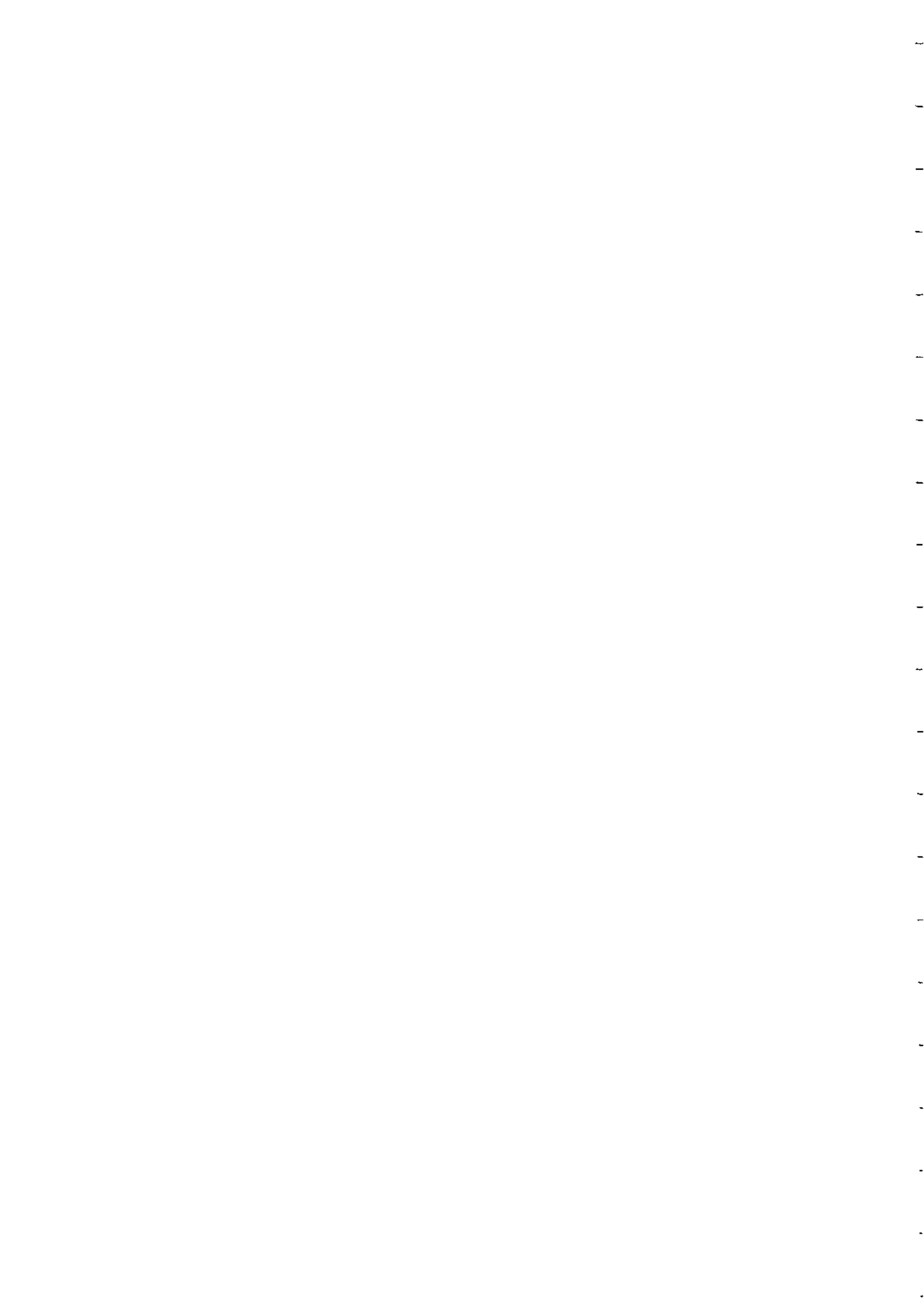
## **X. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis**
- 4. Terms of Reference**
- 5. Letter of Agreement for the provision of support services**

**Annex 1: Project Quality Assurance Report**

Attached separately





## Annex 2: Social and Environmental Screening Template

### Project Information

Project Information	
1. Project Title	Nationally Determined Contributions Support Programme
2. Project Number	00095428
3. Location	Ghana

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### QUESTION 1: How Does the Project Integrate the Overarching Principles to Strengthen Social and Environmental Sustainability?

##### *Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation and monitoring of the project. They will participate to capacity development activities and the project will support the development of an enabling environment conducive to the participation of stakeholders in the management of natural resources. This approach is consistent with the participation and inclusion of human rights principle.

During the project formulation, consultation sessions and meetings have been conducted with key stakeholders to exchange experience and knowledge and to assess the baseline of the project. It is anticipated that these consultations, cooperation and coordination efforts during the formulation of the project will prove to be effective in generating efficient and effective stakeholder engagement during project implementation. Such consultations also assure that the interest of potentially vulnerable individuals and groups are considered in the implementation. The approach for stakeholder engagement is consistent with a human rights-based approach to development programming. The capacities of project beneficiaries will be strengthened for each specific project outcome indicators through institutional arrangements that will be established through the project. In addition, specific project outcome indicators will strengthen the capacities of government (i.e. the duty bearers) through implementation of institutional frameworks.

##### *Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*

Gender sensitivity and gender considerations have been considered in the formulation of the project; proposing gender sensitive approaches where needed, including the need to pay attention to gender equality. Every effort will be made to incorporate gender issues, the new gender project will be implemented in parallel to the NDC Support Programme to ensure a gender responsive and inclusive climate change mitigation and adaptation measures. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project will take steps to ensure that women will actively participate in all training and capacity building activities of the project. Moreover, the project will strengthen data collection and monitoring programmes – gender segregation of data collection and monitoring will be introduced as a basis for ensuring long-term gender benefits. This gender inclusive project – which is part of the UNDAF 2013-2017 – will foster gender equality in environmental management and women's empowerment and participation in environmental management. This approach will facilitate a focus on gender-based environmental issues and gender-based solutions.

##### *Briefly describe in the space below how the Project mainstreams environmental sustainability*

The project will build upon the institutional capacities that were established through the development of the INDC formulation and the national communications and other climate change mitigation and adaptation initiatives and provide continued assistance to Ghana in meeting its commitments under the NDCs. This is in accordance with its commitments as a non-Annex 1 Party (as mandated by Article 4 and 12 of this Convention and COP 16

and 17 decisions). The project will also strengthen the technical and institutional capacities of relevant line ministries within Ghana to develop NDC implementation roadmap including MRV and private sector participation. Vanuatu is interested in development of a road map, an accompanying institutional framework and stakeholder capacity building for implementing the NDCs upon receiving the conditional finance, technology and capacity building support as indicated in the submitted INDC. The project will also increase the national technical and institutional capacities and assisting the Government to integrate climate change issues into sectoral and national development priorities.

The project is well aligned with the UNDAF 2013-2017, particularly the "environmental management, climate change and disaster risk management" programme area through strengthening the national capacity to manage environmental information. Through the various components and thematic working groups, the project will contribute to strengthening the coordination between key sectors to address climate change adaptation and mitigation. There are no environmental risks involved with the implementation of this project.

**Part B. Identifying and Managing Social and Environmental Risks**

<b>QUESTION 2: What are the Social and Environmental Risks?</b> <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses).</i>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>	<b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b>
<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
Risk 1: None	I = P = N/A	N/A
Risk 2: None	I = P = N/A	N/A
Risk 3: None	I = P = N/A	N/A
Risk 4: None	I = P = N/A	N/A
[add additional rows as needed]	<b>QUESTION 4: What is the overall Project risk categorization?</b>	
<b>Select one (see <a href="#">SESP</a> for guidance)</b>		
<div style="display: flex; justify-content: space-around;"> <span>Low Risk <input checked="" type="checkbox"/></span> <span>Moderate Risk <input type="checkbox"/></span> </div>		
		<b>Comments</b>

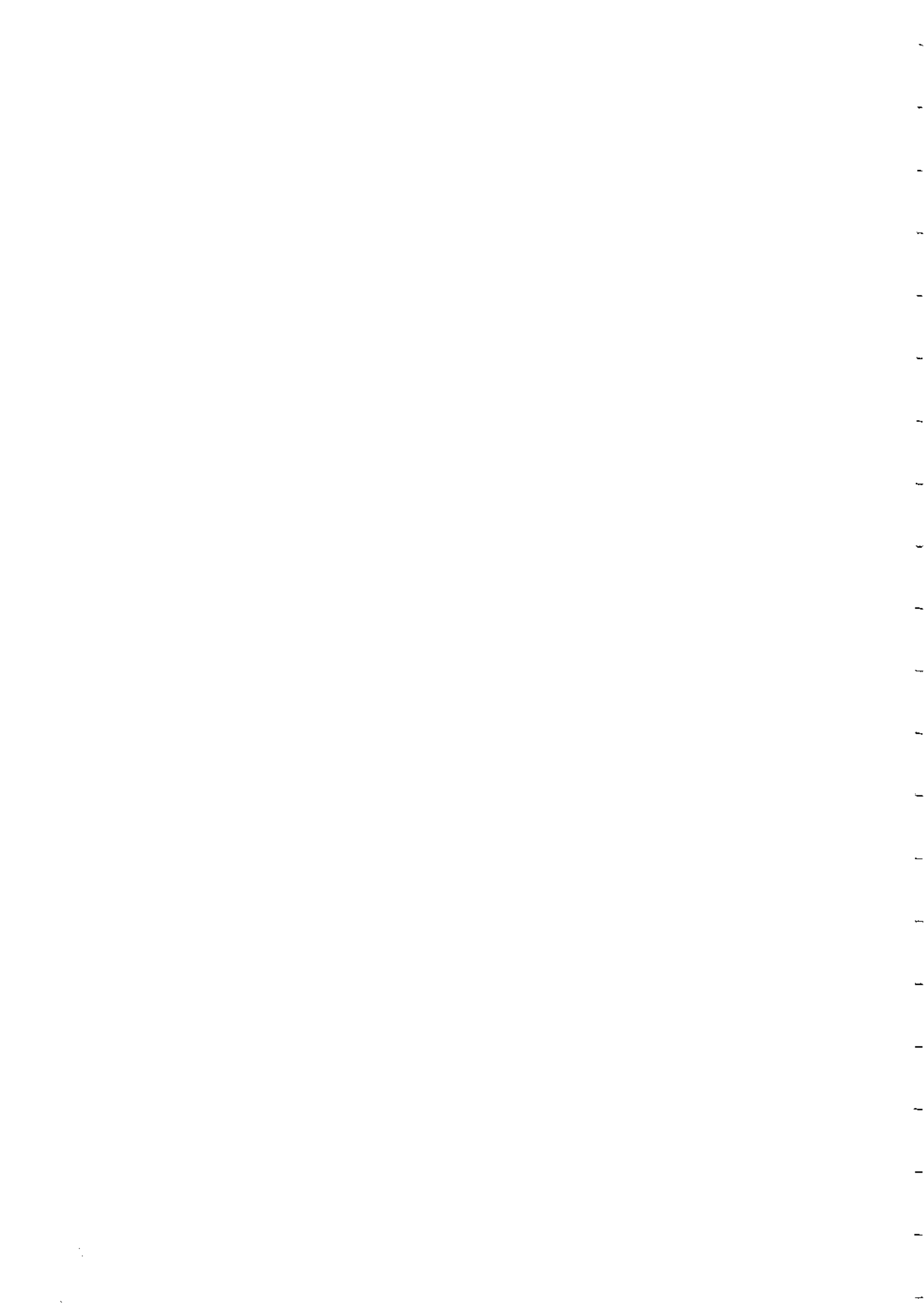
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	<b>High Risk</b>	<input type="checkbox"/>	
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>			
Check all that apply			<b>Comments</b>
<i>Principle 1: Human Rights</i>		<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>		<input type="checkbox"/>	
<i>1. Biodiversity Conservation and Natural Resource Management</i>		<input type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>		<input type="checkbox"/>	
<i>3. Community Health, Safety and Working Conditions</i>		<input type="checkbox"/>	
<i>4. Cultural Heritage</i>		<input type="checkbox"/>	
<i>5. Displacement and Resettlement</i>		<input type="checkbox"/>	
<i>6. Indigenous Peoples</i>		<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>		<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor <i>Rita Effa</i>	<i>7/9/2017</i>	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver <i>Rita Effa</i>	<i>7/9/2017</i>	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair <i>Rita Effa</i>	<i>24/09/2017</i>	UNDP chair of the PAC. In some cases, PAC Chair, may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

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**SESP Attachment 1: Social and Environmental Risk Screening Checklist**

<b>Checklist Potential Social and Environmental Risks</b>	
<b>Principles 1: Human Rights</b>	<b>Answer (Yes/No)</b>
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>12</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, marginalized groups, from fully participating in decisions that may affect them?	No
5. Are there measures or mechanisms in place to respond to local community grievances?	No
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, considering different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</b>	
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

<sup>12</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>13</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No

<sup>13</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>14</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No

<sup>14</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

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6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

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### Annex 3: Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Non-availability of data and information required for NDC roadmap, MRV system and poor absorptive capacity of stakeholders	During design	Technical Resources	Results in improper assessments and development of inappropriate outputs P = 2 I = 2	Carry-out extensive consultations with stakeholders during inception phase and incorporate their feedback during implementation of project activities	Project Coordinator	N/a	N/a	N/a
2	Project Management	During design	Resources & Management	Affects the project implementation, operation and long term sustainability P = 2 I = 3	Include project management as part of the department's annual work plan and allocate appropriate resources	Project Board & Project Coordinator	N/a	N/a	N/a
3	Institutional capacity at all levels of government and stakeholders insufficient to adequately manage project activities	During design	Resources & management	Impacts the long-term sustainability of project activities P = 2 I = 3	Allocating appropriate project and government resources in institutional strengthening, and capacity building trainings	Project Board & Project Coordinator	N/a	N/a	N/a
4	Political change	During design	Political	Change in political leadership can result in the new administration not being supportive of the project	The following will facilitate that the project will survive changes in government: i) raise the project profile and advocate for project	Project Coordinator	N/a	N/a	N/a

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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
				P = 2 I = 2	benefits right from the outset; ii) involve key national and local stakeholders including update on progress regularly; and iii) engage key national and policy stakeholders in activities. In addition, the fact that development partners such as UNDP support the project financially will mitigate this risk.				
5	No or limited coordination with other relevant national and regional projects	During design	Organizational	Can lead to duplication of efforts and associated inefficiencies.  P = 2 I = 3	The project will work diligently and proactively to arrange appropriate complementary and joint activities and where relevant develop practical follow-up activities.	Project Manager	N/a	N/a	N/a

## Annex 4: Terms of Reference

### PROJECT STEERING COMMITTEE

The Project Steering Committee is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Coordinator, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards 10 that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Coordinator for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Steering Committee may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Coordinator and any delegation of its Project Assurance responsibilities.

**Composition and organization:** This group contains three roles, including:

- 1) Executive: MESTI representing the project ownership to chair the group.
- 2) Senior Supplier: UNDP CO representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the SC is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: MESTI and EPA representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the SC is to ensure the realization of project results from the perspective of project beneficiaries.
- 4) Other beneficiaries: Government Ministries/Agencies, Private Sectors, NGOs representing other key sectors, private sector and communities will support the senior beneficiaries to ensure the realization of project results from the perspective of project beneficiaries.

#### **Specific responsibilities:**

##### ***Defining a project***

- ☐ Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

##### ***Initiating a project***

- ☐ Agree on Project Coordinator's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- ☐ Delegate any Project Assurance function as appropriate;
- ☐ Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- ☐ Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

##### ***Running a project***

Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;  
Address project issues as raised by the Project Coordinator;

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- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Coordinator's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily per plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

#### ***Closing a project***

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

#### **EXECUTIVE (MESTI)**

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

#### **Specific Responsibilities**

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

#### **SENIOR BENEFICIARY (MESTI and EPA)**

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

#### **Specific Responsibilities**

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)



- ☐ Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- ☐ Resolve priority conflicts
- ☐ The assurance responsibilities of the Senior Beneficiary are to check that:
  - ☐ Specification of the Beneficiary's needs is accurate, complete and unambiguous
  - ☐ Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
  - ☐ Impact of potential changes is evaluated from the beneficiary point of view
  - ☐ Risks to the beneficiaries are frequently monitored

## **SENIOR SUPPLIER (UNDP)**

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role.

### **Specific Responsibilities**

- ☐ Make sure that progress towards the outputs remains consistent from the supplier perspective
- ☐ Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- ☐ Ensure that the supplier resources required for the project are made available
- ☐ Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- ☐ Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts
- ☐ The supplier assurance role responsibilities are to:
  - i. Advise on the selection of strategy, design and methods to carry out project activities
  - ii. Ensure that any standards defined for the project are met and used to good effect
  - iii. Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
  - iv. Monitor any risks in the implementation aspects of the project

### TOR Project Management Unit (PMU)

The Project Management Unit/team shall be composed of the Project Coordinator (Director, MESTI) responsible for the overall coordination and policy oversights of project, and 2 Principal Programme Officers from EPA to lead the technical implementation, responsible for both technical and administrative support to the project.

**Project Coordinator:** will be responsible for the overall coordination and policy oversights of project and ensure timely implementation of the project activities.

**Technical Officers:** 2 Principal Programme Officers from EPA will be dedicated to the implementation of project activities in a timely manner with the following duties:

- a) Ensure proper and effective management of all project activities;
- b) Prepare a detailed work plan and budget for the project implementation;
- c) Organise and supervise the workshops and trainings needed for the project;
- d) Identify, hire and provide subcontracts in consultation with the UNDP
- e) Prepare and submit to UNDP the quarterly narrative and financial reports;
- f) Coordinate and oversee the preparation of the outputs of the project;
- g) Ensure effective communication and adequate information flow with the relevant authorities, institutions and government departments in close collaboration with the Technical groups and Project Board;
- h) Liaise with relevant institutions to involve their staff in projects and disseminate information relevant to the project;
- i) Ensure appropriate stakeholder participation in the project implementation and coordinate the work of all stakeholders under the guidance in consultation with the UNDP office;
- j) Maintain and establish additional links with other related national and international programs and other enabling activities and other national projects;
- k) Prepare the Terms of Reference for consultants and experts in consultation with UNDP and ensure their timely hiring;
- l) Guide the work of consultants and experts and oversee compliance with agreed work plan and timely completion of tasks;
- m) Organize and coordinate the procurement of services and goods under the project;
- n) Coordinate, manage and monitor the implementation of the project activities/tasks undertaken by the various technical working groups, local experts; consultants, sub-contractors and co-operating partners.

**Annex 5: Standard Letter of Agreement Between UNDP and the MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY AND INNOVATION for the Provision of Support Services**

Honourable Chief Executive,

1. Reference is made to consultations between officials of the Ministry of Environment, Science, Technology & Innovation (hereinafter referred to as "MESTI and officials of UNDP with respect to the provision of support services by the UNDP Country Office for nationally managed programmes and projects. UNDP and MESTI hereby agree that the UNDP country office may provide such support services at the request of MESTI through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- (a) Identification and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities;
- (c) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the **(Agreement between Government of Ghana and the United Nations Development Programme, 27<sup>th</sup> Day of November, 1978]** (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. MESTI shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or about the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document (next page).

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8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you agree with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between MESTI and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP

Dominic Sam, Country Director

Date: 13/09/2017

.....  
MINISTER  
OF ENVIRONMENT  
AND TECHNOLOGY  
ACCRA

For the Ministry of Environment, Science, Technology and Innovation

Name/title: Prof. Kwabena Frimpong-Boateng

Date: 25/09/17

## DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between **Ministry of Environment, Science, Technology & Innovation**, the institution designated by the Government of *the Republic of Ghana* and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project "**Nationally Determined Contributions Support Programme (Project ID: 00095428).**"
2. In accordance with the provisions of the letter of agreement signed on **27th November, 1978 (the "SBAA")** and the project support document, the UNDP country office shall provide support services for the Project as described below.
3. Support services to be provided:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services	Amount and method of reimbursement of UNDP
1. Vendor Profiling	Year 1: x50	Year 1: 50x\$13.58 = \$679	To be paid to UNDP through Request for Direct Payment by 15 <sup>th</sup> of December of each year of implementation respectively
	Year 2: x50	Year 2: 50 x\$13.58 = \$679	
	<b>TOTAL</b>	<b>\$1,358</b>	
2. Payment Process	Year 1: 100 transactions	Year 1: 100 x\$27.58 = \$2,758	To be paid to UNDP through Request for Direct Payment by 15 <sup>th</sup> of December of each year of implementation respectively
	Year 2: 150 transactions	Year 2: 150x\$27.58 = \$4,137	
	<b>TOTAL</b>	<b>\$6,895.00</b>	
3. Cheque Issuance	Year 1: x100 transactions	Year 1: 100 x\$12.79 = \$1279	To be paid to UNDP through Request for Direct Payment by 15 <sup>th</sup> of December of each year of implementation respectively
	Year 2: x150 transactions	Year 2: 150 x\$12.79 = \$1,918.5	
	<b>TOTAL</b>	<b>\$3,197.50</b>	
4. Consultant Recruitment	Year 1: x 15 transactions	Year 1: 15 x\$148.41= \$ 2,226.15	To be paid to UNDP through Request for Direct Payment by 15 <sup>th</sup> of December of each year of implementation respectively
	Year 2: x 19 transactions	Year 2: 19 x \$148.1= \$ 2,813.9	
	<b>TOTAL</b>	<b>\$5,040.05</b>	
5. Procurement Process not involving CAP	Year 1: x15 transactions	Year 1: 15 x\$140.73=\$2,110.95	To be paid to UNDP through Request for Direct Payment by 15 <sup>th</sup> of December of each year of implementation respectively
	Year 2: x15 transactions	Year 2: 15 x\$140.73 = \$ 2,110.95	
	<b>TOTAL</b>	<b>\$4,221.90</b>	

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6. Travel Authorization	Year 1: x14 transactions	Year 1: $14 \times \$23.90 = \$334.6$	To be paid to UNDP through Request for Direct Payment by 15th of December of each year of implementation respectively
	Year 2: x15 transactions	Year 2: $15 \times \$23.90 = \$358.5$	
	<b>TOTAL</b>	<b>\$693</b>	
7. F10 Settlement	Year 1: 9 transactions	Year 1: $9 \times \$22.03 = \$198.27$	To be paid to UNDP through Request for Direct Payment by 15th of December of each year of implementation respectively
	Year 2: 10 transactions	Year 2: $10 \times \$22.03 = \$220.3$	
	<b>TOTAL</b>	<b>\$418.57</b>	
8. AR Management Process	Year 2: 15 transactions	Year 1: $15 \times \$22.52 = \$337.8$	To be paid to UNDP through Request for Direct Payment by 15th of December of each year of implementation respectively
	Year 2: 15 transactions	Year 2: $15 \times \$22.52 = \$337.8$	
	<b>TOTAL</b>	<b>\$675.60</b>	
<b>GRAND TOTAL</b>		<b>\$22,500</b>	