|  |  |
| --- | --- |
| **Green Climate Fund Readiness Programme in Ghana** |  |
|  |  |  |

**Implementing Partner:** Ministry of Environment, Science, Technology, and Innovation (MESTI)

**Expected UNDAF Outcome:** Outcome 3 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

**Expected UNDAF Outputs:** Output 3.1 Capacity of the National Climate Change Committee (NCCC) for policy development, participation in international negotiations, coordination and harmonization of sectoral strategies on climate change strengthened by 2016

Output 3.3 The capacity of the Ministry of Finance, relevant MDAs, and private sector (like banks and industries) to mobilize and access international funds on climate change mitigation and adaptation developed by 2013

**Brief Description**

The objective of the Green Climate Fund (GCF) Readiness Programme is to support the Government of Ghana in strengthening their national capacities to effectively and efficiently plan for, access, manage, deploy and monitor climate financing in particular through the GCF once it is fully operational. The Programme will target two important aspects of the GCF approach, access to funds and private sector engagement, both of which will require significant preparatory work in many countries before GCF financing will be possible at scale. The GCF Readiness Programme will focus on a range of preparatory activities to a) build and strengthen the institutional capacity of national entities in Ghana, with a focus on enabling direct access; and to b) help Ghana prepare climate change mitigation and adaptation investment strategies, programmes and projects, including through the active involvement of the private sector.

\*\* including the IP budget and UNDP GMS

Total resources required (BMUB Germany via UNDP Cost Sharing Agreement with UNEP): $932,079

* Parallel Co-finance
	+ BMUB Germany (UNEP)

Total allocated resources including co-finance:

Programme Period: 2014 - 2016 (two years)

Atlas ID

Project ID

Start date: Nov 2014

End Date Dec 2016

L-PAC Meeting Date: October 9, 2014

Management Arrangement: National Implementation

**Approved by (Government):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Approved by (UNDP):**

**CONTENTS**

**1. Situation analysis**

**1.1 Impacts on the Economic Sectors**

**1.1.1 Agriculture**

**1.1.2 Water**

**1.1.3 Natural resources**

**1.1.4 Energy**

**1.2 Impacts on the Social Sectors**

**1.3 Impacts from Natural Disasters**

**1.4 Opportunities from Addressing Climate Change**

**1.5 Enabling Environment**

**1.5.1 National Climate Change Policy**

**1.5.2 Other Policies and Strategies Related to Climate Change**

**1.5.3 Institutional Arrangements**

**1.6 Budgetary Process**

**1.7 Information management**

**1.8 Climate finance partners in Ghana**

**1.8.1 Public sector**

**1.8.2 Private sector**

**1.9 Stakeholder and Baseline Analysis**

**1.10 Long-term Solution and Barriers to Achieve the Solution**

**2. Project Strategy**

**2.1 Project Rationale**

**2.2 Project objective**

**2.3 Project Outputs, Activity Results and Indicative Actions**

**2.4 Cost effectiveness of the proposed project**

**2.5 Replicability**

## 2.6 Sustainability

**2.6.1 Institutional sustainability**

**2.6.2 Environmental Sustainability**

**2.6.3 Social Sustainability**

**3. Project Results Framework**

**3.1 Results Framework**

**3.2 Annual Workplans**

**3.3 Total Budget Work Plan**

**4. Management Arrangements**

**4.1 Fund Flow Modality**

**4.2 Management and Financial Audit**

**4.2.1 Partnership and Coordination**

**4.3 Management Structure, Roles and Responsibilities**

**4.4 Project Coordination Mechanism**

**4.5 National Coordination Committee**

**4.6 Project Coordination Mechanism**

**4.7 National Coordination Committee**

**4.7.1 National Programme Coordinator**

**4.7.2 Project Professional and Support Team**

**5. Monitoring Framework and Evaluation**

**5.1 Project start**

**5.2 Quarterly**

**5.3 Annually**

**5.4 Mid-term of Project Cycle**

**5.5 End of Project**

**5.6 Learning and Knowledge Sharing**

**6. Legal Context**

**7. Annexes**

**Annex 1:** Major climate change related projects and programmes being implemented in Ghana

**Annex 2:** List of major stakeholders working in the areas/issues

**Annex 3:** Results Framework for activities carried out by UNEP

**Annex 4:** UNEP indicative activities with annual work plays for the project

**Annex 5:** Budget Allocation to UNEP and UNDP for Ghana partnership project

**Annex 6:** Job Descriptions of Project Staff

**Annex 7:** GCF Readiness Programme Global Organisation Structure

**List of Tables**

**Table 1:** Stakeholder and baseline analysis

**Table 2:** Project Components and Lead Agency

**Table 3:** UNDP components results framework

**Table 4:** UNDP Annual Work Plan, Year 1

**Table 5:** UNDP Annual Work Plan, Year 2

**Table 6:** Project Management Staff and Budget

**Table 7:** M & E work plan and budget

**List of Figures**

**Figure 1:** Fund Flow Process

**Figure 2:** GCF Readiness Programme in Ghana Organisational Structure

1. **Situation Analysis**

As of 2012, Ghana’s population was 25.5 million. As a low middle-income country, Ghana recorded an annual GDP of 13.7% in 2011 with an emerging oil economy. Ghana has a tropical climate with a vast land area that supports rain-fed agriculture and with savannah vegetation in the north, rainforest in the middle belt and thicket interspersed with savannah in the coastal areas.

The concerns on the potential results of climate change include:

* The impact on agriculture, with reduced yields leading to more poverty and food insecurity (including the possibility of famine), and the loss of national revenue from cash crops such as cocoa;
* Severe impacts on land use, leading to loss of biodiversity and soil fertility, land degradation and increased deforestation which would all contribute to loss of ecosystem services;
* Deteriorating health as a result of increased incidence of disease and reduced access to water and food compounded by disruption of the delivery of health services, e.g., flooding of health facilities, and the loss of transport infrastructure;
* Water scarcity causing increased pressure on water and reducing the potential for hydropower;
* The impact on women and children, who are particularly vulnerable to the impacts of climate change, given their higher levels of poverty and their responsibilities for obtaining household water, food and fuel;
* Increased rural-urban migration that will add to the pressure on cities and urban services.

More specifically, climate change will impact Ghana in three focal areas: **economic sector, social sector and infrastructure.**

**1.1 Impacts on the Economic Sectors**

**1.1.1 Agriculture**

* Agriculture being the largest employer within the Ghanaian economy suffers the most from climate change[[1]](#footnote-1).
* The distribution and increasing variability of rainfall is the single most important factor affecting agriculture that will impact crop production and the livelihoods of many in rural areas.
* The social fallout of climate variability will include changes in land tenure arrangements and social relations, migration and subsequent urban vulnerability.
* Agricultural production is predominantly rain-fed and any changes in rainfall pattern would have serious impact on productivity.
* Current projections on climate indicate that rising temperatures and frequent droughts will increase the incidences of crop failures, bushfires and environmental degradation.
* The changes in the climatic conditions in the past have deepened rural vulnerability to poverty and enhanced the process of land degradation and desertification.
* Investments in agriculture are becoming expensive, risky and less profitable and further spur rural-urban migration.

**1.1.2 Water**

* The water sector is critically important for agriculture, energy, health, sanitation, manufacturing and domestic uses.
* The potential water availability from precipitation determines the availability of both surface and underground water.
* Domestic water availability is already a big issue in major cities of Ghana due mainly to technical inefficiencies. Runoff in all representative basins is sensitive to changes in precipitation and temperature with a 10% change in precipitation.
* Falling total rainfall affects the generation capacity of the hydro-electric dams.
* Salt water intrusion along coastal communities without centralised water systems deprives these communities of potable water for domestic and industrial uses.
* There is a reduction of social welfare as a result of the combined effects of declining income from agriculture and inadequate water supplies, with severe consequences on malnutrition and human health.

**1.1.3 Natural Resources**

* Natural resources are the major sources of wealth and livelihoods for majority of rural Ghanaians and the state.
* Sustainable management of these resources is crucial for generating food, income, tourism, foreign exchange and biodiversity needed for ecosystem services.
* Climate change is understood to be impacting on natural resources negatively, both directly and indirectly. Directly, the increasing frequency of droughts reduces biodiversity; while low levels of rainfall, high temperatures and winds exacerbate bush fires.
* Indirectly, climate change impacts on the ability of economic sectors to provide adequate income and services to the population that is translated into unsustainable harvesting of natural resources through extensification and intensification of agriculture which have negative consequences for biodiversity, a major source of tourism and ecosystem services.

**1.1.4 Energy**

* The electricity supply is currently vulnerable to climate change. About 67% of electricity generation in the country is from hydropower and 33% is from thermal generation using diesel (Energy Statistics, 2006), with a small contribution (less than 1%) from small-scale solar systems.
* By 2020 the energy supply is expected to be more diversified, according to the National Energy Plan for 2006-2020, with a larger contribution from natural gas and renewables, and potentially from nuclear power.
* The vulnerability of the hydroelectric sector to climate change was highlighted by the output of hydro-electricity in 2003, a particularly dry year. The output was 3,885 GWh, or about 60% of the level of 6,610 GWh in 2000, which was a relatively wet year.
* Emergency supply of thermally generated electricity was brought on line in 2003 to partially compensate for the decrease in hydroelectric generation.

**1.2 Impacts on the Social Sectors**

* The health and sanitation sectors have already been affected by climate change and will experience further stress in the future.
* Increased incidences of water, air and food borne diseases accompany flooding, drought, heat waves, and dry winds. These interact with the dire sanitation conditions from lack of effective service provision experienced in urban areas with multiple health risks, which lead to increased budgetary problems with concomitant impacts on the National Health Insurance Scheme.
* For instance, poor sanitation and urban flooding will increase the incidence of malaria and cholera, while poor water supply will increase the incidence of guinea worm, and heat waves will exacerbate the incidence of cerebro-spinal meningitis.
* Though the positive impacts of droughts may be the reduction in disease vectors, this will depend on the national planning and infrastructural capacity. The ability of government and communities to provide social welfare services are constrained as budgets are already stretched to the limit.
* In the wake of increasing climatic impacts, local communities in Ghana have considerably relied on traditional knowledge to manage resources to support their livelihoods.
* Though traditional knowledge has facilitated traditional coping mechanisms at the community level, it has not yielded the needed impact in building resilience to climate change. Furthermore, in times of very severe impacts, the destruction of properties and human lives has been overwhelmingly high.
* Principal amongst the reasons is that usage of traditional knowledge in developing traditional coping mechanisms still remains disjointed and undocumented. Nevertheless the application of indigenous knowledge in coping mechanisms appears to be relatively cheaper than the importation of foreign technology.

**1.3 Impacts from Natural Disasters**

* Climate change impacts on infrastructure such as roads, dams, power distribution lines, homes, drains and all structures that life revolves around.
* Disasters such as floods, rainstorms and strong winds are becoming more frequent than before. Over the years, provision of infrastructure facilities such as roads, bridges, and housing in Ghana have not taken into consideration additional climate-risk especially at the design stage.
* The ultimate effect is that in times of intense climatic impacts such as flooding, infrastructure facilities are not able to withstand the shocks.
* In recent times, the northern and urban floods have had consequences beyond local coping and government capacities. This obviously calls for improved infrastructure facilities to withstand the impacts of climate change.
* Coastal erosion aided by rising sea levels will destroy a substantial portion of the east coast of Ghana, carrying along millions of dollars of investments in infrastructure.
* Heavy downpours will affect the road network resulting in enormous annual cost of road repairs that prevents meaningful expansion of road infrastructure needed to increase accessibility.

Climate-proof infrastructure cost more than conventional designs thereby reducing the quantum of infrastructural investments. Infrastructure falls within the ‘hard’ adaptation measures which are high cost interventions but necessary for social and economic reproduction.

**1.4 Opportunities from Addressing Climate Change**

The impacts listed above cut across many aspects of life in Ghana – for example, increased drought can reduce river flow and disrupt energy supplies that support critical industries such as urban development as well as crop failures under rain-fed systems. In response, Ghana has identified mitigation and adaptation activities in the National Climate Change Policy (NCCP) that aim to both reduce emissions and increase climate resilience.

The NCCP along with the Second National Communication has identified many opportunities where the private sector and industry could benefit from addressing climate change. These include: product and service innovation and diversity and technology adaptation and access.

**Value Chain Financing and Insurance:** Business capacity-building and market integration; Contract farming and outgrower schemes; Technical capacity in market norms and standards; Commodity exchanges and active futures markets; Market information and access

**Infrastructural investment:** Agricultural insurance; Energy Generation, Saving and Efficiency; Waste to energy by pyrolysis; Gas capture from landfills; Renewable energy technology, equipment and services

**Energy Generation, Saving and Efficiency:** Waste to energy by pyrolysis; Gas capture from landfills; Renewable energy technology, equipment and services

**Reduce, Reuse and Recycle:** Metals; Plastics; Building materials; Materials in Transition (MINT); Appropriate handing of e-waste

The need for effective large scale adaptation projects is paramount to Ghana. To address the adaptation issues, four thematic areas have been identified. These are **(1) energy and infrastructure, (2) natural resources management, (3) agriculture and food security, and (4) disaster preparedness and response.**

The NCCP recognizes that the human impact of climate change falls, for the most part, on the poor, and very often on women and children, the aged and the physically challenged. As such, social protection and social safety nets to smooth out inequities and building a more cohesive society are vital for climate resilience and national development. Climate-change-linked opportunities such as low-carbon economic growth could generate significant development benefits. Low-carbon growth could also open up access to international funding through initiatives such as REDD+.

**1.5 Enabling Environment**

**1.5.1 National Climate Change Policy**

The National Climate Change Policy (NCCP) is Ghana’s integrated flagship response to climate change. It has been prepared and designed within the context of national sustainable development priorities; it provides a clearly defined pathway for dealing with the challenges of climate change within the current socio-economic context of Ghana, and looks ahead to the opportunities and benefits of a green economy.

There is already evidence of the direct manifestations of climate change in Ghana, i.e., increasing temperatures; rainfall variability, including unpredictable extreme events; and sea-level rise. These manifestations affect various   facets   of   Ghana’s   socio-economic structure, especially with its high reliance on sectors that are particularly sensitive to climate change — agriculture, forestry and energy production. The Government of Ghana recognizes that climate change must be mainstreamed into policies and sectoral activities to achieve sustainable growth.

As such, the vision outlined in the NCCP is: **To ensure a climate-resilient and climate-compatible economy while achieving sustainable development through equitable low-carbon economic growth for Ghana.**

The National Climate Change Policy provides strategic direction and coordinates issues of climate change in Ghana. The three objectives of the Policy are **(1) effective adaptation, (2) social development and (3) mitigation**.

Climate change issues are already being addressed by a number of existing national institutions, such as the ministries, non-governmental and civil society organizations and the private sector, and bi-lateral and multi-lateral donor partners. The Ministry of Environment, Science, Technology and Innovation is mainly responsible for the national environment portfolio and operates through a number of agencies to research and promote climate change issues. Other ministries have established climate change units, and developed climate change indicators and action plans.

At the political level and across various sectors, climate change is being mainstreamed into national development strategies. Civil society organizations, the private sector and donor partners are all contributing to Ghana’s response.

The NCCP has prioritized five (5) main Policy Areas:

* 1. Agriculture and Food Security
	2. Disaster Preparedness and Response
	3. Natural Resource Management
	4. Equitable Social Development
	5. Energy, Industrial and Infrastructural Development

These Policy Areas have been subdivided into a total of ten (10) Programme Areas that will address the fundamentally critical issues of climate change in Ghana. These Programme Areas are:

* Develop climate-resilient agriculture and food security systems
* Build climate-resilient infrastructure
* Increase resilience of vulnerable communities to climate-related risks
* Increase carbon sinks
* Improve management and resilience of terrestrial, aquatic and marine ecosystems
* Address impacts of climate change on human health
* Minimize impacts of climate change on access to water and sanitation
* Address gender issues in climate change
* Address climate change and migration, and
* Minimize greenhouse gas emissions.

Overall, these programmes will improve the nexus of food/energy/water security, increase the resilience of infrastructure and communities, improve environmental management practices and ecosystems for greater biodiversity and carbon sequestration, optimize key socio-economic factors, and achieve more efficient systems for improved economic growth.

The NCCP, therefore, establishes the fundamental principles and actions for addressing climate change, which will be further elaborated by specific strategies and actions as well as estimated timelines and budget requirements.

The objectives of the policy can only be reached with appropriate systems in place. Progress towards the objectives rest on seven systemic pillars, these are:

* + 1. Governance and Coordination,
		2. Capacity-building,
		3. Science, Technology and Innovation,
		4. Finance,
		5. International cooperation,
		6. Information, Communication and Education,
		7. Monitoring and Reporting.

**Governance and coordination:** Governance and coordination lie at the heart of the NCCP, which aims to create a broad constituency that goes beyond government to include the private sector, non-governmental organisations, Parliamentarians, communities and other key stakeholders. There is a clear need for NCCP to enhance coordination, establishing clear mandates and roles for the different stakeholders, including the policy oversight role of the Ministry of Environment, Science, Technology and Innovation, the coordination of climate finance by the Ministry of Finance, and measures to support small farmers and safeguard food security by the Ministries of Food and Agriculture.

The Government has established structures related to climate change, including national cross-sectoral committees for climate change, REDD+ and disaster risk management. The new national Environmental and Natural Resources Advisory Council, chaired by the Vice-President, will have a strong oversight role.

There is a need for climate change actions to be institutionalised and integrated into mainstream development policies, plans and programmes at the national and local level. Priority areas for action have now been established by the National Climate Change Adaptation Strategy, and there has been progress in planning processes that look beyond the short term to the need for medium-term strategies.

There is, however, a need to synchronise the current approaches. The establishment of a statutory coordination unit, potentially in the form of a national climate change body to oversee all climate-related policy areas and coordinating activities, would minimise duplication and maximise synergies. This would ensure synergies with existing institutions and programmes. Conflict-resolution and governance mechanisms must be incorporated to provide resilience to climate stresses and reduce the potential risks of conflict. The Ministry of Women and Children’s Affairs (MOWAC) and women’s groups should be adequately represented.

It is important that governance mechanisms are in place to: (i) ensure coherent, cross-sectoral action; (ii) address local-level priorities; (iii) ensure the transparency and openness of the responsible agencies; and (iv) allow public participation and access to information. It is appreciated that without compliance to rules, regulations and laws by the general public, governance mechanisms will be inefficient at achieving climate resilience. As such, there is a need to have robust enforcement systems to realize the objectives of this policy. This is especially pertinent as climate change has been implicated as a driver of conflict, including trans-boundary tensions.

**Finance:** Ghana will require substantial additional resources to respond effectively to climate change. Estimates of funding needs vary widely. It is very clear, however, that scaled-up resources need to flow faster and on a large scale if development is to proceed in the context of climate change. Ghana is well placed to make good use of climate finance, given its credible Public Financial Management system and its experience on how best to combine and sequence funding support from donors with national resources to address national priorities.

In international negotiations, developed countries have committed to providing scaled-up funds, while also seeking to increase the size and accessibility of carbon markets. Rules and arrangements are still being established and are complex and changing rapidly, with many different initiatives being established or piloted. On the Adaptation Fund Board, Ghana has helped set rules in place that allow direct access to funding for countries that can demonstrate their ability to manage fiduciary risk to international standards. In other cases, resources are directly controlled by intermediaries and allocated to countries or to specific projects and programmes. This may not always fit in with national processes and calendars.

Ghana will need to call on a mix of public and private, international and domestic sources, and the Government is keen to ensure a coordinated approach that reinforces existing practices in national planning and public financial management. This is in line with the principles of Ghana’s Aid Policy for development.  Key roles for government include mobilisation and allocation of funding, and tracking of progress to ensure proper accounting and cost-effective use of resources in an efficient manner

Major opportunities are also emerging within the private sector and the Government is considering ways to promote the stronger involvement of the private sector in climate change responses. The Government is also considering the potential for a national financing mechanism or facility that can meet the needs of different themes, such as renewable energy or gender issues, without having a proliferation of funds and procedures. Key to this will be the strengthening of the ability of different parties to secure and use funding well – their absorptive capacity.

**1.5.2 Other Policies and Strategies Related to Climate Change**

**National Climate Change Adaptation Strategy (NCCAS):** The basic goal of   the   NCCAS   is to increase   Ghana’s resilience to climate change impacts now and in the future through improved awareness, effective mainstreaming and consistent efforts to reduce vulnerability in natural and social systems. This would be achieved by building Ghana’s capacity in the area of infrastructure and knowledge to deal with climate change impacts and reduce vulnerability in key sectors, ecosystems, districts and regions of the country.

**National Energy Strategy:**  The main   aim   of   the   Government’s   energy   strategy   is   the sustainable   exploitation   and efficient   use   of   the   country’s   energy resources and power production through: i) Encouraging energy efficiency and conservation practices, a strategy for which the Government set up the Energy Foundation to lead; ii) Reducing the average wood fuel energy intensity per urban household by 30% by 2015 and by 50% by 2020 and also, reducing firewood intensity per rural household by 10% by 2020; iii) Achieving 1% penetration of solar energy in hotels, restaurants and institutional kitchens using solar water heaters by 2015, and 5% penetration by 2020; iv) Achieving 10% renewable energy contribution by 2010; v) Promoting energy efficiency in the transport sector, deregulating the railway system to permit private sector participation in urban passenger and long distance freight railways systems as well as providing incentives for the promotion of nationwide mass transit transport systems; vi) Achieving high quality and reliable (95% uninterrupted) electricity supply to the industrial sector per annum by 2015 and improving reliability to 98% by 2020.

**Renewable Energy Act:** The Renewable Energy Fund was established by the Renewable Energy Act 2011. The Act is an important milestone in the promotion of renewable energy and with it the government has created the right conditions for investment in renewable energy in Ghana by removing policy uncertainty. There are 3 policy instruments enshrined in the Act - the Feed in Tariff, the Renewable Energy Fund and the Renewable Portfolio Standard. As a result of the passing of the Renewable Energy Law the first major scheme to claim payments from Ghana's new feed-in tariff incentive scheme has been announced by the Ministry of Energy.

If the Renewable Energy Fund is to be a plausible and constructive institution in the renewable energy scene of Ghana it requires work on implementation that includes securing a sustainable source of revenue. An EU funded study[[2]](#footnote-2) on fund operationalisation has set out details of sources of finance for the Fund and what projects will be eligible for support. The RE Fund aims to mobilize finances to support renewable energy development in Ghana over the next 8 -10 years. The current situation is that there is not enough capacity to implement the projects envisaged in the Act. The GCF could provide a timely support to move the implementation timeline of the Act from an initial readiness phase to an early implementation mode.

**National Water Policy:** The National Water Policy of Ghana is intended to provide a framework   for   the   sustainable   development   of   Ghana’s   water   resources.

**Sanitation Policy:** Ghana’s National Environmental Sanitation Policy (ESP) was developed in 1999 in consultation with a variety of stakeholders and covers the broad spectrum of environmental sanitation, including solid and liquid waste, industrial and hazardous wastes, storm water drainage, environmental and hygiene education, vectors of disease, and disposal of the dead (Republic of Ghana, 1999).

**Various Related MDA Action Plans:** Several Ministries, Departments and Agencies (MDAs) have produced plans for climate change response, e.g., the Ghana Plan of Action for Disaster Risk Reduction and Climate Change Adaptation (2011–2015) by NADMO. Where relevant, these plans have been taken into account in the NCCP.

**1.5.3 Institutional Arrangements**

The National Climate Change Policy (NCCP) was developed from the National Climate Change Policy Framework (NCCPF): Ghana Goes for Green Growth (G4) discussion document. The NCCP complements and enhances the overall strategic objectives of national development strategies, including the GSGDA 2010–2013, which is to foster high and equitable levels of growth going towards enhanced middle income status as well as the National Budget-setting process.

For the purposes of the NCCP, 13 Ministries and their associated departments and agencies are represented: Ministry of Environment, Science, Technology and Innovation, Ministry of Finance, National Development Planning Commission, Ministry of Communications (Ghana Meteorological Agency), Ministry of Lands and Natural Resources, Ministry of Local Government and Rural Development, Ministry of Health, Ministry of Water Resources, Works and Housing, Ministry of Food and Agriculture, Ministry of Energy, Ministry of Education, Ministry of Gender, Children and Social Protection and Ministry of Roads and Highways.

**Ministry of Environment, Science, Technology and Innovation (MESTI)**: MESTI, through the EPA, is the Designated National Authority (DNA) for the Clean Development Mechanism (CDM) under the Kyoto Protocol. In addition, the National Climate Change Committee (NCCC) is hosted by MESTI. This committee is made up of representatives from relevant ministries, universities, research institutions, the private sector and NGOs, and has been mandated under a ministerial directive. The NCCC has the mandate of reviewing policies and programmes to complement national priorities and contribute to the reduction of greenhouse gas emissions and an increase in carbon sinks and also to adaption. The EPA is the lead institution for UNFCCC activities in the country and is the main Country Implementation Institution for the technical coordination of activities on climate change and other environmental conventions ratified by Ghana. As such MESTI is proposed to be the Focal Point for the implementation of the GCF Readiness Plan. However, there is an opportunity to develop omnibus coordinating/facilitating platform for all climate change stakeholders to interact and communicate.

**Ministry of Finance (MoF):** The Ministry of Finance has created a natural resources, environment and climate change unit to oversee, coordinate and manage financing of and support to natural resources and climate change activities. Apart from their representation in the NCCC, MoF has been active in the national processes to mainstream climate change into national development planning. Despite attempts to accreditate the Ministry as the National Implementing Entity (NIE) to function as the fiduciary administrator of the Adaptation Fund in Ghana, the lessons learned will be very valuable for the GCF accreditation process. MoF is also leading the inter-ministerial collaboration under the Forest Investment Programme (FIP) initiative by the World Bank Group to support REDD+ implementation in Ghana.

The Natural Resource and Environment Governance desk at MoF centrally coordinates the budget support programme under the NREG and FIP initiatives. The Ministry coordinates all forms of support (domestic and international) to climate-change–related activities in Ghana. This is to avoid potential overlaps and potential duplication of efforts and above all to distribute resources to where they are most needed. MoF is also engaged in the process of developing national climate change budgeting guidelines to facilitate mainstreaming climate change into national planning.

**National Development Planning Commission (NDPC):** Its mandate is to advise the President of the Republic of Ghana on development planning policy and strategy, to prepare and ensure the effective implementation of approved national development plans and strategies, and coordinate economic and social activities countrywide in a manner that will ensure accelerated and sustainable development of the country and improvement in the standard of living for all Ghanaians. NDPC, working in close collaboration with EPA, MESTI and MoF, has ensured the reflection of climate change issues in the current Medium-Term Development Policy Framework (GSGDA: 2010–2013). As part of its mandate, NDPC has translated climate change issues into planning guidelines and subsequently trained all the Metropolitan, Municipal and District Assemblies, and in particular the 32 newly created districts, on how to mainstream climate change issues into development plans.

Working with the Africa Adaptation Programme at EPA, NDPC with the Fiscal Decentralisation Unit of MoF has developed an indicator on climate change for the District Functional Organisational Assessment Tool (FOAT). The FOAT is an assessment tool used to determine the quantum of funds released to the districts. On the monitoring side, NDPC in collaboration with all the sectors ensures the development indicators (including climate change) are mainstreamed into the national monitoring and evaluation plan to guide the implementation of the sector and districts.

**National experience in the management of funds:** Various public funds have been established in Ghana with varying degree of success: The Energy Fund; The Ghana Energy Development and Access Project (GEDAP); The Road Fund; The Ghana Education Trust Fund and Funds in the Power Sector; and proposed Renewable Energy Fund and the latest Ghana Green Fund as detailed below[[3]](#footnote-3).

**Environmental Fiscal Reform in Ghana - Establishment of a Ghana Green Fund (GGF):** Tax Policy Unit of MoF has identified the need for comprehensive Environmental Fiscal Reform (EFR) measures in Ghana given the huge challenges the country faces with respect to the environment. As a result of the support offered for training of the TPU and other stakeholders in 2011, on EFR measures for mining and industrial pollution, deforestation, air pollution and waste management an inter-ministerial environmental fiscal reform working group was established to develop an EFR action plan/road map for Ghana.

The EFR group was established to assist in identifying fiscal instruments around the world that can be used to raise revenue to address environmental problems in Ghana. Such fiscal instruments targeted six priority areas as follows: Waste management; Forestry; Mining; Transport; Energy; and Industry Pollution.

The Inter-ministerial EFR group has proposed that a Ghana Green Fund (GGF) be established to ensure that the funds generated from the environmental tax are used for its intended purpose. The proposal is for the revenues from the new proposed environmental tax to be earmarked into the GGF, probably for a determined period of time (after which the earmarking could be lifted). In addition all existing environmentally related Funds (e.g. RE Fund) are being proposed to be integrated into the GGF.

But it remains to be seen if the Government of Ghana will decide to implement the proposed GGF and whether the GGF could be the national entity for accessing the GCF (as Ghana’s NIE) depending on which modality of access Ghana will pursue as explained below.

NIEs will have to fulfill certain criteria to be accredited by the GCF. The GCF accreditation procedures are currently being developed and will probably be available in final form in the second half of 2014. Document GCF/B.04/05 summarizes in detail different options the GCF Board may take into account as regards accreditation criteria. For example it is being discussed now whether the GCF would automatically accredit institutions that have already been granted accreditation by the Adaptation Fund. While there is no decision yet to this end, it is clear already that eventually the GCF will have its own dedicated accreditation criteria and procedures. These will likely be based on and probably go beyond Adaptation Fund and GEF accreditation criteria. Lessons learned from MOF’s attempts to be accredited as NIE to the AF will be very helpful to the process of GCF accreditation**.**

**International Obligations:** The NCCP acknowledges that to deliver on its processes, plans, strategies and approaches, Ghana must fulfill to the fullest extent possible all its commitments under the United Nations Framework Convention on Climate Change, which would include participating in negotiations on various aspects of the Convention, its protocols, and articles which address national issues relating to climate change and development. To that end, Ghana will collaborate with other regional and international bodies with supporting agendas on climate change and sustainable development as well as endeavouring to ensure that all stakeholders and all sectors are adequately informed about climate change and its implications. Stakeholder involvement and participation will be appropriately coordinated to ensure efficient use of resources and create synergies.

**1.6 Budgetary Process**

Ghana’s Multi-Donor Budget Support System (MDBS) is a rolling mechanism for soliciting budget support from donors. Among the basic rationales of the MDBS mechanism is to: ensure predictability of funds inflows; minimise transaction costs in dealing with individual donors; simplify disbursement procedures and practices; and improve donor coordination. Thus, this system provides the basis for a sound accountability mechanism for donors. Nationally, there is a Public Accounts Committee of Parliament that vets individuals on the use of such funds disbursed by the Ministry of Finance in open sessions, usually aired live on national television. The Public Accounts Committee works in close collaboration with the Audit Service of Ghana, including on yearly review and follow-up actions on the recommendations of the Auditor-General report on public sector auditing, which indicates some level of participation by the general public in the process. However, it appears the general public is not aware of the specific role it is expected to play, and this calls for intensive education. One of the sectors under the MDBS is the Environment and Natural Resource Management Group (ENRM). The basic aim of ENRM is to enhance policy dialogue, share information and improve harmonisation. Ghana’s Multi-Donor Budget Support System provides a good example of an efficient, clear and accountable way of managing finance that will provide guidance for this effort.

There are certain principles of democratic governance that should be observed and respected if climate finance is to have both the legitimacy and the transformative impact that is urgently required, which include:

* Maximum openness and access to information in relation to the allocation, distribution and spending of GCF; full public accountability of decision makers;
* Sufficient clarity around institutional roles and responsibilities, to minimise the scope for duplication and fragmentation and to increase levels of coherence and alignment with national development goals; and
* A budgetary process that permits full transparency in respect of GCF and enables all stakeholders to distinguish climate finance from other budget support and overseas development aid – though again, there are different institutional modalities for arriving at the same outcome.

The GCF represents an opportunity to take the necessary steps in ‘getting the governance right’. There can be no short-cuts in this regard: in order to secure country ownership of GCF it will only be by ensuring that there is a robust, customised and carefully thought-through governance architecture in place that Ghanaian government will be able to convince their citizens – as well as developed country contributors – that they are fit and ‘ready’ to meet the challenge.

**1.7 Information Management**

**Ministry of Communications (Ghana Meteorological Services Agency (GMet)):** The primary function of GMet is to provide efficient weather services through the collection, processing, storage and dissemination of meteorological data to end users. Although GMet has been undergoing institutional reforms for some time now, especially in the areas of data commercialization and overall capacity development, the Agency is still challenged with numerous logistical constraints, such as: Inadequate number of professional staff; Inadequate level of funding; Poor or outdated infrastructure for climate information gathering and forecasting; Lack of efficient telecommunication systems; Lack of high computational interconnectivity which is needed at synoptic stations to send data to aid forecasting; Need for more automated weather and computation stations.

These challenges affect the ability of GMet to collect climate information for further development into useable products for the country. Where capacity is inadequate, the country’s ability to plan adaptation measures and adapt effectively becomes highly constrained. GMet needs to be strengthened in the area of climate research so as to support hydrological modelling.

The EPA is the lead institution for UNFCCC activities in the country and is the main Country Implementation Institution for the technical coordination of activities on climate change and other environmental conventions ratified by Ghana. Some activities include: Ghana’s   First   (2002), and Second (2006) National Communications to the UNFCCC; Climate Change Technology Needs Assessment (2003); The Clean Development Mechanism (EPA designated National Authority); and most notable, the Green Facility phase 1 project; Ghana Climate Change Impacts, Vulnerability and Adaptation Assessments (2008).

With support from UNDP, EPA in collaboration with NDPC and the National Disaster Management Organization (NADMO) has facilitated initiatives to mainstream climate change and disaster risk reduction into national development at all planning levels (i.e., national, regional, district and across sectors). To support such efforts a guidebook on mainstreaming climate change and disaster risk reduction has been developed. The implementation of the mainstreaming process was piloted in ten District Assemblies (DAs) in Ghana.

**Monitoring and Reporting of Projects/Programmes:** Monitoring and reporting are essential to ensure the effectiveness and accountability of climate change actions for development in Ghana. Three key aspects of monitoring and reporting are of particular relevance:

i) Planning of, decision-making on and implementation of effective use of resources all require monitoring and evaluation, with baselines and indicators. In general, a set of tools is used before the intervention takes place, or after the intervention, tracking expected or realized outcomes. This helps to ensure that resources for development are well spent, and that the results are communicated back to decision makers and stakeholders for future action. The GSGDA states that monitoring and evaluation (M&E) is an integral part of policy formulation and implementation in Ghana. The expectation is that the development of the climate change policy, its institutions and implementation will fall under the existing M&E systems. Climate change interventions need to be linked to the delivery of sectoral development objectives and be consistent with national priorities. Monitoring and reporting on these interventions, however, will require strengthening of the existing systems.

ii) Given   Ghana’s   physical   location   within   the   complex   West   African climate system where, in particular, future rainfall patterns are hard to predict, the adequate monitoring of climatic changes and their impacts is crucial. This is needed in order to plan targeted adaptation interventions and track their appropriateness and cost-effectiveness in a changing climate. For example, the National Disaster Management Organisation (NADMO) does not yet have a central system to record disaster impacts at the national level, which reduces its ability to prepare well. There is a need for systematic observation systems, e.g., weather stations to support disaster response. Networks for the transmission of data from stations to monitoring centres and early warning information from monitoring centres to end users (especially rural communities) need to also be strengthened.

iii) The concept of “Measurement, Reporting and Verification” (MRV), which emerged from international climate change negotiations, is relevant for Ghana when receiving international support for its voluntary contributions to tackle climate change. The concept includes a registry to keep track of whether the international support promised is really being provided, as well as monitoring whether climate change interventions are in operation, how successful they are and to what extent they reduce emissions and create effective adaptation. The development of relevant gender sensitive   indicators   as   part   of   Ghana’s   monitoring and reporting system is also crucial.

An effective MRV  system  for  Ghana’s  climate project/programme (mitigation, adaptation and REDD+)  and activities  would, enable the country to access larger scale international support, but needs international support for building the required institutional and technical capacity. In addition, a robust system is needed to link to a wider national system for MRV to avoid duplication and increase coherence, especially with changes in reporting needs for all stakeholders.

**1.8 Climate Finance Partners in Ghana**

**1.8.1 Public Sector**

Ghana partners with a variety of international development organizations, non-governmental organizations and bilateral and multilateral stakeholders. These include:

* Government of Norway
* Government of UK
* Government of Japan
* Government of the United States
* Government of Germany
* European Union
* United Nations Development Programme
* United Nations Environmental Programme
* Global Environment Facility
* ECOWAS Renewable Energy and Energy Efficiency Centre
* Agricultural Development Bank
* ECOWAS
* University of Ghana
* IUCN
* World Wildlife Fund
* WB
* AfDB
* UNESCO
* FAO

**1.8.2 Private Sector**

It is widely acknowledged that leveraging private sector resources has an important role to play in addressing climate change in Ghana. The country’s largest sectors – agriculture, oil and gas, fisheries, forests and urban development – have the potential to implement mitigation, adaptation and REDD+ solutions that not only reduce emissions and enhance resilience, but also contribute to their bottom line.

However, there is a lack of clarity on the risks that climate change poses for sectors and how the private sector can partner with the government on climate change issues. The private sector feels largely separate from the national actions taken on climate change, and moreover, the Government is unclear on the potential private sector entities that could be strong partners in their efforts. Barriers to private sector participation are:

* Unpredictable government policies (not far ranging enough)
* General deterioration in business environment (taxes, high interest rate, high business cost, high cost of utilities)
* Inertia because of experience from CDM (bureaucratic, high upfront and transaction cost, its complex nature - improvements lately CDM loan scheme, standardize baseline etc)
* “Skepticism” about missing the train again.
* Lack of awareness of opportunity.

The private sector also expressed a lack of regulatory certainty that could drive incentives for climate change-related investments. Regulations, subsidies, feed-in tariffs and other tools could be useful to the Government to attract private sector investment, as well as a formalized pathway for public-private partnerships. Some companies discussed their desire to partner with the government but did not know how to initiate a partnership. A key next step would be to map the various private sector value chain actors and activities and develop a platform to strengthen public private partnerships**.** This could include not only identifying and implementing regulatory mechanisms to drive private sector investment, but also national programmes such as certification of private sector actors as “climate friendly” or partnerships on specific projects.

An investor guide[[4]](#footnote-4) for investment in NAMA projects has been published with the following objectives: i) Facilitate greater private sector participation to actualize green growth objectives in Ghana; ii) Facilitate information sharing among key industry actors on the NAMAs mechanisms; iii) Synthesize information on climate mitigation actions into a one-stop resource; iv) Contribute to support NAMAs decision-making efficient and realistic; and v) Contribute to building Ghana’s climate finance readiness by strengthening its capacity and systems to take full advantage of NAMA.

**1.9 Stakeholder and Baseline Analysis**

The table below provides a brief account of some of the various organizations and their work in relation to climate finance readiness.

**Table 1: Stakeholder and baseline analysis**

|  |  |  |  |
| --- | --- | --- | --- |
| **Stakeholder type** | **Stakeholder list** | **Baseline work** | **Potential contributions and roles in the project** |
| Government ministries & agencies | Ministries of: Environment, Science, Technology & Innovation (MESTI); Finance & Economic Planning; Energy; Health; Food & Agriculture; National Climate Change Committee; Environmental Protection Agency; National Development Planning Commission; Water Resource Commission; Ghana Investment Promotion Centre | National Climate Change Committee: inter-ministerial body that provides direction and guidance on climate change issues; MESTI: responsible for coordinating climate change activities & will implement the project; MoF: coordination of national & international financing & will chair the NCC;  | Delivery of technical project components in collaboration with the PMU/project staff and consultants (where appropriate); provision of technical advice; undertaking of studies, consultations, workshops in collaboration with the PMU, technical advisors and consultants (where appropriate); coordination with government authorities at a national level; mobilization of human and financial resources |
| Subnational authorities | Leaders from divisional and provincial bodies | Divisional/Provincial leaders: responsible for addressing climate change at the sub-national levels | Beneficiaries of capacity building and training; congregators of additional stakeholders at municipal-level |
| NGOs | IUCN; WWF; ECOWAS; University of Ghana | Have projects dealing with climate change but not necessarily focused on the financing of such actions  | Beneficiaries of capacity building and training; delivery of training; community mobilization; and monitoring; providing technical services. |
| Private sector | Agricultural Development Bank; Private Enterprise Federation; ARM-Apex Bank; Abantu; | Mobilising of private capital for climate projects; SME development services | Beneficiaries of capacity building and training; project pipeline development  |

**1.10 Long-term Solution and Barriers to Achieve the Solution**

Beyond the proposed project and the implementation of the GCF Readiness Programme, strengthening national climate architecture and national climate finance institutions, implementing favorable policy, technology and finance frameworks and building capacity of project developers, all contribute to securing sustainability with established capacity in countries to develop programmes and projects and get them financed. This is the overarching goal of the GCF Readiness Programme in Ghana so that it may effectively secure, on its own terms and using domestic skills and capacities, climate finance that is aligned with national plans and policies to address urgent mitigation and adaptation needs. There are a number of barriers, with each of the four Outputs addressing different aspects of national capabilities to plan for, access, deploy, and monitor climate finance.

**Barrier: Lack of proper fiduciary standards.** Currently, fiduciary standards required under the Green Climate Fund (GCF) have not been finalized. However, the paper, “Business Model Framework: Access Modalities – Accreditation” (GCF/B.05/08) for the 5th Meeting of the Board of the GCF, has identified best-practice fiduciary principles and standards and environmental and social safeguards from existing funds, which is expected to form a basis for the GCF fiduciary requirements. The aim of Output 1 will assist Ghana to strengthen national fiduciary capacities based on forthcoming GCF standards. Moreover, this output serves to support the assessment of the feasibility of options for potential Implementing Entities (IEs) under the GCF and further strengthen the capacities of entities to gain accreditation to the GCF. The project will draw on lessons learned in the Ministry of Finance application for accreditation with the Adaptation Fund.

**Barrier: Ineffective institutional arrangements.** The Ghana Climate Change Coordination Guidelines describe the process for the allocation and management of climate finance. These guidelines attend, in particular, to the respective roles and responsibilities of various actors (ministries, departments, units, committees) within the government, and a critical aim of the project will be pushing knowledge of these guidelines down to the subnational level. The aim of Output 2 is to put in place a system for improving climate finance management through enhanced national institutions, including the possible establishment of a national climate fund.

**Barrier: Lack of private sector involvement.** The private sector is considered a key player in addressing climate change in Ghana, yet little is known about the sector’s level of investment and financial flows toward climate change mitigation and adaptation projects. Often private sector engagement in climate projects is voluntary, and ad hoc, based on marketing or cost-cutting measures. Outputs 3 and 4 aim to take stock of the activities of the private sector and conduct strategic engagement with entities in key sectors, including the financial sector. The outputs combine short-term solutions (project design tools, cost-benefit analysis) and longer-term processes where incentives and structures are put in place to attract private investment. In addition, it aims to support concrete prioritized climate projects in order to help them attract investment.

1. **Project Strategy**
	1. **Project Rationale**

The key design principles and strategic considerations of the project include the following:

1. **Strong Country Ownership and Drive**: The project will contribute to addressing gaps in Ghana’s readiness for the Green Climate Fund as well as other climate finance priorities as already described earlier in this document. Country ownership is important not only to implement this project effectively but also to integrate lessons and share at international fora. The MoF/MESTI will act as implementation partner for this project with close collaboration with other key ministries and agencies including NDPC, EPA, and Ghana Investment Promotion Centre. The project will work with government ministries and other stakeholders to deliver the outcomes described below. Their efforts in project delivery will be an essential function of the Government’s participation.
2. **Multi-disciplinary**: Climate finance issues cut across all climate change sectors, including water, agriculture, energy and conservation. Technical experts will be sought to engage and build climate finance capacities. Climate finance also demands the attention of many stakeholder groups: government, academia, NGOs, community groups, the private sector and civil society.
3. **Strong Coordination and Collaboration:** The project will work in conjunction with relevant ongoing climate finance efforts in Ghana. These include the following: i) national policies and plans such as the Climate Change Policy, the Climate Change Adaptation Strategy, and Energy Strategy; ii) UNEP-GEF Third National Communication; iii) World Bank Group Forest Carbon Partnership Fund; iv) UNDP Low-Emission Capacity Building Programme;
4. **Gender and Social Equity Considerations**: The project will pursue a gender-sensitive approach whereby women’s participation in training workshops, demonstration activities and management committees will be strongly promoted. Gender and other social inclusion issues will be considered in all stages of project management.
5. **Contribution to Global Knowledge and Capacity**: Readiness for climate finance is an emerging field of study and there is a dearth of knowledge in this area. Recently, some tools and methods for assessing readiness for climate finance are being developed. Moreover, the Green Climate Fund has not yet become operational, and has only issued a generalised working paper on its own concept of readiness. Due to inadequate data and knowledge, it has been difficult to plan and manage climate finance options at multiple levels. In the course of this project programme partners will develop decision making tools that can be applied to assess readiness, identify agencies to manage finance, designate a NDA and NIE, and other critical capacities. As these initiatives are occurring in four other countries (Colombia, El Salvador, Fiji, Benin) with four additional countries to be added, learning from Ghana will be shared with these countries, but will also contribute to how climate finance readiness capacities can minimize climate risk by maximising access to finance in a Pacific island context.
6. **Contribution to National and International Commitments**: The proposed project will contribute to the implementation and improvement of national climate change policy and will assist Ghanaian stakeholders in planning for, accessing, and managing climate finance. All activities will generate important lessons to feed into the current readiness processes of both the Adaptation Fund and the Green Climate Fund.
	1. **Project Objective**

The main objective of the project is to develop the capacity of stakeholders in Ghana to plan for, access, manage, and monitor climate change finance at the national and subnational levels. In order to contribute to the overall goal of project, the following sections provide the project outcomes, outputs and lay out some potential GCF Readiness measures for the project identified during consultations at different levels.

Following the menu of support models (outcomes) developed by the global programme, the project will have four main Outputs:

1. **Strengthened institutional and fiduciary capacity to enable entity to access the GCF**
2. **Enhanced coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance**
3. **Development of a system for identifying, prioritizing, and developing bankable and measurable climate change programs/projects**
4. **Leveraging of private sector resources to scale up climate change solutions through market and output-based and inclusive value chain business model**

The GCF Readiness Programme, delivered in partnership with UNEP and WRI, will achieve the four Outputs listed above through the cooperation and collaboration of all three agencies. The next section gives a full description of all Activity Results and Actions to achieve the four Outputs, All activities form part of the partnership project between the three partners – while each of them being led by different partners as per the table below.

**Table 2: Project Components and Lead Agency**

|  |  |
| --- | --- |
| **Components** | **Lead Agency** |
| 1. Strengthened institutional and fiduciary capacity to enable entity to access the GCF | UNEP |
| 2. Enhanced coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance | UNDP |
| 3. Development of a system for identifying, prioritizing, and developing bankable and measurable climate change programs/projects | UNDP |
| 4. Leveraging of private sector resources to scale up climate change solutions through market and output-based and inclusive value chain business model | UNEP |

* 1. **Project Outputs, Activity Results and Indicative Actions**

This project document describes the activities that will be carried out in Ghana on the project “Green Climate Fund Readiness Programme in Ghana” by UNDP.

Project activity will focus on the capacity of all stakeholders in Ghana to effectively and efficiently access, manage, and monitor climate finance. The project will also emphasize improving awareness of climate finance by subnational entities and national stakeholders, and generate knowledge for national policy support and for up-scaling internationally. It should be noted that after each action, one of three agencies is identified in parentheses. This is in relation to which of the three partner agencies will support the Government of Ghana with the actions.

**Output 1- Strengthened institutional and fiduciary capacity to enable entity to access the GCF.**

**Activity 1.1: Mapping and assessment of Ghanaian national public or private entities that are eligible to access funds from the GCF:**

* Action 1.1.1: Review lessons learned in Adaptation Fund accreditation under the MOF (UNDP)
* Action 1.1.2: Conduct a review/analysis of climate-relevant investments by non-governmental and private sector actors in Ghana
* Action 1.1.2: Identification and assessment of candidate entities to access the GCF (UNDP)

**Activity 1.2: Support government on fiduciary requirements and access modality for GCF:**

* Action 1.2.1: Develop workshop and communications materials on the GCF (UNEP)
* Action 1.2.2: Engage and collaborate with key public, private and CSO to participate (UNEP)
* Action 1.2.3: Hold a workshop to develop a roadmap for alignment of fiduciary standards and safeguards with clear timeline (UNEP)

**Activity 1.3: Support the development of national entity to access GCF:**

* Action 1.3.1: Accreditation assessment, selection and government endorsement of national entity to access GCF (UNEP)
* Action 1.3.2: Provide expertise to Ghana to develop or compile documentation for submission for accreditation under the GCF direct access modality, including training to strengthen the NIE’s capacities in terms of fund management and fiduciary standards (UNEP)
* Action 1.3.3: Develop guidebook to strengthen the capacity of the national entity for meeting international institutional fiduciary, technical, accountability, transparency and governance standards and requirements (UNEP)

Partner lead on implementation of Output 1: UNEP lead with UNDP support

**Output 2 - Enhanced coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance.**

**Activity 2.1: Strengthen Ghana’s climate change coordination across national and sub-national levels:**

* Action 2.1.1: Develop and hold workshops to solidify roles and responsibilities across stakeholders, processes and systems for action on climate change (UNDP)
* Action 2.1.2: Review and identify how district/regional-level planning integrates with national policies (GSGDA II) and support for implementation (UNDP)
* Action 2.1.3: Support the government to reconstitute the NCCC for effective coordination of climate finance and other sustainable development related activities (UNDP)
* Action 2.1.4: Establish a working group on climate finance at NCCC (UNDP)
* Action 2.1.5: Develop communication materials for national and sub-national stakeholders on coordination mechanisms.

**Activity 2.2: Consultations with government stakeholders on the design and establishment of a Ghana National Climate Fund:**

* Action 2.2.1: Conduct study to review all existing climate funds (RE Fund, Ghana Green Fund) and evaluate opportunity for consolidation into a National Climate Fund (UNEP)
* Action 2.2.2: Prepare document with key decisions to be taken by the Ghana government on a National Fund (UNEP)
* Action 2.2.3: Provide direct technical support to develop oversight and modality for fund management and disbursement (UNEP)
* Action 2.2.4: Depending on the evaluation of the potential to establish a National Climate Fund, provide direct technical support in the process of setting up a National Climate Fund (UNEP)
* Action 2.2.5: Provide advice and expertise to government as needed (UNEP)

**Activity 2.3: Support the strengthening of climate change regulations, policies, plans and budgeting:**

* Action 2.3.1: Develop economic and budget analysis tools for climate-related decision-making and budgetary allocation and conduct training on tools for District Planning Coordinating Units and Regional Planning Coordinating Units
* Action 2.3.2: Strengthen the climate change mainstreaming process into national and district planning (UNDP)
* Action 2.3.3: Support the NCCC for its enhanced coordination on climate planning and budgeting process (UNDP)
* Action 2.3.4: Provide support for the accelerated implementation of NCCP Strategy (UNDP)

**Activity 2.4: Increase stakeholder access to information and knowledge products on climate change:**

* Action 2.4.1: Strengthen the Climate Change Data Hub for collecting baseline inventory data (UNDP)
* Action 2.4.2: Compile policies, regulations, other relevant documents and knowledge products for public posting and targeted audience (UNDP)
* Action 2.4.3: Upgrade online systems to support the creation and implementation of the pipeline of bankable projects (UNDP)

Partner lead on implementation of Output 2: UNDP lead with UNEP support

**Output 3: Development of a system for identifying, prioritizing, and developing bankable and measurable climate change programs/projects.**

**Activity 3.1: Guidelines and procedures developed for prioritizing climate change needs and interventions:**

* Action 3.1.1: Review relevant baseline information inputs and planning processes to readily identify mitigation, adaptation and REDD+ needs (UNDP)
* Action 3.1.2: Review current mitigation, adaptation and REDD+ prioritization procedures (UNDP)
* Action 3.1.3: Development of procedures, criteria and menus to evaluate and select national priority projects based on needs and based on lessons learned from NAMA prioritization process (UNDP)
* Action 3.1.4: Workshop to train stakeholders on program prioritization and development process (UNDP)

**Activity 3.2: Market based and value chain business model tools developed to assess, design and measure climate change interventions, including Cost-Benefit Analysis (CBA) and project checklists and safeguards:**

* Action 3.2.1: Review of national adaptation and low carbon development strategies and identify gaps and incremental needs (UNDP)
* Action 3.2.2: Development of CBA tools using 2 mitigation , 3 adaptation and 1 REDD+ projects (UNDP)
* Action 3.2.3: Development of project/programme checklist aligned with national development plan (GSGDA II) and safeguards (UNDP)
* Action 3.2.4: Support the integration of decision making tools into legislation, processes and regulations (UNDP)
* Action 3.2.5: Workshop to train stakeholders on project development tools (UNDP)

**Activity 3.3: Monitoring and evaluation (MRV) templates and guidance developed:**

* Action 3.3.1: Development of relevant and robust MRV frameworks, templates, and guidance for climate finance and impacts of actions (1 selected mitigation and 1 selected adaptation project) (UNDP)
* Action 3.3.2: Testing of MRV templates/guidance on using 1 mitigation and 1 adaptation projects, and climate finance (UNDP)
* Action 3.3.3: Workshop/training(s) to integrate existing M&E system to MRV developed (UNDP)

Partner lead on implementation of Output 3: UNDP lead

**Output 4 – Leveraging of private sector resources to scale up climate change solutions through market and output-based and inclusive value chain business model**

**Activity 4.1: Mapping value chain actors, business service providers, trade associations, gaps, risks, monetization of environmental services:**

* Action 4.1.1: Conduct study to identify the barriers and business risks in mobilizing private sector participation (UNEP)
* Action 4.1.2: Conduct study to map the characteristics of private sector engagement in climate relevant activities, highlighting gaps and opportunities (UNEP)
* Action 4.1.3: Conduct study to review regulatory, technical and financial framework for private sector investments in climate change solutions (UNEP)
* Action 4.1.4: Assess options for leveraging public and private sector resources and make recommendations based on assessment, including specific regulatory incentives for private sector investment (UNEP)
* Action 4.1.5: Develop a set of environment and social safeguards and guidelines to facilitate private investment into national climate change activities; and work with national banks and investments funds to adopt these safeguards and guidelines (UNEP)

**Activity 4.2: Facilitate private sector resource mobilization and engagement on climate change activities:**

* Action 4.2.1: Utilize public sector resources to develop policy and financial de-risking instruments to support private sector participation in climate change programme design and activities (UNEP)
* Action 4.2.2: Support Government to host outreach with private sector actors across priority sectors (e.g. EE, RE, Food security/Clean energy/water access, climate friendly agriculture and ecosystem-based adaptation and land use management) to identify synergies and investment opportunities (UNEP)
* Action 4.2.3: Support the identification, design and preparation of selected climate change projects, leading to the development of a pipeline of projects that have advanced through the early project development stage. This includes, among others, the identification of viable programme/project areas and the development of project design documents (UNEP)
* Action 4.2.4: Conduct consultations to review the financial sector (e.g. banks, MFIs) activities with focus on finance for mitigation and adaptation measures, assess lessons learned in implementing initial sustainable energy finance, and identify the gap between investment potential and finance supply (UNEP)
* Action 4.2.5: Engage the Ghanaian financial sector (including Agriculture Development Bank, Ecobank and ARB-APEX Bank, African Development Bank) in developing and implementing measures to address the gaps and build the sector’s capacity to increase climate relevant investment (UNEP)

**Activity 4.3: Strengthen the technical and financial capacity of public, private and CSO stakeholders in inclusive business development and marketing of climate change solutions:**

* Action 4.3.1: Peer to peer training for social entrepreneur/business incubator/venture capitalist (targeting also women and youth) as inclusive value chain actors in mitigating supply and demand risks (UNEP)
* Action 4.3.2: Develop business plan and financial structuring for access to competitive credit/loans (UNEP)
* Action 4.3.3: Train financial institutions in project evaluation and risk/return profiling for the development of new financial products and services (e.g. leasing, hire purchase, Toyola saving box) (UNEP)

Partner lead on the implementation of Output 4: UNEP lead

**2.4 Cost Effectiveness of the Proposed Project**

The effort to improve climate finance capacities are largely ad-hoc in many countries around the world. These fragmented responses may address an issue or yield an impact in a given locality or sector in a specific time. However, without due consideration of a whole-of-government approach to readiness for climate finance, the outputs and impacts of isolated actions will be unsustainable. With this fragmented approach, opportunities for mainstreaming climate change finance into normative frameworks – a cost-effective way to achieve changes in natural resource management sectors – will be missed.

Unless climate finance capacities and decision making tools for accessing and managing finance are properly incorporated into national policies, plans, and institutions, Ghana stands to lose out on the access to the GCF and other international finance while also losing an opportunity to spur local, climate-relevant investment. Therefore in the absence of support by this project, Ghana will lack the critical capacities needed to filly engage with both external and internal sources of climate finance.

The approach proposed by this project provides an integrated package of measures that will effectively generate the necessary systemic and institutional capacities, decision making tools and actions for achieving readiness for climate finance. Simultaneously, the project will demonstrate a range of options to address both the supply and demand side of climate change financing.

The proposed project is cost effective for two reasons. First, the GCF Readiness programme brings to bear the comparative advantages of two distinct partner agencies (UNDP and UNEP) with previous experience in building climate finance capacities; since this is a pioneering effort to build GCF readiness, this approach will reduce transaction costs and ensure cohesiveness with emerging international norms. In addition, the global GCF Readiness Programme is designed to work with existing stakeholders and institutions by building capacities in the national context that Ghana might otherwise seek externally. By installing these tools, guidelines and skills now, Ghana will be better placed to access international sources of climate finance.

The project applies existing best practices from the past and ongoing interventions that are proven to be cost effective. There have been few interventions of this comprehensive nature anywhere, with the GCF still in its infancy, and the programme partners represent some of just a few of the organisations who have built these capacities before. The experiences gained will be applied to optimize management of climate finance, thus avoiding optimizing a particular resource at the cost of the others under changing climatic conditions.

**2.5 Replicability**

One of the important objectives of this project is to develop a pathway to climate finance readiness which can be used elsewhere. Therefore, special attention will be given to decision making tools, institutional assessments, execution of project activities, and monitoring and evaluation of activities. The proposed assessments, tools, and methods will be tested at the national and subnational levels. With this rigour, it is expected that the outcomes (tools and methods) will be replicable in other countries both within and beyond the initial scope of the Green Climate Fund Readiness Programme in Ghana. In order to further ensure replicability, the project will prepare regular progress reports, giving a comprehensive description of the project activities, outcomes, challenges and lessons/experiences and distribute them widely to all stakeholders, including publishing them on the project website. Replicability of the project will also be ensured through the robust networks of the implementing institutions that have a number of communication and knowledge sharing tools at their disposal.

## Sustainability

**2.6.1 Institutional Sustainability**

The long-term viability and sustainability of the project will depend greatly on institutional sustainability. The project has strong government support at both central and local levels. Various stakeholders from the government and civil society were involved in the GCF Readiness Plan development process leading to a broad consensus over immediate and urgent adaptation priorities. Reflecting the acute understanding within the Ministries of Environment and Finance that capacities to address climate finance concerns need to be strengthened across many sectors, this project has been designed in a programmatic manner and all project outcomes have activities designed to build technical capacities within respective ministries/departments as well as civil society and private sector actors. It is important to note that the engagement of partners in the programmatic approach adopted in the implementation of the project goes beyond sectoral agencies, and include subnational stakeholders to ensure mainstreaming of national climate finance concerns at the local level. Hence, through the implementation of the project, municipalities, civil society, the private sector, as well as usual national stakeholders will gain experience in coordinating with technical agencies from the capital in delivering climate finance capacity building in line with the Readiness Plan.

**2.6.2 Environmental Sustainability**

The project outcome and outputs are all geared towards increasing efficiency in delivery of climate change finance for enhanced environmental sustainability in Ghana. While the project does not implement measures that directly enhance environmental sustainability per se, the capacity to efficiently and effectively plan, access, and deliver climate finance ensures that all climate interventions are in line with national priorities, strategies and needs. Thus, the eventual external or domestic finance accessed by Ghana using capacities built or strengthened through the project will be more impactful than finance delivered in isolation. Lessons and good practice from the project regarding environmental sustainability and climate resilience will furthermore be shared broadly to increase the project impact. UNDP operational procedures (in particular, the Environment and Social Screening procedures) will also be applied and all significant environmental risks will be identified in advance, be eliminated through design alternatives or managed to offset such risks to acceptable levels. As a whole the project will thus have a positive effect on environmental sustainability of development in Ghana and in such cases where environmental risks of specific project activities are identified, these will be addressed adequately.

**2.6.3 Social Sustainability**

Overall the project will improve the public service delivery in relevant social sectors. Ghana’s ability to access funds for addressing climate change adaptation and mitigation needs should increase by end of the project. The focus on subnational actors and civil society will help ensure that neglected groups can build capacities to access funds to address the highly-localised impacts of climate change. Women will especially benefit from improved access to climate finance, as availability of nontraditional sources of finance – microfinance, crowd-sourced finance – can benefit vulnerable and marginalized groups. The project approach to readiness and its results will be documented and lessons shared to create a higher understanding of and support for climate finance development effectiveness approaches in Ghana and elsewhere. As part of this process, the critical role of civil society organizations in sustainable development and the need for partnerships between Government and non-state actors, will also be further promoted and strengthened.

1. **Project Results Framework**

**3.1 Results Framework**

The Results Framework for the UNDP-involved components of the project is presented below (Table 3). For the full Results Framework for the partnership project, please see the UNEP Results Framework in Annex 4.

**Table 3: UNDP components results framework**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Indicators** | **Baseline** | **Targets End of Project** | **Sources of verification** | **Inputs ($USD)** | **Risks** |
| **Output 1: Strengthened institutional and fiduciary capacity to enable entity to access the GCF.** |
|  | **1.1** Mapping and assessment of Ghanaian national public or private entities that are eligible to access funds from the GCF |  |
| Ghanaian public and private entities assessed for existing fiduciary governance capacity | Number of national entities identified and assessed for NIE potential | Ghanaian public and private entities assessed for existing fiduciary governance capacity | Number of national entities identified and assessed for NIE potential | Ghanaian public and private entities assessed for existing fiduciary governance capacity | 203,345 | Shifting priorities of the Government could place more emphasis on an NCF than an NIE |
| **Output 2: Enhanced coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance.** |  |
|  | **2.1** Strengthen Ghana’s climate change coordination across national and sub-national levels**2.3** Support the strengthening of climate change regulations, policies, plans and budgeting**2.4** Increase stakeholder access to information and knowledge products on climate change |  |
| Ghana's climate change coordination guidelines implemented across national and sub-national levels | Number of workshops held to strengthen climate change coordinationReconstitution of the NCCC | No workshops held to strengthen coordinationNCCC is not currently active | One workshop to strengthen climate change guidelines coordinationNCCC is reconstituted  | Workshop reportInterim progress reportPublications (flyer, brochure) | 64,500 | Difficulty to assemble all necessary stakeholders for training workshopsNCCC dependent on Government action, not just partners |
| Ghanaian stakeholders trained on international and national climate change regulations, policies, planning and budgeting processes and tools | Number of tools developed for economic and budget analysis of climate finance | No tools developed for climate finance related economic and budget analysis | One economic analysis tool and one budget analysis tool developed for climate finance planning | Interim progress reportWorkshop report | 56,000 | Difficult to ensure all relevant national stakeholders can attend trainings |
| Government and non-governmental stakeholders have good access to climate change information and knowledge products | Number of online knowledge management platforms to support project pipelines | No online knowledge management platform to support project pipelines | One knowledge platform to support project pipelines | Interim progress reportKnowledge management platform documentation | 72,000 | Ability to recruit effective IT provider, provider delivery |
| **Output 3: Development of a system for identifying, prioritizing, and developing bankable and measurable climate change programs/projects.**  |  |
|  | **3.1** Guidelines and procedures developed for prioritizing climate change needs and interventions**3.2** Market based and value chain business model tools developed to assess, design and measure climate change interventions, including Cost-Benefit Analysis (CBA) and project checklists and safeguards**3.3** Monitoring and evaluation (MRV) templates and guidance developed for mitigation and adaptation programmes |  |
| National stakeholders capacities for prioritising climate interventions is strengthened | Number of workshops to train stakeholders on prioritising procedures | No trainings for stakeholders on prioritising interventions | One training workshop on prioritisation processes | Interim progress reportMapping study documentationWorkshop report | 79,000 | Lack of clear guidelines on mitigation/ adaptation priorities or shifting priorities  |
| Ghana is able to assess, design and measure climate change interventions | Number of tools developed to assess and design climate interventions | No tools developed to assess and design climate interventions | One CBA tool, one checklist, one safeguards tool developed for use in designing interventions | Interim progress reportTools development documentationWorkshop report | 70,000 | Complexity of tools too time-consuming for effective training |
| Ghana is able to effectively monitor and evaluate climate change activities  | Number of MRV templates developed | No MRV templates or guidance | MRV templates for use in 2 mitigation sectors, 3 adaptation sectors and 1 REDD+  | Interim progress reportMRV templates documentationWorkshop report | 56,000 | MRV templates can take long time to develop effective and useful templates and frameworks |
| Programmable Costs (Outputs 1-4) | US$600,845 |  |
| **Output 5: Project Management** |  |
| GCF Readiness Programme National Coordinator (NC) – Ghana (TOR Annex ) (NO-A)Administrative/Finance Associate (AFA) (TOR Annex 5) (G5) | US$180,000 |  |
| Rent, Utilities, Internet Charges, Telephone, HR cost - leave monitoring | US$24,680 |  |
| Monitoring and Evaluation (see section 5.7, table ) | US$41,820 |  |
| Project Management Cost (Output 5) | US$246,500 |  |
| UNDP Subtotal (Outputs 1-5) | US$847,345 |  |
| UNDP GMS (10%) | US$84,734 |  |
| **UNDP Total** | **US$932,079** |  |

**3.2** **Annual Work Plans**

The following tables (Table 4, 5) describe the annual work plan and budget allocation per Activity and Action for the UNDP-led components of the programme. For information on the annual work plans and budget for the partnership project components led by UNEP, please see Annex 4.

**Table 4: UNDP Annual Work Plan, Year 1**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| EXPECTED OUTPUTS (see results framework for baselines, indicators and targets) | ACTIVITY RESULTS | ACTIONS | TIMEFRAME | RESPONSIBLE PARTY | PLANNED BUDGET |
| 2015 | DESCRIPTION | AMOUNT (US$) |
| Q1 | Q2 | Q3 | Q4 |
| **OUTPUT 1:** Strengthened institutional and fiduciary capacity to enable entity to access the GCF | **Activity 1.1:**Mapping and assessment of Ghanaian national public or private entities that are eligible to access funds from the GCF | Action 1.1.1: Review lessons learned in Adaptation Fund accreditation under the MOF |  | x | x |  | UNDP/Ministry of Finance | Project implementation team staff costs | 15,000 |
| Meeting cost - venue | 5,000 |
| Action 1.1.2: Conduct a review/analysis of climate-related investments by non-governmental & private sector actors in Ghana | x | x | x | x | UNDP/Ministry of Finance | Consultants cost | 90,500 |
| Travel cost – consultants | 20,640 |
| Meeting cost – venue  | 12,000 |
| Action 1.1.3: Identification and assessment of candidate entities to access the GCF | x | x | x | x | UNDP/Ministry of Finance | Project implementation team staff costs | 33,000 |
|  | Travel costs | 15,205 |
| Meeting cost – venue | 12,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 1.1** | **203,345** |
| **OUTPUT 2:** Enhanced coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance | **Activity 2.1:** Strengthen Ghana’s climate change coordination across national and sub-national levels | Action 2.1.1: Develop and hold workshops to solidify roles and responsibilities across stakeholders, processes and systems for action on climate change | x | x |  |  | MESTI | Project implementation team staff costs | 11,000 |
| Meeting cost – venue | 13,000 |
| Action 2.1.2: Review and identify how district/regional-level planning integrates with national policies (GSGDA II) and support for implementation | x | x | x | x | MESTI | Project implementation team staff costs | 9,000 |
| Action 2.1.3: Support the government to reconstitute the NCCC for effective coordination of climate finance and other sustainable development related activities |  | x | x | x | MESTI | Meeting cost – venue and travel | 1,000 |
| Action 2.1.4: Establish a working group on climate finance at NCCC | x | x | x | x | MESTI | Project implementation team staff costs | 7,500 |
| Action 2.1.5: Develop communications materials for national and sub-national stakeholders on coordination mechanisms. |  |  | x | x | MESTI | Project implementation team staff costs | 4,000 |
| Contractor cost – publications  | 10,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 2.1** | **55,500** |
| **Activity 2.3:** Support the strengthening of climate change regulations, policies, plans and budgeting | Action 2.3.1: Develop economic and budget analysis tools for climate-related decision-making and budgetary allocation and conduct training on tools for District Planning Coordinating Units and Regional Planning Coordinating Units | x | x | x |  | UNDP/ NDPC | Consultant  | 20,000 |
|  | Meeting cost – venue | 4,000 |
|  | Action 2.3.2: Strengthen the climate change mainstreaming process into national and district planning |  | x | x | x | UNDP/ NDPC | Project implementation team staff costs | 2,500 |
|  | Action 2.3.3: Support the NCCC for its enhanced coordination on climate planning and budgeting process |  | x | x | x | MESTI | Project implementation team staff costs | 2,000 |
|  | Action 2.3.4: Provide support for the accelerated implementation of NCCP Strategy |  | x | x | x | MESTI | Meeting cost – venue | 5,500 |
|  |  |  |  |  |  |  |  | **Subtotal Activity 2.3** | **34,000** |
| **Activity 2.4:** Increase stakeholder access to information and knowledge products on climate change | Action 2.4.1: Strengthen the Climate Change Data Hub for collecting baseline inventory data | x | x | x | x | MESTI | Consultant | 6,000 |
| Action 2.4.2: Compile policies, regulations, other relevant documents and knowledge products for public posting and targeted audience |  | x | x | x | MESTI | Project implementation team staff costs | 5,250 |
|  |  |  |  |  |  |  | **Subtotal Activity 2.4** | **11,250** |
| **OUTPUT 3:** Development of a system for identifying, prioritizing, and developing bankable and measurable climate change programs/projects | **Activity 3.1:** Guidelines and procedures developed for prioritizing climate change needs and interventions | Action 3.1.1: Review relevant baseline information inputs and planning processes to readily identify mitigation, adaptation and REDD+ needs | x | x |  |  | MESTI | Consultant | 12,000 |
| Action 3.1.2: Review current mitigation, adaptation and REDD+ prioritization procedures | x | x | x |  | MESTI | Consultant | 10,500 |
| Action 3.1.3: Development of procedures, criteria and menus to evaluate and select national priority projects based on needs and based on lessons learned from NAMA prioritization process |  | x | x | x | MESTI | Consultant | 12,000 |
|  | Action 3.1.4: Workshop to train stakeholders on program prioritization and development process |  |  | x | x | MESTI | Meeting cost – venue and travel | 6,500 |
|  |
|  |  |  |  |  |  |  | **Subtotal Activity 3.1** | **41,000** |
| **Activity 3.2:** Market based and value chain business model tools developed to assess, design and measure climate change interventions, including Cost-Benefit Analysis (CBA) and project checklists and safeguards | Action 3.2.1: Review of national adaptation and low carbon development strategies and identify gaps and incremental needs  | x | x | x | X | MESTI | Consultant | 12,000 |
| Action 3.2.2: Development of CBA tools using 2 mitigation , 3 adaptation and 1 REDD+ projects |  |  | x | x | MESTI | Consultant | 10,000 |
| Action 3.2.3: Development of project/programme checklist aligned with national development plan (GSGDA II) and safeguards |  |  | x | x | MESTI | Consultant | 5,250 |
|  | Action 3.2.4: Support the integration of decision making tools into legislation, processes and regulations |  |  | x | x | MESTI | Meeting cost – venue and travel | 6,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 3.2** | **33,250** |
|  | **Activity 3.3:** Monitoring and evaluation (MRV) templates and guidance developed | Action 3.3.1: Development of relevant and robust MRV frameworks, templates, and guidance for climate finance and impacts of actions |  |  | x | x | MESTI | Consultant | 10,000 |
|  |  |  |  |  |  |  |  | **Subtotal Activity 3.3** | **10,000** |
|  | GMS | ***38,834*** |
| **TOTAL YEAR 1**  |  | ***427,179*** |

**Table 5: UNDP Annual Work Plan, Year 2**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| EXPECTED OUTPUTS (see results framework for baselines, indicators and targets) | ACTIVITY RESULTS | ACTIONS | TIMEFRAME | RESPONSIBLE PARTY | PLANNED BUDGET |
| 2016 | DESCRIPTION | AMOUNT (US$) |
| Q1 | Q2 | Q3 | Q4 |
| **OUTPUT 2:** Enhanced coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance | **Activity 2.1:** Strengthen Ghana’s climate change coordination across national and sub-national levels | Action 2.1.3: Support the government to reconstitute the NCCC for effective coordination of climate finance and other sustainable development related activities | x | x | x | x | MESTI | Meeting cost – venue and travel | 9,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 2.1** | **9,000** |
| **Activity 2.3:** Support the strengthening of climate change regulations, policies, plans and budgeting | Action 2.3.2: Strengthen the climate change mainstreaming process into national and district planning | x | x |  |  | UNDP/ NDPC | Project implementation team staff costs | 6,000 |
| Action 2.3.3: Support the NCCC for its enhanced coordination on climate planning and budgeting process | x | x |  |  | MESTI | Project implementation team staff costs | 11,000 |
| Action 2.3.4: Provide support for the accelerated implementation of NCCP Strategy | x | x | x | x | MESTI | Project implementation team staff costs | 5,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 2.3** | **22,000** |
| **Activity 2.4:** Increase stakeholder access to information and knowledge products on climate change | Action 2.4.1: Strengthen the Climate Change Data Hub for collecting baseline inventory data | x | x | x | x | MESTI | Consultant | 7,000 |
| Action 2.4.2: Compile policies, regulations, other relevant documents and knowledge products for public posting and targeted audience | x | x |  |  | MESTI | Project implementation team staff costs | 5,250 |
| Action 2.4.3: Upgrade online systems to support the creation and implementation of the pipeline of bankable projects | x | x | x | x | MESTI | Project implementation team staff costs | 3,500 |
| Consultant cost – IT development | 45,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 2.4** | **60,750** |
| **OUTPUT 3:** Development of a system for identifying, prioritizing, and developing bankable and measurable climate change programs/projects | **Activity 3.1:** Guidelines and procedures developed for prioritizing climate change needs and interventions | Action 3.1.3: Development of procedures, criteria and menus to evaluate and select national priority projects based on needs and based on lessons learned from NAMA prioritization process | x | x |  |  | MESTI | Consultant | 25,000 |
| Action 3.1.4: Workshop to train stakeholders on program prioritization and development process | x | x |  |  | MESTI | Meeting cost – venue and travel | 13,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 3.1** | **38,000** |
| **Activity 3.2:** Market based and value chain business model tools developed to assess, design and measure climate change interventions, including Cost-Benefit Analysis (CBA) and project checklists and safeguards | Action 3.2.2: Development of CBA tools using 2 mitigation , 3 adaptation and 1 REDD+ project | x | x | x | x | MESTI | Consultant | 22,000 |
| Action 3.2.3: Development of project/programme checklist aligned with national development plan (GSGDA II) and safeguards | x | x |  |  | MESTI | Consultant | 5,250 |
| Action 3.2.4: Support the integration of decision making tools into legislation, processes and regulations | x | x | x | x | MESTI | Consultant | 5,500 |
| Action 3.2.5: Workshop to train stakeholders on project development tools |  | x | x | x | MESTI | Meeting cost – venue and travel  | 4,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 3.2** | **36,750** |
| **Activity 3.3:** Monitoring and evaluation (MRV) templates and guidance developed | Action 3.3.1: Development of relevant and robust MRV frameworks, templates, and guidance for climate finance and impacts of actions | x | x | x | x | MESTI | Consultant | 16,000 |
| Action 3.3.2: Testing of MRV templates/guidance on using 1 mitigation and 1 adaptation projects, and climate finance | x | x | x | x | MESTI | Project implementation team staff costs | 22,000 |
| Action 3.3.3: Workshop/training(s) to integrate existing M&E system to MRV developed |  | x | x | x | MESTI | Meeting cost – venue and travel | 8,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 3.3** | **46,000** |
|  | GMS | ***21,250*** |
| **TOTAL YEAR 2**  |  | ***233,750*** |

**3.3 Total Budget Work Plan**

|  |  |  |  |
| --- | --- | --- | --- |
| **Award ID:**  | XXXX | **Project ID(s):** | XXXX |
| **Award Title:** | PIMS: Green Climate Fund Readiness Programme  |
| **Business Unit:** | GHA |
| **Project Title:**  | Green Climate Fund Readiness Programme in Ghana |
| **PIMS no.** |  |
| **Implementing Partner (Executing Agency)**  | Ministry of Environment, Science, Technology, and Innovation (MESTI); Ministry of Finance |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Summary of funds**  | **Fund** | **Amount****Year 1** | **Amount****Year 2** | **TOTAL** |
| BMUB | **500,685** | **346,660** | **847,345** |
| **TOTAL**  | **500,685** | **346,660** | **847,345** |

|  |  |
| --- | --- |
| Note | Description of cost item |
| 1A | * Staff costs – review and gap analysis on AF accreditation lessons learned – 35 days (1.1.1)
 |
| 1B | * Consultants – Climate investment flows analysis (1.1.2)
* Consultant – NIE GCF accreditation (1.1.3)
 |
| 1C | * Travel for international consultants to Accra (1.1.2, 1.1.3)
 |
| 1D | * Two workshops for AF accreditation lessons learned (1 inception, 1 validation) (1.1.1)
* Three workshops for GCF accreditation assessment (1 inception, 1 training, 1 validation) (1.1.2)
 |
| 2A | * Staff costs; climate change guidelines coordination – 25 days (2.1.1); subnational planning and coordination – 20 days (2.1.2); establishment of climate finance working group of NCCC – 15 days (2.1.4); development of climate change guidelines communication material – 10 days (2.1.5); mainstreaming into planning at district level – 17 days (2.3.2); technical support to NCCC for coordination – 25 days (2.3.3); technical support for NCCP Implementation Strategy – 10 days (2.3.4); climate change public documents compiling – 15 days (2.4.2); training and uploading of documents to platform – 7 days (2.4.3)
 |
| 2B | * Consultant – Economic & budget analysis – 30 days (2.3.1)
* Consultant – Climate data & information collection – 20 days (2.4.1)
 |
| 2C | * ICT development firm – $45,000 (2.4.3)

  |
| 2D | * Publications cost, climate change coordination mechanism documents - $10,000 (2.1.5)
 |
| 2E | * Workshops on national climate change guidelines coordination (1 inception, 1 training, 1 validation) (2.1.1)
* Meetings of the reconstituted National Climate Change Committee – $10,000 (2.1.3)
* Training workshop on use of economic & budget analysis tools – (2.3.1)
 |
| 3A | * Staff costs – Testing and training of MRV templates – 45 days (3.3.2)
 |
| 3B  | * Consultant – Review of sectoral project prioritization and planning – 45 days (3.1.1 and 3.1.2)
* Consultant – Review of national adaptation & LED strategies & gap analysis – 24 days (3.2.1)
* Consultant – Development of priority projects and/or NAMAs – 50 days (3.1.3)
* Consultant – Cost-benefit analysis tools (2 mitigation, 3 adaptation, 1 REDD+) – 45 days (3.2.2)
* Consultant – National project checklist & integration – 32 days (3.2.3 and 3.2.4)
* Consultant – Development of MRV templates – 50 days (3.3.1)
 |
| 3C | * Training workshop on project prioritization process (3.1) – (training + travel) (3.1.4)
* Training workshop to integrate decision making tools (3.2) – (1 training + travel) (3.2.4)
* Training workshop on project development tools (3.2) – (1 training) (3.2.5)
* Training workshop to integrate existing M&E system into MRV – (2 trainings) (3.3.3)

  |
| PM A   | * National programme coordinator – 2 years full time
* Finance and admin officer – 2 years of 50% time
 |
| PM B  | * Audit at project closure – 4% of total programmable cost or $31,280
 |
| PM C  | * Rent, equipment, leave-cost monitoring - $24,680
 |
| PM D | * Inception workshop - $10,000
 |

1. **Management Arrangements**

**4.1 Fund Flow Modality**

The Government of Germany through the Federal Ministry of Environment, Nature Conservation, Building and Nuclear Safety (BMUB) has provided EUR 15 million for three years for a larger programme to build climate finance readiness in nine countries, including Ghana. The figure below represents the fund flow mechanism for the programme as a whole, within which there is a partnership project in each of the three countries. Within Ghana, the funds for which UNDP has responsibility are presented as the total budget with corresponding work plans in this document. BMUB will transfer the funds to the UNEP Trust Fund. From the Trust Fund, the UNDP Ghana project funds of **$853,345**will be transferred to UNDP in terms of the Cost Sharing Agreement between UNEP and UNDP, from where the funds will be made available to the UNDP country office. UNDP will disburse the funds as per the agreed work plans to a dedicated project account managed by the PMU as per NIM modality.

**Figure 1: Fund Flow Process**

**TRUST FUND**

(UNEP-HQ)

UNDP

Outcomes

UNEP

Outcomes

UNEP

Country-level support

UNEP

(Global coordination)

UNDP

HQ & Regional Ctr.

UNDP Ghana

Country Office

Ghana (government agencies & other stakeholders)

**GCF Readiness Programme in Ghana**

Out of the total EUR 15 million, US$1,504,745 will be allocated for Ghana for joint implementation of the partnership project by UNDP and UNEP. Annex 5 shows the budget allocated to each agency.

**4.2 Management and Financial Audit**

Based on National Implementation policies, UNDP will conduct management and financial audit of the programme on an annual basis. Management structures will be set up in terms of the UNDP project but will serve the implementation of the broader partnership project as well. The audit will also look into the compliance of the programme in terms of sub-contractual agreements as well as fulfilment of the work plan. Formal financial audit will be carried out by a government-registered auditor at all levels of implementation for UNDP implemented funds. In addition, Public Audit will be mandatory at the community level. Project Audit will follow UNDP Financial Regulations and applicable audit policies.

**4.2.1 Partnership and Coordination**

The partnership and coordination mechanism described below will serve the joint UNDP-UNEP partnership on Green Climate Fund Readiness Programme in Ghana, unless otherwise specified as being only specific to UNDP-led components.

The project will work closely with key Ghana government ministries and departments. The Ministry of Environment, Science, Technology and Innovation (MESTI) will lead implementation through its role as the ministry hosting the inter-ministerial National Climate Change Committee. The Ministry of Finance will lead overall coordination of efforts through its role as co-chair of the National Coordination Committee (NCC).

**4.3 Management Structure, Roles and Responsibilities**

The overall partnership project will be jointly managed by UNEP and UNDP and both of these agencies will be responsible for managing their part of GCF Readiness funds and produce outputs as indicated below.

As the focal ministry for climate change in Ghana, MESTI will ensure that project activities and results are well co-ordinated at the national level together with other climate change activities implemented by other agencies.

The following support will be provided by the government:

MESTI will:

* Act as the Chair of the National Coordination Committee (NCC)
* As host of the National Climate Change Committee, support the NCCC’s coordinating capacity for project implementation
* Provide office space for the Project Management Unit (PMU) for the duration of the project within the available government premises

MoF will:

* Serve as the NCC Co-Chair, MoF will facilitate the approval of annual workplans

UNDP-led outputs will be implemented under National Implementation Modality (NIM) as agreed by the Government of Ghana. UNDP will be responsible for timely disbursements of funds and providing oversight to the management to make sure that project outputs are delivered in an efficient and cost effective manner. UNDP will also co-ordinate with GCF Readiness Programme partner UNEP to secure their inputs in developing a joint work plan for the partnership project, tracking the progress and reporting. However, UNEP will be responsible for delivery of their specific outputs of the partnership project.

**4.4 Project Coordination Mechanism**

The National Climate Change Committee (NCCC) established under the MESTI will ensure coordination of project results at the national level. However considering that the NCCC has been inactive for past few months, its reconstitution will be facilitated as the primary step with the project’s support. The NCCC comprises a broad group of stakeholders, including line ministries, development partners, civil society and private sector. This will ensure that all components of the broader partnership, including components UNDP is responsible for, will be coordinated through the NCC.

**4.5 National Coordination Committee**

The National Coordination Committee (NCC) will be the decision making body of the project and will take necessary management and policy decisions needed for the effective implementation of project activities. The NCC will approve work plans and budget, review progress and provide support for project implementation. The NCC will advise the project management as necessary to ensure effective and timely implementation of the project activities to achieve the envisioned results/outputs. The NCC will also facilitate coordination among various partners and liaison with the MESTI that will provide overall co-ordination support. The NCC will consist of representatives from the MoF, MESTI, NDPC, UNEP, WRI, and UNDP. The NCC will also include one private sector member (e.g. Agriculture Development Bank, ARB-APEX Bank, and the Private Enterprise Federation). The National Coordinator, serving as the local representative of the partner agencies, will serve as the Secretariat for the NCC.

The National Coordinating Committee will have the following roles, relating both to the UNDP project and to the partnership project:

* Provide recommendations on the overall implementation of the Programme in the country;
* Review and approve draft country readiness programmes and annual work plans and budgets against country needs and priorities;
* Ensure that implementation of the Programme is in line with the agreed GCF Readiness Plan for the country;
* Facilitate linkages and collaboration with relevant national partners, centers of expertise/excellence and other target country stakeholders;
* Address issues that may have major implications for the national implementation of the Programme;
* Facilitate consultative processes with stakeholders at the country level, including relevant government agencies and institutions, civil society, and private sector at national and subnational level in defining and implementing activities to avoid duplication or overlap between the Programme and other similar activities in the target country, and to create necessary linkages and develop synergies with other activities in the target country;
* Ensure that the Programme takes into account new policies or initiatives that are developed by the target country government;
* Foster positive visibility of the Programme at the national level;
* Foster exchange and dialogue and opportunities for experimental learning among countries within the same region;
* Identify and facilitate opportunities for possible up-scaling of the Programme within the country, as far as the Programme’s resources allow doing so.

The NCC will operate according to the following rules:

* The NCC will meet no more than twice yearly or upon the initiative of any member of the NCC. When face-to-face meetings are not possible, the NCC may meet by teleconference. The NCC will be chaired by MESTI and MoF, as nominated by the Government of Ghana.
* The National Programme Coordinator will serve as the secretary to the NCC and will not be a voting member. His/her tasks will include conveying/organizing the NCC meetings; presenting the Programme’s progress to the NCC; taking notes during – and circulating notes after the NCC meetings.
* Additional representatives of the partners may join NCC meetings in an observer role.
* The voting arrangements of any of the other NCC members will be determined on a country by country basis.

The NCC will preferably build on existing national coordination mechanisms/structures. The following figure provides a graphical representation of the organizing structure for the project.

**Figure 2: GCF Readiness Programme in Ghana Organisational Structure**

National Programme Coordinator

**Project Steering Committee = GCF National Coordinating Committee (NCC)**

**Public:** NDPC, MESTI, MOF, UNDP/UNEP/WRI

**Private:** Agriculture Development Bank, ARB-APEX Bank, Private Enterprise Fdn, 2 CSOs

**Senior Beneficiary:** Permanent Secretary MoF, MESTI

**Executive:** Resident Representative UNDP Ghana

**Senior Suppliers:**

UNDP

UNEP

**Project Assurance**

UNDP (HQ, Addis Hub, CO)

UNEP

**Project Support:** Administrative/Finance Associate

**Project Organization Structure**

Output 1

Output 2

Output 4

Output 3

**4.6 Project Assurance**

The project assurance role ensures that work is done in line with the objectives and targets set for the programme and supports the National Coordination Committee by carrying out objective and independent project oversight and monitoring functions. This role also ensures appropriate project management milestones which need to be managed and completed by the project team. Although the NCC has the overall quality assurance role of the project with the support of the National Programme Coordinator, project implementation will be further supported through an additional assurance role performed by a designated UNDP Programme Officer for the UNDP-led Outcomes / Outputs.

**4.7 Project Management Unit**

A Project Management Unit (PMU), led by the National Programme Coordinator (NPC) will be established in Accra to oversee the partnership components and outputs and to effectively coordinate actions of all other international partners in country (UNEP and UNDP). This will ensure synergies and coherence as well as track progress of the partnership project as a whole. The PMU will be responsible for overall management of the UNDP-managed project funds for this project, development of project plans and budgets and implementation of the project’s annual work plan and quarterly work plan that will also integrate plans of other partners as appropriate. The PMU will ensure collaboration between other partners engaged in GCF Readiness initiatives during the implementation of the project and will serve as the communication focal point for the partners, the government, and national stakeholders. The PMU will be responsible for providing technical backstopping and overall monitoring of the project. The NPC will be supported by support staff (administrative). The PMU will develop necessary operational guidelines for smooth implementation of the project and submit to NCC for approval.

**4.7.1 National Programme Coordinator**

The NPC (detailed Terms of Reference is provided in Annex 6) will support the project by coordinating activities on behalf of the partners (UNDP and UNEP) and be guided in his/her work by the partners. He/she will have the following overarching responsibilities:

* Day-to-day management of the national readiness plan implementation, including Programme activities, subcontracts, equipment and administrative support;
* Technical advice and support;
* Ensuring coherence with the readiness framework developed on the global level and with relevant initiatives at the national level
* Monitoring, evaluation and reporting.

The NPC will be responsible for providing quality reports and submitting to the partners. For any changes the NPC will have to make a case for consideration to the NCC. Once the changes are endorsed by the NCC, this will be formalised through necessary budget and annual work plan revision.

**4.7.2 Project Professional and Support Team**

Under the NPC and NCC, the project will have a professional team in order to implement stipulated activities within the given time frame as mentioned in project organization structure.

The job descriptions of these positions are given in Annex 6. Based on the matching job qualification and competency required, the above positions will be filled timely.

**Table 6: Project Management Staff and Budget**

|  |  |  |  |
| --- | --- | --- | --- |
| Item | Per Year | No. of Years | Total |
| **Project Management Unit** |   |   |   |
| Project Coordinator | 65,000 | 2 | 130,000 |
| Admin and Finance Associate | 25,000 | 2 | 50,000 |
| Sub Total | 90,000 | 2 | 180,000 |
| Workshops (launch) |  |  | 10,000 |
| **TOTAL** |   |   | **190,000** |

1. **Monitoring Framework and Evaluation**

The project will be monitored through the following M& E activities. The M& E budget is provided in the table below.

**5.1 Project Start**

A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/ feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop will discuss both the UNDP project and the broader partnership project and is crucial to building ownership for the project results and to plan the first year annual work plan.

 The Inception Workshop should address a number of key issues including:

1. Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of project partners vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
2. Based on the project results framework, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
3. Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
4. Discuss financial reporting procedures and obligations, and arrangements for annual audit.
5. Plan and schedule NCC meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first NCC meeting should be held within the first 6 months following the inception workshop.

An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

**5.2 Quarterly**

Progress made shall be monitored based on a results-based management approach jointly agreed by implementing partners. Based on the information, a Project Progress Report (PPR) can be generated in the Executive Snapshot.

**5.3 Annually**

* Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July).

The APR/PIR includes, but is not limited to, reporting on the following:

* Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
* Project outputs delivered per project outcome (annual).
* Lesson learned/good practice.
* AWP and other expenditure reports
* Risk and adaptive management
* ATLAS QPR
* Portfolio level indicators are used by most focal areas on an annual basis as well.

**5.4 Mid-term of Project Cycle**

The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (during 2015). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project’s term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the Project office in based on guidance from implementing partners.

**5.5 End of Project**

An independent Final Evaluation will take place three months prior to the final NCC meeting and will be undertaken in accordance with UNDP guidance. The final evaluation will focus on the delivery of the project’s results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared jointly by implementing partners with the assistance from the project office. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to the (evaluation) knowledge management system.

**5.6 Learning and Knowledge Sharing**

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

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 though lessons learned. The project will identify, analyze, 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.

**Table 7: M& E work plan and budget**

| **Type of M&E activity** | **Responsible Parties** | **Budget US$***Excluding project team staff time* | **Time frame** |
| --- | --- | --- | --- |
| Launch Workshop and Report | * National Programme Coordinator (NPC)
* UNDP CO, UNEP and WRI
 | Indicative cost: 10,000 | Within first two months of project start up  |
| ARR/PIR | * NPC & PMU
* UNDP CO
* UNDP GTA
* UNDP EEG
 | None | Annually  |
| Narrative progress reports | * NPC
 | None | Annually |
| Mid-term Evaluation | * NPC & PMU
* UNDP CO and UNEP
 | Indicative cost:  | At the mid-point of project implementation.  |
| Final Evaluation | * NPC & PMU
* UNDP CO and UNEP
 | Indicative cost :  | At least three months before the end of project implementation |
| Audit  | * UNDP CO
* NPC & PMU
 | Indicative cost per year: $15,910 (Total = $31,280) – 4% of total project cost | Yearly |
| **TOTAL indicative COST** Excluding project team staff time and UNDP staff and travel expenses  |  **$41,280** |  |

**6. Legal Context**

The Government of Ghana and the United Nations entered into a basic agreement to govern UNDP’s assistance to the country – the Standard Basic Assistance Agreement (SBAA). The Agreement governs the technical assistance provided by UNDP Ghana under the UN Development Assistance Framework (UNDAF 2012-2016).

Under the UNDP-funded programmes and projects, 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 in accordance with the aforementioned Standard Basic Assistance Agreement. The implementing partner shall:

• put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Programme is being carried;

• 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.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to this 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/Docs/sc/committees/1267/1267ListEng.htm>

This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

**Intellectual property rights:** All intellectual property rights related to the project activities will belong to UNDP. UNEP and, if applicable, the Government of Ghana will enjoy a perpetual, royalty-free, non-exclusive and non-transferable license. Any such intellectual property or material developed pursuant to this project will include both UNDP and UNEP's name and emblem. UNDP and the implementing partner will also acknowledge the donor (the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety) and the World Resources Institute's contribution toward the development of the project outputs pertaining to the GCF Readiness Programme.

**7. Annexes**

Annex 1: Major climate change related projects and programmes being implemented in Ghana

Annex 2: List of major stakeholders working in the areas/issues

Annex 3: Results Framework for activities carried out by UNEP

Annex 4: UNEP indicative activities with annual work plays for the project

Annex 5: Budget Allocation to UNEP and UNDP for Ghana partnership project

Annex 6: Job Descriptions of Project Staff

Annex 7: GCF Readiness Programme Global Organisation Structure

**Annex 1:** **Major climate change related projects and programmes being implemented in Ghana**

* Renewable energy programme with Ministry of Energy and Petroleum (GIZ)
* Establishment of the renewable energy fund with support from GIZ
* Climate Change Adaptation and Agriculture Programme with GIZ
* Weather Insurance and Agricultural Programme with GIZ
* Low emission capacity building project with Ministry of Environment Science Technology and Innovation (UNDP)
* Refrigerator turn-in and rebate scheme with Energy Commissions (UNDP/GEF/MLF)
* Preparation of the SEA4ALL Action Plan (UNDP)
* Joint green economy scoping assessment (UNDP)
* Sustainable Cocoa Production Project with Cocoa Board (UNDP)
* Africa Adaptation Programme with EPA (UNDP)
* Third National Communication with EPA (UNEP)
* Sulphur in fuel reduction programme with National Petroleum Authority - Cleaner Fuels for Public Transport in Accra, Ghana” (UNEP)
* Solar Technology Export Assessment Programme with Energy Centre, KNUST (UNEP)
* Facilitation of implementation readiness mitigation programme (UNEP)
* Natural Resource and Environment Governance Programme (WB)
* Bus Rapid Transit Programme with Department of Urban Roads (WB)
* Ghana Energy Development and Access Programme (GEDAP, WB)
* Community resilience through early warning system with NADMO
* Forest investment programme with World Bank and Africa Development Bank (REDD+)
* Forest Carbon Partnership Fund with World Bank (REDD+)

**Annex 2: List of major stakeholders working in the areas/issues**

|  |  |  |  |
| --- | --- | --- | --- |
| SN | Organizations | Major strengths | Area of cooperation |
| 1 | Government ministries | Forest and natural resource management, climate policy | Training, building capacity of staff, NIE/NDA designation |
| 2 | Private sector (Private Enterprise Federation; ARM-Apex Bank; Abantu) | Project development, FDI | Training, capacity building of staff, project pipeline development |
| 3 | Local government institutions  | Local level planning, development work, local development work monitoring and coordination  | Training, capacity building of staff |
| 4 | Agricultural Development Bank, LFIs, MFIs | Development projects, development financing  | Technical capacity, project pipeline development |
| 5 | Civil society (IUCN; WWF; ECOWAS; University of Ghana) | Training, community outreach, local level coordination | Training, capacity building |

**Annex 3: Results Framework for activities carried out by UNEP**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Outcome** | **Indicators** | **Baseline** | **Targets End of Project** | **Sources of verification** |  |
|  | 1.2 Support on GCF fiduciary requirements |
| Ghana stakeholders are trained on GCF fiduciary requirements | Number of workshops conducted on GCF standardsNumber of key stakeholders engaged on GCF standardsNumber of roadmaps developed to align fiduciary standards and safeguards | No training or workshops on GCF standardsNo engagement with key stakeholdersNo GCF standards alignment roadmap | One training or workshop on GCF standards10 government and 10 private sector/CSO stakeholders engaged through workshopOne GCF standards alignment roadmap | Interim progress reportWorkshop reportGCF standards alignment roadmap |  |
|  | 1.3 Support the development of an implementing entity and NDA application to the GCF |
| Ghana submits an IE application to the GCF | Number of entities assessed as potential NIEsNumber of IE applications submitted | No entities assessed as potential NIEsNo applications submitted to GCF for accreditation | Two organisations assessed as potential NIEsOne NIE accreditation application submitted | Interim progress reportNIE assessment reportNIE accreditation application |  |
|  | 2.2 Consultations with government stakeholders on the design and establishment of a Ghana National Climate Fund |
| Government of Ghana consulted on the design and development of a national climate fund or consolidation of existing funds into a national climate fund | Number of climate-relevant fund evaluations developedNumber of national climate fund roadmaps developed | No evaluation of climate-relevant funds developedNo roadmap for climate fund consolidation | One report evaluating climate-relevant funds for consolidationOne roadmap for fund consolidation into national climate fund | Interim progress reportClimate-relevant fund evaluation reportClimate fund consolidation report |  |
|  | 4.1 Mapping value chain actors, business service providers, trade associations, gaps, risks, monetization of environmental services |
| Ghana's private sector investment market in climate change is assessed  | Number of studies to map barriers to investment, gaps in investment, and regulatory environment for private sectorNumber of environmental and social safeguards to facilitate private investment | No studies on mapping barriers to investment, gaps in investment, and regulatory environment for private sector No environmental or social safeguards on private sector climate investment | Three studies on mapping of barriers to private investment, gaps in private investment, and regulatory environment for private investmentOne set of environmental and social safeguards adopted by national banks and investment funds | Interim progress reportMapping studies documentationSafeguards documentation |  |
|  | 4.2 Facilitate private sector resource mobilization and engagement on climate change activities |
| Private sector is engaged and mobilized to invest in climate change activities in Ghana | Number of policy and de-risking instruments developedNumber of CC projects identified, designed and prepared for a pipeline of projects | No policy or de-risking instruments developedNo CC project pipeline developed | Two (???) policy and/or de-risking instruments developedThree (???) project identified, designed and prepared for development of pipeline | Interim progress reportsPolicy and de-risking instruments documentationProject proposal documentation |  |
|  | 4.3 Strengthen the technical and financial capacity of public, private and CSO stakeholders in business development and marketing of climate change solutions |
| Private sector stakeholders in Ghana have the capacity to develop and market climate change solutions | Number of trainings for social entrepreneur/business incubator/venture capitalists Number of business plans developed and financial structuring for access to competitive credit/loansNumber of trainings for financial institutions in project evaluation and risk/return profiling for the development of new financial products | No trainings for social entrepreneur/business incubator/venture capitalistsNo business plans developed for access to competitive credit/loadsNo trainings for financial institutions for developing of new financial products | [Need UNEP input] | Interim progress reportWorkshop reportsBusiness plan documentation |  |

**Annex 4: UNEP indicative activities with annual work plays for the project**

**Table : Year 1**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| EXPECTED OUTPUTS (see results framework for baselines, indicators and targets) | ACTIVITY RESULTS | ACTIONS | TIMEFRAME | RESPONSIBLE PARTY | PLANNED BUDGET |
| 2014 | 2015 | DESCRIPTION | AMOUNT (US$) |
| Q3 | Q4 | Q1 | Q2 |
| **OUTPUT 1: Ghana has the requisite institutional fiduciary capacity to achieve IE accreditation** | **Activity 1.2**: Support on GCF fiduciary requirements(Ghana stakeholders are trained on GCF fiduciary requirements) | Action 1.2.1: Develop workshop and communications materials on GCF |  |  | x | x | UNEP |  | 14,000 |
| Action 1.2.2: Engage and collaborate with key public, private and CSO to participate |  |  | x | x | UNEP |  | 3,500 |
|  | Action 1.2.3: Undertake workshop to develop a roadmap for alignment of fiduciary standards and safeguards with clear timeline |  |  | x | x | UNEP |  | 11,750 |
|  |  |  |  |  |  |  | **Subtotal Activity 1.2** | **29,250** |
| **Activity 1.3:** Support the development of an implementing entity and NDA application to the GCF(Ghana submits an IE application to the GCF) | Action 1.3.1: Capacity assessment, selection and government endorsement of preferred NIE to access GCF funds |  |  | x | x | UNEP |  | 18,000 |
| Action 1.3.2: Provide expertise to Ghana to develop/compile documentation for submission for accreditation under the GCF direct access modality; this includes training to strengthen the NIE's capacities in terms of fund management and fiduciary standards |  |  |  | x | UNEP |  | 16,000 |
|  | Action 1.3.3: Develop guidebook to strengthen the capacity of the national entity for meeting international institutional fiduciary, technical, accountability, transparency and governance standards and requirements. |  |  |  | x | UNEP |  | 10,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 1.3** | **44,000** |
| **OUTPUT 2: Enhanced coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance** | **Activity 2.2:** Consultations with government stakeholders on the design and establishment of a Ghana National Climate Fund | Action 2.2.1: Conduct study to review all existing climate funds (RE Fund, EPA National Environment Fund, Ghana Green Fund) and evaluate opportunity for consolidation into a National Climate Fund |  | x | x | x | UNEP |  | 14,000 |
|  | Action 2.2.2: Prepare document with key decisions to be taken by the Ghana government on a National Fund. |  |  | x | x | UNEP |  | 4,000 |
|  |  |  |  |  |  |  |  | **Subtotal Activity 2.2** | **18,000** |
| **OUTPUT 4: Leveraging of private sector resources to scale up climate change solutions through market based and inclusive value chain business model** | **Activity 4.1:** Mapping value chain actors, business service providers, trade associations, gaps, risks, monetization of environmental services(Ghana's private sector investment market in climate change is assessed | Action 4.1.1: Conduct study to identify the barriers and business risks in mobilizing private sector participation  |  | x | x | x | UNEP |  | 16,000  |
| Action 4.1.2: Conduct study to map the characteristics of private sector engagement in climate relevant activities, highlighting gaps and opportunities |  | x | x | x | UNEP |  | 6,500 |
| Action 4.1.3: Conduct study to review regulatory, technical and financial framework for private sector investments in climate change solutions |  | x | x | x | UNEP |  | 3,500  |
|  | Action 4.1.4: Assess options for leveraging public and private sector resources and make recommendations based on assessment, including specific regulatory incentives for private sector investment. Note: The activities under 4.1.1.-4.1.4 could be integrated into one study |  |  | x | x | UNEP |  | 5,250 |
|  | Action 4.1.5: Develop a set of environment and social safeguards and guidelines to facilitate private investment into national climate change activities; and work with national banks and investments funds to adopt these safeguards and guidelines |  |  | x | x | UNEP |  | 12,000 |
|  |  |  |  |  |  |  | Subtotal Activity 4.1 | **43,250** |
| **Activity 4.2:** Facilitate private sector resource mobilization and engagement on climate change activities(Private sector is engaged and mobilized to invest in climate change activities in Ghana) | Action 4.2.1: Utilize public sector resources to develop policy and financial de-risking instruments to support private sector participation in climate change programme design and activities |  | x | x | x | UNEP |  | 18,500 |
| Action 4.2.2: Support Government to host outreach with private sector actors across priority sectors (e.g. EE, RE, Food security/Clean energy/water access, climate friendly agriculture and ecosystem-based adaptation and land use management) to identify synergies and investment opportunities |  | x | x | x | UNEP |  | 6,500 |
| Action 4.2.3: Support the identification, design and preparation of selected climate change projects, leading to the development of a pipeline of projects that have advanced through the early project development stage. This includes, among others, the identification of viable programme/project areas and the development of project design documents |  | x | x | x | UNEP |  | 30,000 |
| Action 4.2.4: Conduct consultations to review the financial sector (e.g. banks, MFIs) activities with focus on finance for mitigation and adaptation measures, assess lessons learned in implementing initial sustainable energy finance, and identify the gap between investment potential and finance supply |  | x | x | x | UNEP |  | 21,000 |
| Action 4.2.5: Engage the Ghanaian financial sector (including Agriculture Development Bank, Ecobank and ARB-APEX Bank, African Development Bank) in developing and implementing measures to address the gaps and build the sector’s capacity to increase climate relevant investment |  | x | x | x | UNEP |  | 40,400 |
|  |  |  |  |  |  |  |  | **Subtotal Activity 4.2** | **116,400** |
|  | **Activity 4.3:** Strengthen the technical and financial capacity of public, private and CSO stakeholders in business development and marketing of climate change solutions(Outcome: Private sector stakeholders in Ghana have the capacity to develop and market climate change solutions | Action 4.3.1: Peer to peer training for social entrepreneur/business incubator/venture capitalist (targeting also women and youth) as inclusive value chain actors in mitigating supply and demand risks |  |  | x | x | UNEP |  | 2,500 |
|  | Action 4.3.2: Develop business plan and financial structuring for access to competitive credit/loans |  |  | x | x | UNEP |  | 14,000 |
|  | Action 4.3.3: Train financial institutions in project evaluation and risk/return profiling for the development of new financial products and services (e.g. leasing, hire purchase, Toyola saving box)  |  |  | x | x | UNEP |  | 15,000 |
|  |  |  |  |  |  |  |  | **Subtotal Activity 4.3** | **31,500** |
| **TOTAL YEAR 1 (US$)** |  | ***282,400*** |

**Table : Year 2**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| EXPECTED OUTPUTS (see results framework for baselines, indicators and targets) | ACTIVITY RESULTS | ACTIONS | TIMEFRAME | RESPONSIBLE PARTY | PLANNED BUDGET |
| 2015 | 2016 | DESCRIPTION | AMOUNT (US$) |
| Q3 | Q4 | Q1 | Q2 |
| **OUTPUT 1:** Ghana has the requisite institutional fiduciary capacity to achieve IE accreditation | **Activity 1.2**: Support on GCF fiduciary requirements(Ghana stakeholders are trained on GCF fiduciary requirements) | Action 1.2.3: Undertake workshop to develop a roadmap for alignment of fiduciary standards and safeguards with clear timeline | x | x |  |  | UNEP |  | 11,750 |
|  |
|  |  |  |  |  |  |  | **Subtotal Activity 1.2** | **11,750** |
| **Activity 1.3:** Support the development of an implementing entity and NDA application to the GCF(Ghana submits an IE application to the GCF) | Action 1.3.2: Provide expertise to Ghana to develop/compile documentation for submission for accreditation under the GCF direct access modality; this includes training to strengthen the NIE's capacities in terms of fund management and fiduciary standards | x | x |  |  | UNEP |  | 30,000 |
|  | Action 1.3.3: Develop guidebook to strengthen the capacity of the national entity for meeting international institutional fiduciary, technical, accountability, transparency and governance standards and requirements. | x | x | x | x | UNEP |  | 7,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 1.3** | **37,000** |
| **OUTPUT 2: Enhanced coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance** | **Activity 2.2:** Consultations with government stakeholders on the design and establishment of a Ghana National Climate Fund(Government of Ghana consulted on the design and development of a national climate fund) | Action 2.2.2: Prepare document with key decisions to be taken by the Ghana government on a National Fund. | x |  |  |  | UNEP |  | 10,000  |
|  |
|  | Action 2.2.3: Provide direct technical support to develop oversight and modality for fund management and disbursement | x | x | x | x | UNEP |  | 7000 |
|  | Action 2.2.4: Depending on the evaluation of the potential to establish a National Climate Fund, provide direct technical support in the process of setting up a National Climate Fund | x | x |  |  | UNEP |  | 7000 |
|  | Action 2.2.5: Provide advice and expertise to government as needed | x | x | x | x | UNEP |  | 14000 |
|  |  |  |  |  |  |  |  | **Subtotal Activity 2.2** | **38,000** |
| **OUTPUT 4: Leveraging of private sector resources to scale up climate change solutions through market based and inclusive value chain business model** | **Activity 4.1:** Mapping value chain actors, business service providers, trade associations, gaps, risks, monetization of environmental services(Ghana's private sector investment market in climate change is assessed | Action 4.1.1: Conduct study to identify the barriers and business risks in mobilizing private sector participation  | x |  |  |  | UNEP |  | 7000 |
| Action 4.1.2: Conduct study to map the characteristics of private sector engagement in climate relevant activities, highlighting gaps and opportunities | x |  |  |  | UNEP |  | 3500 |
| Action 4.1.3: Conduct study to review regulatory, technical and financial framework for private sector investments in climate change solutions | x |  |  |  | UNEP |  | 3,500 |
|  | Action 4.1.4: Assess options for leveraging public and private sector resources and make recommendations based on assessment, including specific regulatory incentives for private sector investment. Note: The activities under 4.1.1.-4.1.4 could be integrated into one study | x | x | x |  | UNEP |  | 5,250 |
|  | Action 4.1.5: Develop a set of environment and social safeguards and guidelines to facilitate private investment into national climate change activities; and work with national banks and investments funds to adopt these safeguards and guidelines | x | x | x | x | UNEP |  | 12,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 4.1** | **31,250** |
| **Activity 4.2:** Facilitate private sector resource mobilization and engagement on climate change activities(Private sector is engaged and mobilized to invest in climate change activities in Ghana) | Action 4.2.1: Utilize public sector resources to develop policy and financial de-risking instruments to support private sector participation in climate change programme design and activities | x | x | x | x | UNEP |  | 12,500 |
| Action 4.2.2: Support Government to host outreach with private sector actors across priority sectors (e.g. EE, RE, Food security/Clean energy/water access, climate friendly agriculture and ecosystem-based adaptation and land use management) to identify synergies and investment opportunities | x | x | x | x | UNEP |  | 5,000 |
| Action 4.2.3: Support the identification, design and preparation of selected climate change projects, leading to the development of a pipeline of projects that have advanced through the early project development stage. This includes, among others, the identification of viable programme/project areas and the development of project design documents | x | x | x | x | UNEP |  | 60,000 |
| Action 4.2.4: Conduct consultations to review the financial sector (e.g. banks, MFIs) activities with focus on finance for mitigation and adaptation measures, assess lessons learned in implementing initial sustainable energy finance, and identify the gap between investment potential and finance supply | x | x |  |  | UNEP |  | 7,000 |
| Action 4.2.5: Engage the Ghanaian financial sector (including Agriculture Development Bank, Ecobank and ARB-APEX Bank, African Development Bank) in developing and implementing measures to address the gaps and build the sector’s capacity to increase climate relevant investment | x | x | x | x | UNEP |  | 40,000 |
|  |  |  |  |  |  |  |  | **Subtotal Activity 4.2** | **124,500** |
|  | **Activity 4.3:** Strengthen the technical and financial capacity of public, private and CSO stakeholders in business development and marketing of climate change solutions(Outcome: Private sector stakeholders in Ghana have the capacity to develop and market climate change solutions | Action 4.3.1: Peer to peer training for social entrepreneur/business incubator/venture capitalist (targeting also women and youth) as inclusive value chain actors in mitigating supply and demand risks | x | x |  |  | UNEP |  | 2,500 |
|  | Action 4.3.2: Develop business plan and financial structuring for access to competitive credit/loans | x | x | x | x | UNEP |  | 14,000 |
|  | Action 4.3.3: Train financial institutions in project evaluation and risk/return profiling for the development of new financial products and services (e.g. leasing, hire purchase, Toyola saving box)  | x | x | x | x | UNEP |  | 22,500 |
|  |  |  |  |  |  |  |  | **Subtotal Activity 4.3** | **39,000** |
| **TOTAL YEAR 2 (US$)** |  | ***281,500*** |

**Table : Year 3**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| EXPECTED OUTPUTS (see results framework for baselines, indicators and targets) | ACTIVITY RESULTS | ACTIONS | TIMEFRAME | RESPONSIBLE PARTY | PLANNED BUDGET |
| 2016 |  | DESCRIPTION | AMOUNT (US$) |
| Q3 | Q4 |  |  |
| **OUTPUT 1:** Ghana has the requisite institutional fiduciary capacity to achieve IE accreditation | **Activity 1.3:** Support the development of an implementing entity and NDA application to the GCF(Ghana submits an IE application to the GCF) | Action 1.3.3: Develop guidebook to strengthen the capacity of the national entity for meeting international institutional fiduciary, technical, accountability, transparency and governance standards and requirements. | x | x |  |  | UNEP |  | 7,000 |
|  |  |  |  |  |  |  | **Subtotal Activity 1.3** | 7000 |
| **Activity 2.2:** Consultations with government stakeholders on the design and establishment of a Ghana National Climate Fund(Government of Ghana consulted on the design and development of a national climate fund) | Action 2.2.3: Provide direct technical support to develop oversight and modality for fund management and disbursement | x | x |  |  |  |  | 7,000 |
| **OUTPUT 2: Enhanced coordination among stakeholders and institutions of national and sub-national entities to manage and deliver climate finance** | Action 2.2.4: Depending on the evaluation of the potential to establish a National Climate Fund, provide direct technical support in the process of setting up a National Climate Fund | x | x |  |  |  |  | 7,000 |
|  |
|  |
|  |  |  |  |  |  |  | **Subtotal Activity 2.2** | 14000 |
|  | **Activity 4.2:** Facilitate private sector resource mobilization and engagement on climate change activities(Private sector is engaged and mobilized to invest in climate change activities in Ghana) | Action 4.2.3: Support the identification, design and preparation of selected climate change projects, leading to the development of a pipeline of projects that have advanced through the early project development stage. This includes, among others, the identification of viable programme/project areas and the development of project design documents | x | x |  |  |  |  | 30,000 |
| **OUTPUT 4: Leveraging of private sector resources to scale up climate change solutions through market based and inclusive value chain business model** | **Activity 4.3:** Strengthen the technical and financial capacity of public, private and CSO stakeholders in business development and marketing of climate change solutions(Outcome: Private sector stakeholders in Ghana have the capacity to develop and market climate change solutions | Action 4.2.5: Engage the Ghanaian financial sector (including Agriculture Development Bank, Ecobank and ARB-APEX Bank, African Development Bank) in developing and implementing measures to address the gaps and build the sector’s capacity to increase climate relevant investment | x | x |  |  |  |  | 40,000 |
|  |  |  |  |  |  | **Subtotal Activity 4.2** | 70,000 |
| Action 4.3.3: Train financial institutions in project evaluation and risk/return profiling for the development of new financial products and services (e.g. leasing, hire purchase, Toyola saving box)  | x | x |  |  |  |  | 7.500 |
|  |  |  |  |  |  | **Subtotal Activity 4.3** | 7,500 |
|  |  |  |  |  |  |  |  |  |  |
| **TOTAL YEAR 3 (US$)** |  | ***98,500*** |

**Annex 5: Budget Allocation to UNEP and UNDP for Ghana partnership project**

|  |  |  |
| --- | --- | --- |
| S.N. | Agency | Budget (US$) |
| 1 | UNEP | 662,400 |
| 2 | UNDP | 842,345 |
|  | TOTAL | 1,504,745 |

UNDP allocation includes salary for the project management unit (US$ 190,000).

In general, management of GCF Readiness funds received by each agency from the Trust Fund will be the responsibility of the individual agency. UNDP will disburse the funds as per the agreed work plans to a dedicated project account managed by the PMU as per NIM modality. UNEP will co-finance the GCF Readiness activities under a parallel financing modality. The NPC will be responsible for reporting on financial progress of the project.

**Annex 6: Job Descriptions of Project Staff**

**Programme:** BMUB-funded GCF Readiness Programme

**Duty Station:** Accra, Ghana

**Duration**: 1-year contract with possibility of annual renewal based on performance

**Report to:**

1. **Background**

The Green Climate Fund (GCF), which was established as an operating entity of the UNFCCC financial mechanism, is expected to become the main global fund for financing climate change mitigation and adaptation measures. While it has been agreed that Direct Access will be one of the modalities for the disbursement of the funds, it is recognized that certain levels of capacity will be required by governments and other actors involved in accessing the GCF. For the GCF to succeed national capacities and mechanisms need to correspond to the GCF requirements, while also aligning with country planning, budgeting, programming and MRV systems.

With support from the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), UNEP, UNDP and WRI (“the Partners”) are currently at the start of the implementation phase, developing a full-fledged GCF Readiness Programme (the Programme) in 9 countries. The implementation phase is based on a previous inception phase that yielded country readiness plans drawn from country specific needs assessments. The Programme is expected to offer needs-oriented support to countries for accessing and using the GCF once it is fully operational. The Programme will include (i) specific capacity building programmes in 9 target countries, (ii) the development of national project pipelines on the basis of existing and potential specific national plans and policies, , together with feeding back lessons learned identified with GCF processes to support the work of the GCF Board and Secretariat.

In the selected target countries, the Programme targets the key domestic institutions responsible for ensuring climate finance is used effectively. This includes those with fiduciary responsibility for national and international funds received but also those institutions responsible for allocating finance and ensuring it achieves its intended purpose, such as Ministries of Environment, Finance, Energy, Development and Planning, etc. as well other climate-change related public institutions and local-level governments. The Programme also targets private sector actors that will play a key role in the implementation of specific projects, financial institutions that may invest in climate related activities and civil society actors that may support government in developing capacity as well as in strengthening mechanisms for monitoring and accountability.

The implementation phase of the programme will include the operationalisation of the country readiness plans developed during the inception phase by the partner agencies and the national governments. The national coordinator will serve as the day-to-day manager of the implementation of the Programme in the country, working closely with UNDP, UNEP, WRI and the national government. The national coordinator will also serve as the secretary of the National Coordination Committee, comprised of national government representatives, private sector, civil society representatives and the donor community.

The national coordinator will work on behalf of and be guided in his/her work by the three partners UNEP, UNDP and WRI. He/she will provide regular status updates to and reports to the global Programme coordinator who represents the three partners for this purpose. On behalf of the partnership, UNDP will contract the National Coordinator of the Programme for 2.5 years. This contract will be renewable on an annual basis and subject to yearly performance reviews.

1. **Objectives:**

The national coordinator will have the following overarching responsibilities:

* Day-to-day management of the national readiness plan implementation, including Programme activities, subcontracts, equipment and administrative support;
* Technical advice and support;
* Ensuring coherence with the readiness framework developed on the global level and with relevant initiatives at the national level
* Monitoring, evaluation and reporting;
1. **Scope of Work:**

Day-to-day management of national readiness plan implementation

The national coordinator will carry out programme activities as outlined in the country readiness plan and as approved by the NCC. In so doing, the national coordinator will:

* Manage the overall national Programme implementation, including regarding Programme activities (such as workshops, studies and publications, advisory services and other activities and outputs), subcontracts, equipment and administrative support.
* Ensure that the national Programme produces the outcomes specified in the GCF Readiness Plan at the required quality standards and within the specified cost and time limits.
* Coordinate the activities of the three partners in the Programme to ensure harmonisation and avoid redundancy
* Promote overall integration of the programme into the country’s existing and planned readiness and related activities, the national climate change policies and plans, and encourage shared learning with national partners and the other national coordinators
* Supervise personnel engaged in delivering aspects of the readiness plans including subcontractors
* Represent the partnership on the NCC and provide secretariat services to the NCC; this will include conveying/organizing/coordinating the NCC meetings; ensuring that all NCC representatives receive relevant information ahead of meetings; presenting the Programme’s progress to the NCC; taking notes during – and circulating notes after the NCC meetings
* Ensure timely preparation and submission of required reports, including technical and financial reports
* Ensure continuous liaison with relevant national institutions
* Support the development and approval process of annual operational work plans
* Ensure close coordination between other relevant climate change projects and programmes, both in-country and those lead by the partners, the GCF Secretariat, and other organisations
* Facilitate coordination and other support for consultants hired for the Programme, and for any relevant UNEP, UNDP, and WRI missions directly related to the Programme

In his/her technical advisory role, the national coordinator will:

* Provide technical inputs to the implementation of the different Programme activities and outputs – including by organizing and participating in meetings, trainings, workshops and other events and by providing analysis of results of the workshop/trainings/meetings/events, by providing technical inputs to workshop presentations, to studies, to advisory services and to other activities and outputs of the national Programme
* Prepare, in consultation with the partners, TORs of consultants and comment on their reports
* Facilitate the building of capacity and awareness of key stakeholders regarding climate finance readiness, including among the private sector and civil society
* Develop relevant policy briefs, lessons learned documents, communication materials, website updates, and other relevant publications

Ensuring coherence with the readiness framework developed by the PCC, the national coordinator will:

* Coordinate the implementation of the country readiness plan in accordance with the GCF Readiness Programme at the global level
* Update and seek authorization from the PCC regarding significant changes to annual work plans, in order to ensure global coherence of the Programme

Monitoring, evaluation, and reporting, the NC will:

* Carry out regular follow-up and monitoring of implementation activities
* Carry out regular monitoring and reporting on risks and mitigation measures
* Ensure timely preparation and submission of required reports, including technical and financial reports
* Provide regular updates on the Programme’s progress to the Global Programme Coordinator, to the NCC as well as to UNEP, UNDP, WRI and BMUB upon their request
* Facilitate independent evaluations as fielded by Programme partners
1. **Criteria:**

The following criteria are used to identify the most suitable and qualified amongst the candidates:

**Education**:

* Master’s degree in environmental policy, finance, economics or other relevant subject.

**Work experience**:

* Minimum 7 years of experience in policy analysis, advice and capacity development related to climate and/or development finance, public policy/finance/budget management and in engagement of the private sector/finance sector in climate related activities in developing countries
* Expertise and experience in climate change and relevant sectors such as energy, forestry, agriculture, water and cross-cutting issues such as gender
* Relevant experience in the region
* Experience in Programme formulation is an asset
* Experience working for the UN is an asset
* Ability to work under pressure and time constraints

**Language requirements:**

* Excellent written and oral communication skills
* Fluency in English is required
* Fluency in

**Functional Competencies:**

* Demonstrated excellence in clear, concise and convincing writing and communication skills
* Highly organized with strong analytical and research skills
* Demonstrated ability to work effectively as part of a collaborative team and process
* Ability to work with multiple stakeholders across a wide range of disciplines

**Corporate Competencies:**

* Demonstrates integrity by modeling the UN’s values and ethical standard
* Promotes the vision, mission, and strategic goals of UNDP
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
* Treats all people fairly without favoritism
* Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment

**Post Title: Administrative/Finance Associate (AFA)**

**Duty Station**: Accra, Ghana

**Duration**: Post valid for the entire duration of the programme. Service contract issued annually, if extended based on performance appraisal.

**Responsibilities**:

The AFA will work directly under the supervision and overall guidance of NPC. The AFA will be responsible to ensure smooth administrative and financial management to the programme. Specifically, the AFA will:

* Maintain accurate financial and personnel records of the programme as required by GoF, UNDP, UNEP and WRI.
* Prepare financial records as needed.
* Assist PC in all matters related to financial and administrative functions of the programme.
* Manage all correspondence related to administrative, financial and security related matters.
* Maintain the inventory and keep records of all office equipment, furniture, fixing, and vehicle. Undertake physical verification of all assets and update records.
* Take lead in training on administrative and financial management to train programme staffs and others stakeholders.
* Take lead to undertake all tasks related to the audit.
* Carry out additional support as requested by the NPC and as required to make this programme a success.

**Qualifications**:

The AFA shall have a Bachelor's degree in a relevant field with work experience of at least 5 years. The incumbent shall have experience in management of procurement, organization of training programmes and provision of secretarial and communication services. Proven abilities in English writing and computer skills are required. The candidate with experience of working with UNDP, UNEP and WRI will have an added advantage.

**Annex 7: GCF Readiness Programme Global Coordination Structure**

Global GCF Readiness Organisational Structure

This body provides overall strategic guidance regarding the achievement of Programme goals and the implementation of the Programme

**Global Steering Committee (GSC)**

**Programme Coordination Committee (PCC)**

**National Coordination Committee (NCC)**

This body provides day-to-day operational oversight of the Programme for all target countries jointly, and prepares, manages and monitors the overall implementation of the Programme

Within each target country, this body helps ensure the successful implementation of the country readiness plan and associated work plans

PCC reports to GSC through the PCC coordinator to prepare guidance provided at the GSC level.

NCC feeds information on implementation status per country to PCC to inform decisions made at the PCC level.

Decisions made at this level are based on information from in-country implementation.

1. National Climate Change Adaptation Strategy, 2011. [↑](#footnote-ref-1)
2. *Development of Framework for the Operationalisation of the Renewable Energy Fund, EU, 2013.* [↑](#footnote-ref-2)
3. *Design of Ghana Green Fund* - Short term mission Report: Initial Discussion Paper [↑](#footnote-ref-3)
4. NAMA: Ghana Investor Guide - Business Information Hub for Promoting Sustainability Smart Investments [↑](#footnote-ref-4)