Final Terminal Evaluation of Africa Adaptation Programme (AAP) Ghana

Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa – "Developing capacity and financing options for mainstreaming climate change adaptation in Ghana, with a focus on early-warning systems"

BY:

FORESTRY CONSULTING UNIT (GH) LIMITED

March, 2013

Final Terminal Evaluation Report

AFRICA ADAPTATION PROGRAMME (AAP)-GHANA

Donor: Government of Japan

Executing Agency: Ministry of Environment, Science, Technology and Innovation (MESTI)

Implementing Agency: Environmental Protection Agency (EPA)

In Partnership With: United Nations Development Programme

Consulting firm: Forestry Consulting Unit (GH) limited

P. O. BOX 1457, Kumasi

TEL: +233 03220 23366 \28525 FAX: + 233 03220 22687

Email:konamventures@hotmail.com,falconboakye@yahoo.com

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LIST OF ACRONYMS

AAP	Africa Adaptation Programme	**ICDO**	International Civil Defence Organisation
AWS	Automated Weather Stations	**ICT**	Information Communication and Technology
CBO	Community Based Organization	**IPCC**	Intergovernmental Panel for Climate Change
CC	Climate Change	**LFR**	Leadership For Result
CCCC	Climate Change Community Committee	**MDA**	Municipal District Assembly
CCA	Climate Change Adaptation	**MESTI**	Ministry of Environment, Science, Technology and Innovation
CoP	Community of Practice	**MoFEP**	Ministry of Finance and Economic Planning
CSO	Civil Society Organization	**MOFA**	Ministry of Food and Agriculture
DCD	District Coordinating Director	**MTR**	Mid-Term Review
DCE	District Chief Executive	**NADMO**	National Disaster Management Organization

DRR	Disaster Risk Reduction	**NCCAS**	National Climate Change Adaptation Strategy
DPO	District Planning Officer	**NDPC**	National Development Planning Commission
DRR	Disaster Risk Reduction	**NGO**	Non-Governmental Organization
ED	Executive Director	**NFF – G**	National Forest Forum – Ghana
EMT	Economic Management Team	**NCCPF**	National Climate Change Policy Framework
EPA	Environmental Protection Agency	**PAS**	Policy Advice Series
EWS	Early Warning Systems	**PMU**	Project Management Unit
FAO	Food and Agricultural Organization	**RCD**	Regional Coordinating Director
FSD	Forest Services Division	**RMSC**	Resource Management Support Centre
GES	Ghana Education Service	**SADA**	Savannah Accelerated Development Authority
GFDRR	Global Facility for Disaster Reduction and Recovery	**SC**	Steering Committee
GSOP	Ghana Social Opportunity Project	**ToR**	Terms of Reference
GMet	Ghana Meteorological Agency	**UN**	United Nations
GH	Ghana	**UN-OCHA**	UN Office for Humanitarian Affairs
GIS	Geographic Information System	**UNISDR**	United Nations International Strategy for Disaster Reduction
HPC	High Performance Computer	**USAID**	United States Agency for International Development
UNICEF	United Nations Children Fund	**UNHCR**	United Nations High Commissioner for Refugee
WFP	World Food Programme	**UNDP**	United Nations Development Programme
WMO	World Meteorological Organisation		

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SECTION ONE: EXECUTIVE SUMMARY

1.1 Brief description of project

The Japanese Government through the African Adaptation Programme (AAP) of the United Nations Development Programme (UNDP) supported a strategic initiative aimed at creating an environment for more informed and appropriate adaptation decisions and practices to take place in Africa within the context of sustainable development. A project termed as Africa Adaptation Programme (AAP) which aimed at developing capacity and identifying financing options for mainstreaming climate change adaptation into plans, policies and programmes at national and subnational levels, took place in 20 African countries[1] including Ghana with a regional support center established in Dakar, Senegal.

The AAP Ghana therefore sought to building resilience to risks of both climate and non-climate origin based on the understanding that resilience is key to long-term sustainability through a project titled ***'Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa – "Developing capacity and financing options for mainstreaming climate change adaptation in Ghana, with a focus on early-warning systems".***

The five key inter-linked areas of support identified in this regards were:

i) Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced.
ii) Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened.
iii) Climate-resilient policies and measures implemented in priority sectors implemented
iv) Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels.
v) Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels.

[1] The other African countries include Congo, Lesotho, Burkina Faso, Malawi, Tunisia, Ethiopia, Niger, Morocco, Senegal, Nigeria, Cameroun, Gabon, Namibia, Mozambique , Tanzania, Rwanda, Kenya, Mauritius and Sao Tome &Principe.

1.2 Context and purpose of the evaluation

This final evaluation was carried out with an aim to assess detailed data, information, analysis of results (both intended and unintended) and lessons learned from the implementation of AAP in Ghana. In light of the above purpose, the evaluation sought to critically i) assess the stages of the AAP and its products and results through participatory approaches; ii) measure the extent the objective/outputs/activities have been achieved against the results and resources framework; iii) identify factors that have hindered or facilitated the success (quality) of the project and iv) capture key lessons to assess what adaptation approaches/measures were effective at the different sectors at the national, subnational levels and in addition to the five pilot districts. The final evaluation as indicated by the TOR was guided by five criteria: relevance, effectiveness, efficiency, timeliness, and sustainability to critically examine the evaluation of the five key aspects (i.e. Project objectives/outputs/activities; processes; sustainability of results; monitoring and evaluation; and conclusion and lessons learned) of the project as indicated in Annex 1a.

Besides these generic components of AAP Final Evaluation, ForestConsult focused on whether the Project had managed to implement recommendations and key issues that arose from mid-term review and final reports, meetings and consultation workshops of stakeholders.

1.3 Main conclusions and recommendations

1.3.1 Conclusion

The AAP Ghana sought to promote systemic change for a more integrated and general approach to climate change adaptation. These desired changes were to be realised by providing inputs into comprehensive programmes that were aimed at developing early warning systems in the country, the support of strategic policy dialogue and capacity development approaches. Additionally, these systems were to enable the country to better mainstream pro-poor and gender sensitive climate change adaptation into its national development processes, and to leverage additional adaptation funding and deploy its usage effectively.

Relevance

The project was particularly relevant and timely in benefiting from the results of some initial country analysis such as the Country Environmental Analysis (CEA 2006), and the National Climate Change Adaptation Strategy (NCCAS, 2012). In addition the project relevance was strengthened by its complementarity to a number of national initiatives, such as the National Resource Environmental Governance (NREG) which among others, aimed at improving the capacity of various institutions in climate change adaptation mainstreaming. In particular, the project was even more relevant in providing support for developing an early warning system capacity which had been identified as needed by key institutions such as the Ghana Meteorological Agency GMet and the Natural Disaster Management Organisation NADMO. The AAP Ghana also built on previous interventions of UNDP Ghana, which are centrally located within UNDP's comparative advantages of capacity development and the environment and energy focus, which encompasses climate change,

Effectiveness

The project was generally effective in the achieving most of the outputs it set out to accomplish. Effectiveness was enhanced on the project by a high level of country ownership the project promoted through the implementing agency and the steering committee. Thus in instances where changes were required to make an output more relevant to the country's needs enough flexibility were allowed to effect the change. So for instance the project made adjustments to support the development of the National Climate Change Policy, which is a key framework document for climate change, but was not part of the initial outputs,

The key achievements of the project included the following:

a. In terms of mainstreaming climate change, the major achievements included but were not limited to the training of District Planning and Budgeting Officers in all the 170 Districts on Climate Change Adaptation and Disaster Risk Reduction using the mainstreaming tools which was developed and published by the AAP Ghana. Additionally some Members of Parliament, Council of State, Economic Management Team, Regional Ministers, District Chief Executives and Regional Coordinating Directors were engaged through the High Level Interaction Workshops.

b. The project further realized a number of innovative measures on its leadership objectives. These included the Mentoring and Coaching Initiative which led to the improvement of knowledge and skills such as facilitation on Climate Change Adaptation and Disaster Risk Reduction for thirty two (32) mentors and mentees in Ghana. Also there was a leadership for results programme which saw the creation of two (2) committees and a volunteer Group to oversee water management along Osubin River at Begoro in the Eastern Region. On Climate Change Financing, the AAP supported 2 international workshops on climate change economics and finance for fifty eight (58) Ghanaians and fifty three (53) International participants.
c. With regards to Early Warning System, AAP supported Ghana to become more resilient to disasters and climate change by establishing the hardware and some level of software necessary for an effective Early Warning System at the Ghana Meteorological Agency and the development of a flood and drought hazard mapping in five (5) – AAP Pilot Districts in Ghana to provide NADMO with a methodology tools for providing effective disaster risk reduction (DRR) work in the districts
d. On knowledge management AAP contributed immensely as it;

    1. Supported a study on Indigenous Knowledge (IK) on climate change in six (6) districts and subsequently developed an Indigenous Knowledge Atlas on changes in climate in the 6 studied districts.
    2. Supported the development of a 19 series "Policy Advisory Series" document on climate change and a Guide for Mainstreaming Climate Change and Disaster Risk into national development policies and planning
    3. Supported the development of a well-resourced website (see http://aapghana.wordpress.com/) to serve as an online encyclopedia on AAP activities and to provide information on all climate change related activities in Ghana.

Efficiency

The project was implemented by EPA through financial and technical management support and oversight provided by UNDP Ghana Country Office. The National Execution (NEX) modality was applied for the management arrangement in accordance with the National Implementation policies and procedures. Based on an initial capacity assessment of the

Government Implementing Partner, project was funds were transferred by UNDP using the direct payment modality, whereby all payments were approved by the Project Manager, vetted by UNDP, and paid directly by UNDP to the service provider. The annual audit reports gave a clean bill of health for the management of funds on the project. At the district level, with the implementation of the pilot projects, where national systems were applied for financial management, this was done in line with the Financial Regulations Act.

The use of existing staff from existing key national and international institutions on the project also gives a good indication of cost effectiveness because it was able to forgo the cost of establishing new offices and fully paid staff salary.

The design of an M&E system was only completed six months before the end of the project. This means that not much of systematic indicator performance measurements were done even though the PMU had designed an operational monitoring system to track implementation.

Sustainability

The creation of awareness on climate change adaptation, disaster risk reduction and early warning mechanisms both at the institutional and political leadership levels provide a good basis to sustain interest in the issues of climate change at the highest level of decision making. Besides, by ensuring the incorporation of Climate Change Adaptation (CCA) issues in development plans at various levels and attaching budgets to them it is likely that within the constraints of government funding, CCA activities would be sustained. Steps were also initiated to solicit for private funding for suitable CCA activities. Another means of ensuring sustainability of AAP Ghana was through the Mentoring and Coaching Initiative (MCI), an innovative approach to transfer knowledge and experiences between mentors and mentees. In addition, the exit strategy document identifies areas such as training of key persons on the use of high performance computers for predicting weather conditions which serves as a platform for continuity of activities by the relevant institutions to enhance sustainability.

Replicability

This Project was designed purposely to enhance institutional capacity and mechanisms for effective coordination, awareness creation, capacity development, early warning system

development, and pilot specific adaptation strategies at some pilot districts for sustained benefits in the long term. The concept to identify critical national ministries and institutions at the national level for an integrated approach to broadening climate change coalition was innovative in that it will in the long run allow government to have a far more coherent, streamlined and effective allocation of resources to meeting disaster risk reduction. Another key element of replicability is the development of the National Climate Change Policy for Ghana which invariably can be relied upon by other countries in Sub- Saharan Africa who are in need of similar strategic policy document. Concerning pilot sites interventions, several initiatives can be replicated across the length and breadth of the country and a classic example is the Environmental Clubs at Senior High Schools and District Environmental Management Committee.

In-country replication will therefore be effective and it is recommended that development of methodologies and criteria for mainstreaming public- private sector involvement on existing business potentials and opportunities should take place as regards future project formulation by other interested and relevant institutions in the country.

1.3.2 Recommendations

Series of recommendations have been made, key amongst them are the following;

1. There is the need for continuous adherence to a monitoring mechanism for ensuring integration of climate finance within national development and budgetary processes. For instance, in order to assess progress in the implementation of MoFEP and NDPC Budget Guidelines which enjoins Metropolitan, Municipal and District Assemblies (MMDAs) to secure future funding for CCA Programmes, calls for effective monitoring system. One means of achieving this, is for MoFEP to monitor resource allocations to MMDAs in relation to climate change issues.

2. The relevant institutions (NADMO, DA, NDPC, and amongst others) should submit evidence of Climate Change Risk Assessment in institutional plans to EPA to ensure an effective coordinating mechanism at the national level. EPA is recommended in view of their strategic role in climate change issues.

3. The High Performance Computers (HPC) should be made operational by ensuring the installation of the required software in order that Ghana continues the effort to transition from a manual to automated weather data collection and forecasting system.

4. A project close-out or dissemination workshop should be held by June 2013 to determine roles and responsibilities of various stakeholders in carrying forward CCA-identified tasks as a result of the AAP

SECTION TWO: INTRODUCTION

2.1 Project Background

Climate change is a complex biophysical process that has caused global land and sea temperatures to warm under the influence of greenhouse gases (IPCC, 2007). It is predicted that global temperatures will continue to increase regardless of human interventions for at least the next two decades *(ibid*). In regard to Africa, this climate variability is expected to pose severe effects on the populace and their livelihoods. Situational analysis conducted prior to the formulation of this African Adaptation Programme (AAP) revealed that Ghana is engaged in climate change dialogue at the international arena and has developed a zero draft of the National Climate Change Adaptation Strategy (NCCAS) which was published in 2012. Despite these advances in dealing with climate change impacts, the country is confronted with four interlinked challenges which are (i) significant climate change risks and vulnerabilities that may impact the national economy, (ii) incomplete policy and institutional framework, (iii) inadequate inclusiveness and gender responsive approach and (iv) fragmented and ad hoc local-level adaptation projects. (AAP Project Document, 2009).

As part of measures to overcome the above challenges, the Japanese Government through the African Adaptation programme (AAP) of the United Nations Development Programme (UNDP) financially supported a strategic initiative aimed at creating an environment for more informed and appropriate adaptation decisions and practices to take place in Africa within the context of sustainable development. A project termed as Africa Adaptation Programme (AAP) which aimed at developing capacity and identifying financing options for mainstreaming climate change adaptation took place in 20 African countries[2] including Ghana with a regional technical support center established in Dakar, Senegal.

The AAP Ghana therefore sought on building resilience to risks of both climate and non-climate origin based on the understanding that resilience is key to long-term sustainability through a project titled ***'Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa – "Developing capacity and financing options for mainstreaming climate change adaptation in Ghana, with a focus on early-warning systems".***

[2] The other African countries include Congo, Lesotho, Burkina Faso, Malawi, Tunisia, Ethiopia, Niger, Morocco, Senegal, Nigeria, Cameroun, Gabon, Namibia, Mozambique , Tanzania, Rwanda, Kenya, Mauritius and Sao Tome &Principe.

The five key inter-linked areas of support identified in this regards were:

i. Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced.
ii. Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened.
iii. Climate-resilient policies and measures implemented in priority sectors implemented.
iv. Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels.
v. Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels.

From the above strategies, it was expected that the AAP Ghana would promote systemic change for a more integrated and general approach to climate change adaptation, through providing inputs to a comprehensive programme that will develop early warning systems in the country, as well as by supporting strategic policy dialogue and capacity development approaches. It was envisioned that these systems will enable the country to better mainstream pro-poor and gender sensitive climate change adaptation into its national and regional development processes, and to leverage additional adaptation funding and use this effectively. Concrete measures and policy level support were linked through integration of disaster risk reduction and climate change adaptation in development. In order to complement the above strategies, AAP Ghana combined technology with leadership, capacity and inclusiveness, in the pursuit of greater resilience and sustainable results and appreciated climate change as a broad, cross-cutting developmental issue that needs effective planning and budgeting at all levels.

The overall project budget was USD 2, 754, 000 from the Japanese Government which was funded through the United Nations Development Programme (UNDP). Within the context of Ghana, the Implementing and Executing Agencies for the programme were the Environmental Protection Agency (EPA) and the Ministry of Environmental, Science, Technology and Innovation (MESTI) respectively. Among the key project partners of the programme are Ghana Meteorological Agency (GMet), National Disaster Management Organization (NADMO), Ministry of Finance and Economic Planning (MoFEP) and the National Development Planning Commission (NDPC).

In order to evaluate the AAP Ghana outcomes and impacts after its implementation phase, UNDP has contracted the Forestry Consulting Unit (GH) Ltd (ForestConsult) to undertake the final evaluation of the AAP Ghana.

2.2 Purpose of the evaluation

This final evaluation was carried out in accordance with the purpose indicated in the terms of reference (TOR) which aimed to assess detailed data, information, analysis of results (both intended and unintended) and lessons learned from the implementation of AAP in Ghana. In light of the above purpose, the evaluation sought to critically (i) assess the stages of the AAP and its products and results through participatory approaches; ii) measure the extent the objective/outputs/activities have been achieved against the results and resources framework; iii) identify factors that have hindered or facilitated the success (quality) of the project and iv) capture key lessons to assess what adaptation approaches/measures were effective at the different sectors at the national, subnational levels and in addition to the five pilot districts. The final evaluation as indicated by the TOR was guided by five criteria: relevance, effectiveness, efficiency, timeliness, and sustainability to critically examine the evaluation of the five key aspects (i.e. Project objectives/outputs/activities; processes; sustainability of results; monitoring and evaluation; and conclusion and lessons learned) of the project as indicated in Annex 1a.

Besides these generic components of AAP Final Evaluation, ForestConsult focused on whether the Project had managed to implement recommendations and key issues that arose from mid-term review and final reports, meetings and consultation workshops of stakeholders.

It is expected that the evaluation report will provide the basis for decision making by the Government of Ghana, the Government of Japan (donor government), and UNDP in order to understand what type of results, products, and deliverables were generated, as well as assessing the quality (effectiveness, efficiency, and relevance) of these outputs. Furthermore, the report will inform future monitoring of results and impacts for climate change adaptation and disaster risk reduction in Ghana and elsewhere, as well as to build on, and sustain, achievements of the project in the medium and long-terms.

2.3 Key evaluation issues addressed

The final evaluation team focused on number of issues which were based on the consultation meetings, desk study review of the AAP Ghana documents (i.e. project proposal, progress, annual and midterm reports, strategy documents, workshop reports etc.); interviews with selected stakeholders at both the national and local levels and field visits to pilot sites. The key issues evolved around the five AAP Ghana outputs namely;

1) Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced.
2) Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened
3) Climate-resilient policies and measures implemented in priority sectors.
4) Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels.
5) Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels.

From these outputs, the evaluation team assessed the AAP Ghana performance guided by the five criteria (i.e. effectiveness, efficiency, sustainability, timeliness and relevance) in addressing the following key issues

- The AAP Ghana context elaborating on the project duration, challenges the project sought to address, goal and objectives, expected results as well as key stakeholders engaged in the programme.
- AAP Ghana formulation which touches on the (i) formulation processes ; (ii) stakeholder participation and replication approach employed; iii) cost effectiveness and the programme linkages with other interventions at the national level as well as the indicators achieved.
- The extent to which the programme implementation strategies were achieved. This highlights the implementation methods and modalities employed, financial management and monitoring and evaluation. Other issues of relevance are coordination with key stakeholder and other partner as well as implementation status as at the project completion.
- Evaluation of the attainment of objectives and outputs, level of sustainability and replicability strategies of the project activities after its exit.

- Lessons learned and recommendation for policy decision.

2.4 Methodology of the evaluation

ForestConsult approached this assignment from a collaborative perspective where project beneficiaries, implementers, executing agencies, partner agency and consultants were engaged in this final evaluation process. The assignment was carried out between January to March, 2013 by ForestConsult. A qualitative method was employed including mixed data collection methods in the form of structured and unstructured interviews, open ended questionnaire, field observation and focus group meetings for data collection.

Based on the four implementation stages employed namely definition, development, delivery and direction we therefore summarized the methodological outcomes into four steps:

2.4.1 Initial consultation and documents review

ForestConsult had series of briefing with the UNDP team to ensure smooth execution of the assignments. Telephone and email contacts were also established with the stakeholders and institutions targeted for the interviews at the national and local levels. As a preparatory work for the execution of the assignment, review of relevant documents produced through the support and leadership of AAP and UNDP during the project life cycle was done. Among the documents reviewed included project document, quarterly/annual progress reports and work plans of various implementation task teams, mid-term review report, final project review report, mission reports and monitoring and evaluation framework among others (List of documents reviewed is presented in Annex 4).

2.4.2 National level interviews

At the national level, ForestConsult team held interviews with individuals and institutions who were actively involved in the AAP formulation and implementation. Among the institutions were GMet, AAP secretariat in EPA, UNDP secretariat, EPA, AAP steering committee members, MOFEP, NADMO, Care International Ghana and Abantu. The core themes for the interviews centered on the general context of AAP and the respective institutions roles and responsibilities, effectiveness relating it to the achievements, efficiency, impacts and sustainability of the programme outputs (See Annex 1.e) for the list of persons interviewed and their respective institutions).

2.4.3 Pilot districts interview and field observations

The pilot sites field team used administration of questionnaire (Annex 5) and focus groups meetings to gather data from the different stakeholders engaged in the project at the five districts. These were complemented with field visits to the project demonstration sites at the respective districts namely Fanteakwa, Aowin Suaman, Keta, Sissala East and West Mamprusi. In all the sites, photos were taken for most of the project tangible activities carried out as means of verification (attached photo album folder). The project coordinators and collaborators in the respective districts were very helpful in the team's entry into the communities as they aided in the introduction to beneficiary groups and other respondents.

In consultation with the Districts Assemblies Coordinating Directors the two proposed control districts (i.e. Lawra & Ketu South Districts[3]) in the Upper West Region and Volta regions respectively were changed to Sissala West and South Tongu districts in the above mentioned regions due to proximity.

In order to complement the above three data collection steps, ForestConsult used self-administered questionnaire and direct interviews l to gather data from external and local consultants who were involved in the project formulation and implementation phases.

2.4.4. Data analysis

Secondary and primary data gathered were content analyzed using themes with particular attention paid to the following aspects of the project:

- The project and its development context mainly based on secondary data analysis.
- The project formulation processes and implementation stages were analyzed with respect to relevance, effectiveness, efficiency, impact and sustainability mainly based on primary data.
- Lessons learnt and recommendations to influence policy decision using a blend of primary and secondary data.

[3] The rationale for selecting these two districts as control is to have communities that are not well resourced but have similar characteristics (i.e. geographical, vulnerability risk etc.) with the pilot sites of West Mamprusi and Keta Districts respectively.

2.5 Structure of the evaluation report

The evaluation report is structured into five sections. Section one is the executive summary which briefly highlights the projects background, context and purpose of the evaluation, summarized lessons learnt and recommendations. Section two describes the background of the project, elaborating on the purpose of the final evaluation, key issues the project sought to address, the methodology employed for data collection and analysis. The project and its development context, problems that the project sought to address, goals and objectives as well as main stakeholders engaged in the project and the result expected are discussed under section three. Section four is the core evaluation findings which outline the project formulation processes, project implementation and project results. Section five touches on the lessons learnt (positive and negative) at the different levels of the project cycle. The last section (section six) concludes the report with recommendations.

SECTION THREE: THE PROJECT AND ITS DEVELOPMENT CONTEXT

This section presents the AAP duration period, the challenges the programme sought to address, the project objectives and goals, main stakeholders engaged in the programme and the expected results.

3.1 Project start and its duration

The AAP Ghana should have started in September, 2009 and ended on December 2011, however, its activities officially commenced in October 2010 and implementation was completed in December 2012.

The delayed start of the project could be partly attributed to:

1. The long duration of setting up of the Project Management Unit, for example, the recruitment of a Project Manager and a Project Associate supported by a Climate Change Policy Specialist at UNDP unduly took a long time. *(Source: Minutes of the First Regular Steering Committee Meeting, 23rd- 24th June, 2011)*

Despite the delay, almost all the activities under the five outputs were satisfactorily executed as will be discussed in the subsequent sections. This notwithstanding, future project proponents need to forecast and factor into the project duration the potential difficulties and challenges often associated with issues of recruitment of project staff, engagement of consultants and the application of regulatory requirements as well as tender and procurement processes.

3.2 Challenges that programme sought to address

The AAP Ghana project was initiated after thorough situational analysis conducted in Ghana in relation to climate change studies and consultation workshop with national and international experts and stakeholders. The meetings were held on the 14th – 15th April 2009 in Accra – Ghana. Relevant issues that contributed to the situational analysis of climate change and adaptation strategies were also assessed from documents such as the 'Ghana climate change impacts, vulnerability and adaptation assessments (2008) and Ghana's Country Environmental Profile (2006)'.

The root causes of the problems that the programme sought to address were influenced by the four interlinked factors prevailing within the context of Ghana. These are the (a) climate change risks and vulnerabilities impact on the national economy, (b) incomplete policy and institutional framework, (c) inadequate inclusiveness and gender responsive approach and (d) fragmented and ad hoc local-level adaptation projects. With this background, the AAP Ghana project was therefore developed to address five key challenges (AAP project document, 2009).

The foremost issue of concern is that Ghana has limited planning mechanisms to cope with the uncertainty of climate change and climate risk. The implications of climate change for vulnerability and development has yet to be fully appreciated by sectoral government ministries; and CCA and DRR are not integrated. To address this, the programme proposed strategies to ensure dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change.

The second issue identified as limited leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels, was addressed by strengthening leaders and institutional frameworks at different levels. Thirdly, Ghana has few or no climate-resilient policies and measures in place within priority sectors and the programme addressed this through instituting Climate-resilient policies and measures such as early warning systems (EWS). The fourth issue identified was limited financing options to meet national adaptation costs and lack of suitable institutional financial mechanisms for assessing funds from the adaptation boards. For this, the project introduced financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels.

The final issue identified was limited or no sharing of knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities in Ghana across and between all levels. This was to be achieved through creation of knowledge platforms among diverse stakeholders from different governing structures i.e. state and non-state actors.

3.3 Goal and Objectives of the project

The AAP Ghana project document do not clearly state a goal however the broad objective is to 'ensure that Ghana has broadened and improved institutional capacity and financing mechanisms for addressing climate risks, and has demonstrated positive impacts in linking disaster risk reduction and climate change through the implementation of early warning systems'. In order to address this broad objective, five outputs were realized:

1) Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced
2) Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened.
3) Climate-resilient policies and measures implemented in priority sectors implemented.
4) Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels.
5) Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels.

Relevance of the AAP broad objective is linked to the United Nations Development Assistance Framework outcomes (UNDAF) 3 and 6[4] and the expected country performance (CP) outcomes[5]. At the national level, the AAP objective and outputs also link well with a number of sector budget support mechanisms such as the Natural Resources and Environmental Governance (NREG) which targets development of adaptation and mitigation strategies. Furthermore, it is also realised that the AAP Ghana matches well with the zero draft National Climate Change Adaptation Strategy (NCCAS) which was finalised and published in 2012.

3.4 Main stakeholders engaged in the programme

The AAP Ghana project document indicated the engagement of diverse stakeholders/sectors from different levels of scale at the national and international arena. It was noted from the programme outputs reports that, the implementation phase of the project benefited from the

[4] Outcome 3: Increased productive capacity for sustainable livelihoods, especially in the most deprived districts.
Outcome 6: Capacity for equitable and participatory governance systems is made more effective at all levels and guided by human rights principles.
[5] Outcome 10: Establishment of regulatory framework for ensuring sustainable use of natural resources for improved livelihood. National and local systems for emergency preparedness, disaster prevention, response and mitigation.

rich experiences and collaborations of both national and international stakeholders as shown in Table 1.

Table 1: Categories of stakeholders and their respective institutions

Stakeholder categories	Institutions/countries
Donor	Government of Japan
Technical and financial management and support	• United Nation Development Programme (UNDP); • AAP Dakar, Regional Office
Executing agency	• Ministry of Environment Science Technology and Innovation and National Planning (MESTI)
Implementing agency	• Environmental Protection Agency (EPA)
AAP Ghana project partners	• National Disaster Management Organisation (NADMO) • Ghana Meteorological Agency (GMet) • Ministry of Finance and Economic Planning (MoFEP) • National Development Planning Commission (NDPC)
Beneficiaries	• Metropolitan/Municipal/District Assemblies • Local communities • Ministry of Local Governance and Rural Development (MLGRD) • Civil society organisations e.g. Care International, KASA etc. • Community Based Organisations • Academia e.g. University of Ghana • Research institutions e.g. CSIR, CRIG • Artisans

	• Market women • Media e.g. GTV, • Financial institutions e.g. Ecobank, ADB • Policy makers (e.g. council of state, parliamentarians
AAP participating countries	• Senegal, Congo, Lesotho, Mozambique, Burkina Faso, Ethiopia, Kenya, Rwanda, Tanzania, Malawi, Mauritaus, Namibia, Gabon, Cameroon, Nigeria, Ghana, Niger, Morocco, Sao Tome Principe, Tunisia

3.5 Results expected

Review of the various project documents and interviews with the project implementers revealed that the expected results of the AAP are linked to the activities of the five outputs as outlined in Table 2.

Table 2: Expected results against outputs

Outputs	Key results expected
1. Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced	a) A broadened national coalition for championing and integrating climate change adaptation into sectorial development b) Enhanced understanding of the links between climate change adaptation and disaster risk reduction, and integration of these into national development plans c) Strengthened ability of districts to integrate climate change adaptation and disaster risk reduction into district development planning
2. Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels	a) Strengthened functioning inter-ministerial (national, sub-national, local) and multi-stakeholder civil society mechanisms to manage climate change risks and opportunities

strengthened	*b)* Strengthened leadership and technical capacities at national, sub-national and local levels in sector-specific and cross-sectoral planning and management of integrated climate change adaptation and disaster risk reduction
3. Climate-resilient policies and measures implemented in priority sectors, the following are the expected results	a) Feasibility for support to the development of early warning systems assessed, including resources required for implementation at the national, sub-national and local level b) Activities planned and implemented to support risk knowledge, and monitoring and warning services, for the prioritised hazards and EWS c) Activities planned and implemented to support dissemination and communication; and response capability
4. Financing options to meet national adaptation costs expanded at the local, national, sub-regional	a) Strengthened technical and leadership capacities of key financial and planning institutions, as well as key line ministries, at the national and sub-national levels to secure, expand and/or re-align funds to support climate change adaptation. b) Increased international financing flows for adaptation to Ghana through establishment of functional institutional mechanism
5. Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all level	a) Key institutions document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors. b) Strengthened capacity of NGOs and CBOs to share and disseminate knowledge on learning-in-action programmes on adaptation to climate change

SECTION FOUR: FINDINGS AND CONCLUSIONS

4.1 Project Formulation

4.1.1 Formulation processes

The project formulation process resulted from earlier climate vulnerability and risk assessment study undertaken by the EPA and other climate studies carried out in the country and therefore had a good initial country ownership. The AAP Ghana was timely and relevant in the context of Ghana as the NCCAS had already recognised the need for better weather forecasting, with early warning systems identified as a prerequisite for adaptation, particularly to predict and prevent the effects of floods, droughts and tropical cyclones, and to guide planting dates and predict disease and pest outbreaks. The relevance of the AAP Ghana was also felt at the five pilot districts where policies were translated into local actions. For example, West Mamprusi District used to experience perpetual floods which caused damage and droughts due to climate change. Activities were therefore formulated to reduce the effects of flooding along the river banks by improving the riparian vegetation along the river banks while reducing the siltation of the river bed coupled with alternative livelihood initiatives to ensure adaptation to CC impacts.

The onset involvement of key policy making sectors such as MOFEP, NDPC, MEST and EPA was a positive strategy in the AAP Ghana because it reinforces the importance of programme ownership among these state institutions. Absence of such approach often results in negative impacts project/ programmes face after the phasing out of the external funding sources.

The AAP Ghana project document benefited from rich sources of internal and external support at the formulation stage. This is attested by the joint formulation mission workshops held from April 14th to 20th in the country involving experts at the national institutions (e.g. MEST, EPA, CRIG, Abantu, MOH), international and bilateral organizations (e.g. UNDP, World Bank, NL Embassy) and international experts from CC-DARE and UDC/DHI programmes.

Furthermore, the recognition and integration of gender into the AAP Ghana was well articulated at the formulation stage of the programme which was aimed at addressing systemic factors fostering marginalisation and vulnerability of women. The evaluation indeed confirmed at the national and local levels that equitable opportunity were given to men and

women at decision making and operational levels. For example, a member of the steering committee commented thus:

'*The AAP on gender issues was excellent because it involved women and their organization at national, regional and pilot levels'*. This could also be proven in Sissala where women are culturally forbidden from owning cattle, sheep and guinea fowl which are considered as 'black animals'. Thus women rarely venture into animal production. For instance, the MoFA Livestock Programme benefited largely men as against women. The alternative livelihood (small ruminant) intervention under the AAP Ghana even though appeared to be small intervention but has a high impact at the community level to reform negative socio-cultural practices.

4.1.2 Stakeholder participation

AAP had an inbuilt multi-actor system which involved stakeholders from diverse institutions across Ghana and beyond within the five project outputs. Stakeholder participation was really strong as a result of the declared executive commitment and the decentralized manner in which project was planned and executed at the different levels and this was also observed between the four main categories of stakeholders involved in the implementation of the AAP as follows:

a. **National level stakeholders:** Policy and decision makers (Ministers, Chief directors), Parliamentarians, Council of State, Ministries, Department and Agencies (with special focus on Ministry of Environment, Science and Technology, Ministry of Food and Agriculture, Ministry of Local Government and Rural Development, Ministry of Women and Children, Affairs), Meteorological Service Department

b. **District level stakeholders:** District Assemblies, District Director of Agriculture, District Director of Health, District Manager of Forestry, Traditional Authorities, Women's Groups, Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs), Farmer Based Organizations, Faith Based Organizations, Educationalists, Teachers and learners in school, Extension officials (health, agriculture, etc), Media (Regional GBC FMs, Commercial/private FMs, Community FMs and Information Centers)

c. **Local level stakeholders:** Farmers and farmer groups; Assembly men/women; Traditional Authorities; Market Women Groups, Non-Governmental Organizations (NGOs), Community-Based Organizations (CBOs), artisans, Farmer Based Organizations; Faith Based Organizations; Teachers/Schools/pupils.

d. **International level stakeholders:** representatives of the 19 regional AAP members, transnational organisations and consultants.

e. **Other stakeholders:** Religious Leaders, Professional Bodies/Associations, Media (Print and Electronic), General Public.

This is evident by supporting the development of a National Climate Change Policy (NCCP) and the pilot district activities which had involvement of all the aforementioned stakeholders. It was also a demonstration of effective and efficient linkages between AAP and the larger Climate Change context in Ghana and beyond as it ensured efficient use of resources, facilities and harmonisation of other initiatives such as the NCCP.

Aside the observation that the technical linkage between the UNDP and the AAP-PMU was excellent, as to the execution of defined project deliverables, it was noted that there were some challenges on the part of AAP-PMU regarding UNDP policies and procedural guidelines in respect of financial transactions although UNDP conducted various training sessions on UNDP National Implementation (NIM) Guidelines for AAP-PMU. Moreover, the clearly defined communication strategy that was developed and adopted created the platform for harmonizing, informing and educating stakeholders on the enabling factors towards maximizing the benefits of adaptation while minimizing the socio-cultural and economic barriers to adaptation. It further served as a tool for coordination of how information is processed and presented in a consistent manner during the implementation on the climate change adaptation programme. However the communication strategy's impact would have been high if the document could have been developed during the early part of the project phase.

4.1.3 Replication approach

AAP Ghana initiated and implemented practical adaptation activities in five pilot districts with a view to picking up and rolling out lessons with clear indication of ensuring replication in different districts across the country. Interviews with the PMU and beneficiaries perceived the district pilot projects as platforms for the necessary bridging of partnership and commitment towards issues of climate change and DRR. The training of representatives of the district assembly officials in the 170 districts of the country on mainstreaming Climate Change Adaptation and Disaster Risk Reduction in 2011 and the development of a guide for mainstreaming CC and DRR set the tone for implementation of CC and DRR into national development policies and planning. For instance, Sissala West and South Tongu District Assemblies were not part of the five project pilot sites but were selected as a control site to find out the extent to which climate change adaptations and disaster risk reduction are being mainstreamed into its development planning process and budgetary allocation for implementation. A positive impact was realized in Sissala West where it was realized that the District Assembly has put up mechanisms to address and mainstream climate change mitigation and adaptation into its Medium Development Term Plan (MDTF). This gives a clear indication of the positive impact of the training workshop for the district officials.

Another replication approach the AAP Ghana employed was the Mentoring and Coaching Initiatives (MCI). The MCI is an innovative approach to build capacity in climate change and adaptation using a supervised learning-by-doing. The establishment of Mentor-Mentee working relationship within the 14 institutions[6] where senior staff who are the mentors provided technical knowledge, experience and goodwill to their Mentees, who are less experience employees. The transfer of knowledge and experiences by both Mentors and Mentees, with other staff members and stakeholders strengthened the replication process nevertheless the potential threat is when such rich knowledge and experiences are not shared.

Furthermore, the study tours to other countries like Burkina Faso and developed countries such as the UK and Italy, either by groups or individuals have the potential of drawing

[6] Abantu for Development; Aowin-Suaman District; Care International; Environmental Protection Agency; Keta District; Mamprusi West District; Ministry of Environment, Science and Technology; Ministry of Finance and Economic Planning; Ministry of Food and Agriculture; Ministry of Lands and Natural Resources; Ministry of Roads and Highways; National Development Planning Commission; University of Ghana and Water Resources Commission

lessons which could be applicable within the context of Ghana. For instance the Steering Committee tour to Burkina Faso revealed great deal of good practices in the country in which Ghana can adopt but due to the short duration of the AAP Ghana, none or most of them could not be realized. Nevertheless, the institutionalization of AAP within existing sector institutions create the potential for some of these good practices to be replicated in Ghana.

4.1.4 Cost effectiveness

The UNDP as part of its regulatory mechanisms conducted an assessment on EPA in 2007 through a process called the Harmonized Approached to Cash Transfer (HACT) that is utilized by UNDP, and other UN Agencies such as UNICEF and UNFPA. The highlights of this consultancy assignment (EPA Micro Assessment of UN Implementing Partners, 2007) by Price Waterhouse Coopers (PWC) revealed that EPA was a Medium Risk Entity and that underlines the reason why AAP followed the request for Direct Payment modality.
The annual audit reports gave a clean bill of health for the management of funds on the project. However, at the district level funds were managed by the district authority in line with Financial Regulation Act. There are indications that approved fund were used strictly for planned interventions or intended project activities. For instance, the fund released which were purposely meant for adaptation activities were used as such. The projects also improved accounting record keepings and reporting to the UNDP on regular basis.

Even though the AAP was for a short duration covering the entire country and beyond, it has left behind both tangible and intangible legacies making it highly cost effective. First, the project was timely when the country needed the early warning system (EWS) resulted in the establishment of the hardware and software necessary to initiate the process of setting up an effective Early Warning System in Ghana. Second, the use of existing staff from key national and international institutions also gives a clear indication of cost effectiveness because it was able to forgo the cost of establishing new offices and fully paid staff salary. The different knowledge documents produced such as the Policy Advisory Series, Indigenous knowledge ATLAS and gender mainstreaming strategy as well as capacity development (logistics and human) of institutions and individuals to bring the project to a successful conclusion within its programmed budget and time.

4.1.5 Linkage of the programme and other interventions within the sector

The AAP Ghana was built on existing interventions and proposed initiatives. Key amongst these is the National Climate Change Adaptation Strategy (NCCAS) and Natural Resources and Environmental Governance (NREG) thus contributing to a broader programme to develop comprehensive early warning systems in Ghana. The AAP Ghana built on previous interventions of UNDP Ghana, which are centrally located within UNDP's comparative advantages of capacity development and the environment and energy focus, which encompasses climate change. One of these was the 2008 National Action Programme to Mainstream Climate Change into Ghana's Development, which aimed also to broaden dialogue among stakeholders in Ghana on climate change. A second was the 2007 collaboration between the country office and BCPR to support NADMO in establishing functioning information management systems at district level to ensure coordinated disaster relief.

The AAP Ghana also contributes to the UNDAF Outcomes which looks at the 'establishment of regulatory framework for ensuring sustainable use of natural resources for improved livelihood' and National and local systems for emergency preparedness, disaster prevention, response and mitigation' being pursued by UNDP in collaboration with WFP, FAO and the Government of Ghana. It was also realised that the AAP Ghana also drew lessons from activities in other regional initiatives in countries like Burkina Faso. At the District level, AAP Ghana is in line with the Greening Ghana, Ghana Social Opportunity Project (GSOP) and Savannah Accelerated Development Authority (SADA) programmes also implemented to enhance the climate change adaption in the district.

Generally, the AAP Ghana is consistent with national strategy and commitment of achieving both broader national and the UNDAF relevant outcomes under which this initiative falls. These portfolios of financing mechanisms at the different levels if well-coordinated and synergies identified could serve as sustainable sources of income for funding climate change adaptation interventions.

4.1.6 Indicators

Generally, the evaluation team ascertained that most of the 45 indicators had been achieved of which evidence of level achievements is presented under section 4.3.2.

4.2 Project Implementation

4.2.1 Implementation methods

Generally AAP was well implemented against the project document. In order to actively ensure effective participation and communication among the project stakeholders, the AAP Ghana employed a system which was interlinked by different methods emerging from the five outputs targeting stakeholders at different operational levels. These ranged from workshops and training events at international, national, regional and District levels, consultancy services by local and international experts, study tours and testing of adaptation interventions at the five pilot sites. The high level of existing state institutions such as GMet, MEST, and NADMO, Five Pilot Districts and EPA and provision for technical and financial resources was the strength of AAP Ghana which facilitated their mandate within the broader climate change adaptation. Outputs in the form of strategy documents (e.g. gender mainstreaming, M and E); outreach materials (e.g. PAS and indigenous knowledge Atlas) as well as other technical reports were all well written.

Interview with GMet revealed the purchase of eight (8) automated weather stations and one high performing computing equipment but this without software because of lack of funds. However budgetary plans have been put into place to purchase the software to make the computer functional. Figure 1 at the next depicts the cluster of AAP Ghana implementation methods as per outputs.

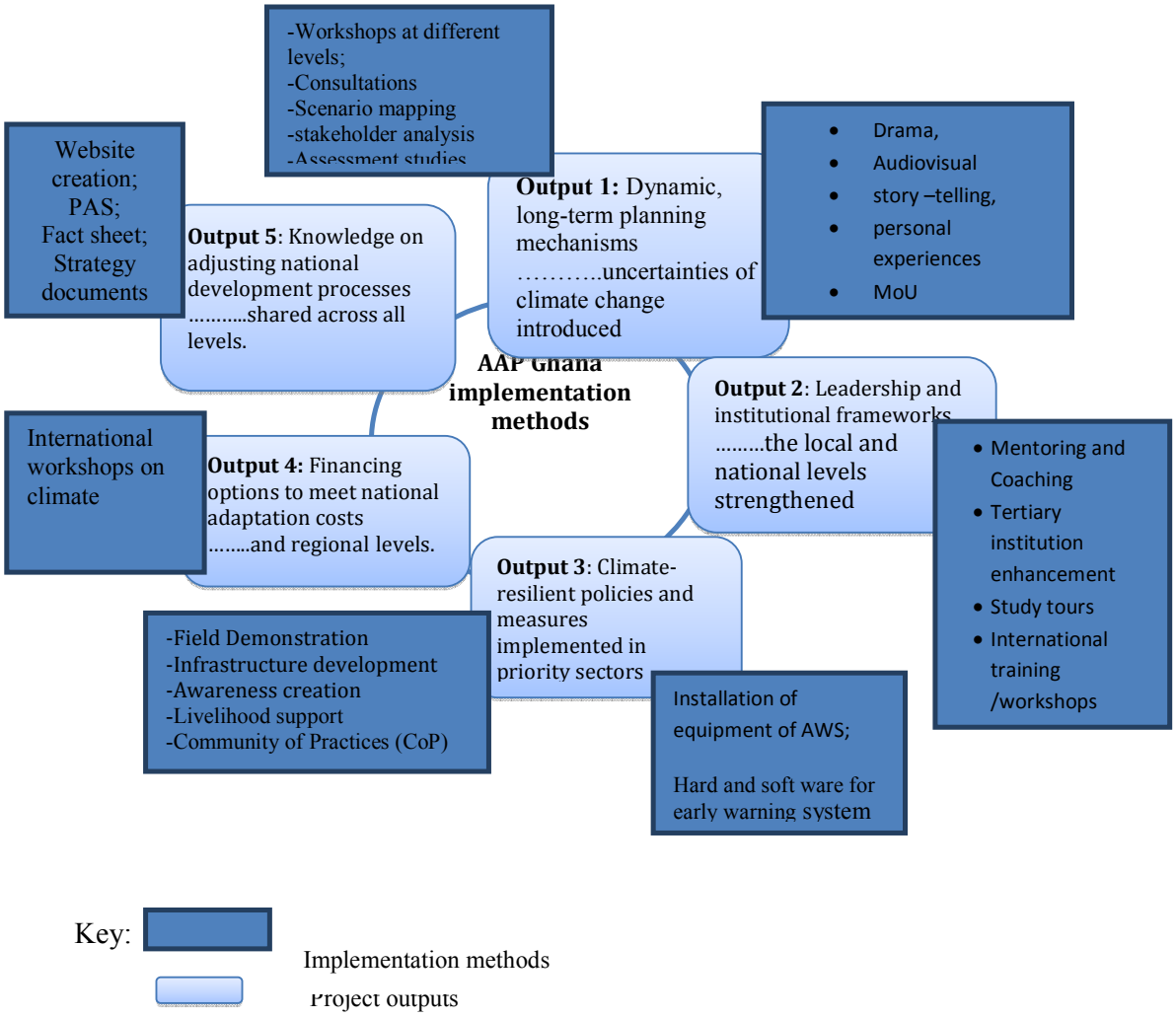

Figure 1: Cluster of implementation methods employed in the AAP Ghana

4.2.2 Financial management

The overall financial delivery on the project currently stands at 99.92%. The project document revealed that budgeted amount received for the entire project was US $2,709,000 covering the five outputs. And additional US$45,000 was added in 2012 from UNDP Head Quarters in New York making it a total of US$2,754,000. It was indicated by UNDP that this additional amount was given to a pool based on a proposed budget that UNDP Ghana submitted to Headquarters. As of 4 April 2013, an amount of US $2,721,306 had been spent. The breakdown of the expenditure distributions in percentages in relation to outputs is as

follows: a) Output 1: 47.47%; b) Output 2: 8.26%; c) Output 3: 25.43%; d) Output 4: 6.58% and Output 5: 12.26% as shown in figure 2.

Analysis revealed that there was significant overspending under output 1. The difference between amount allocated and spent was $8,557.62 which may be due to initial start- up organisation of the programme, awareness creation and capacity building undertaken to enable stakeholders to fully understand the impacts of climate change and to explore and develop possible adaptation options. A review of funds utilised by cost type shows that an important proportion of funds were paid for consultancies, pilot district activities, procurement of EWS equipment and workshops. This is in line with the series of capacity development /awareness creation programmes that were undertaken to mainstream CCA and DRR into development plans and review of policies to incorporate and address climate issues. However, monies spent on salaries and DSA's contributed to 26% of the total budget which may be on the higher side. Nevertheless, since the project document did not allocate separate budget line for the project management team but rather tied it to the project outputs it is difficult to draw such a conclusion. At the pilot District funding level, the total amount released to the pilot districts was $368,841.94. Documents reviewed at the districts and supported by interviews conducted revealed that funds were managed by the districts in connection with activities submitted and approved. For example in Sissala East approved fund was released to undertake proposed/approved activities. The level of disbursement was satisfactory. For instance, the initial 40% disbursement was enough for project take off. Aowin Suaman District further demanded for extra funding which was approved.

Despite variability in planned and actual expenditure, it was realised that the management of project finances was efficient since financial input matches output achieved. At the district, regional and national levels, a lot of strategies were put in place to address climate challenges and disaster risks issues. Example, bridges were constructed for Keta district to aide movement of people, goods and services. This is as a result of the area's vulnerability to flooding. Nineteen Policy Advice series (PAS) developed to enhance understanding of CC and DRR, capacity building programmes to key sectors to enable mainstreaming CCA and DRR into broader political, legal and regulative structures among others.

Nonetheless, an issue of disagreement raised during the evaluation was the payments made to a UNDP staff who provided in-house support to the Project.

Incidentally, the project management unit insisted that they never knew this UNDP staff was to be remunerated from the AAP Ghana accounts. However, information on the cost of all transactions made under AAP including salaries of all staffs was shared with the PM and the Project Management Team through the monthly Project Budget Balance reports as well as whenever requested. From the evaluators assessment of the steering committee meetings held on April 27th - 28th 2012 and August, 17th -18th, 2012 the payroll discrepancies were discussed in which the SC was not satisfied with the explanation that the international professional was paid US$ 13,567 proforma cost from the AAP Ghana account even though the said professional did not work directly with the AAP.

However, it appears the level of amount totalling US$ 13,567 per month expended from project funds on the international professional was not adequately communicated to the project management unit. This issue could have been averted through improved communication.

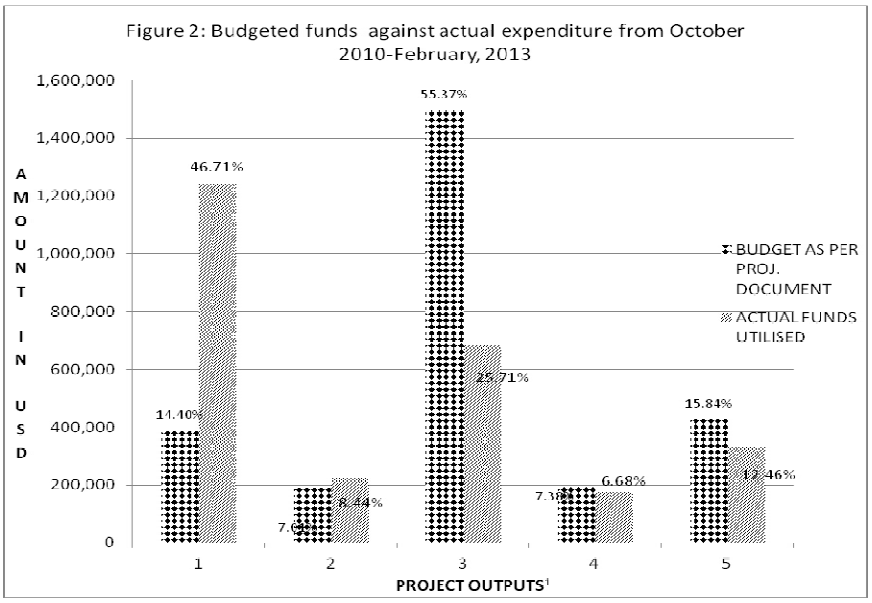

Figure 2: Budgeted funds against actual expenditure from October 2010 - February 2013

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[7] Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced

Output 2: Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels built

Output 3: Climate-resilient policies and measures implemented in priority sectors

Output 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels

Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels

An amount of $100,000 was used to support the preparation of the National Climate Change Policy document, which was not an originally budgeted expenditure. The decision resulted from the review of 2012 work programme. This expenditure however, was seen as being critical in supporting output 3 of AAP. The evaluators observation was that financing the National Climate Change Policy and processes adopted in re- allocation of funds, underscores the level of flexibility the project implementation process which allows the core management team to review progress twice a year and reallocate resources as needed

4.2.3 Monitoring and evaluation

Ideally, a well-developed M&E plan with clear indicators to guide the realization of the outputs should have been in place at the start of the project implementation but this was not the case for the AAP Ghana. The project started before the overall M&E plan was developed. The M&E plan was only completed six (6) months to the end of the project and thus was not effectively used to track the project performance. However, the PMU had its own monitoring system in place based on the activities implemented with tracked indicators before the completion of the comprehensive M&E plan.

For instance, the design of the pilot projects in the five (5) districts made provision for effective monitoring. The pilot districts embarked on regular monitoring based on set indicators to ensure that the objectives of the various projects were achieved. The PMU and the Steering Committee members also embarked on a number of monitoring visits to the districts during the project implementation phase.

4.2.4 Implementation modalities

The AAP Ghana spanned from October 2010 – December 2012. The implementation modality which basically involves the participating institutions as regards their rights, duties and obligations was critically assessed during this final evaluation. The management of the project had a realistic implementation structure that was reflective of a classical project management structure. The day-to-day management and supervision of the project was done by the project management unit (PMU) located in the Environmental Protection Agency (EPA). The PMU consisted of a Project Manager, a Project Assistant, two Technical

[8] Actual funds utilized by the programme presented on the graph does not include the $84,398.28 (3%) spent but not tie to a specific output

Assistants, and an EPA Representative. The Project Manager was recruited from outside the EPA. The EPA expressed concern of their less involvement in the recruitment of the project manager nonetheless, the PM and the EPA had an excellent working relationship. The UNDP Country Office, Accra, was responsible for technically supervising the activities of the PMU and financial management based on UNDP's funds transfer modality. This implementation arrangement was in line with the multifaceted nature of the programme which required inputs from varied Departmental Agencies that are all in one way identified as having vital contributory roles towards addressing climate change issues in Ghana.

In addition there was also a steering committee which comprised the implementing agency (EPA), the Executing Agency (MEST), relevant partners, two Civil Society Organisations (CSOs) and the UNDP. The Steering Committee played a role of national board for the project. A critical analysis of the project document shows that the SC which was described in the project document as Project Board was to be chaired by MEST (now MESTI) however during implementation the SC was chaired by the Executive Director of EPA and not MEST due to some reorganization of the ministry that took time to consolidate. It is worth mentioning that the blend of institutional capacity development, technology development and on-the-ground demonstration of adaptive approaches at the five pilot districts played a pivotal role in the successful implementation of the programme.

Generally, the implementation modalities were appropriate when one considers the institutional and capacity development opportunities offered the Implementing Agency and MESTI. This is easily recognised when one considers the benefits that occurred to management, institutional support and learning opportunities offered for long term impacts for example the knowledge acquired from the training programme offered to the Executive Director of EPA on Sustainable Leadership at Cambridge University at UK will be utilized in carrying out his leadership role and core functions with respect to climate change issues.

4.2.5 Coordination with key stakeholders related to climate change adaptation

AAP Ghana considered coordination mechanisms for climate change and sustainable development seriously which warranted a study in that scope in 2012 in the core ecological

zones of Ghana which drew lessons in the United State of America, Mexico and South Africa for mitigation climate change. The lessons learnt and recommendations deduced from the study would have helped strengthening the coordination mechanisms of the AAP activities if the study has been carried out at the onset of the project implementation. However some of these issues are still relevant for policy consideration to improve future programme of this nature if the country aims to build a robust and long lasting coordination at the different levels of scale. For instance, two of such lessons learnt included:

a. AAP implementation at the district level do not have guidelines for the composition of the project management team to enhance coordination;
b. Initiatives for climate change are not effectively coordinated both at the national, regional and district levels. This has led to the overlapping and duplication of activities.

On one hand, interviews revealed strong coordination among the key stakeholders such as MOFEP, MESTI, EPA, GMet, NADMO, NDPC, and the District Assemblies. In spite of the isolated perceptions of difficulties reported by the Project Manager, the collaboration between UNDP Country Office and Government Executing Agency (EPA) was very good, facilitated by a highly technically competent Project Management Unit. The project co-ordination mechanisms were well designed and operated effectively. The AAP Project Management Unit, UNDP and EPA worked very well, playing a balanced role between overseeing project management, steering the project and dissemination of results to key agencies. Recommendations made through the Steering Committee were implemented and were seen by the PMU as beneficial to project implementation. The pilot sites coordination with the AAP PMU and EPA was very effective and led to the successful execution of the adaptive approaches adopted at each of the project sites. Such coordination at the pilot sites were extended to the district assemblies at other relevant government and non-government institutions at the district level.

4.2.6 Coordination with other partners and operational issues

The coordination and institutional links with the other partners as GMet, NADMO, NDPC and Care International was of an excellent nature and it allowed creativity and relevance of prioritized inputs from the participating institutions to be taken on board for consideration

and funding. In addition, as regards the pilot sites, it enabled the participating District Assemblies to really integrate the approved planned project activities into their Annual Work Plans and Budgetary Processes and in so doing offering support to their existing management structure and increasing the chances for long term impact in the pilot Districts (Please refer to Annex IV). This also facilitated formal linkages with other environmental and civil society organizations which were the executing groups in these Districts and it is expected that these acts will continue to foster long lasting collaboration in future. For instance, in the Aowin Suaman, there was collaboration between the implementation team and other ongoing projects by the Business advisory units within the Assembly. Similarly, Sissala East collaboration was strengthened between District Assembly, ASUDEV, YARO and MOFA. This newly established relationship is of importance as it allows the efficient and judicious use of all the necessary resources towards the common and joint efforts at addressing climate change policies.

4.2.7 Implementation status at project completion

Based on a desk study and interviews with the respondents, the status of implementation of each output was rated. This was achieved by five member team of ForestConsult using focus group discussions, judgments on the outcome level of achievement were scored based on the following two criteria: 1 = Achieved (100% - 70%) ; 2 = Partially Achieved (69% - 40%); 3 = Not Achieved (39% - 0%).

Table 3: Implementation status as at project completion

Output 1: Dynamic, Long-Term Planning Mechanisms to Cope With The Inherent Uncertainties Of Climate Change Introduced		
Outcome	**Progress/percentage of Completion**	**Remarks**
1.1.1 Identify critical national ministries and institutions to target for an integrated approach to broadening CC coalition	100%	Key ministries and institutions have been identified. (MEST, MoFEP, EPA, NADMO, GMet and NDPC)

1.1.2 Support each prioritised institution to undertake a scoping and impact assessment study followed by a participatory awareness raising process (with gender-responsive approach)	100%	studies have been undertaken and awareness raised on the issues of climate change
1.1.3 Initiate a systematic and ongoing process of high-level awareness raising and training events	100%	DCEs and regional ministers of Volta and Eastern were not involved in the awareness raising and training programme
1.2.1 Formulate capacity development interventions for key partner organisations to better integrate CCA and DRR into their development strategies	80%	sensitisation programme for artisans and town and country planning Staff of Metro and Municipal Assemblies with respect to CCA and DRR was not conducted
1.2.2 Support the development of the legal and policy framework for prioritising early warning; and protocols for integrating where possible regional and cross-border warning systems	10%	Activity was initiated whereby legal practitioner were consulted
1.3.1 Undertake status quo assessment and gap analysis of key actions and proposals for integrating CCA into district development planning	100%	All District Budget Officers have been trained on the incorporation of CC and DRR in their budgetary processes.
1.3.2 Identify priority actions to be supported by the AAP for better integration of CCA and DRR at the district level	100%	The information supported institutions like the National Disaster Management Organisation (NADMO) in carrying out its mandate.

1.3.3 Allocate funding to relevant institutions and pilot districts to implement prioritised actions	100%	All the five (5) pilot districts were resourced to undertake CCA projects. Aowin Suaman was given extra funds (Gh¢75,000)to undertake their activities, however, Keta, Sissala East and West Mamprusi and Fanteakwa Districts submitted to UNDP for extra assistance but due to budgetary constraints at the latter part of the project, AAP could not offer such further financial support.
OUTPUT 2: LEADERSHIP AND INSTITUTIONAL FRAMEWORKS TO MANAGE CLIMATE CHANGE RISKS AND OPPORTUNITIES IN AN INTEGRATED MANNER AT THE LOCAL AND NATIONAL LEVELS BUILT		
Outcome	**Progress/percentage of Completion**	**Remarks**
2.1.1 Assessment of existing multilevel inter-ministerial (national, regional and local) coordination mechanisms for CC / sustainable development, and develop proposals for different institutional options. Strengthen mechanisms.	70%	The assessment was undertaken resulting in a Coordination mechanism document (2012). However the implementation of the strategies did not take place
2.2.1 Design and conduct capacity development through learning in action (training with results) programmes at national, regional and local levels, with a focus on women's representation	90%	The planned incentive package for the best mentee to attend could not come off due to the reallocation of funds in support of the development National Climate Change Policy
2.2.2 AAP Regional Specialists to conduct Leadership for Results Programme	100%	A demonstration project with the potential of being scaled up to other areas

2.2.3 Leadership training for key leaders in Climate Change	65%	The EPA-ED benefited from such training. Additionally the PM was sponsored by AAP Regional Office to attend various training events and Workshops. Incidentally, the Minister for MESTI was unable to participate in such training.
OUTPUT 3: CLIMATE-RESILIENT POLICIES AND MEASURES IMPLEMENTED IN PRIORITY SECTORS		
Outcome	**Progress/percentage of Completion**	**Remarks**
3.1.1 Undertake inventory and gap analysis of EWS	100%	Literature has been reviewed and gaps identified. This supported institutions like the Ghana Meteorological Agency (GMet) in carrying out their mandate.
3.1.1 Develop scope of activities under an AAP EWS programme	100%	This created the opportunity to build synergies, partnerships and institutional collaborations.
3.2.1 Establish and support a climate science Community of Practice in Ghana	100%	This created the opportunity to build capacities, synergies, partnerships and institutional collaborations.
3.2.3 Develop climate hazard maps for Ghana and at a local level for the AAP Pilot Districts	100%	Provided an opportunity to extend the hazard mapping to other districts of the country.
3.2.4 Procure, install and train staff at GMet on the use of a High Performance Computer and Numerical Weather Prediction model	90%	The project could not support the training of GMet staff on the HPC. This activity has been rolled into the exit strategy.

3.2.5 Support ongoing maintenance of Automatic Weather Stations	100%	8 AWS procured and installed. With the exception of the last quarter of 2012, the project supported the periodic monitoring of the AWS.
3.3.1 To develop and operationalize methodologies for communicating early warnings of flood and droughts in Ghana	40%	Missions were held to all the districts to assess the situation leading to TOR preparation and identification of consultant but the activity could not be carried out due to budgetary constraints.
3.3.2 Test the effectiveness of the communication methodologies via an assessment of response capability	20%	Communication strategy developed but activity could not be carried out both due to budgetary constraints and also low quality of the report.
OUTPUT 4: FINANCING OPTIONS TO MEET NATIONAL ADAPTATION COSTS EXPANDED AT THE LOCAL, NATIONAL, SUB-REGIONAL AND REGIONAL LEVELS		
Outcome	**Progress/percentage of Completion**	**Remarks**
4.1.1 Develop a guide for a detailed economic analysis of climate change adaptation needs and inclusion of this within budgeting	70%	Two regional AAP climate finance and economic analysis workshops were organised. The need for a checklist rather than a guide was identified by the Ghanaian participants. However, the project could not offer the financial support to develop the checklist.
4.1.2 Train organisations to undertake detailed economic analysis of climate change adaptation needs and inclusion of this within their budgeting processes	100%	At the regional workshop, Ghanaian participants from the agricultural and water sectors were trained on how

		to conduct detailed economic analysis.
4.2.1 To assist Ghana to source more funds for adaptation	20%	A stakeholder consultation workshop was organised to draw ideas on how to achieve the objective of this activity. However, no further consultancy work could be done due to budgetary constraints.
4.2.2 Develop recommendations for functional financial institutional mechanism	60%	Recommendations for Functional Institutional Finance Mechanisms developed but not vetted or shared
Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels		
Outcome	**Progress/percentage of Completion**	**Remarks**
5.1.1 Consult with key stakeholders and establish a national knowledge platform for climate change	60%	This created the opportunity to build synergies, partnerships and institutional collaborations
5.1.2 Prepare advocacy and knowledge sharing materials	100%	Policy Advisory Series on 19 themes, Atlas on Indigenous Knowledge, Fact Sheet and Achievement Sheets were prepared and distributed.
5.1.3 Design and implement national knowledge sharing materials	100%	Documentary was used during workshops. TV audio-visual has been produced but the broadcast will be rolled over into the exit strategy.

See detailed Implementation status as at project completion framework at annex 4

4.3 Results

4.3.1 Attainment of Objective/Goal

The AAP generally has been successful in delivering its outputs which translate into the overall project objective of ensuring that Ghana has broadened and improved institutional capacity and financing mechanisms for addressing climate risks, and has demonstrated positive impacts in linking disaster risk reduction and climate change through the implementation of early warning systems.

4.3.2 Attainment of Outputs

Generally, the evaluation studies revealed high attainments of all the five project outputs and these were analysed based on the achievements realized under each outputs from interviews and desk study as shown in Table 4.

Table 4: Attainment of outputs analysed based on achievements

Outputs	Achievements
Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced	• Funds allocated to consultants and contractors to undertake CCA/DRR activities in conjunction with institutions such as institution allocated to institutions such as NADMO and District Assemblies at the pilot sites. All 170 districts were trained on mainstreaming Climate Change Adaptation and Disaster Risk Reduction in 2011 • MOFEP and NDPC have designed Budget Guidelines which enjoin critical MDAs to secure future funding for CCA programmes through sector budgets • Some Members of Parliament, Council of State, Economic Management Team, Regional Ministers, District Chief

	Executives, District Coordinating Directors and Regional Coordinating Directors were engaged through the High Level Interaction Workshops to deliberate on how they can support mainstreaming of CCA and DRR in their various areas of authority. • Scoping and impact assessment studies of nine (9) prioritized areas namely Transport, Gender, Planning and Macro-economy, Water, Health, Biodiversity and Land use, Agriculture, Coastal Zone Management and Disaster Risks conducted and reports available.
Output 2: Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened.	• Mentoring and Coaching Initiative allowed Mentors and Mentees exchange technical knowledge in climate change issues coupled with leadership roles. The MCI has built up platform on Facebook and Google for sharing ideas. • Leadership for Results workshop organized to equip trainees to manage CC risks and opportunities • The Acting Executive Director of EPA was sponsored on a training programme on climate change at Cambridge University, UK.
Output 3: Climate-resilient policies and measures implemented in priority sectors.	• The AAP project has established a Climate and Society Community of Practice (CoP) in Ghana. • Hazard maps for communities in the five pilot districts have been prepared. • Eight (8) Automated Weather Stations (AWS) have been purchased and installed for GMet. • High performance computers (HPC) for predicting weather conditions more accurately have been purchased but and installed at the Ghana Meteorological Agency (GMet). However, due to for lack of funds, software

	installation and training are yet to be completed.
Output 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels.	• Preliminary assessment regarding the methodology Developed a guide for a detailed economic analysis of climate change adaptation needs and inclusion of this within budgeting initiated • AAP supported 2 international workshops on climate change economics and finance for 58 Ghanaian and 53 International participants. • Training organizations and climate change finance training undertaken detailed economic analysis of climate change adaptation needs and inclusion of this within their budgeting processes • Developed recommendations for functional financial institutional mechanism to assist Ghana to source more funds for adaptation.
Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels	• The establishment of a functioning National Knowledge Platform for Climate Change created the opportunity to build synergies, partnerships and institutional collaborations through platform strategies which include an audio visual on climate change and its impacts on Ghana and unique initiatives of AAP such as the High Level Interaction Workshops • Policy Advice Series on 19 themes, Atlas on Indigenous Knowledge, Fact Sheet and Achievement Sheets were prepared. • Documentary on climate change situation in Ghana was developed and used during workshops. TV audio-visual has been produced but yet to be aired. • Creation of website

	• AAP supported the development of a Guide for Mainstreaming Climate Change and Disaster Risk into national development, policies and planning.

4.3.3 Intended and unintended results/impacts

It needs to be stated at outset that the impact of the AAP in mainstreaming climate change into the highest level of decision making is too early to measure – the two-year project ended barely two months ago, implementation of most of the activities only took place in the last year of the project. For this reason, it is not realistic to be able to measure any considerable impacts currently. Nonetheless, some critical observations by each output were made by the evaluation team and some anecdotal evidence of impact obtained.

Output 1: Introduction of Dynamic, Long-Term Planning Mechanisms to cope with the inherent uncertainties of Climate Change

The initial budget planned under this output as discussed under the financial management (4.2.2.) exceeded resulting in an expenditure of $ 1, 245,762.50 however the disbursement was timely and efficient to achieve the intended results. Some key impacts include:

- ✓ NADMO indicated that DRR as a core focus of its activities, enabled their climate change unit of the organization to contribute more actively in the internal decision making and planning processes and have incorporated ideas from AAP into the national NADMO plan.
- ✓ Under this output a major focus was the strengthening of the ability of districts to integrate climate change adaptation and disaster risk reduction into district development planning which resulted in the training of 170 district planning officers on mainstreaming climate change issues into the planning. The NDPC is yet to incorporate the need to include adaptation and disaster risk reduction in its planning guidelines for the district medium term development plans, however the West Mamprusi district has already taken the lead and made budgetary allocation for CCA activities under its 2013 short to medium term plans.

- ✓ The implementation of the pilot activities was cited by most respondents as the most concrete achievement of the AAP.
- ✓ The review of the Building Code of Ghana to integrate climate change and disaster risk reduction standards. However, the review of the Building Code is being handled by the Ministry of Works and Housing.
- ✓ A member of the parliamentary select committee on environment noted that the AAP has been a part of various initiatives they have been engaged in to increase their knowledge on climate change, because of which he in particular is able to raise informed issues on climate change on the floor of parliament during debates.
- ✓ A key outcome of the output (in combination with Output 4) has been the incorporation of the DDR and CC Adaptation measures in the Budget guidelines to the MDAs by MoFEP for the annual budget preparation. However, there are no indicators for measuring compliance; neither are there any sanctions mechanisms for non-compliance. These need to be developed to ensure effectiveness.

OUTPUT 2: Building of Leadership and Institutional Frameworks to Manage Climate Change Risks and Opportunities in an Integrated Manner at the Local and National Levels

The total expenditure on this output was $225,055.72, which is 1% in excess of the planned expenditure ($190,000.00) as contained in the project document. On the whole the output was considered relevant and useful by all beneficiaries interviewed.

The MCI received good reviews from all respondents during the evaluation; a few quotes are presented in Box 1 at the next page

Box 1: a few quotes from interviewees

" … the mentoring programme has given me new ideas as to how to structure my department to make better use of my staff" – a Mentor who is a head of department for his organization

… I'm now able to take on more responsibility within the organization and lead my colleagues with more confidence. I have honed my communication, presentation and facilitation skills and have better appreciation of the work especially as it relates to climate change – A mentee

It is evident from our interaction that the impact of MCI goes beyond climate change awareness and will have lasting impacts on the organizations that benefited. A Google and Facebook (http://aapghana.wordpress.com/) platform network of the mentees and mentors created by the beneficiaries of the initiative provides good opportunity for networking and information and knowledge sharing.

The leadership for results workshops were also highly commended by some participants especially the use of drama to drive home the effect of climate change and the need to exercise leadership to manage it.

As indicated earlier only the Executive Director of EPA was able to attend the training programme on climate change at Cambridge University, UK. His own assessment of the training is that it gave him a broader perspective on the issues of climate change, which will stand him in good stead in offering leadership on the relevant issues within the EPA.

OUTPUT 3: Climate-Resilient Policies and Measures Implemented in Priority Sectors

The actual expenditure under this output is $ 685, 742.96 and represents 46% of the anticipated $1.5 million for the output. Delays in procurement processes on the output coupled with the under budgeting of some outputs (e.g. Output 1) led to reallocation of funds from this output to others. Nonetheless, significant outcomes were achieved under the output.

A lot of the activities under this output were seen to have high impact on DRR and CCA. Even though, this output tackled broad spectrum of activities, it achieved substantial results. The key challenge is inability to install relevant software to operationalize the high performance computer.

OUTPUT4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels

An amount of $200,000 was budgeted for the output of which $178, 000 was spent. The main thrust of this output is to assist government to develop financing options to meet national adaptation costs. Different actions envisaged for inclusion in this output were:

The evaluation team's assessment is that this output was the least effective of all the outputs of the AAP. No guideline for economic analysis of climate change adaptation has been

developed and no progress was made directly from the project in assisting Ghana to source for more funds for adaptation.

Two regional AAP climate finance and economic analysis workshops were organized to enhance the capacity of staff of various relevant sectoral agencies in the AAP countries and this included the course on Economic Analysis of Three Sectors – Water, Agriculture, Forestry and Coastal Protection. The Ghanaian participants in this workshop concluded that rather than a guideline, a checklist of possible areas for climate change adaptation actions and financial needs should be developed. However, the project could not offer the financial support to develop the checklist.

It is instructive though that the budget guidelines issued from MoFEP emanated in part from the outcome of this output. Though as noted earlier the administrative directive on including cost of adaptation activities in the budget is without specific guidance on how it should be done nor indicators for assessing compliance.

OUTPUT5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels

The funds allocated in the project document for this output was $429,000 but actual expenditure was $332,428.72 representing 79% of the budgeted amount.

The focus of this output is developing platforms for learning-in-action to upscale adaptation efforts and create a knowledge base. Key activities undertaken include;

- ✓ Consultation with key stakeholders and establish a national knowledge platform for climate change
- ✓ Preparation of advocacy and knowledge sharing materials
- ✓ Design and implementation national knowledge sharing materials

These actions were intended to support key institutions (especially CSOs) to document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors, and strengthen the capacity of NGOs and CBOs to share and disseminate knowledge on learning-in-action programmes on adaptation to climate change, for upscaling. In terms of

documentation a Policy Advisory Series on 19 themes, Atlas on Indigenous Knowledge, Fact Sheet and Achievement Sheets were prepared and distributed. The policy briefs became useful inputs in the climate change policy document. A documentary on climate change developed under this output was used during workshops. A TV audio-visual has been produced is yet to be broadcast. It was not possible for the evaluation team to assess the impact of these documents.

Regards the creation of knowledge platforms, discrete actions have been undertaken which have not as yet joined up into a national platform. The proposed AAP website for climate change information sharing has also not materialized. However, the potential for these actions for bigger impacts are evident. For instance, the emergence of the CoP bodes well for sharing technical knowledge on early warning systems. Similarly, the online platform of the mentors and mentees is a good start. Furthermore, through their engagement in the AAP, ABANTU strengthened the network on gender engagement in climate change issues (GACCES) through information sharing based on materials provided by AAP such as the policy briefs and involvement of the network members in AAP sponsored activities.

4.3.5 Sustainability

- ✓ Sustainability in terms of leadership capability and skills

Climate change effects impact on all levels of society and within different sectors thus the AAP Ghana strategies based on the institutionalization of the project activities within existing national institutions and programmes was creditable. The creation and building the capacity of leaders of key sectors and stakeholders at the national, regional, and district levels through high level workshops, the establishment of the MCI and CoP will continue to be within the sectors and individuals who benefited. The potential threat however is the failure of those who have gained such knowledge to impact or transfer to other people.

- ✓ Policy sustainability

One of the key focuses of AAP Ghana is to ensure stronger policy dialogues that could facilitate coherent policy, institutional and regulatory framework that will fully integrate climate change adaptation into planning and development. This, the programme had achieved through building the capacity of policy makers (e.g. sectors leaders, cabinet members, parliamentarians, District Assemblies, etc.) at both the national and district levels. Furthermore, the publications of the PAS which just go beyond presenting facts about climate

change linkages with the different sectors of the economy (i.e. agriculture, forestry, health etc) but provides relevant recommendations for policy, research and academic considerations provides an element of policy sustainability of the project.

- ✓ Institutional sustainability

AAP has succeeded in introducing highly effective systems on CCA and from indications with strengthened leadership and coordination by EPA most of these systems are highly likely to be sustainably mainstreamed in Ghana's development. What is lacking is a clear framework for assessing and monitoring the progress in mainstreaming.

Relevant units (desks) at MESTI as discussed in the AAP exit strategy which comprehensively prescribes way forward actions to consolidate CCA programmes in Ghana. For example, MESTI could be strengthened to lead the monitoring process. Annual and periodic presentation of progress made should be presented to the nation (Parliament). Inter-regional assessment systems to compare level of progress amongst nations could be introduced.

- ✓ Technological advancement

This was achieved through the hard and software relevant for the early warning systems. The installation of the 8 AWS and 1 High Speed Computer for Ghana Meteorological Agency (GMet) coupled with training of personnel has the potential to improve quality weather forecasting and future climate projections in the country. Some of these installed AWS were observed to be functioning. The installation of the AWS, according to GMet, has helped phase-out some manual stations especially with additional support from GIZ as part of their work with agriculture insurance. As a means of developing the local people's technology skills at the pilot sites, local people were actively involved in the flood and drought vulnerability mapping exercise led by NADMO to help prepare plans to mitigate potential flood and drought effects on the landscape.

- ✓ Economic and Financial Sustainability

Exploring funding sources of CC and DRR was one of the key expected results of the AAP under the output 4. At the national scale, the effectiveness of this could be realized within Ghana's Economic development framework known as the Shared Growth and Development Agenda which started with the preparation of a Medium-Term Development Plan. This is followed up by the MOFEP issuing Budget Guidelines to MDAs outlining areas of priority.

MDAs then prepare their budgets which depending on approved amounts guides the implementation of specific activities. Against this background the AAP has succeeded in ensuring the incorporation of CCA initiatives in MDAs plans and programmes based on the following scenarios.

- Budget Guidelines being issued from MOFEP from 2012 onwards makes provision for MDAs to incorporate CCA in their plans and programmes.
- Pilot district staffs were trained with the aim of integrating CCA in their district development plans.
- The NDPC assisted in mainstreaming the training on physical decentralization taking into consideration CCA initiatives. For example, at the pilot sites especially in the Northern part of Ghana currently there are other interventions like GSOP (Ghana Social Opportunity Project) and SADA (Savannah Accelerated Development Authority) in the district to continue with the climate change activities. Also in the 2013, the short to medium term plan of West Mamprusi, allocated budget for climate change activities as revealed from the field assessments.

The regional and International workshops held in Dakar and Accra respectively gave the impetus for exploring climate finance for resilient development in Ghana to complement donor funds in order to sustain the implementation of climate resilient development strategies. Thus a financial mechanism studies were conducted in September 2012 drew lessons from other countries to help recommend such mechanism in Ghana. With existing institutional structures like NCCC, EPA, MEST and NEF Ghana stands in better position to adapt the proposed mechanism which could not be realised during AAP implementation phase. One key critique of why this activity could not be achieved but have a potential to serve as lesson learnt was the late engagement of the financial private sector in the AAP to help develop pathway of setting up this system.

4.3.6 Replicability

The issue that arises is whether the AAP ensured the development of methodologies and skills that guaranteed the transfer and replication of its broad objectives in order to justify its investments.

This Project was designed purposely to enhance institutional capacity and mechanisms for effective coordination, awareness creation, capacity development, early warning system development, and pilot specific adaptation strategies at some pilot districts for sustained benefits in the long term. The concept to identify critical national ministries and institutions at the national level for an integrated approach to broadening climate change coalition was innovative in that it will in the long run allow government to have a far more coherent, streamlined and effective allocation of resources to meeting disaster risk reduction**.** Another key element of replicability is the development of the National Climate Change Policy for Ghana, which invariably can be relied upon by other countries in sub- Saharan Africa who similarly are in need of similar strategic policy document.

The training component of the project that was extended to schools and colleges through the creation of Environmental Clubs was an efficient and effective in-built incentive for environmental capacity building for future generation, as it will ultimately ensure sustainability by individuals in these pilot sites after the project. Thus the training of the 170 District Planning Officers and DCEs, and Traditional Authorities on mainstreaming Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) in their District Mid Term Development Plan is a key item under this head. These two categories of training were to serve as platforms for continuous knowledge sharing by resulting pool of trainers that were created.

The Mentoring Programme offered the opportunity for experienced colleagues to pass on to their younger staff members their knowledge and experiences of climate change and other emerging environmental issues within the environmental sector.

The piloting of key aspects of the coordinating mechanism at the ten (10) pilot districts level (Sandema, Sissala East, Aowin Suaman (Enchi), Tarkwa-Nsuaem, Asutifi, Asunafo North, Kwaebibirem, Bosomtwe, Saltpond and Keta) also revealed that there was no mechanism called District Environmental Management Committee (DEMC), but rather, the Sub-committee on Environment at the Assembly level and through the Sub Committee awareness have been raised on climate change and can be replicated nationwide.

In sum, in-country replication will be effective and it is recommended that development of methodologies and criteria for mainstreaming public private sector involvement on existing

business potentials and opportunities should take place as regards future project formulation by other interested and relevant institutions in the country.

SECTION FIVE: LESSONS LEARNED

5.1 Project Build-up

An adequate and thorough analysis of existing situation on CC impacts and adaptation measures was undertaken prior to completion of project proposal. Under this, a wide range of gaps were identified that indirectly influenced the overly-ambitious defined deliverables for realization under the project. This point is mostly convincing when the deliverables are gauged against the limited time frame for project execution. All the same, the project could have highlighted those gaps and gone ahead to concentrate on a few priority ones, such as, development of a comprehensive and fully functioning early warning system and dynamic planning mechanism to cope with CC impacts and then come out with recommendation for other projects to handle the other priority gaps. Admittedly there is always the temptation to take all on board but this invariably affects the depth of achievement of projects.

Given the diversity and novelty of outputs (e.g., early warning systems, planning processes, sustainable CCA funding mechanisms, leadership & mentoring capacity building, etc) expected from such a short-duration project, provision should have been made for a follow-up project (Phase II) to further develop and or initiate mainstreaming of the systems completed under the Phase I. At the end of the project a lot had been achieved in terms of information generation and initial systems development but they are all yet to be integrated to constitute an integrated whole in addressing CCA for Ghana. Interviewees all admitted that a follow-up project will help to consolidate the initial achievements under the AAP. The only challenge is in not knowing the form of the follow-up project. Results of the final AAP evaluation as well as other terminal recommendations should be taken into consideration for the follow-up project(s).

5.2 Synergies with Ongoing Climate Change Initiatives

It is highly commendable that the AAP seized upon the opportunity to contribute to the National Climate Change Policy Framework (NCCPF), both financially and technically. This is due to the inherent flexibility in the projects approach. Precursor projects such as the AAP which was kick starting initiatives on an important aspect of human development such as CCA should always embrace such flexibility to take onboard contribution to high profile processes both for impact and visibility

5.3 Project Management

Synergy amongst project management structures (PMU, SC, UNDP) even though acceptable could have been better through improved communication. The inability to fully achieve effective and transparent communication channels did not in any way affect the realization of the defined project objectives. From the foregone it is recommended that in future projects, the lines of communication, duties, rights and obligations of all participating institutions and individuals should be clearly defined and effectively communicated to address issues of governance and transparency.

5.4 District Pilot Activities

Although the early implementation of practical adaptation activities appears premature, in the end it served to provide useful lessons on how to roll-out CCA measures. It was atypical learning by doing hands on approach to project implementation. Most projects suffer from long gaps between theory and practice but the AAP combined both and it is recommended that in future CC projects should adopt similar approaches. Besides, the pilot informed national level processes such as climate policy formulation and vice versa.

5.5 Stakeholder Engagement & Communication

There is every indication that the AAP achieved broad stakeholder involvement at all levels and phases. What was a bit lacking was the inequality in access to information as to the scope of the project, for example, some of the district level stakeholders did not know the limitations to funding of the pilot activities and expected that the project was to be fully catering for livelihood and adaptation activities. Communication therefore becomes essential to put all key stakeholders at par on the scope and extent to which projects are to go. Most of the challenges faced in project management emanated from lack of adequate information, especially, on UNDP modalities for disbursing funds, etc. Normally, the first few weeks of project initiation is devoted towards clear communication on each institution's working systems and rules. Partners are taken through such modalities in to promote a common understanding of norms and procedures.

Although the AAP performed creditably in terms of outreach to diverse stakeholder groups, to further entrench the concept of climate change impacts and associated adaptation mechanisms amongst grassroots Ghanaian society, climate change specific institutions and symbols could be introduced. For example, a well-trained Climate Change Community

Committees (CCCC) could be established to champion climate change activities at the community level amongst farmers, families, etc. The CCCCs could be linked through a network to exchange information and participate in joint programmes.

Innovative approaches could have been adopted to promote far-reaching successes in creating awareness on climate change. To this end, it is high time a unique symbol along the lines of 'Smokey Bear' used in the US to portray the need preserve forests by developed and adopted in promoting awareness on climate change impacts and adaptation measures. A competition amongst the citizenry (schools, media, etc.) could be instituted to arrive at a suitable symbol. Such a symbol would go a long way to make awareness on climate change an everyday affair. Sponsoring and distributing everyday paraphernalia such as T' shirts, Calendar, etc. symbolizing climate change issues always brings such novel and abstract issues to the door step of the ordinary citizenry.

5.6 Capacity Development

The AAP achieved considerable success in terms of human capacity development for sustainable management of CCA programmes. The approaches adopted including mentoring, leadership, financial skills, etc. were innovative enough and quite appropriate for an issue such as Climate Change, which demands long-term observations and devising of solutions. Given the likelihood of dealing only with personnel at the very top of leadership in organisations, ensuring the transfer of knowledge to younger generations was one of the best approaches devised under the AAP. Projects in general should pick up these useful lessons from the AAP.

For instance AAP supported 32 mentors and mentees who were drawn from the Public Service, academia and civil society to enhance their knowledge and skills through mentoring and coaching on climate change adaptation and disaster risk reduction and soft skills such as facilitation. In addition there was Training for Disaster Response Personnel in all 10 regions of the country as well as in 15 districts in the 3 Northern Regions. Moreso two (2) Committees and a Volunteer Group were commissioned to oversee watershed management along Osubin and Akrom Rivers in Begoro in the Eastern Region as part of the Leadership for Results Programme (LFRP) led by the Climate Change Unit of EPA.

SECTION SIX: CONCLUSIONS AND RECOMMENDATIONS

6.1 CONCLUSION

The AAP Ghana sought to promote systemic change for a more integrated and general approach to climate change adaptation. These desired changes were to be realised by providing inputs into comprehensive programmes that were aimed at developing early warning systems in the country, the support of strategic policy dialogue and capacity development approaches. Additionally, these systems were to enable the country to better mainstream pro-poor and gender sensitive climate change adaptation into its national development processes, and to leverage additional adaptation funding and deploy its usage effectively.

6.1.1 Key Achievement

In terms of mainstreaming climate change, it was observed that District Planning and Budgeting Officers in all the 170 Districts in Ghana had their knowledge substantially enhanced on Climate Change Adaptation and Disaster Risk Reduction. Additionally, selected high ranking public officials from institutions such as Parliament, Council of State, Economic Management Team, Regional and District and Coordinating councils were engaged through High Level Interaction Workshops.

The project further introduced a number of innovative measures on its leadership objectives. These included the Mentoring and Coaching Initiative which led to the improvement of knowledge and skills such as facilitation on Climate Change Adaptation and Disaster Risk Reduction for thirty two (32) mentors and mentees in Ghana. Also there was a leadership for results programme which resulted in the creation of two (2) committees and a volunteer Group to oversee water management along Osubin River at Begoro in the Eastern Region. On Climate Change Finance, the AAP supported 2 international workshops on climate change economics and finance fifty eight (58) Ghanaians and fifty three (53) International participants.

With regards to Early Warning System, AAP supported Ghana to improve its readiness in disaster detection and potential climate change impacts by establishing the hardware and software necessary for an effective Early Warning System at the Ghana Meteorological Agency and the development of a flood and drought hazard mapping in five (5) – AAP Pilot District in Ghana. In terms of knowledge management AAP contributed immensely as it;

1. Supported the preparation of an Indigenous Knowledge Atlas on changes in climate
2. Supported the development of 19 editions of "Policy Advice Series" document on climate change and a Guide for Mainstreaming Climate Change and Disaster Risk into national development policies and planning
3. Supported the development of a well-resourced website to serve as an online encyclopedia on AAP activities and to provide information on all climate change related activities in Ghana.

6.1.2 Critical Issues

The key critical challenge with AAP was the short time frame for the execution of the Project vis-a-vis the broad geographical coverage and the initial low level of institutional knowledge, expertise and capacity on CCA within Ghana.

6.1.3 Opportunities

The AAP offered a timely intervention for the formulation of the National Climate Change Policy for the Country which is the guiding principle concerning areas related to climate change initiatives in Ghana.

6.2 RECOMMENDATION

Based on the evaluation, the following recommendations which are tied to the outputs are presented forthwith.

Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced

1.1 There is the need to strengthen monitoring system required to assess progress in the implementation of the MOFEP and NDPC Budget Guidelines which enjoins critical MDA's to secure future funding for CCA Programmes through sector budgets

1.2 It is recommended that the EPA should continue to lead and coordinate awareness raising and training programmes with active support of other MDA's and CSO's

1.3 The EPA should maintain established structures such as turning and modifying the Steering Committee into a national DRR and CCA group. These structures should be used as communication and implementation channel at national level. Additionally there

should be the continuous realization of high quality capacity building approaches through awareness raising and training material should be internalised to all sectors of society

1.4 Also information generated through initiated Early Warning System (EWS) should be made available to MDAs for consideration in sector plans.

1.5 Stakeholder workshop should be organized to validate the draft Policy and Legal Framework developed for EWS to enable consideration at cabinet

1.6 The Economics of DRR and CCA interventions must be further refined to justify allocation of funds for priority actions.

OUTPUT 2: Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened

2.1 The project initiated structures and mechanisms should be institutionalised with EPA as main coordinating body

2.2 The relevant institutions (NADMO, DA, NDPC, and amongst others) should submit evidence of Climate Change Risk Assessment in institutional plans to ensure an effective coordinating mechanism at the national level

2.3 Monitoring to determine progress in utilisation of leadership for results learning programme should be explored to ensure transfer of knowledge from the mentees to others.

OUTPUT 3: Climate-resilient policies and measures implemented in priority sectors implemented

a. The High Performance Computers (HPC) should be made operational by ensuring the installation of the required software
b. GMET Staff should be trained in the usage and management of the HPC and Numerical Weather Prediction model
c. There is the need for operationalization of the Community Information Centres for communicating early warnings of flood and drought and the Community of Practice should be integrated into the work of the GMET.
d. The effectiveness of the communication methodologies should be tested through assessment of response capability

OUTPUT 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels

4.1 Assessments of climate finance flows, matching priorities with potentially available resources should be explored taking into consideration the identification of specific sources of financial resources, and the policy-mix required to access them

4.2 There is the need for continuous adherence to a monitoring mechanism for ensuring Integration of climate finance within national development and budgetary processes

4.3 Further studies should be explored to develop an enabling environment that redirects existing public investments and provides the incentives for private finance to invest in low-emission and climate-resilient activities

OUTPUT 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels

2.4 A project close-out or dissemination workshop should be held by June 2013 to determine roles and responsibilities of various stakeholders in carrying forward CCA-identified tasks as a result of the AAP

2.5 A National coalition of NGOs, stakeholders on CCA should be established and existing environmental platforms such as KASA, NFF-G, and FWG should be approached to champion CCA and DRR issues.

ANNEX 1

TERMS OF REFERENCE (TOR) FOR THE FINAL EVALUATION OF AFRICA ADAPTATION PROGRAMME (AAP) GHANA

INTRODUCTION

With funding of $92.1 million from the Government of Japan, UNDP launched the programme, "**Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa** (hereafter called the Africa Adaptation Programme or AAP)" in partnership with the United Nations Industrial Development Organisation (UNIDO), the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP)[1]. The AAP assists 20 countries across the African continent in incorporating climate change risks and opportunities into national development processes to secure development gains under a changing climate. The Programme helps countries establish an enabling environment and develop the capacity required at local and national levels to enable them to design, finance, implement, monitor and adjust long-term, integrated and cost-effective adaptation policies and plans that are robust within a wide range of possible changes in climate conditions.

Within the framework of the AAP, Ghana started a project entitled, "Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa – Developing capacity and financing options for mainstreaming climate change adaptation in Ghana, with a focus on early-warning systems" or commonly referred to as "AAP Ghana."

The Africa Adaptation Programme (AAP) in Ghana initiated efforts to promote systemic change for a more integrated and holistic approach to climate change adaptation, through providing inputs to a comprehensive programme that will develop early warning systems in the country, as well as by supporting strategic policy dialogue and capacity development approaches. It was envisioned that these systems would enable the country to better mainstream pro-poor and gender sensitive climate change adaptation into its national and sub-national development processes, and to leverage additional adaptation funding and use this effectively. Concrete measures and policy level support were to be linked through integration of disaster risk reduction and climate change adaptation in development. Adaptation benefits were to be generated through improved capacity to deal with increased incidences of climate-linked natural disasters, as well as strengthened institutions, capacities and budgeting for adaptation response; as well as the climate-proofing of livelihoods of vulnerable populations, agriculturalists and other resource users in marginal regions through improved observation and early warning systems.

2. PURPOSE OF THE FINAL EVALUATION

This final evaluation will produce an evaluation report containing detailed data, information, analysis of results (both intended and unintended) and lessons learned from the implementation of AAP in Ghana. The report containing the information will be utilized by Government of Ghana, the Government of Japan (donor

[1] In the case of Ghana, UNDP was the main UN Agency responsible for financial and technical oversight

government), and UNDP (donor agency) in order to understand what type of results, products, and deliverables were generated, as well as assessing the quality (effectiveness, efficiency, and relevance) of these outputs. As a result, the report will inform future monitoring of results and impacts for climate change adaptation and disaster risk reduction in Ghana, as well as to build on, and sustain, achievements received through the project in the medium and long-terms.

In light of the above purpose of the evaluation process, the evaluation report is aimed at critically assessing the stages of the AAP and its products and results through participatory approaches, measuring to what extent the objective/outputs/activities have been achieved against the results and resources framework, and identifying factors that have hindered or facilitated the success (quality) of the project. The lessons learned section is aimed at capturing key lessons to assess what adaptation approaches/measures were effective at the national level, subnational levels and different sectors, and in the five pilot districts. This part is therefore forward-looking and is aimed at promoting AAP's lessons so that the legacies of the AAP will be replicated and sustained beyond the project lifetime.

3. SCOPE OF THE EVALUATION

AAP Ghana will be evaluated using the following criteria: relevance, effectiveness, efficiency, timeliness, and sustainability. The final evaluation will focus on the following aspects: A) project objective/outputs; B) processes; C) sustainability of results; D) monitoring and evaluation; and E) conclusions and lessons learned. For each aspect, a wide array of factors will be considered, including but not limited to:

A) Project objective/outputs

i. Objective, Output, Activities

- Relevance, effectiveness and efficiency of project activities.
- Relevance, effectiveness, and efficiency of project objective and outputs.
- Progress in the achievement of outcomes/outputs, measured against the baselines and indicators set at the outset of the project (refer to Results and Resources Framework - RRF - in Annex 1).
- Relevance, effectiveness, and efficiency of deliverables and results.
- Impact and achievement in addressing gender issues.

B) Processes

i. Institutional arrangement

- Formulation and implementation stages.
- Consultative processes.
- Technical support by global and regional teams during formulation and implementation.
- Capacity building initiatives.
- Assumptions and risks.
- Project related complementary activities.

ii. Partnerships

- Assessment of national level involvement and perception of partners.
- Assessment of local partnerships and their involvement.
- Assessment of collaboration between government, non-governmental organisations, the private sector, and regional/international organisations.

iii. Processes and Administration

- Project administration procedures.
- Milestones (log-frame matrix, RRF).
- Key decisions and outputs.
- Project oversight and active engagement by UNDP Country Office and the steering committee.
- Coordination between UNDP Country Office and government executing agency (EPA).

iv. Disbursements

- Overview of actual spending against budget expectations.
- Analyse disbursements to determine if funds have been applied effectively and efficiently.

v. Budget procedures

- Effectiveness of project document to provide adequate guidance on how to allocate the budget.
- Audits and any issues raised in audits and subsequent adjustments to accommodate audit recommendations.
- Review budget revisions and provide an opinion on the appropriateness and relevancy of such revisions.

vi. Coordination mechanisms

- Appropriateness and efficiency of coordinating mechanisms and approaches between implementing partners and oversight bodies.
- Propose improved coordination mechanisms and approaches.

C) Sustainability of Results

- Evaluate AAP's strategy to promote the sustainability/replicability of results.
- Identify evidence showing that the results/lessons of AAP have been replicated to other regions/countries/communities.
- Highlight methods, processes, systems identified or established to ensure results are sustained for the purpose of continuation of results and achievement of intended impacts.
- Analyse risks to ensuring sustainability of the project outcomes and results (i.e. country ownership, financial, institutional capacity).

D) Monitoring and Evaluation

- Identify problems/constraints, which impacted on successful delivery of the project identified at the project design stage and subsequently as part of the Mid-Term Review (MTR).
- Identify threats/risks to project success that emerged during implementation and strategies implemented to overcome these threats/risks
- Analyse impact of MTR recommendations.
- Assess the Monitoring & Evaluation systems and plans, whether they were well designed, implemented and budgeted, and their contribution to the compulsory quarterly and annual reporting processes at the national and regional levels.
- Assess the extent, appropriateness and effectiveness of adaptive management at all levels of the project implementation.

E) Conclusions and Lessons Learned

- Assess substantive reports (e.g. risk assessment, progress reports of certain adaptation measures, lessons learned documents, steering committee meeting minutes/quarterly reports).
- Identify key lessons emerging from the programme
- Identify effective approaches/measures (by sector and spatial scale).

- Identify elements hindering or promoting success.

A critical component of the lessons learned is to assess in detail, as part of the general assignment, the work undertaken to mainstream climate change adaptation (CCA) and disaster risk reduction (DRR) into district planning in Ghana using the five pilot districts as case studies, how this has been successful and, lessons learnt for related activities in the future. The purpose of this is to produce a lessons learnt document that covers the following:

- Detailed documentation of each of the five implemented pilot projects, including:
    - How and why CCA and DRR has been mainstreamed into district plans
    - How and why the pilot projects were developed
    - What has been achieved
    - Successes, failures and challenges
    - Lessons learnt for the future from each project. Key questions to explore include:
        - What does CCA and DRR mean to the districts? (How do they define it?)
        - What are the key drivers to mainstreaming CCA and DRR into district plans? (strong leadership, existence of various development aid projects, strong technical staff, good community-engagement processes, etc.)
        - What are the key challenges and bottlenecks identified? (natural disasters, lack of leadership, in the case of lack of community interest, explore the reason why it is the case in one community – why?, etc)
        - What could have been done better?
        - How were gender components taken into account through the process?
- Recommendation based on the lessons learned from the pilot districts as to how to scale CCA and DRR mainstreaming and implementation in Ghana for different typologies of districts

4. EXPECTED OUTPUTS

The consulting team will be expected to produce:

1) **An inception plan:** The plan should outline the overall strategies, actions and timeline of the evaluation.
2) **An evaluation report**: The report should not be more than 50 pages. It should be structured along the outline indicated in Annex 2. It includes a detailed lessons learned component and a list of all people interviewed in annex.

A draft of 1) should be submitted within 1 week after the contract is issued. A draft of 2) should be submitted within 1 week of the end of the evaluator's mission, and a final copy within 1 week after receiving written comments on the drafts. The draft and final evaluations of the products should be submitted to appropriate personnel and format as outlined in the Methodology/Approach of Evaluation.

5. METHODOLOGY/APPROACH OF EVALUATION

The consulting team will be recruited. They will undertake evaluation through the following 3 main steps:

1) Review of documentation (home-based);
2) Interviews in the field with stakeholders (mission); and
3) Follow-up inquiries by phone/email and develop final products (home-based). Before the mission, the consulting team will coordinate closely with project manager and respective UNDP Officer to get necessary documents for home-based desk review and schedule mission appointments.

The soft copies of the final evaluation report should be sent to Joseph Appiah-Gyapong (joseph.appiah-gyapong@undp.org), Head of Sustainable Development Cluster, UNDP Ghana, Shoko Takemoto, AAP Programme Focal Point, UNDP Ghana (shoko.takemoto@undp.org), and Antwi-Boasiako Amoha, AAP Programme Manager (aantwib@gmail.com). In addition, five (5) hard copies will be submitted to UNDP Ghana.

The suggested tasks are as follows:

Action
Step 1 Review of documentation (home-based)
Step 2: Interviews with key stakeholders (mission)
Step 3: Follow-up inquires and development of draft evaluation report (home-based)
Step 4: Comments from client – UNDP and AAP PMU/EPA (within 1 week of submission)
Step 5: Finalise an evaluation report and a lessons learned document that reflect comments (home-based)
Submission deadline: 25th January 2013, 12.00 hr by email and 5 hard copies

The evaluation will be conducted in a participatory manner through a combination of processes. It is anticipated that the methodology to be used for the Final Evaluation will include the following:

1) Review of documentation including but not limited to:

1. Project document.
2. Quarterly/annual progress reports and workplans of various implementation task teams
3. Audit reports.
4. Mid-Term Review report.
5. Final project review report, wherever available.
6. Financial reports.
7. Mission reports.
8. Strategy documents.
9. Guidelines/discussions papers.

10. Outreach materials.
11. Minutes of project steering committee meetings.
12. Monitoring and evaluation framework.
13. Project Review Report completed by AAP National Project Manager.

2) Interviews in the field with stakeholders including, but not limited to:

14. Project team.
15. Implementing Partner.
16. Oversight body (UNDP CO and Project Steering Committee).
17. Project stakeholders/beneficiaries.

3) **Additional document/information:**

18. UNDP Evaluation Office webpage.
19. UNDP Evaluation Policy (2006).
20. UNDP Evaluation Policy, pending approval by the Executive Board in January 2011.
21. Handbook on Planning, Monitoring and Evaluating for Development Results.
22. Outcome Evaluation Guidelines.
23. Evaluation Resource Centre.
24. EvalNet – EvalNet is a knowledge practice network, managed by the Evaluation Office, which aims to promote sharing of experiences, lessons and good practices in evaluation among its members. It has a number of products; including bi-monthly resource packages, consolidated replies and e-discussions. The network is open to external evaluation practitioners on invitation basis.
25. ADR Guidelines.
26. United Nations Evaluation Group (UNEG) webpage.
27. UN Evaluation Group Norms and Standards for Evaluation.
28. UNEG Code of Conduct for Evaluators.
29. UNEG Ethical Guidelines for Evaluators.

The above-referenced documents shall be made available to the evaluators in advance of the missions and, to the extent possible, in electronic format.

1. ATTRIBUTES OF THE EVALUATION CONSULTING TEAM

It is envisioned that the consulting team will consists of experts with the following core competencies:

1) Climate change adaptation programming and implementation
2) Monitoring and Evaluation
3) Data analysis

Collectively, the consulting team should have the following attributes:

- Capacity building and strengthening institutions.
- Policy framework strengthening/mainstreaming.
- Climate change adaptation.
- Good knowledge of the UNDP Evaluation Policy.
- Experience applying UNDP Results Based Evaluation Policies and Procedures.
- Good knowledge of the UNDP NIM Guidelines and Procedures.

- Knowledge of Result-Based Management Evaluation methodologies.
- Knowledge of participatory monitoring approaches.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Demonstrable analytical skills.
- Some prior knowledge of the Africa Adaptation Programme and working experience in Africa will be considered an asset.

Competency in the following is required:

- Excellent English writing and communication skills.
- Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions.
- Excellent facilitation skills.

2. IMPLEMENTATION ARRANGEMENTS

The evaluation will be conducted for a period of 4 weeks. The detailed Final Evaluation methodology will be agreed as part of the contract finalisation process by way of virtual communication with relevant UNDP representatives.

The consulting team will start the evaluation processes with an inception meeting with relevant the UNDP representative(s). The consulting team should submit an inception plan based on the meeting within 1 week of the issuance of contract. S/he will then undertake the review of documentation (home-based), interviews with key stakeholders/field visits (mission), preparation of an evaluation report and a lessons learned document (home-based). The consulting team will submit the draft products to UNDP CO for comments and finalise the products within 1 week after receiving the feedback.

3. GUIDING PRINCIPLES AND VALUES

The evaluation will be undertaken in-line with the following principles:

- Independence
- Impartiality
- Transparency
- Disclosure
- Ethical
- Partnership
- Competencies and Capacities
- Credibility
- Utility

The consulting team must be independent from the delivery and management of development assistance process that is relevant to the Project's context. Therefore, applications will not be considered from those who have had any direct involvement with the design or implementation of the Project. Any previous association with the Project must be disclosed in the application. This applies equally to firms submitting proposals as it does to individual evaluators. If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination, without recompense. In such circumstances, all notes, reports and other documentation produced by the evaluator will be retained by UNDP.

Final Evaluation Report

The final evaluation reports must be submitted by no later than 12h00 on 25th January, 2013, and submissions are to be made by email to:

- Joseph Appiah-Gyapong (joseph.appiah-gyapong@undp.org), Head of Sustainable Development Cluster, UNDP Ghana.
- Shoko Takemoto, AAP Programme Focal Point, UNDP Ghana (shoko.takemoto@undp.org).
- Antwi-Boasiako Amoha, AAP Programme Manager (aantwib@gmail.com).

In addition, five (5) hard copies will be submitted to UNDP Ghana by no later than **12h00 on 25h January 2013.**

Deadlines are taken extremely seriously, and any delay in delivery of final report will be penalized as outlined in the contract.

Inquiries can be directed to Joseph Appiah-Gyapong (joseph.appiah-gyapong@undp.org), Head of Sustainable Development Cluster, UNDP Ghana or Shoko Takemoto, AAP Programme Focal Point, UNDP Ghana (shoko.takemoto@undp.org).

ANNEX I.A. Results Resources Framework*

*(*This RRF may be replaced with an updated version during the commencement of the evaluation. The updated version will not have price and methodological implications.)*

Intended Outcome as stated in the Country Programme Results and Resource Framework:
UNDAF Outcome 3: Increased productive capacity for sustainable livelihoods especially in the most deprived districts.
UNDAF Outcome 6: Capacity for equitable and participatory governance systems is made more effective at all levels and guided by human rights principles
CP**:** Outcome 10: Establishment of regulatory framework for ensuring sustainable use of natural resources for improved livelihood.
CP: National and local systems for emergency preparedness, disaster prevention, response and mitigation
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Applicable Key Result Area (from 2008-11 Strategic Plan): Promote climate change adaptation
Partnership Strategy
Project title and ID (ATLAS Award ID):
Applicable Key Result Area (from 2008-11 Strategic Plan): Promote climate change adaptation

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	MEANS OF VERIFICATION Activity results level			RESPONSIBLE PARTIES	INPUTS
			Quality indicator	**Quality Method**	**Assessment time**		
Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced *Baseline:* Ghana has limited planning mechanisms to cope with the uncertainty of climate change; climate risk and the implications of climate change for vulnerability and development have yet to be fully appreciated by sectoral government ministries; and CCA and DRR are not integrated. *Overall Indicator:* The foundation for a broad-	Targets (Year 1) -Funding allocated & studies carried out by identified priority institutions - Status quo assessment for integrating CCA into district development Targets (Year 2) - systematic high-level awareness raising process	Activity Result 1.1: *A broadened national coalition for championing and integrating climate change adaptation into sectoral development* Action 1.1.1: Together with key partners, identify critical national ministries and institutions to target for an integrated approach to broadening CC coalition Action 1.1.2: Allocate resources to each prioritised institution for a study (with gender-responsive approach), plus awareness raising process, to understand potential impacts of climate change on their sectors and development plans, as well as possible adaptation options (see Output 4 for linked activities to re-align budgets) Action 1.1.3: Initiate a systematic and ongoing process of high-level awareness raising and training events to develop increased	***AR 1.1 Indicator 1**: Number of ministries and institutions that have been allocated resources for understanding climate change implications for their sectors* ***AR1.1 Indicator 2**: Systematic and ongoing process for high-level awareness raising and training events*	Project progress report Project progress report	**1st year** **2nd year**	UNDP MoFEP, MES, EPA Sectoral ministries NDPC NGOs CSOs District Assemblies	**Total output cost: US$390 000**

based and integrated response to mainstreaming climate change adaptation into Ghana's national development processes is in place, which includes an integrated approach to climate change adaptation and disaster risk reduction.	established that integrates CCA & DRR - Capacity development interventions implemented to strengthen ability of key organisations to integrate CCA & DRR <u>Target (Year 3)</u> - Legal and policy framework, institutional capacities, international agreements and budget lines consolidated for early warning and disaster preparedness - Prioritised actions implemented	political championing of CC issues and the need for sectoral adaptation actions <u>Activity Result 1.2</u>: *Enhanced understanding of the links between climate change adaptation and disaster risk reduction, and integration of these into national development plans* Action 1.2.1: Building on studies of AR1 of Output 3, develop a focused awareness raising programme for key ministries and institutions, including NGOs, of relevance for the prioritised early warning system parameters, to secure early warning as a long-term national and local priority Action 1.2.2: Based on initial awareness raising activities, formulate capacity development interventions for key organisations to enable them to better integrate CCA and DRR into their development activities Action 1.2.3: Ensure synergies and systematic linkages between this AR and capacity development activities and those set out in Activity Result 1 (Output 1) above Action 1.2.4: Support development of the legal and	***AR1.2 Indicator 1****: Number of relevant stakeholders (e.g. Planning and key sectoral Ministries - Agriculture, Water, etc) participating in awareness raising programme for integrating CCA & DRR* ***AR1.2 Indicator 2****: Number of capacity development interventions implemented* ***AR1.2 Indicator 3****:* *Early warning prioritised in national development plans* ***AR1.2 Indicator 4****: Number of sectoral and*	Project progress report Project progress report Project progress	**2nd year** **EoP** **EoP**		

	in districts	policy framework for prioritising early warning in national and sub-national development plans; and protocols for integrating where possible regional and cross-border warning systems <u>Activity Result 1.3: *Strengthened ability of districts to integrate climate change adaptation and disaster risk reduction into district development planning*</u> Action 1.3.1: Undertake status quo assessment and gap analysis of key actions and proposals for integrating CCA into district development planning Action 1.3.2: Identify priority actions to be supported by the AAP for better integration of CCA and DRR at the district level Action 1.3.3: Allocate funding to relevant institutions and pilot districts to implement prioritised actions (see also Output 3)	*local plans and programmes that integrate climate change adaptation and disaster risk reduction* ***AR1.2 Indicator 5**: Legal and policy framework supporting early warning in place and regional and cross-border agreements established.* ***AR 1.3 Indicator 1**: Status quo assessment and gap analysis of actions and proposals to integrate climate change adaptation and disaster risk reduction* ***AR1.3 Indicator 2**: Amount of funding allocated to relevant*	Project progress report / survey Legal and policy framework Project progress report Project progress report	**EoP** **2nd year** **EoP**		

			institutions and pilot districts to implement prioritised actions ***AR1.3 Indicator 3****: Number of mainstreaming actions implemented at the district level*				
Output 2: Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels built *Baseline:* Ghana has limited leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels *Overall Indicator:* Ghana has comprehensive and strengthened institutional frameworks to	Targets (Year 1) - Agreement achieved on coordination mechanisms - International exchange visit hosted Targets (Year 2) - Coordination mechanisms established & functional - Capacity development / learning-in-	Activity Result 2.1: *Strengthened functioning inter-ministerial (national, sub-national, local) and multi-stakeholder civil society mechanisms to manage climate change risks and opportunities* Action 2.1.1: Assessment of existing multilevel inter-ministerial (national, sub-national and local) coordination mechanisms for CC / sustainable development, and develop proposals for different institutional options Action 2.1.2: Hold consultative multi-stakeholder workshop to consider institutional options for national and sub-national climate change coordinating structures Action 2.1.3: Set up agreed inter-ministerial and multi-stakeholder	***AR 2.1 Indicator 1****: Number of mechanisms established with functional mandates for coordination, collaboration and synergy* ***AR2.1 Indicator 2****: Number of institutions using climate change risk assessments as part of the planning process* ***AR2.1 Indicator 3****: Systematic capacity development programme developed and implemented*	Project progress report Project progress report Project progress report Project	EoP EoP EoP EoP	UNDP MES, EPA MoFEP MoI, NDPC NADMO District Assemblies GEF SGP NGOs and CBOs NADMO Consultants	**Total output cost: US$190 000**

manage climate change risks and opportunities in an integrated manner at the national and sub-national levels.	action programme implemented for CCA & DRR <u>Targets (Year 3)</u> - Institutional innovations identified through exchange visit implemented	mechanisms with systematic coordination mechanisms, linked to disaster risk reduction institutional mechanisms Action 2.1.4: Build on existing CD interventions – such as those in UNDP Ghana's Annual Work Plan – to strengthen climate change coordination institutions <u>Activity Result 2.2: *Strengthened leadership and technical capacities at national, sub-national and local levels in sector-specific and cross-sectoral planning and management of integrated climate change adaptation and disaster risk reduction*</u> Action 2.2.1: Design and conduct capacity development through learning-in-action (training with results) programmes (with assistance of technical experts--at national, sub-national and local levels), with key institutions for CCA and DRR, with a focus on women's representation Action 2.2.2: Plan and fund an international CCA learning exchange visit, involving leaders (govt & NG) from a small number	***AR2.2 Indicator 1**: Number of institutions and individuals using integrated leadership and learning in action programmes to guide responses for integrated CCA and DRR (at national, sub-national and local levels)* ***AR2.2 Indicator 2**: International learning exchange visit and follow-up mechanisms* ***AR2.2 Indicator 3**: Number of functional institutional innovations implemented*	progress report Project progress report Project progress report	2nd year EoP		

		of African countries, for shared learning to promote institutional development Action 2.2.3: Provide funding for institutional innovations identified through exchange visits, and for ongoing follow-up and sharing between countries (Output 5)					
Output 3: Climate-resilient policies and measures implemented in priority sectors *Baseline:* Ghana has few or no climate-resilient policies and measures in place in priority sectors. *Overall Indicator:* Ghana has climate-resilient policies and measures implemented in priority sectors.	Targets (Year 1) - Feasibility for support to development of EWS assessed and priority hazards and focus areas identified - Community vulnerability assessments completed in 3 pilot areas Targets (Year 2) - community level institutions	Activity Result 3.1: *Feasibility for support to the development of early warning systems assessed, including resources required for implementation at the national, sub-national and local level* Action 3.1.1 Inventory and gap analysis of EWS Action 3.1.2 Study to identify additional burden on EWS through expected impacts of climate change Action 3.1.3 Prioritisation of hazards to be focused upon in development of EWS and identification of key areas of focus and collaborating institutions and initiatives Activity Result 3.2: *Activities planned and implemented to support risk knowledge, and monitoring and warning services,*	***AR3.1 Indicator 1:*** *Inventory and gap analysis of EWS* ***AR3.1 Indicator 2:*** *Study on additional climate change burden likely to be placed on EWS* ***AR3.1 Indicator 3****: Prioritised hazards and identified key areas of focus for EWS development*	Inventory report Study report Project progress report Project progress report Project progress report GIS-based Info	1st year 1st year 1st year 2nd year 2nd year EoP EoP	UNDP MES, EPA MoI, NDPC NADMO Meteorological Agency District Assemblies GEF SGP NGOs and CBOs NADMO Consultants	**Total output cost: US$1 500 000**

	developed & equipped for dissemination & communication in three pilot areas - climate information & projections integrated into risk assessment, monitoring & warning systems <u>Targets (Year 3)</u> - community response capacity assessed & community and volunteer education and training programmes that integrate DRR and CCA implemented	*<u>for the prioritised hazards and EWS</u>* Action 3. 2.1 Identify gaps in existing risk assessment processes for the prioritised hazards Action 3.2.2 Together with partners, establish a systematic, standardised process to collect, assess and share data, maps and trends on hazards and vulnerabilities Action 3.2.3 Strategy for community based participatory approach to local hazard and vulnerability analyzes Action 3.2.4 Implement community vulnerability assessments, that integrate gender, disability, access to infrastructure, economic diversity and environmental sensitivities, in three pilot areas Action 3.2.5 Establish GIS-based information management system on climate change induced disaster and natural hazard risk information Action 3.2.6 Participate in	***AR3.2 Indicator 1**: An agreed standardised process for risk assessment for prioritised hazards, with clear roles and responsibilities* ***AR3.2 Indicator 2**: Number of integrated community vulnerability assessments completed* ***AR3.2 Indicator 3**: GIS-based information management system for climate-induced disaster and natural hazard risk information established* ***AR3.2 Indicator 4**: Climate change projections and downscaled scenarios integrated into the risk assessment, monitoring and*	system Project progress report/ Integrated systems			

	in 3 pilot areas - GIS-based information management system established & fully functional	collaborative process to establish an effective hazard monitoring and warning service with a sound scientific and technological basis Action 3.2.7 Facilitate the integration of climate information and climate change projections into the risk assessment, monitoring and warning services, through the services of the regional technical assistance component of the AAP <u>Activity Result 3.3: *Activities planned and implemented to support dissemination and communication; and response capability*</u> Action 3.3.1: Participate in a collaborative process to develop communication and dissemination systems for EWS Action 3.3.2 Develop, train and equip community level institutions for dissemination and communication through multiple communication mediums in three pilot areas Action 3.3.3: Assess community response capacity, develop and implement community and	*warning systems* ***AR 3.3 Indicator 1**: Community level institutions developed and equipped for dissemination of EW* ***AR 3.3 Indicator 2**: Community response capacity assessments in pilot areas* ***AR 3.3 Indicator 3**: number of community and volunteer education and training programmes developed and implemented* ***AR3.3 Indicator 4:** Mechanisms developed and implemented to ensure that warning*				

		volunteer education and training programmes that integrate DRR and CCA, in 3 pilot areas	*alerts and messages reach intended recipients, especially women and children* ***AR3.3 Indicator 5:*** *Number of tests and training exercises conducted on the recognition of hazard signals*				
Output 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels *Baseline:* Ghana has limited financing options to meet national adaptation costs and lacks a suitable institutional financial mechanism for accessing funds from the Adaptation Board *Overall Indicator:* Ghana has strengthened technical and leadership capacities to secure, expand and/or re-align funds to	Targets (Year 1) - Institutional options assessment completed for conduit for financing through the Adaptation Fund Targets (Year 2) - - Functioning and equipped financial institutional mechanism to	Activity Result 4.1: *Strengthened technical and leadership capacities of key financial and planning institutions, as well as key line ministries, at the national and sub-national levels to secure, expand and/or re-align funds to support climate change adaptation.* Action 4.1.1: Consultations with key stakeholders to identify key challenges and activity areas in expanding/re-aligning existing funds/designing climate-resilient investment plans Action 4.1.2: Provide support to MoFEP, building on existing interventions, for enhanced economic analysis of climate change adaptation needs, and	***AR 4.1 Indicator 1****: Enhanced capacity of MoFEP for climate change adaptation economic analysis and developing climate-responsive budgeting guidelines* ***AR4.1 Indicator 2****: Climate-responsive budgeting guidelines for different levels* ***AR4.1 Indicator 3****: Number of ministries that have re-aligned their budgeting processes to incorporate gender-*	Project progress report Guidelines Project progress report Establishment of fund, with budget Project progress	2^{nd} year 2^{nd} year EoP 2^{nd} year EoP	UNDP MoFEP, MES, EPA Sectoral ministries NDPC NGOs CSOs Consultants Academia and research institutions CSIR	**Total output cost: US$200 000**

support climate change adaptation; and has a fully functional institutional mechanism for access funding from the Adaptation Board.	access AB funding - MoFEP has enhanced capacity for economic analysis of CCA needs - Key ministries have re-aligned their budgeting processes so that these fully incorporate funding for CCA, in a gender-responsive fashion	budgeting for these Action 4.1.3: Develop advocacy materials and deliver appropriate training on designing climate-resilient investment plans Action 4.1.4: Set up a specific fund and make budgetary allocations to support initiatives that target women and promote gender equality in adaptation to climate change Action 4.1.5: Building on these training interventions, assist key ministries to re-align their budgeting processes so that these fully incorporate funding for climate change adaptation actions, bearing in mind the special needs of women to make their livelihoods climate-resilient <u>Activity Result 4.2: *Increased international financing flows for adaptation to Ghana through establishment of functional institutional mechanism*</u> Action 4.2.1: Carry out institutional options assessment to determine and develop the most appropriate institution to serve as a conduit for financing	*responsive funding for adaptation actions* ***AR4.1 Indicator 4:*** *Fund established and specified percentage of national budget allocated to gender and climate change initiatives in key sectors* ***AR4.1 Indicator 5****: Number of risk transfer systems such as insurance implemented* ***AR4.2 Indicator 1****: Financial institutional assessment for accessing financing from the Adaptation Fund* ***AR4.2 Indicator 2****:*	report Assessment report Functional financial mechanism	1st year 2nd year		

		through the Adaptation Fund, which requires particular fiduciary standards Action 4.2.2: Establish functional financial institutional mechanism and provide training and equipment if necessary	*Functioning and equipped financial institutional mechanism*				
Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels *Baseline:* There is limited or no sharing of knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities in Ghana across and between all levels. *Overall Indicator:* Knowledge on adjusting national development processes to fully	<u>Targets (Year 1)</u> - Knowledge platform established - Civil society knowledge network established <u>Targets (Year 2)</u> - Advocacy & knowledge sharing materials developed - Knowledge sharing system developed <u>Targets (Year</u>	<u>Activity Result 5.1: *Key institutions document, disseminate, and influence policy and programmatic responses for adaptation in priority sectors*</u> Action 5.1.1: Consult with key stakeholders and explore options for establishing national knowledge platform for climate change, possibly linked to national multi-stakeholder coordinating mechanism (Output 2) Action 5.1.2: Design and set up knowledge platform and related templates, so that all knowledge products will show the impact of, and challenges facing women and indigenous communities in managing climate change risks Action 5.1.3: Prepare advocacy and knowledge sharing materials Action 5.1.4: Design and	***AR5.1 Indicator 1**: National knowledge platform established for sharing knowledge on climate change responses* ***AR 5.1 Indicator 2**: Number and quality of knowledge products documenting adaptation responses and innovations* ***AR5.1 Indicator 3**: Functional national system for knowledge sharing on incorporating climate risks and opportunities into development*	Project progress report/ knowledge platform Knowledge products Project progress report Knowledge network Project	2nd year EoP EoP 2nd year EoP EoP	UNDP MES, EPA, MoFEP GEF SGP KASA NGOs Academia and research institutions	**Total output cost: US$429 000**

incorporate climate change risks and opportunities is generated and shared across all levels, through a knowledge platform and CBO/practitioner knowledge network.	3) - Exchange visits for CSO network	implement national system for knowledge sharing on incorporating climate risks and opportunities into development Activity Result 5.2: *Strengthened capacity of NGOs and CBOs to share and disseminate knowledge on learning-in-action programmes on adaptation to climate change* Action 5.2.1: Consult with KASA and key civil society stakeholders on NGO/CBO priorities for knowledge sharing on pilot climate change adaptation activities Action 5.2.2: Support the development of a facilitated knowledge network to link up CBOs and practitioners for climate change adaptation, which could include intra-country visits Action 5.2.3: Facilitate linkages (both electronic and inter-country visits) between this network and other civil society networks in Africa, through the RTA component of the AAP	***AR5.2 Indicator 1**: Established and functional civil society knowledge network for climate change adaptation* ***AR5.2 Indicator 2**: Number of learning-in-action exchanges – for example intra-country visits* ***AR5.2 Indicator 3**: Functional linkage established with other African civil society networks for climate change adaptation*	progress report Project progress report			

*EoP = End of Project

ANNEX I.B. REPORT SAMPLE OUTLINE

Final Evaluation Report – Sample Outline

1. Executive Summary
    - Brief description of project.
    - Context and purpose of the evaluation.
    - Main conclusions, recommendations.

2. Introduction
    - Purpose of the evaluation.
    - Key issues addressed.
    - Methodology of the evaluation.
    - Structure of the evaluation.

3. The Project and its Development Context
    - Project start and its duration.
    - Challenges that programme sought to address.
    - Objective and goal of the project.
    - Main stakeholders.
    - Results expected.

4. Findings and Conclusions

4.1 Project Formulation
    - Formulation processes.
    - Stakeholder participation.
    - Replication approach.
    - Cost effectiveness.
    - Linkage of the programme and other interventions within the sector.
    - Indicators.

4.2 Project Implementation
    - Delivery.
    - Financial management.
    - Monitoring and evaluation.
    - Implementation modalities.
    - Coordination with key stakeholders related to climate change adaptation.
    - Coordination with other partners and operational issues.

4.3 Results
    - Attainment of Objective/Goal.
    - Attainment of Outputs.
    - Intended and unintended results/impacts.
    - Sustainability.
    - Replicability

5. Lessons Learned
6. Conclusions and Recommendations
7. Annexes
    - Evaluation ToRs, itinerary and list of persons interviewed.
    - Summary of findings from each mission.
    - Summary of field visits, including evaluators findings, issues raised and recommendations by different stakeholders.
    - List of documents reviewed.
      Questionnaire used and summary of results if any.

      Synthesis of stakeholder comments to the draft evaluation report.

ANNEX I.C. CLARIFICATION OF DEFINITIONS

LESSONS: Lessons highlight strengths/weaknesses in preparation, design, implementation that affect performance/outcome/impact.

DELIVERABLES: Outputs (Products and services—tangible and intangible— delivered or provided). They are not necessarily final outputs. They could be milestones at various stages of the project implementation phase. What is critical is that they bring benefits such as serving as useful inputs into the final outputs.

SUSTAINABILITY: Extent to which benefits of initiatives continue after external development assistance has come to an end. In other words making sure that the selected project benefits are influencing future policy and practice.

EVALUATION ITINERARY

Details of Activity (including field trip work plan)

DAYS AND DATES	ACTIVITY	PLACE
6th February – 22nd February	Interviews with National level Stakeholders	Accra /Telephone Interviews
Thursday, 7th February	Interviews with District Assembly Personnel (District Budget Analyst, Environment Health Unit, Finance Officer, Business Advisory Officer, Artisan Group) , District and Deputy District Director -MoFA	Aowin Suaman
Friday, 8th February	Interviews with the Media - Brosman Radio, Climate Change Clubs at Nana Bretuo Sec. Technical	Aowin Suaman
Sunday, 17th February	Interview with District Assembly staff (Planning Officer)	Tumu
Monday, 18th February	Field visits to demonstration sites	
	Interviews with Fanteakwa District Assembly Staff ,Osubin and Nkankama Communities	Fanteakwa
Tuesday, 19th February	Interviews District Assembly Staff	Sisala West
	Visit Demonstration sites	
Wednesday, 20th February	Interviews with Sogakope District Assembly Personnel	Sogakope
	Interview with District Assembly Personnel and MoFA representatives	Walewale
Thursday, 21st February	Interviews with Pilot Community Members	
Tuesday, 19th February	Interviews with Keta Municipal Assembly Personnel , Visit to Azanu , Agortoe, etc Communities, field visit to Suipe footbridge	Keta Municipal Assembly NADMO Office, Sea Defence Project Site, Keji, Agortoe, Azanu Community, Suipe footbridge and
22nd and 23rd February	Mission Report Writing/Analysis	ForestConsult - Kumasi

LIST OF PERSONS INTERVIEWED

National Level

NAME	DESIGNATION	INSTITUTION	PHONE NUMBER/ E- MAIL
Jeremais Blaser	Deputy Country Director Programme	UNDP	
Daniel Amlalo	Executive Director	EPA	damlaloo@yahoo.com
Antwi Boasiako Amoah	Project Manager		024-3987-871
Techie Obeng			0208196879
Joseph Appiah-Gyapong	Head, Sustainable Development Cluster	UNDP	Joseph.appiah-gyapong@undp.org
Peter Segbedzi-Pongo	Head, Program Support Management Unit		
Shoko Takemoto	Programme Analyst		026-508-8425
Louis Kuukpen	M&E Specialist		
Winfred Nelson		NDPC	0244482407
Rudolph Kuuzegh		MESTI	0244158319
Fredua Agyeman			02442184162
Francis N. Mills		NADMO	0244701666
Rose Mensah -Kutin		ABANTU	0208180662
Sandra Amankwa		NDPC	0244691931
Andrew Nkansah		GMeT	0277410493
Kwesi Asante		MoFEP	0244654193
Baaba Tahiru		CARE	0244832133

DISTRICT LEVEL

Fanteakwa and Keta Municipal Assembly

Name	Institution	Tel. No.
Abass Fuseini Sbaabe	Fanteakwa District Assembly	0209312000
Alhaji Seidu Abanga		0244436474
John Baabi		
Yaya Alhassan		0243068013
Ebernezer Azidoku	Fanteakwa District Assembly - MOFA	0244045682
George Addai Okyere	Parks & Garden - Fanteakwa	0243245210
Clement John Kwame (assembly man)	Volunteer, Kankama - Fanteakwa	0245490079
Dr. William Duodu	Begoro District Hospital	0244541612
Stephen	Kankama community - Fanteakwa	0548703447
Alex Attakpah	Keta Municipal Assembly - NADMO	0246495000
Edith Tay	Community Development – Keta Municipal Assembly	0243286013
Joel Dague	Teacher Keta Senior High School	0242501638
Hoenyefia Emmanuel	Azanu Electoral Area – Assemblyman	0249628505
M. G. Dagbui	Municipal Planning Officer	0243585349
Abdul Karim	Wildlife Division	

Enchi

Name	Institution	Designation	Phone No
Emil Tawiah Atsu	Aowin District Assembly	District Budget Analyst/Project Desk Officer	0245930065
J. A. Frimpong		Environmental Health Unit	0244077945
Ibrahim Yakubu			024142734
Frank Tayla		Finance Officer	0545505495
Godwin Amoakohene		Business Advisary Officer	0243923372

Yaw Adu	MOFA	District Director	0249105224
Emmanuel Esiape		Deputy Director	02444039342
Mary Osei	ICT Learning Centre		
Akwasi Gyamfi	Artisan Group	Chairman	0542030739
Paul Owusu		Member	0544865906
Kwabena Kyere		Member	02775764174
Frank Ackah		Member	0542422158
Francis Kwame Adu	Nana Bretu Sec. Tech. Club	Patron	0246443929
Benedicta Brew Andoh		President	0546313054
Bernice Wreko		Secretary	
Joyce Ansah		Organiser	
	Brosaman Radio	Manager	
Hagar Darkwa	Restaurant Operators	Owner	

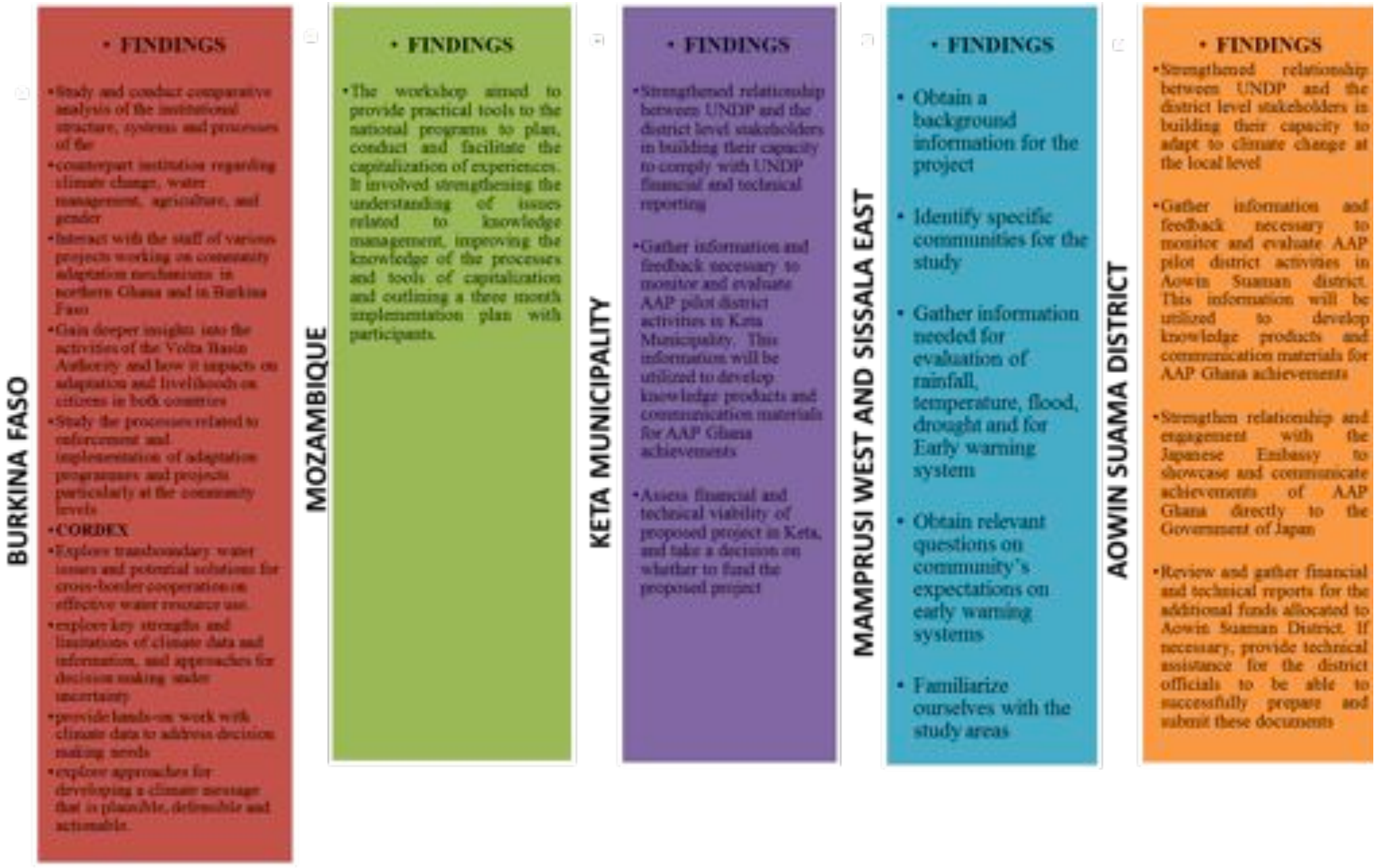
Sissala East and West Mamprusi

Name	**Designation**	**Institution**	**Contact Number**
Kanton Osman	Executive Director	Action for Sustainable Development (ASUDEV) – Tumu, Sissala East	0208420949
Gbene Ali Malik	Programme Coordinator		0207372707
Kudola Emmanuel	District Budget Officer	Sissala East District Assembly	0205880491
Mohammed A. Yakubu	District Coordinating Director		0244771711
Safo Willia M.	Deputy District Coordinating Director		0392022418
Abdul – Nasiru M. Y. Samiakii	District Finance Officer		0392022418
Kuodola Emmanuel	District Budget Officer		0392022418
Alhaji Yaya Sumaila	District Coordinator	NADMO – Sissala East District	0207793657
Justice Bennin	Executive Director	Youth Action on Rights	0208334722

		and Opportunities (YARO)	
Ibrahim Mahama	District Agric Development Officer (Crops)	MOFA - West Mamprusi	0209105082
Issifu Salifu	District Planning Officer	District Assembly -West Mamprusi	0261957456
J. W. Braimah	District Coordinator	NADMO - West Mamprusi	0247072122
Lawrence Agyakum	Budget Officer	District Assembly	0244530056
Bukari Bassi	Budget Officer	Sissala West District Assembly	0207372218
Salifu Kanton	District Coordinating Director		0207108448
Iddrisu Yazodaana Dawuda	Technical Officer II	Ghana Meteological Service - Tamale	0243491035
Jacob Lambon	Regional Meteological Officer		0246588320

Annex II: Summary of findings from each mission.

AAP embarked on a lot of missions both international (Burkina Faso, Mozambique and Italy) and locally (Keta, Begroro, Aowin Suaman District, Mamprusi West, Sissala East) the mission's general objectives was to acquire indigenous knowledge, practices and technologies from various areas and implement the acquired skill in other project site i



ANNEX III

List of Documents Reviewed

1. Project document.
2. Quarterly/annual progress reports
3. Audit reports.
4. Mid-Term Review report.
5. Financial reports.
6. Mission reports.
7. Strategy documents.
8. Guidelines/discussions papers
9. Outreach materials.
10. Minutes of project steering committee meetings.
11. Monitoring and evaluation framework.
12. Project Review Report completed by AAP National Project Manager
13. UNDP Evaluation Office webpage.
14. UNDP Evaluation Policy (2006).
15. UNDP Evaluation Policy
16. Handbook on Planning, Monitoring and Evaluating for Development Results.
17. Outcome Evaluation Guidelines.
18. Evaluation Resource Centre.
19. Ghana's National Climate Change Policy Framework.
20. Minutes of Climate Change Disaster Risk Reduction In The West Mamprusi District Assembly.
21. Sissala East District Assembly, Annual Action Plan – 2013
22. Sissala East District Assembly, Annual Action Plan – 2010
23. Field Mission to Aowing Suaman District – Mission Report, September 2012
24. Aowin Suaman D.A, Oct. 2010 – Aug., 2011 Quaterly Technical Report on District Climate Change Adaptation Project August 2011
25. Aowin Suaman D.A, 2011 Annual Technical Report on District Climate Change Adaptation Project February 2012
26. Aowin Suaman D.A, Climate change training programme.
27. Fanteakwa District Meduim Term Development Plan
28. Keta Municipal Development Plan and Report on Climate Change Awareness Programme

Summary of findings from National level interview of AAP Management Team

Below shows the summary of field trip interviews with the national level Rrespondents. The response has been grouped under the evaluation criteria

SUMMARY REPORT OF THE FIVE PILOT DISTRICTS AND TWO CONTROL SITES

1.1 Introduction

The Africa Adaptation Programme (AAP) Ghana is a programme aimed at developing capacity and identifying financing options for mainstreaming climate change adaptation in Ghana. AAP commenced in Ghana in October 2010 and implementation was completed in December 2012. Climate change issues including challenges and opportunities are no longer the precluded to the environment alone but also important for socioeconomic development. This is because several development sectors such as in agriculture, energy, water, forestry and industry are driven by climate sensitive factors.

As part of activities under the AAP, key stakeholders were identified in the five (5) pilot districts (Aowin Suaman, Enchi, Tumu, Walewale, Keta and Fanteakwa) , funds were provided to strengthen ability of the districts to integrate Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) into District Development Planning.

Two teams from the Forestry Consulting Unit visited the pilot districts as well as the two control sites (West Sissala District and South Tongue District)from 17th to 21st February 2013. This report gives a summary of the field visit at each district including key findings, issues raised and recommendations by the stakeholders.

The objectives of the visit were to:

I. Measure the extent Programme objectives/output/activities have been achieved against the result and resource framework

II. Gather relevant documentation for the evaluation exercise

III. Visit the project sites to find out achievements and challenges during the implementation stages

1.2 Methodology

Desk study was undertaken to review all documents on the pilot districts to identify the stakeholders involved, activities carried out and to have holistic view of the programme at the district level.

The team used administration of questionnaire to gather information on activities of the programme, undertook field visits for verification of demonstration projects and held meetings with focus groups. Discussions, interviews and community meetings were held using Participatory Rural Approaches. The team met personnel in the District Assemblies, Livelihood groups in the communities, Climate Change Club Members, Artisans, Market women, MOFA Representatives, etc.

1.3 Findings fom the Pilot District

1.3.1 AOWIN SUAMAN district

The main objectives of AAP intervention under this distrct were:

- Strenthen capacity of relevant institutions (District Assembly staff, Heads of decentralized departments, etc.) to formulate and integrate climate change adaptation programs into their development plans.
- Reduce the effects of flooding on livelihoods and fifteen flood prone communities
- Create awareness on issues of climate change and disaster management in the district

Key Findings

- The assembly has partially integrated Climate Change and Disaster Critical Issues in the district planning and budget processes . This is evident in the current Medium Term Development Plan (MTDP 2010-2013) which expires by the end of 2013 .
- Sustainable Resettlement Promotion Program was undertaken at Enchi New Light Industrial Site and Market Site (high land lying areas) to move artisans and market women from flood prone areas.
- Awareness creation on issues of Climate Change and Disaster Risk Management (mostly on flooding, windstorm, rainstorm and weather variability in the district) on radio in their local dialect is ongoing.
- Improved capacity of district staff to integrate climate change adaptation and disaster risk reduction in the development of their plans.
- Climate change clubs have been formed in schools to deepen awareness on climate change adaptation and Disaster Risk Reductionl

Plate 1:Members of Climate Change Club

Plate 2: Meeting with Artisans Association members at

the New light industrial site.

Plate 3: Flood prone area in Enchi Township

Plate 4:Interview with staff of Aowin District Assembly

Recommendation

1. It was recommended that the drainage system at the new light industrial site should be improved to prevent future flooding of the area.
2. The recommended that more funds would be needed to embark on tree planting exercises and awareness creation.

1.3.2 Fanteakwa District

The main objectives of AAP intervention at this district were;

- To restore degraded forest reserved land along river akrum and Osubin in the Fanteakwa District
- To provide alternative livelihood support to about 200 beneficiaries at Akrumso / Opersika and Obrahohor / Osubinbuom

Key Findings

The district has been able to achieve the following since the introduction of AAP.

- acquired 60 acre parcel of land to engage in afforestation programmes.
- Awareness creation and sensitization,
- Tree planting along two major rivers in the district which dry up during the dry season
- Alternative livelihood (rearing of cockerels, small ruminants such as goats)
- 15 pumping machines were distributed to farmers to irrigate their farms and prevent them from farming along the river banks.

- Alternate livelihoods were also provided through the purchase of chicks.
- Ttrees were planted in Begoro Township and the Begoro District Hospital and the banks of the Osubin River

Challenges

Even though the project improved the standard of living of the community and members of it, there were some key challenges encountered as a result of inadequate communication, planning and coordination between stakeholders. Outlined are the challenges faced at the project site leading to inefficient impacts and results

1. The seedlings were made available to communities close to the dry season and therefore led to low mortality of the seedlings planted.
2. Livestock has also graze on new planted trees around the Begoro township
3. Some of the farmers around the Osubin river were not consulted during the planning period and therefore feeling reluctant to leave the land
4. There were no existing bye-laws to monitor the management of water bodies and tree cover
5. Coordination among the key stakeholders was not effective
6. Non – availability of the proposal submitted to UNDP for consideration and approval.

Plate 5: Interview with staff at the District Assembly

Plate 6: Trees planted in Begoro Township

1.3.3 Keta Municipality

The main objectives of AAP in the district were;

- To build capacity of the people to study and understand the impacts of climate change on the environment.
- To enhance the development of abundant tourism and economic potentials in the coastal communities of the Keta Municipal
- To improve accessibility and link the coastal communities to both domestic and foreign market opportunities.
- To protect the marine and coastal resources/ecosystem from undue destruction and extinction.

Key Findings

- Awareness creation and sensitization of the municipal assembly staff and communities were observed to be successfully executed
- Construction of the footbridge at Suipe and Agorvinu community were successfully done 3. Footbridges have been constructed to link adjourning communities to promote trading of goods and services
- Incidence of drowning has reduce since canoes are no more used
- Stakeholders involve in the project are committed to the success of the programme.

Challenges

1. Narrow wooden bridges which vehicle could not used
2. The durability of the wooden planks was at stake

1.3.4.Sissala East

The main objectives of the AAP intervention at this district were ;

- To support the communities undertake small ruminants production as well as mango production through ' the Sissala East Greening and Food Security project
- To develop capacity and financing options for mainstreaming climate change adaption and disaster risk reduction in their plans
- Awareness creation on climate change issues

Key Findings

It was known that the alternative livelihood (small ruminant) intervention under the project was strategically targeted in offering platforms for dialogue with communities to reform negative socio-cultural practices which prohibits women from owning animals by supporting the women groups to undertake the small ruminant rearing. In addition, community groups are also engaged in grafted mango production as sources of income and amelioration of the environment. The project objectives is also in line with the Sissala East Medium Term Development Framework which is consistent with Ghana's Shared Growth and Development Agenda. Moreover , through the project, linkages have been established amongst various institutions (ASUDEV, MoFA, Forestry Department, Fire etc.) at the District level to create awareness on climate change issues.

Since inception of the project , the following results have been achieved:

- 9 communities have been sensitized and increased knowledge on climate change

- 45 women groups with a total membership of 225 in a selected communities were supplied with 225 small ruminants for rearing
- Established 16 acres of mango plantations in 5 selected communities but one community project destroyed by bush fires
- A total of 40 forest guards were formed and trained to fight against bush fires in 5 selected communities

Plate 7: Team meeting with livelihood leader (extreme right)

Plate 8: Field Team interacting with women from the mango plantation group at Pina

Plate 9: Sheep and pen supported by the project at Tumu

Challenges

- Persistent bush fires
- Short span of the project period to continue with the capacity development programmes

Recommendations

- Opportunities should be given to more women to benefit from the animal rearing
- Desertification and Deforestation are visible effects of climate change in the District. Water bodies and dam dry up during the dry seasoning therefore urgent need to continue the programme.
- Veterinary services should be made available in the communities

1.3.5 West Mamprusi District Assembly

The main objective under AAP were to;

- create awareness about climate change
- undertake tree planting project and livelihood intervention
- reduce the effects of flooding along the river banks, by planting along the banks and to improve the riparian vegetation along the river banks while reducing the siltation of the river bed.

Table 1. Flood and Drought Prone Communites in the West Mamprusi District.

Flood Prone Communities along the White Volta	Drought prone communities
Gbeo, Namin Yala, Zato Fong, Karimenga, Kurug, Arigu, Bisigu, Dun, Sariba, Ja – Asi, Kpasenkpe, Zanlo, Dibisi, Binbini, Zua, Mishio, Janua, Nasia, Boakudo, Shelinvonya, Kubori, Yagaba, Loagri, Sod, Prima, Zanwara, Yizesi, Jedima, Wuyima and Kukua Zuku No.	Tianoba, Takorayiri, Bugyakura, Kukua No. 2, Shelinvonya, Nabulugu, Abani, Tinguri, Nabari, Guabuliga, Kpabgu, Shingbini, Zangua, Mimima, Sagadugu, Wulugu, Shilinga, Diani, Zangu- Vuga, Zangu – Yakura, Zangum, Wungu, Kinkandina, Kpa – Fusi and Nasia

Source: NADMO Office (20th February, 2013) – West Mamprusi.

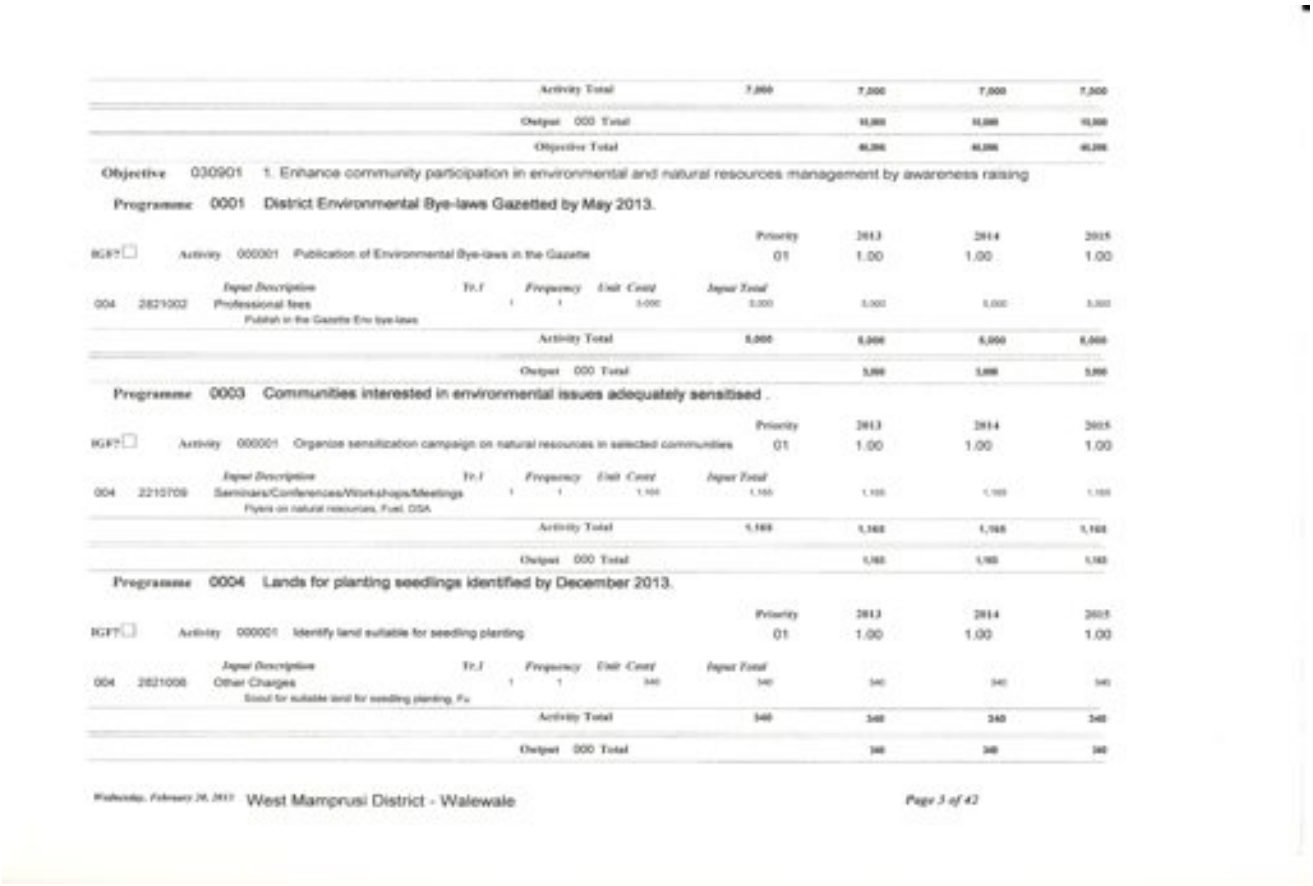
Key findings

- Climate change and DRR issues have been successfully mainstreamed in the District Medium term Development Plan. This has made it possible for the Assembly for the first time to budget for CC/DRR interventions in the District. (A section of budget plan for 2013 is shown below)
- Five farmer groups successfully established for dry season gardens
- 16 acres of land have been used to cultivate vegetables and maize.
- Construction of marketing sheds at Karimenga, Jatofong and other beneficiary communities to promote the sale of vegetables to improve women incomes.
- Establishment of nurseries in the communities
- Distribution of water pumping machines to beneficiaries
- Strengthened collaboration among decentralized departments, NGOs, Traditional Authorities and beneficiary communities.

Plate 10:Grafted mango planted at Karinmenga

Plate 11: Pumping machines provided by the project for livelihood improvement at Karinmenga

The West Mamprusi District Budget Plan



Activity Total 7,000 7,000 7,000 7,000

Output 000 Total

Objective Total

Objective 030901 1. Enhance community participation in environmental and natural resources management by awareness raising

Programme 0001 District Environmental Bye-laws Gazetted by May 2013.

IGF?			Priority	2013	2014	2015
	Activity 000001	Publication of Environmental Bye-laws in the Gazette	01	1.00	1.00	1.00

	Input Description	Yr.1	Frequency	Unit Cost	Input Total
004 2821002	Professional fees	1	1	5,000	5,000
	Publish in the Gazette Env bye-laws				

Activity Total 5,000 5,000 5,000 5,000

Output 000 Total

Programme 0003 Communities interested in environmental issues adequately sensitised .

IGF?			Priority	2013	2014	2015
	Activity 000001	Organize sensitization campaign on natural resources in selected communities	01	1.00	1.00	1.00

	Input Description	Yr.1	Frequency	Unit Cost	Input Total
004 2210709	Seminars/Conferences/Workshops/Meetings	1	1	1,160	1,160
	Flyers on natural resources, Fuel, DSA				

Activity Total 1,160 1,160 1,160 1,160

Output 000 Total

Programme 0004 Lands for planting seedlings identified by December 2013.

IGF?			Priority	2013	2014	2015
	Activity 000001	Identify land suitable for seedling planting	01	1.00	1.00	1.00

	Input Description	Yr.1	Frequency	Unit Cost	Input Total
004 2821006	Other Charges	1	1	340	340
	Scout for suitable land for seedling planting, Fu				

Activity Total 340 340 340 340

Output 000 Total 340 340 340

Wednesday, February 29, 2012 West Mamprusi District - Walewale Page 3 of 42

Challenges

- Conflict of roles between the project coordinator and UNDP AAP Focal Person. It was the role of the project coordinator to give instructions to the project activities, UNDP AAP Focal Person rather took over issuing queries and seeking clarification before she could give approval for project activities' implementation. This was however not clear to the District. Before the project implementation could commence it had already delayed for 2012 activities.
- Lack of foresight to select suitable species which could withstand the floods led to mortality of seedlings.
- Lack of commitment by some community members affected performance in the livelihood project.
- Tree planting along the river bank were not successful because the species could not withstand the long periods of floods.
- Staff turnover and loss of institutional memory.

Recommendation

- Other activities such as Guinea fowl rearing and bee keeping could also be introduced.
- Extension of the project to enhance knowledge and improve achievements
- The majority of population are illiterates and are either resistant to change or accept change and innovations slowly. There is the need to reach out to the larger numbers to deepen climate change awareness

- More vulnerable areas especially along the river banks have not been covered with the intervention to reduce climate change

1.4 control site

1.4.1 West Sissala District Assembly

The District is putting in place mechanisms and structures to address and mainstream climate change mitigation and adaptation into its Medium Development Term Plan (MDTF). The Greening Ghana, Ghana Social Opportunity Project (GSOP) and Savannah Accelerated Development Authority (SADA) programmes are being implemented to enhance the climate change adaption in the district. Various NGOs are also embarking on activities that are related to climate change adaptation. These portfolios of financing mechanisms in the district if well co-ordinated and synergies identified could serve as sustainable sources of income for funding local climate change adaptation interventions. Some of the climate related activities being implemented included:

- Construction of Dams by Plan Ghana for drought prone communities
- Tree planting activities under the GSOP and SADA
- Mandatory to integrate climate change into its development plan

Under the Ghana Social Opportunity Project (GSOP), training programmes is being organized for target groups as well as implementers. The project is involved in Mango plantations and planting of trees along river banks in selected communities. This has been implemented over a period of time which is integrated with climate change adaptations. Similarly, SADA is also embarking on tree planting but this activity would be implemented in May 2013 and seedlings would be raised for plantations.

1.4.2 South Tongu District

This Control site was not actively involved in AAP activities and information gathered was insignificant

1.5 Evaluation Criteria

In terms of relevance, efficiency, effectiveness and sustainability of the AAP intervention at the pilot sites, the highlights are summarized below :

Relevance

The project was relevant and timely in promoting knowledge on CCA and DDR at the District level. In particular, the project was relevant in enhancing the capacity of key institutions to be able to integrate CCA and DDR in their plans to reduce the potential impact on climate change and to budget for adaptation activities. Moreover, the livelihood activities undertaken at the district level empower women who are mostly affected by the variability of the climate and socio- cultural inhibits their potentials, especially in the Sissila District to engage in climate resilience livelihood.

Effectiveness

In terms of effectiveness, the project was effective in achieving most of the outputs it set out to accomplish. Structures put in place to Collaborate with stakeholders especially at the community level enhanced ownership of the livelihoods established. For

instance, the communities were consulted during decision making for selection of the livelihood activities though the quantity requested by some was not given.

Efficiency

At the district level, national systems were applied for financial management; this was done in line with the Financial Regulations Act. Funds disbursement at the district level

was efficient as proposals were sent on the activities to be undertaken for approval before release of such funds.

Sustainability

The creation of awareness on climate change adaptation, disaster risk reduction and early warning mechanisms both at the district and community levels, provides a good basis to sustain interest in the issues of climate change at the highest level of decision making.

ANNEX IV

EVALUATION INSTRUMENT

Name of Respondent..... Contact Number.....

Organization..... Interviewer.....

Date.....

***Gender representation among the interviewees should be critically considered**

CRITERIA	INSTRUMENT
RELEVANCE	
	1. What was the project about?
	2. Why was the project implemented
	3. What was the background to the project?
	4. To what extent is the project activities relevant to the intended deliverables [rank] and reasons for answer
	5. How relevant is the Project to your work? *Probe:* What work do you do in relation to the objectives of AAP (i.e. climate change adaptation and disaster risk reduction)
	6. What changes have you noticed in your organisation since the project started *Probe:* Give us an example of the changes and what do you think has caused these changes?
	7. How do you think the objectives of the project fit in with other development programs in the country?

	8. How does the project conform to Ghana's climate change policy and framework? Please explain.
	9. What were some of the key assumptions made in the planning and implementation of the project?
	10. What role did you/your organization play in the project?
EFFECTIVENESS	
	1. What were the major achievements of the project, please outline
	2. What physical evidence exists from the project (e.g. communication centre, markets etc?)
	3. How useful has these physical structures been to you/your organization and other beneficiaries
	4. How can this usefulness be improved?
	5. To what degree were the project outcomes achieved (rank) (list outcomes and score as achieved or not achieved)

	Outcome	Achieved	Not Achieved
	6. What information and/or skills have you gained through the project particularly in regard to climate change?		
	7. How do people in this organisation think about the benefits of the project?		
	8. What were the key challenges faced in implementing the project (please list)	How did you overcome these challenges?	
	9. What significant changes have you noticed within communities or your organisation? What factors do you think are responsible for these changes?		
	10. How has the project improved your institutional capacity to deal with climate change adaptation?		
	11. What were the community members' responses to the climate adaptation interventions?		
EFFICIENCY			
	1. In what ways did the project help to introduce efficiency in your organization's management, coordination, disbursements, transparency, accountability/reporting capacity in climate change adaptations programmes?		

	2. Were the resources provided for the project utilized appropriately? Explain.
	3. Were you satisfied with project funding levels (Explain)
	4. How can funding levels be improved?
	5. Were you satisfied with disbursement mechanisms? If Yes/No explain
	6. How should it be improved
	7. What equipment and material resources were supplied

	8. How adequate were those resources
	9. How efficiently were equipment deployed
IMPACTS/ OUTCOMES	
	1. What were the impacts of the project
	i. Social
	ii. Economic
	iii. Technical
	iv. Political
	v. Which activities in the program were most helpful to your organization/work/community? How did you utilize

	skills/information/goods received through the activity to make behavioural/policy/etc. change in your organization/community?
	vi. Which activities of the project were least helpful to your organization/work/community?
	vii. What common platforms existed to share and exchange lessons and resources?
	SUSTAINABILITY
	1. What were the sustainability framework and Exit strategy for the project?
	2. What lessons have you learnt in this project that can be sustained? What were the most successful parts of the project? Least successful? And why?
	3. In the absence of funds how can the project Outcomes be sustained?
	4. What role do you think your institution can support similar projects in future?
	5. How do you think this project can be continued in your community?
	6. What elements of the project should be maintained? (Probe)

	7. Without the project can these activities be continued?
	8. Were you involved in the entire AAP processes from the onset?
	9. If AAP's support is discontinued, do you think the project can be sustained? If so, how?
	10. What would you do differently given what you now know? What lessons have you learnt and how will you apply them in future?
	11. How do you seek to build on project gains?
	12. What are the challenges to project sustainability?
	13. Do you advocate for project continuity and why?