



ADAPTATION FUND

AFB/B.34-35/5  
11 November 2019

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Adaptation Fund Board

**REQUEST FOR EXTENSION OF PROJECT COMPLETION  
DATE: UNITED NATIONS DEVELOPMENT PROGRAMME  
(GHANA)**

## Background

1. The Adaptation Fund Board (the Board) at its twenty-fourth/twenty-fifth intersessional meeting, approved a four-year project titled “Increased Resilience to Climate Change in Northern Ghana through the Management of Water Resources and Diversification of Livelihoods”, submitted by the United Nations Development Programme (UNDP) for a requested amount of US\$ 8,293,972 (decision B. 24-25/11).
2. The overall goal of the project is to enhance the resilience and adaptive capacity of rural livelihoods to climate impacts and risks on water resources in the northern region of Ghana. The objective will be achieved through these main components: i) Improved planning and management of water resources taking into account climate change impacts on surface and groundwater sources; ii) Climate resilient management of water resources by communities in Northern Ghana; and iii) Enhanced diversification of livelihoods of communities in northern Ghana.
3. As mandated by the decision, an agreement was prepared and signed between the Board and UNDP on 31 March 2015.
4. The first tranche of disbursement for the implementation of the programme was released following signature of the agreement in March 2015. The first project performance report (PPR) for the project was submitted in July 2017 and cleared by the Adaptation Fund Board Secretariat (the secretariat) during the same month. The second PPR was received in April 2018 and cleared in July 2018, and the third PPR was received in September 2019 and cleared in October 2019.
5. As of November 2019, a total amount of US\$ 8,293,972 had been disbursed to the project by the trustee, corresponding to 100% of the project funding.
6. The expected completion date of the project is 30 April 2020. On 11 November 2019, UNDP had submitted to the secretariat a request to extend the project completion date until 31 December 2020 (Annex 1). The request was supported by the letter of endorsement from the acting Director for Environment on his capacity as the Designated Authority (DA) for Ghana (Annex 2).
7. In accordance with the Adaptation Fund policy for Project/Programme Delays (AFB/B.29-30/3/Rev.1 and B.29-30/15), the request for a completion deadline extension submitted by UNDP is deemed receivable.
8. The reasons for the project completion date extension, as outlined in the memo shared by UNDP, include the fact that:
  - The project faced delays in its implementation, specifically related to procurement, thus affecting the timely completion of some project activities;
  - Another set of challenges encountered, refers to the seasonal nature of project activities, for which some interventions were planned during the rainy seasons (e.g. planting of trees), and others construction works which could be only done during the dry season.
9. Despite the issues aforementioned, as highlighted by UNDP and by the Executing Entity, the project is planning to achieve all the planned activities. In addition, 80% of project activities

focusing on enhancing and diversifying the livelihoods of project beneficiaries, have been completed under outcome 3. The bulk of project activities which need to be completed, under outcome 2, are intended to ensure climate management of water resources by 50 communities, which is critical to achieve the overall project objective.

### **Secretariat's review of the request**

10. Following a review of the request and considering the explanation provided by UNDP, the secretariat believes that the request for an eight-month extension is justified. As evidenced in the letter provided by the acting DA, it is noted that the project has reached considerable results, and this extension will allow the project to complete the construction and rehabilitation of additional five dams/dugouts and help the project beneficiaries having all-year round access to water for crops irrigation, especially during the dry season. The extension will also allow give more time to undertake the project closure activities, such as the completion report and independent terminal evaluation.

11. It is key to highlight that the project performance has been rated as satisfactory by the Implementing Entity and the Executing Entity throughout the project implementation, and that no critical risks affecting the progress of project implementation have been identified after the project submission.

12. Finally, the secretariat acknowledges that this no-cost project extension request has been agreed with the Executing Entity and endorsed by the DA, in accordance with the Adaptation Fund Policy for Project/Programme Delays, as specified in Annex 1.

### **Recommendation**

13. The Board may consider to approve the request for an eight-month extension of the project completion date from 30 April 2020 to 31 December 2020 for the project "Increased resilience to climate change in Northern Ghana through the management of water resources and diversification of livelihoods" as requested by UNDP.

### **Annex**

1. Request for an extension of the project completion date from UNDP;
2. Government endorsement letter for the project extension request;
3. Work plan for the extension period.

## Annex 1: Request for an Extension of the Project Completion Date

*Request for extension of project/programme completion date*

<b>AF Project/programme ID: 00081025</b>			
<b>Project/programme Title:</b> Increased resilience to climate change in Northern Ghana through the management of water resources and diversification of livelihoods.			
<b>Country:</b> Ghana			
<b>Project/Programme Approval (date)</b>	26 June 2016		
<b>Expected Project/programme Completion (date)</b>	30 April 2020	<b>Proposed Revised Completion (date):</b>	31 December 2020

*Reasons/justifications for the extension of project/programme completion:*

The AF project was designed to be implemented from 26 June 2016 to 30 April 2020. However, due to delays beyond the control of the Implementing Entity, some activities may not be completed by the project end date. A no-cost extension is being requested for the period 1 May 2020 until 31 December 2020. This follows a request from the Government of Ghana, the Executing Entity, for the project to be extended. The main reason for the extension is to enable completion of outstanding construction activities, to monitor and provide quality control to these activities as well as to undertake project closure activities including a terminal evaluation.

The main cause of the delay in timely project completion is the late release of the second tranche of funds from Adaptation Fund Secretariat, with longer than anticipated time being taken in reviewing APRs and addressing Secretariat comments on the reports. This led to delays in project implementation. While UNDP managed to use its funds to advance the project during the delay period, this was only to a limited extent. These delays have had knock-on effects on the scheduling of project activities in the several ways including:

1. Delayed in signing contracts or payment to vendors upon satisfactory completion of milestones and deliverables. For example, payments to project technical consultants working on community water management and investment plans were delayed. This did not only affect timely completion of the Water Management and Investment Plans, it also affected subsequent activities such as the sub-basin community level water management plans which were depended on the completion of the Basin-wide water management and investment plans. Other community level stakeholder engagement meetings to increase local level ownership of project results were delayed. Some activities which are seasonal such as the drilling of the boreholes were suspended until dry season, since most of the communities were not accessible by heavy moving equipment during the raining season



2. Seasonal nature of the project activities. To ensure effective and efficient implementation of project activities, some project activities were sequenced in order to take advantage of the raining season in the case of planting of trees, or avoiding the raining season in the case of construction works such as the drilling of the boreholes and construction of Dams and Dugouts since most of the communities were not accessible by heavy moving equipment during the raining season.

Considering that the last tranche of the funds ( US\$2,004,397.00) from Adaptation Fund Board is yet to be released to support the implementation of remaining activities, this will also have implications on project activities. It is therefore our estimation, based on our procurement planning and in consultation with the Executing Entity, that while efforts would be made to ensure these activities are completed by April 2020, it is practically challenging to utilize the outstanding balance of US\$2,004,397.00 in the remaining period of the project and provide due diligence to ensure quality, impact and sustainability.

While the project team is on schedule to procure service providers for the outstanding activities before the original end of the project, the requested extension is needed to ensure that the execution of the activities is monitored and brought to proper completion and that sustainability is built into the implementation process.

Overall, the project has made significant progress on several of its outcomes. For example, all the project outputs under outcome 1 have been fully achieved at the end the of the third year. Particularly, downscaled climate projections are available for the White Volta, Black Volta and Oti-Basins; Black Volta and Oti-Basins water management and investment plans have been fully developed and validated for adoption at the inter-ministerial level. Over 80% actions towards the achievement of outcome 3, which is to enhance diversification of livelihoods in at least 50 communities in northern Ghana have been achieved. The outstanding activities under these outputs are going to be completed within the original project completion date.

The extension being requested will mainly be focusing on completing activities under outcome 2 of the project, which is intended to ensuring climate resilient management of water resources by 50 communities in northern Ghana have been completed. This will involve construction, supervision and rehabilitation of additional 5 Dams/Dugouts to make sure that beneficially communities have all-year round access to water for crop irrigation especially during dry season, as well as mechanizing high yielding boreholes/dugouts for irrigation. These activities are critical to achieve the project objective. Without the extension, the expected impacts will not be achieved, and the sustainability will be highly unlikely.

The costs of the extension are going to be minimal as the major costs of the project personnel are borne by government. For example, the Project Manager's salary and benefits are fully funded by government, as are the other costs associated with the Project Management Unit.

**Provide an overview of the remaining AF grant:**

**Remaining Project Funds as of**

Origin	Approved prodoc budget	Total expenditure as of Sep 2019	Balance
AF grants	\$8,293,972	\$4,282,647.33	\$4,011,324.86
UNDP	-	-	-

*Implementing Entity certification*

This request has been prepared in accordance with Adaptation Fund policies and procedures, has been agreed by participating executing entities, and the designated authority (DA) has been notified.



*Silke Hollander, Resident Representative a.i., UNDP Ghana*

Project/programme contact person

Date: October 30<sup>th</sup>, 2019

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[silke.hollander@undp.org](mailto:silke.hollander@undp.org)

## Annex 2: Government Endorsement Letter for the Project Extension Request

## MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY &amp; INNOVATION

Our Ref: .....

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 Ghana

**THE RESIDENT REPRESENTATIVE  
 UNDP**

 Attn: Paolo Dalla Stella,  
 Stephen Kansuk

 The Resident Representative  
 United Nations Development Programme  
 Accra.

October 21, 2019

Dear Silke Hollander,

**REQUEST FOR NO COST EXTENSION FOR THE "INCREASED RESILIENCE TO  
 CLIMATE CHANGE IN NORTHERN GHANA THROUGH THE MANAGEMENT OF  
 WATER RESOURCES AND DIVERSIFICATION OF LIVELIHOODS" PROJECT**

The Ministry of Environment, Science, Technology and Innovation in collaboration with UNDP with funding from the Adaptation Fund Board has been implementing the *"Increased Resilience to Climate Change in Northern Ghana through the Management of Water Resources and Diversification of Livelihoods" project* since May 2016. The project is addressing the unpredictability and decreasing availability of water resources in northern Ghana induced by climate change and associated negative impacts on the livelihoods of rural communities.

We are glad to indicate that overall, the progress of the project towards the achievement of the project goals and objectives is highly satisfactory. There has been significant progress to accelerate the delivery of the project by the Ministry of Environment, Science, Technology and Innovation through the Project Implementation Unit. Key results of the project as of date are:

- All the project outputs under component one of the projects have been fully achieved at the end of the third year. Particularly, downscaled climate projections are available for the White Volta, Black Volta and Oti Basins; Black Volta and Oti-basin water management and investment plans have been fully developed and validated for adoption at the inter-ministerial level. The implementation of these plans is expected to result in improved water resource management and long-term planning to effectively address the underlying drivers of water resource degradation and stimulate investments, while taking into account and trying to reduce the impact of climate change on surface and groundwater sources and livelihood.
- Over 70% actions towards the full realization of the outcome two of the project that is ensuring Climate resilient management of water resources by 50 communities in northern Ghana have been completed. For example, the project has constructed 100 boreholes, benefitting at least 30,000 people (over 50% of whom are women); ten existing dams are at various stages of completion;



- Deforestation in catchments and along riverbanks have led to reduced capacity of the land in many communities to retain flood waters. The land has also become more susceptible to soil erosion. As a result, the project has embarked on re-afforestation, targeting particularly those communities that border water courses. Each re-afforestation scheme targets approximately three hectares of land. 30 buffer zones have been created. Over 75,000 seedlings have been planted in 30 communities (90 acre) / plantations and fire belts created accordingly to protect the planted trees. This activity is expected to result in reduced siltation in the watershed and hence improved water supply throughout the year, including in periods of drought.
- Over 80% actions towards the achievement of outcome 3 of the project, which is to enhance diversification of livelihoods in at least 50 communities in northern Ghana have been achieved. The project has supported over 5,000 direct beneficiaries (60% women) in livelihood interventions aimed at reducing the impact of climate change and increasing the household income of the project beneficiaries. It is anticipated that these interventions when fully implemented in 2020 will be a game changer to increase household incomes by at least 50%.

Despite the significant achievement of the project and efforts aimed at ensuring that all the project activities are completed by April 2020, some project activities will require some extension until December 2020 due to the late release of funds by the Adaptation Fund Board. For example, it took over five (5) months to receive the bulk of the funds (\$ 4million) as second tranche of the funds from Adaptation Fund Secretariat. This situation had serious implications for the project. A few examples of what this meant in terms of project implementation were:

- Project consultants working on community water management and investment plans could not finalize their reports and embark on community consultations.
- some activities which are seasonal such as the drilling of the boreholes were suspended until dry season, since most of the communities were not accessible by heavy moving equipment during the raining season.
- Some activities planned had to be postponed to the following year due to the seasonal and cost-effective nature of implementing such activities. For example, tree planting activities in the target regions could only take place in May- July in order to take advantage of the beginning of the raining season.

In consideration of the above, we would like to request for no cost extension of "*Increased Resilience to Climate Change in Northern Ghana through the Management of Water Resources and Diversification of Livelihoods*" project from April 2020 until December 2020 to enable the project to complete the following activities:

- Provide construction supervision and rehabilitation of additional five (5) Dams/Dugouts. This is to help the beneficiary communities have all-year round access to water for crops irrigation especially during the dry season and for other uses, eventually reducing the impact of climate change on the livelihoods of the communities. Dugouts, which capture and store rainwater, and dams, which capture and store flood waters, have been identified by communities as being essential in maintaining water supply, particularly providing supply which satisfies multiple uses, such as for dry season gardening and for livestock. Dams also provide an effective flood water management function, assisting with reducing risks associated with uncontrolled flood waters.
- Mechanize high yielding boreholes/dugouts for irrigation. The project aims to ensure that small scale irrigation systems are installed in 30 communities and water users' associations to manage irrigation systems established and/or strengthened to improve efficiency and effectiveness of water usage under conditions of climate-induced water pressures.



- During the extension period, the Ministry and the Project Management Unit will continue to provide the needed construction supervision support to ensure that all project activities are implemented in line with the objectives of the project.
- Terminal Evaluation of the project. The final independent evaluation of the project will commence in November 2019. The findings of the terminal evaluation will be crucial in the development and implementation of the exit strategy aimed at sustaining the project results.
- Apart from the fact that significant investment has been made over the last three years, a lot of enthusiasm has been generated during the project implementation phase of which the grant of this request for no cost extension will enable us to keep up with the commitments made regarding activities to be conducted in the final year of the project.

We are glad to indicate that as part of government's commitment to the project, the salaries of the key project staff namely the Project Coordinator, Project Technical Advisor and the project driver have been and will continue to be absorbed by the government during the extension period. Please note that quite a lot of savings have been made on the project management budget which is enough to cater for the salary of the Project Finance and Procurement Officer until December 2020.

We would like to use this opportunity to commend and thank the United Nations Development Programme for the continued excellent collaboration with the Ministry for the past years and hope that this request for no cost extension will receive favourable response.



**Peter Dery**

Acting Director (Environment)

For: MINISTER=

CC: The Hon Minister, MESTI  
CC: The Chief Director, MESTI

### Annex 3: Work Plan and Budget for Extension Period



**MESTI**

MINISTRY OF ENVIRONMENT, SCIENCE, TECHNOLOGY & INNOVATION



*Empowered lives.  
Resilient nations.*

#### Annual Project Plan (Cover Page)

Country: Ghana

**UNSDP Outcome(s):** Outcome 5: Environmental governance at national and local levels is effective, efficient and coherent  
Outcome 6: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience

#### **Expected CPD Output(s):**

Output 1.2: National institutions enabled to implement coherent policy and regulatory frameworks for conservation, sustainable use, access to and benefit-sharing of environmental resources in line with international conventions  
Output 2.2: Key state and non-state actors (private sector, academia and CSOs) have improved capacities to form innovative and effective partnerships on climate action and environmental management

#### **Implementing partner(s):**

Ministry of Environment Science, Technology & Innovation (MESTI)  
Environmental Protection Agency

**Agreed by:** \_\_\_\_\_

**Agreed by (UNDG Agency):** \_\_\_\_\_

**Date:** \_\_\_\_\_

EXPECTED OUTPUTS State the outputs that the project is expected to achieve/contribute to.	Key Activities/Annual Output targets	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
			Q2	Q3	Q4			Funding Source
<i>Output 2.1: Climate responsive community water supply and management plans designed for 10 districts in northern Ghana</i>	Undertake Construction supervision for ongoing rehabilitation of five (5) Dams/Dugouts in five communities.		X	X	X	MESTI/UNDP	AF	150,000
<i>Output 2.3: Small scale irrigation systems installed in 50 communities and water user associations to manage irrigation systems established and /or strengthened to improve efficiency and effectiveness of water usage under conditions of climate-induced water pressures</i>	Provide technical supervision for the ongoing mechanization of high yielding boreholes/dugouts for irrigation in 15 communities of the project		X	X	X	MESTI/UNDP	AF	100,000
<i>Output 2.5: Learning platforms and systems for integrating climate change-related risks into community management of water resources and livelihood activities in northern Ghana institutionalized in 10 districts (Production and printing of lessons learnt documentation/Dissemination events)</i>	Conduct two learning events for integrating climate change-related risks and project results into community management of water resources and livelihood activities in Northern Ghana		X	X	X	MESTI	AF	50,000
Total for Output 2								300,000
<i>Output 3.2: Livelihoods diversification for improved adaptation to climate change in 50 communities</i>	Mainstream and develop sustainability/exit strategy for the various livelihoods’ interventions in all the project communities		X	X	X	MESTI	AF	100,000
	Travel and monitoring					MESTI	AF	20,000
Total for Output 3								120,000
Programme Management Cost	Monitoring, Travel and Terminal Evaluation			X	X	UNDP	AF	50,000
	Staff Cost: Procurement and Finance Officer		X	X	X	MESTI	AF	15,000
	Vehicle Maintenance and fuel /Office supplies		X	X	X	MESTI	AF	20,000
Total for PMC								85,000
Grand Total								505,000