



**MINISTRY OF LOCAL GOVERNMENT, DECENTRALISATION AND
RURAL DEVELOPMENT**

GHANA PRODUCTIVE SAFETY NET PROJECT 2

Credit # 6859-GH

PROJECT ID-P175588

PROJECT OPERATION MANUAL

VOLUME 2: LABOUR INTENSIVE PUBLIC WORKS

OCTOBER 2021

ASSOCIATED IMPLEMENTATION GUIDES AND HANDBOOKS

1. A Practitioner's Guide to Rural Roads Improvement and Maintenance
2. A Practitioner's Guide to Rehabilitation and Maintenance of Small Earth Dams, and Related Facilities
3. A Practitioner's Guide to Climate Change Mitigation and Adaptation Activities
4. Guidelines for Community Sensitization, Targeting and Enrolment
5. Environmental and Social Management Framework
6. Stakeholder Engagement Plan
7. Resettlement Policy Framework
8. LIPW Road Maintenance Handbook
9. LIPW Small Earth Dams Maintenance Handbook
10. Maintenance Handbook for LIPW Climate Change Mitigation Interventions
11. National Labour Intensive Public Works Policy, 2016
12. GMIS-PRO v2 User Guide
13. GPSNP 2 POM Volume 6: MLGDRD Financial & Procurement Management
14. GPSNP 2 POM Volume 8: MLGDRD Project Management, Coordination and Capacity Building

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LIST OF ACRONYMS

API	Application Programming Interface
CCMI	Climate Change Mitigation Intervention
CF	Community Facilitator
CSO	Civil Society Organization
CDD	Community-driven Development
DA	District Assembly
DCD	District Coordinating Director
DCE	District Chief Executive
DE	District Engineer
DFO	District Finance Officer
DFR	Department of Feeder Roads
DMTDP	District Medium-Term Development Plan
DPCU	District Planning Coordinating Unit
DPO	District Planning Officer
DTC	District Tender Committee
DWD	District Works Department
ESSF	Environment and Social Screening Form
EPA	Environmental Protection Agency
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FMC	Facility Management Committee
FMP	Facility Management Plan
FR	Feeder Road
GHG	Green House Gas
GIDA	Ghana Irrigation Development Authority
GLSS	Ghana Living Standards Survey
GNHR	Ghana National Household Registry
GPS	Global Positioning System
GPSNP	Ghana Productive Safety Net Project
GRM	Grievance Redress Mechanism
GSOP	Ghana Social Opportunities Project
GSS	Ghana Statistical Service
ICT	Information and Communication Technology
IDA	International Development Association

IEC	Information, Education, and Communication
IT	Information Technology
LEAP	Livelihood Empowerment Against Poverty
LIPW	Labour-Intensive Public Works
LIUC	Low-Income Urban Communities
LPO	Local Purchase Order
LUID	LIPW unique identification number
MDA	Municipal/District Assembly
M&E	Monitoring and Evaluation
MIS	Management Information System
MLGDRD	Ministry of Local Government, Decentralisation and Rural Development
MoU	Memorandum of Understanding
MoGCSP	Ministry of Gender, Children, and Social Protection
NC	National Coordinator
NE	National Engineer
NGO	Non-Governmental Organization
NHIS	National Health Insurance Scheme
PC	Payment Certificate
PDO	Project Development Objective
PFI	Participating Financial Institution
PI	Productive Inclusion
PMU	Project Management Unit
POC	Project Oversight Committee
POS	Point of Sale
PPA	Public Procurement Authority
PPE	Personal Protective Equipment
PRA	Participatory Rural Appraisal
PTC	Project Technical Committee
RCC	Regional Coordinating Council
RDCU	Rural Development Coordination Unit

RFQ	Request for Quotation
RPCU	Regional Planning Coordinating Unit
RPF	Resettlement Policy Framework
SA	Social Accountability
SDR	Special Drawing Rights
SGBV	Sexual and Gender Based Violence
SHS	Senior High School
SP	Social Protection
SED	Small earth dam
SRA	Stores Receipt Advice
SRN	Stores Receipt Note
SRV	Store Receipt Voucher
SWCDD	Social Welfare and Community Development Department
SWCDO	Social Welfare and Community Development Officer
TAB	Transparency and Accountability Board
TOR	Terms of Reference
ESSS	Environmental and Social Safeguard Specialist
STEP	Systematic Tracking of Exchanges in Procurement
SWCES	Single Window Citizen Engagement Service
UCM	Unified Case Management System
VAT	Value Added Tax
VO	Variation Order
VSLA	Village Savings and Loans Association
ZC	Zonal Coordinator
ZCO	Zonal Coordinating Office
ZESSO	Zonal Environmental and Social Safeguards Officer

DEFINITIONS

Term	Definition
Beneficiaries	Households and individuals who are targeted to receive any form of support under the GPSNP 2.
Communities	Human settlements with LIPW subprojects
Community-Based Organization	Informal grass-root organization based in a specific community and whose members are drawn primarily from the same community.
Collaborating Agencies	Mainly public agencies whose services/support will be required in the implementation of the GPSNP either at the National, Regional, District or Community level.
Metropolitan/Municipal/District Assemblies (MMDAs)	Statutory Local Government Authority established by a Legislative Instrument (LI) in exercise of provisions under the Article 241 of the 1992 Constitution and the Local Governance Act 2016, Act 936
Non-Governmental Organizations (NGOs)	Private organizations supporting local communities undertaking community actions
Public Good	Sub-project investment meant to benefit an entire community e.g., farm trails, small earth dams, roads, markets, etc. Ownership of such goods is vested in the community/local authority but not in individual persons or groups of people.
Sub-projects	Rural projects to be financed by the proposed IDA credit.
Project Management Unit (PMU)	Unit under the MLGDRD staffed with consultants and/or Civil Servants responsible for implementation of the Project

FOREWORD

This document is Volume 2 of the GPSNP 2 Project Operational Manuals, which describes the Labour-Intensive Public Works component of the Project and its implementation processes. It includes:

- i) A description of the Project, its goal and objectives, implementation arrangements, as well as the roles and responsibilities of the various stakeholders;
- ii) A description of the implementation arrangements of the LIPW component; and
- iii) Provisions for safeguards and case management.

UPDATING AND APPROVAL

The manual is a reference document which may be amended to cater for specific needs that may arise during Project implementation. The adoption of the Manual is the responsibility of the Government of Ghana, which may be delegated to an internal agency or an external body. The proposals for a revision will be submitted by the Project Management Unit (PMU) to the Chief Director of the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) for ratification by the leadership, and then to the World Bank for no-objection.

1.0 INTRODUCTION

1.1 Background

1. The Government of Ghana is committed to promoting inclusive economic growth that reduces poverty and creates job opportunities for all Ghanaians. The Government's aim of promoting broad-based economic growth is outlined in the *Coordinated Programme of Economic and Social Development Policies (2017-2024)* which underscores the need to mainstream employment creation in the national development of Ghana. To this end, the Government has prioritized investments in core infrastructure and launched a number of flagship programs that aim to enhance access to jobs, promote entrepreneurship and reduce constraints to growth. While these initiatives are likely to generate job opportunities that are suitable for much of the population, extremely poor households often experience unequal access to such programs, as well as basic services due to low literacy and skills, hence a need for safety net programmes that support them to better access services that promote their productivity and improve their access to jobs.

2. The objective of the Ghana Productive Safety Net Project 2 (GPSNP 2) is to expand and enhance social safety nets that improve the incomes and productivity of the poor in Ghana. GPSNP 2 is also consistent with the Government's vision for Ghana's social protection sector, including productive, gainful employment for the poor, as stated in its National Social Protection Policy 2015, National Employment Policy 2015, and National LIPW Policy 2016. The efforts are also aligned with the Government's COVID-19 relief and recovery plans, which seek to protect and restore the economic well-being of affected households, workers, and enterprises, and expand and improve the performance of government programs to achieve this. Between 2010 and 2018, the Government implemented the Ghana Social Opportunities Project (GSOP), which was followed by the GPSNP project, which was implemented from 2019 – 2022. These two projects are the precursors to the GPSNP 2, and aimed to improve targeting of social protection programs and providing income support to poor households through Livelihood Empowerment Against Poverty (LEAP) grants and Labour Intensive Public Works (LIPW) infrastructure in targeted districts.

3. The GPSNP 2 aims to further expand the coverage and improve the effectiveness of the LIPW, and to complement these with concerted efforts to build linkages to productive support for extremely poor households. This is anticipated to address some of the constraints to productivity faced by the extremely poor households while consolidating the gains made in the social protection sector to date.

4. The GPSNP 2 is funded by the International Development Association (IDA) of the World Bank with an amount of US\$100million.

5. The project has six (6) components namely:

- Component 1: Productive Inclusion Program (US\$15 million)
- Component 2: Labour-Intensive Public Works Program (US\$28 million)
- Component 3: Livelihood Empowerment Against Poverty Program (US\$177 million of which US\$20 million from IDA, and US\$157 million from the Government)
- Component 4: Social Protection System Strengthening (US\$29 million)
- Component 5: Project Management, Coordination, and Institutional Strengthening (US\$8 million)

- 5a - Project Management, Coordination, and Institutional Strengthening under MoGCSP (US\$4million)
- 5b - Project Management, Coordination, and Institutional Strengthening under MLGDRD (US\$4million)

- Component 6: Contingent Emergency Response Component (US\$0 million)

6. The GPSNP 2 will be implemented jointly by the Ministry of Local Government, Decentralisation and Rural Development (MLGDRD) and Ministry of Gender, Children and Social Protection (MoGCSP) with the former having responsibility for Components 1, 2 & 5b whilst the latter takes responsibility for Components 3, 4 & 5a.

7. The LIPW Component shall be implemented in 80 targeted poor districts. The component's implementation will be executed by Metropolitan/Municipal/District Assemblies (MDAs) with technical support from a Rural Development Coordinating Unit (RDCU) – the Project Management Unit consisting of four (4) Zonal Coordinating Offices (ZCOs) and a Head Office which doubles as the 5th Zonal Coordinating Office.

8. LIPW is considered an effective approach towards the provision of short term employment to the poor in order to enable them meet their household expenditure, particularly during the agricultural off-season. LIPW, as currently implemented in Ghana, also aims to ensure the widespread adoption of the technology as a social protection and employment creation tool.

1.2 Objective of the LIPW Component

9. The objective of the LIPW component is to extend income-earning opportunities to poor and extremely poor households through the use of labour intensive methods to construct, maintain or rehabilitate public assets such as feeder roads and small earth dams that improve the productivity of communities and respond to the anticipated effects of climate change. Specifically, this component will support the implementation, expansion, and strengthened performance of LIPW, specifically: (a) expansion of the program in rural communities; (b) extension of the program to urban areas;¹ and (c) development of a strategy for increasing financing for LIPW, including through Government financing at the national level and through the budgets of MMDAs.

1.3 Scope

10. The Component will finance the cost of LIPW sub-projects, program administration, and the costs of strengthening and reforming program design and implementation, including: (i) payments to beneficiaries in exchange for their work in rehabilitating or maintaining productive community or public assets; (ii) the costs of capital inputs for the sub-projects; (iii) monitoring and supervision of the LIPW subprojects; (iv) capacity building of contractors, MMDAs and other actors in LIPW delivery; and (v) strengthening the performance of the LIPW MIS and the further integration of information and communication technology (ICT) solutions in the delivery chain.

11. In addition, LIPW will extend and intensify the provision of supplementary services in program households and communities. The services will include information, communication, engagement, and facilitation activities for (a) promoting the enrollment and continued participation of program households in NHIS; (b) improving investments in nutrition, health, and education by program households; (c) improving gender and disability inclusive program delivery; (d) improving

¹ For GPSNP 2, urban areas refer to urban settlements that fall under MMAs.

financial awareness and inclusion of program households, through their participation in literacy training, mobile money services, and VSLAs; and (e) linking program households to relevant community and civil society organizations, government social services, and government development projects.

12. The component is to reach 60,000 poor households from both rural and urban communities. At least 60 percent of program participants will be women. This target will be achieved through community sensitization; outreach; and conducive work activities, working conditions and hours, and amenities (such as on-site childcare services). As a result of this affirmative action measure, for most program households, women will serve as the channel for LIPW wage income into the household, potentially enhancing their economic status within the household. These efforts related to women will also be adapted and extended to persons with disabilities.

13. The component will also intensify efforts to sensitize private contractors to matters related to the participation of women and persons with disabilities in the planning and implementation of LIPW works, including Sexual and Gender Based Violence (SGBV) .

14. This component will reach at least 45,000 beneficiaries from poor households in rural communities. Sub-projects will be selected from the District Medium Term Development Plans (DMTDPs) and drawn from the menu of investments presented in Table 1. An estimated 85 percent of sub-projects in rural communities will consist of small earth dams (SEDs) and climate change mitigation interventions (CCMIs). The remaining 15% will be for rehabilitation of feeder roads (FRs) including appropriate drainage systems which will help curb flooding in areas where they are located among others.

15. In rural districts, eligible subprojects will be selected under the condition that a minimum of 60 percent of the combined sub-projects' expenditure for the district will be paid as wages to LIPW beneficiaries. LIPW participants can work for 90 days per year (six hours per day) during the agriculture off-season, for up to two consecutive seasons.²

16. This Component under GPSNP 2 will include the **extension of the LIPW program to urban areas**. The target is to reach at least 15,000 poor households in urban areas.

17. In urban areas, eligible sub-projects will also be selected from the MTDPs of the Metropolitan and Municipal Assemblies (MMDAs). The activities to be undertaken will be aimed at mitigating the effects of environmental degradation and climate change by addressing insanitary conditions, as well as improving access to water and sanitation services and rehabilitating recreational parks in the selected communities.

18. In urban areas, a minimum of 50 percent of the combined sub-projects expenditures in each MMDAs will be paid as wages to LIPW beneficiaries. Selection of communities will consider various indicators including poverty level and findings from needs assessments undertaken by MMDAs. Three main categories of low-income communities will be considered: (a) indigenous low-income communities; (b) Zongo communities; and (c) migrant/urban low-income communities. The selected communities will be engaged to validate proposals by MMDAs to ensure that the needs and interests of the different categories of Low-Income Urban Communities (LIUCs) are met.

² Where the public works sub-project is incomplete at the end of the season and there are no additional, new extremely poor persons, existing beneficiaries may work more than 90 days per season to complete the sub-project.

19. Sub-projects for urban communities will be drawn from the menu of investments aimed at improving water supply, maintenance of parks, sanitation facilities, solid waste management and flood mitigation measures. The identified activities are expected to improve the environment in LIUCs, improve the socioeconomic status of beneficiaries, and mitigate the impacts of flooding which occur along the banks of water bodies, communities located in low-lying areas, and in areas where flash floods are common and have an impact on the livelihoods of the poor and vulnerable. Further, the urban sub-projects will all promote climate change mitigation measures, including (a) use of renewable energy sources for boreholes; (b) use of communal recycling and composting for solid waste management, which is in line with the circular economy to reduce environmental waste; and (c) use of final effluence for co-composting.

20. For both rural and urban areas, the wage rate will be set at the national minimum wage rounded to the nearest whole Ghana Cedi.

1.4 Cost and Duration

21. The GPSNP 2 is planned to be implemented from 2021 to 2025.

22. A total of US\$28million of the Project funds have been allocated to the LIPW component. Sixty percent (60%) of the component allocation will be paid as beneficiary wages.

2.0 LIPW IMPLEMENTATION ARRANGEMENTS

2.1 Approach and Methodology

23. In line with the Government's decentralization agenda, the Labour Intensive Public Works activities will be implemented by the MMDAs with the support of collaborating agencies including Department of Feeder Roads (DFR), Ghana Irrigation Development Authority (GIDA), Directorate of Crop Services of the Ministry of Agriculture, Forest Services Division of the Forestry Commission, Universities and Private Service Providers.

24. Physical implementation of sub-projects in urban communities will be year-round. In rural communities sub-projects will be done mainly during the farming off-season. This coincides with the season when other labour demands are at their lowest. The period may differ between ecological zones of the country. Preparatory activities such as capacity building and procurement of works will however have to be initiated in the period preceding each dry season in order to ensure that full advantage is taken of an ensuing dry season for the execution of works.

25. Eligible LIPW sub-projects will continue to be selected from the DMTDPs of MMDAs, under the condition that the minimum required combined sub-projects' expenditure for the district will be paid as wages to LIPW beneficiaries: this is 60% in rural areas and 50% in urban areas. Communities will be engaged to validate proposals by MMDAs to ensure that their needs and interests are met. MMDAs will be required to implement arrangements to maintain assets by forming Facility Management Committees (FMCs) that will assume responsibility for the monitoring and maintenance of the assets from the beginning of the sub-project. In some cases, activities may be outsourced.

26. A beneficiary household representative will work for a maximum of 200 person-days per year. To deepen impacts, beneficiaries will work on LIPW sites for two consecutive seasons over a

two-year period (and three years for Climate Change Mitigation Interventions (CCMI)). This work will be provided through sub-projects that require multi-year investments or two different sub-projects. In situations where two sub-projects will be implemented, the second sub-project will begin from the second year to allow the same beneficiaries who worked on the first sub-project the opportunity to work again.

2.2 Districts LIPW Budget Allocations

27. Each of the eighty (80) targeted beneficiary districts will be entitled to LIPW budgetary allocation, 60% of which will be based on equal share to all districts and the remaining 40% proportionate to the district's poverty incidence.

2.3 Targeting of Beneficiary Districts and Communities

28. Beneficiary districts are selected based on their poverty ranking, starting with the poorest districts using the Ghana Living Standards Survey 6 (GLSS 6) poverty map. Whilst the selection of districts is based on Poverty Incidence, the selection of beneficiary communities will be largely informed by indication of areas of extreme poverty from the various District Medium Term Development Plans (DMTDP) and supported by Statistical data from Ghana Statistical Service (GSS) on poverty of the bottom 20% poor communities.

29. In line with previous practices established under GPSNP, MMDAs will be encouraged to prioritize LEAP communities in the selection of LIPW communities (especially in the allocation of climate change sub-projects).

30. MMDAs should prioritise other poor communities with limited or no infrastructure, poor access to socio-economic services and job opportunities.

31. Prior to the selection of a beneficiary community under LIPW in rural areas, the DA should ensure that there is no major economic activity that provides opportunities for alternative employment (e.g. mining and industrial establishments) apart from subsistence agriculture.

32. Urban LIPW communities will be selected from (a) indigenous low-income communities; (b) Zongo communities; and (c) migrant/urban low-income communities.

33. In addition to the above, the eligibility (see section 2.1) of the proposed subproject will also be used as a guide in selecting a community. In rural

2.4 Community Mobilisation, Sensitisation and Beneficiary Selection

34. Community selection will be followed by an initial mobilisation, advocacy and sensitisation programme during which the entire community is brought together and briefed about the Project, its objectives, implementation arrangements and delivery mechanisms, etc. This process will be led by MMDAs sensitisation teams (including staff from Department of Social Welfare and Community Development, Agriculture, and Planning Unit) and Community Facilitators (to be selected by the MMDAs/Community) under the guidance of the ZCOs using the Project's ***Guidelines for Community Sensitisation, Targeting and Enrolment***. (Refer to Associated Implementation Guides and Handbooks). The sensitisation activities will enable the potential eligible beneficiaries make informed decisions as to whether to participate in the LIPW programme or not.

35. The following key issues will be emphasized during sensitisation:

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- a) ***LIPW is for poor persons in the community*** – The community should be informed that the Project is for poor households in the community.
 - b) ***Overlap with LEAP program*** - Persons from LEAP households who express interest will be prioritised for selection.
 - c) ***Beneficiary targeting and enrolment***: Inform beneficiaries of how they will be targeted and enrolled onto both the Project MIS and e-payment platform.
 - d) ***Employment is for a limited number of days*** - The community should be made fully aware that the LIPW is being provided during a limited timeframe for a specific and limited purpose. The sensitisation should ensure that there are no expectations from the community members that the Project will run indefinitely, nor should the Project be regarded as a long-term source of employment. Whereas participants can have the opportunity to work for more days in a month at the initial stages of works execution, this will reduce gradually as work activities at the sub-project sites are exhausted.
 - e) ***Importance of community participation*** – DAs and implementation partners should underscore the importance of broad community participation (not only community leaders and Government officials) in the processes of selecting eligible sub-projects and related activities. The sub-projects should be selected by the communities themselves and not imposed on them (this will ensure community ownership). Indicators to track “broad community participation” will be developed as part of the project’s monitoring and evaluation framework.
 - f) ***Inform community of the Daily Wage Rate*** – Make community aware of how much beneficiaries will be paid for each day’s work
 - g) ***Inform community of possible earnings in a month*** – The community should be made aware that total wages for a month will not be constant but rather based on the number of days one worked.
 - h) ***Payment Channels*** – Inform beneficiaries of the various channels of payments available to them (E-zwich, Mobile money, traditional bank account, etc.).
 - i) ***Make beneficiaries aware of the common forms of fraud*** – Prior to workers receiving their payment, they should be informed of common forms of fraud, including bribes, in order to avoid unjust extortion of money in the form of “taxes” and “fee services”. Community members should be made aware that there are no “taxes” or other “fee services” on the daily wages they receive.

2.5 Implementation Sensitisation and Communications

- 36. Sensitisation activities will not be a one-off activity but rather carried throughout the entire physical implementation. The following are some of the key issues to be stressed in the course of implementation:
 - a) ***Need for beneficiaries to develop savings culture*** – Beneficiaries should be provided with information on human capital such as on nutrition and behavioral change around savings. Training on nutrition will be undertaken in tandem with the LEAP programme’s community sensitisation workshops on human development.
 - b) ***Make beneficiaries aware of the availability of Productive Inclusion activities (in districts where the PI will be implemented)*** – The GPSNP 2 will be funding Productive Inclusion (PI) activities where LIPW and LEAP beneficiaries will be assisted with vocational skills training and grants to set up various enterprise activities and also linked to key Government agricultural projects and beneficiaries should be informed to take advantage of opportunities that exist. Eligible beneficiaries will have to meet the criteria set up in the PI Operations Manual to qualify for support.

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- c) ***Reiterate the common forms of fraud to beneficiaries*** – Beneficiaries should be reminded of the common forms of fraud, including bribes in order to avoid unjust extortion of money in the form of “taxes” and “service fees”. Community members should note that there are no “taxes” or other “service fees” on the daily wages they receive.

2.6 Provision of Supplementary Services

37. Information, education, and communication materials will be prepared by the RDCU with input from collaborating institutions for approval by the Ministry. This will be used to engage beneficiary households and communities in activities that promote investments in nutrition, health, education, financial awareness and inclusion through their participation in literacy training, mobile money services, and Village Savings and Loans Associations.

38. Beneficiary households will be facilitated through education and linkage to the NHIS for enrollment and continued participation. Beneficiaries who do not form part of the exempt category of NHIS subscribers will be encouraged to use part of their earnings on the LIPW program to enroll or renew their subscription.

2.7 Targeting and Enrolment of Participants

39. The LIPW will use a combination of techniques to target and enrol beneficiaries, including Self-Targeting and Community-Based Targeting approaches.

2.7.1 Self-Targeting

40. Once a community has been selected and sensitised, *self-targeting* will be employed as the main targeting tool to identify and enrol beneficiaries. By this, one’s willingness to work and accept the Project wage rate is the major criteria used in selecting a beneficiary. A self-selected beneficiary should be between 18 - 65years, resident in the target area, and from a poor household.

41. By default, the list of potential beneficiaries who self-select themselves will be validated against poverty data from the Ghana National Household Registry (GNHR). Specifically, the GNHR will validate whether the potential beneficiary comes from a poor household.

42. After the validation, if the list of interested persons exceeds the labour requirements for a particular sub-project, – a situation termed “oversubscription” – persons from LEAP households within LIPW communities who express interest in participating will be prioritized for selection. Further, if after the selection, the number of eligible persons still exceeds the opportunities available, the GNHR data will be used to rank them by poverty scores. The poorest households below the quota cut off number for the subproject will then be selected into the program.

43. In the event where the GNHR data is not available and there is oversubscription, a community based targeting process will be employed to select beneficiaries.

2.7.2 The Community-Based Targeting (CBT) Process

44. The application of the CBT will be spearheaded by a Facilitator, who is either a staff of a relevant Department of the MMDA (e.g. Social Welfare and Community Development or Department of Agriculture) or a member of the community selected by majority agreement from the community. Depending on the capacity of the MMDA at a given time, the MMDA may nominate a

Community-based Civil Society Organisation (CBOs) that works in the relevant community to lead the process. They will be reimbursed for incremental costs incurred. The Facilitator will be notified that he/she cannot participate in any implementation activity.

45. The CBT will need to be carried out fairly and transparently. As such, the following framework will be followed:

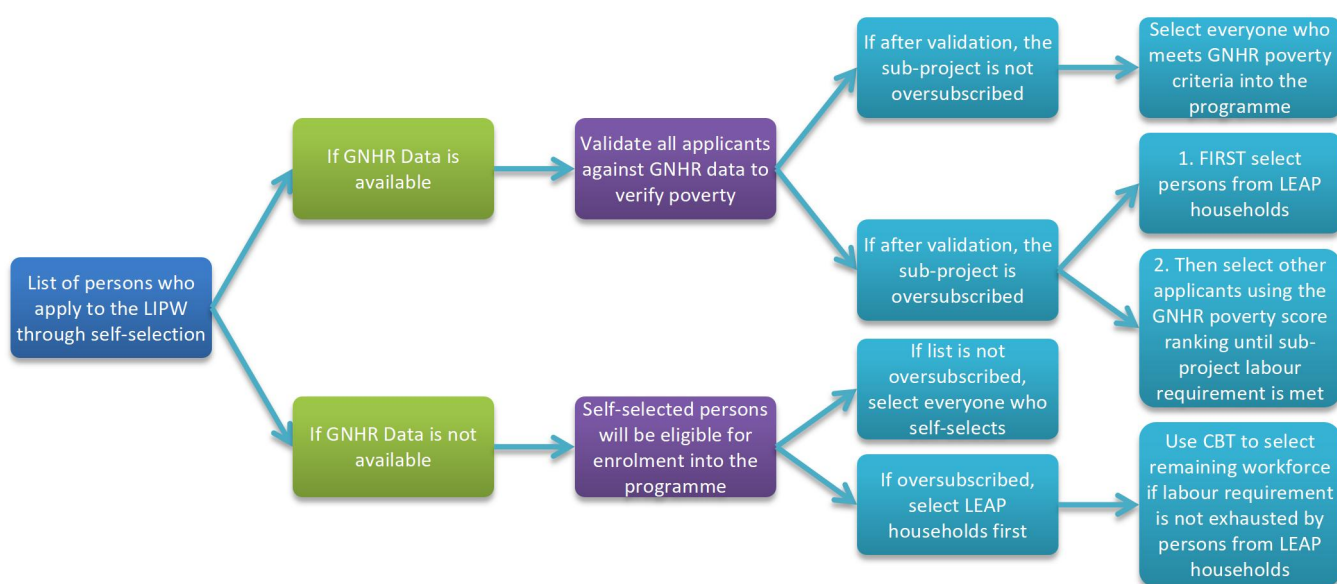
The Facilitator will:

- a) Disclose the exact number of persons required as the workforce in a Community Forum and provide reasons for this so as to clear any doubts regarding unfair treatment, discrimination and unjustifiable exclusion.
- b) The process for arriving at the required number should be explained to all prospective participants and other community stakeholders.
- c) Potential beneficiaries will then elect a 3-person community level committee that is made up of representatives of the leadership of the community (the Traditional Authority) and other persons of high repute and integrity.
- d) Membership of the community committee to assist with the CBT process should be publicized and validated by the potential workforce to ensure acceptability (this could be achieved through a simple voting process that will ensure that majority of the potential participants have confidence in the individuals nominated to serve on this Committee).
- e) Through a guided discussion, the facilitator will assist the community to establish their own definition of poverty and deprivation and establish factors/ indicators that will be used in measuring them. The following examples can be shared with the community:
 - *Type of dwelling (e.g., cemented house, roofed with corrugated iron sheets, electricity in home, availability of a toilet/bathroom, availability of a kitchen, mud/thatch house roofed with raffia without basic amenities, etc.)*
 - *Household assets*
 - *Female headed households*
 - *Farm size of a household (e.g., small farm size could depict high poverty & vice versa)*
 - *Ability to donate during funerals or other social functions*
 - *Ability to feed the family*
 - *Households with alternative means of income*
 - *Regular source of remittances*
 - *Proportion of aged persons in a household*
 - *Household dependency ratio*
 - *Annual harvest (e.g., quantity of yam or rice harvested annually, etc.)*
 - *Number of breadwinners etc.*
 - *Persons from LEAP households*
- f) Using relevant Participatory Rural Appraisal (PRA) tools/techniques, a set of indicators will then be agreed upon by the community as criteria for pruning from the original list of persons who self-selected.
- g) The accepted criteria will then be handed over to the community team to generate the shortlist.
- h) The community team then applies the criteria to the list of persons who have self-selected to participate in the program to generate a shortlist of persons
- i) When the CBT process is completed and the list obtained is still in excess of the number required, simple balloting of 'Yes' or 'No' should be employed to obtain the required number.

- j) The shortlist of persons selected through the CBT process must be publicized in 3 community centers i.e., Church, Mosque, durbar grounds and opportunity provided for grievances of those who think they have been unfairly treated to be addressed through the Project's Grievance Redress Mechanism (GRM)/Case Management system (Refer to Section 2.17 for details)

46. Figure 1 depicts a summary of the targeting process.

Figure 1: Summary of LIPW Targeting Process



2.7.3 Beneficiary Enrollment unto the LIPW Management Information System (MIS)

47. Persons who are successfully targeted to participate in LIPW activities will be electronically enrolled by capturing their biometrics into the Project MIS using electronic devices.

48. Each household will be allowed to enrol two eligible adults as alternate participants (*the targeted person and another able-bodied person from the same household*) to ensure that on occasions where the selected household representative is not available, the alternate could work in his/her stead to guarantee continuous earnings for the household. Payment for the work carried out by both persons will however be paid onto the account of the primary participant.

49. The following steps will be used to electronically enrol the targeted participants:

- Two eligible persons will be electronically enrolled from each household with one being the primary beneficiary and the other, the alternate as mentioned above using a biometric device;
- Facial photographs and identification card images will be captured alongside fingerprint of primary beneficiaries and their alternates; and

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- c) Socio-demographic data will also be captured to complete the enrollment process.

2.7.4 Beneficiary Enrollment unto the E-payment Platform

50. The LIPW MIS design will allow multiple channels for beneficiaries to receive payments including e-zwich, direct deposit into traditional bank account and mobile money options. At enrollment, beneficiaries will specify their preferred channel of receiving payment and allowed to switch payment methods when needed, under strict fraud prevention guidelines provided by the RDCU.

51. Participating Financial Institutions will be resourced to move to the LIPW communities to register beneficiaries unto their system to cover e-zwich or traditional bank account. Where beneficiaries prefer mobile money payment option, they will be expected to provide their registered and confirmed mobile numbers to receive payments.

2.8 Gender Mainstreaming

52. An important dimension of LIPW implementation is the conscious effort that must be made at including women as direct beneficiaries of Project activities. The project results framework in particular requires that females make up at least 60% of the total LIPW workforce. To ensure that women have the same opportunities to participate in and benefit from the LIPW as their male counterparts, efforts will be made at improving awareness of women's entitlements under the project, including a focused information campaign on the Grievance Redress Mechanism.

53. The design, packaging and management of LIPW sub-projects should be that which responds to women's needs. Specifically: (a) females will constitute at least 60% of the total workforce, in areas where they are available; (b) creches resourced with caretakers (member(s) of the workforce) will be provided at LIPW sites to house babies and infants, which will allow nursing mothers to participate in the programme, (c) temporary laterines will be provided at the work sites, (d) pregnant women will be permitted to participate in the works but not be made to work on plants or equipment that vibrate or participate in other activities that are harmful to them in view of their condition; (e) women will be given equal pay to that of men; (f) information provided at community sensitisation sessions must include issues on gender equality and decision-making around the use of their earned wages; (g) ensuring that information provided at community sensitisation sessions highlight issues on gender equality and avoidance of discrimination against women; (h) continuous sensitisation of female beneficiaries on their rights and entitlements under the Project; (i) ensuring that all LIPW related activities are carried out at periods that do not conflict with the performance of household chores by participants; and (j) carrying out advocacy aimed at encouraging women to make use of the Single Window Citizen Engagement Service (SWCES) in reporting any form of infraction that they may suffer in the course of participating in the programme, etc.

54. Female participants who give birth within the duration of the work will be paid for the post natal period of three (3) months so long as the site is not temporarily closed or subproject completed. .

55. To ensure Gender Mainstreaming in the delivery of LIPWs, the following activities will be integral in project implementation:

-
- Inclusion of relevant gender related topics and issues in all training manuals for LIPW implementation
 - Periodic training on gender issues for all field officers and other project staff at the different levels of implementation.
 - Training of project related parties such as suppliers, contractors, and service providers on gender related issues.
 - Regular beneficiary sensitisation on gender related issues including Gender Based Violence for both men and women
 - Ensure that the special needs of women and other marginalized and vulnerable persons are not adversely impacted by project designs and activities
 - Monitor the extent of the implementation of gender related activities and ensure that periodic progress reports (quarterly, half yearly and annual) include relevant information on gender related activities.

56. **Sexual and Gender-Based Violence (SGBV).** Economic empowerment of women may come with an indirect risk of SGBV issues due to some cultural barriers to women being economically active than men. Also, actors in privileged positions may request for sexual favours from women in return for opportunities to work. Considering the project is in rural and poor communities with weak referral systems to address sexual harassment and domestic violence, the project will adopt a mitigation approach to address potential SGBV risks. Relevant mitigation measures will require all trainers and external contractors/consultants that will have physical presence at any community to have and sign to a SGBV code of conduct. This component will also use the SWCES to report and address SGBV complaints that are reported.

57. To help avert the occurrence of SGBV, continuous awareness and sensitisation campaigns will be undertaken at all project related sites in the districts. The SGBV activities will be part of the overall communication strategy (including the use of local languages) which will be designed taking into account the specific needs of the beneficiaries. A key function will be to prioritise changing intra-household dynamics by engaging men in program activities.

58. A Grievance Redress Mechanism (GRM) has been established through GPSNP at all levels of implementation (*national, regional, zonal district and community*) to collect SGBV-related complaints, including reliable contact details. The system relies on the use of hotlines, confidentiality, adequate documentation, record keeping and timely resolution of complaints.

2.9 Categories of Eligible Sub-projects

59. In rural areas, sub-projects will be drawn from the menu of investments presented in Table 1 below. An estimated 85 percent of sub-projects in rural communities will consist of small earth dams (SEDs) and climate change mitigation interventions (CCMIs). These activities contribute directly toward efforts to mitigate the effects of climate change in rural areas. In the northern savannah areas, where the majority of sub-projects have been implemented and will continue to be implemented under GPSNP 2, climate change has increased the frequency and intensity of floods and droughts. As such, investing in small earth dams, as well as other climate change interventions, will contribute toward ensuring regular access to water in these areas. Further, rehabilitation of feeder roads (FRs) will include appropriate drainage systems which will help curb flooding in areas where they are located.

Table 1. Menu of LIPW Sub-projects in Rural Areas

Activity	Importance/Benefits
Construction/ Rehabilitation and maintenance of rural feeder and access roads	These assets are particularly useful for connecting remote communities to larger, commercial/urban centers. This boosts access to markets and improves labour productivity. Further, construction of basic drainage improvement structures including gutters and floodwater storage mechanisms will be carried out, which will aid in dealing with flooding and other extreme weather conditions brought about by climate change.
Construction/ Rehabilitation of small earth dams	Small earth dams are significant to improving access to irrigation and agricultural productivity in the Savannah belt of the country, where underground water sources are insufficient to provide for domestic and livestock needs during the dry season. Investing in such structures will be increasingly important as droughts become more frequent and intense as a result of climate change.
Climate change mitigation interventions	Afforestation and reforestation, through seedling production, cultivation of fruit trees and cash crops (such as cashew), and woodlots, on degraded communal and public land will be undertaken to mitigate climate change and support catchment and watershed protection and biodiversity conservation.

Note: This initial list may be expanded during the GPSNP 2 implementation period.

60. In urban areas, sub-projects will be drawn from the menu of investments presented in Table 2 below. The identified activities are expected to improve the environment in LIUCs, improve the socioeconomic status of beneficiaries, and mitigate the impacts of flooding which occur along the banks of water bodies, communities located in low-lying areas, and in areas where flash floods are common and have an impact on the livelihoods of the poor and vulnerable. Further, the urban sub-projects will all promote climate change mitigation measures, including (a) use of renewable energy sources for boreholes; (b) use of communal recycling and composting for solid waste management, which is in line with the circular economy to reduce environmental waste; and (c) use of final effluence for co-composting. Solid waste activities will ultimately reduce plastic waste which are detrimental to the environment. While the provision of household toilets provides personal gain, the widespread provision of toilets in domiciles also serves as a ‘public good’ by controlling fecal contamination and the spread of disease in communities. GPSNP 2 will pilot providing these assets and lessons learned will determine their expansion.

Table 2. Menu of LIPW Sub-projects in Urban Areas

Activity	Description
Improved water supply	Provision of community standpipes and house connections (where practical) by connecting the community to the nearest water supply system in conjunction with the Low-Income Customer Support Unit of the Ghana Water Company Limited and the Community Water and Sanitation Agency. Construction of protected hand-dug wells and drilling of boreholes in peri-urban communities where there is no piped water supply.
Improved sanitation facilities	Provision of household toilets with associated handwashing facilities which meet the basic national standards. Innovative strategies shall be adopted in densely populated LIUCs where space constraints are a major challenge. The household toilets will utilize climate resilient designs e.g. through biological treatment, to ensure they are friendly to the environment.
Solid waste management	Support to introduce basic community solid waste collection services (refuse collection) by community members. Including training in various

	waste reduction strategies and in re-use and recycling of different categories of waste. The project will undertake communal and household composting where feasible, and to GHG emission reduction (actual details to be included in the POM).
Flood mitigation measures	Where communities are flood prone, training in flood early warning systems, identification of safe havens during flooding events, construction of basic drainage improvement structures including gutters and floodwater storage mechanisms and urban greening shall be carried out.

Note: This initial list may be expanded during the GPSNP 2 implementation period.

2.9.1 Sub-project Eligibility Criteria

61. For rural LIPW, Community sub-projects will be selected by the DAs from the District Medium-Term Development Plans (DMTDPs) under the condition that a minimum of 60 percent of the combined sub-projects expenditure for the district will be paid as grants to beneficiaries who work on these assets. In urban LIPW, 50 percent will be required.

62. In line with previous practices established under GPSNP, MMDAs will be required to prioritize LEAP communities in the selection of LIPW communities, especially in the allocation of climate change sub-projects.

63. Eligible sub-projects selected from the DMTDPs will be appraised and validated with communities to ensure that the needs and interests of beneficiary communities are served.

64. The following criteria will be applied in selecting eligible sub-projects for the Project:

- a. The sub-project should not affect negatively the environment or have negative social consequences, as described in the Environmental and Social Management Framework (ESMF) and Resettlement Policy Framework (RPF);
- b. Assets created should be of maximum value and improve the livelihoods of the targeted poor and other members in those areas;
- c. The sub-project should be technically feasible;
- d. The unskilled labour content (share of wage bill in total cost) should be as high as possible, without compromising on the quality of the work to achieve sustainable assets: Unskilled labour content of eligible sub-projects should satisfy the following requirements;

- Feeder Roads - 40%
- Small Earth Dams - 60%
- Climate Change - 70 %

Labour content for the different urban LIPW activities will be firmed up as implementation begins and work studies are conducted for each group of subprojects. All subprojects will however have to generate at least 40 percent unskilled labour content to be eligible for LIPW funding.

- e. In both rural and urban LIPW, the labour requirement should not unduly disadvantage vulnerable people and various gender groups (particularly women) to ensure that the project can meet its gender requirements.
- f. In the case of rural LIPW, the type of sub-project should be such that its activities can be synchronized to the timing of agricultural slack seasons;

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- g. The location of sub-projects should be carefully chosen to keep transaction costs to the poor (such as transportation) as low as possible. An important means to accomplish this is through locating sub-project sites close to the communities (within 3km);
 - h. The sub-project should be sited on unencumbered public or communal land; and
 - i. The activity should encourage the use of local materials.

2.9.2 Sub-project Selection and Design Process

65. The following process will be employed in the selection of sub-projects from the DMTDPs and Annual Action Plans:

- a) ZCO provides MMDAs with guidelines for sub-project selection;
- b) DA selects eligible communities and sub-projects captured in DMTDPs which satisfy sub-project eligibility criteria; and
- c) ZCO in collaboration with the respective Regional Coordinating Councils (RCCs) appraise and validate the proposed LIPW sub-projects with the involvement of the MMDA **and** the targeted beneficiary community using approved checklists (See Annex I for Appraisal Checklist).

66. Once the sub-projects have been validated and approved, pre-contract activities are initiated. These include:

- a) RCC/ZCO assist MMDAs to identify the relevant Technical Unit or Collaborating Agencies;
- b) RCC/ZCO assist MMDAs to negotiate the terms of assignment and commit Collaborating Agencies to initiate the following;
 - Surveys, designs, costing and preparation of bidding documents
 - Reporting and validation
- c) RCC/ZCO assist MMDAs to seek environmental and social safeguard clearance and permit from EPA;
- d) Upon the advice of the ZCO, the MMDA may use the services of private contractors to deliver the activities;
- e) The MMDA, with the support of the Project, shall facilitate the formation of a Facility Management Committee that will assume responsibility for the day-to-day monitoring and maintenance of these assets from the beginning of the sub-project.
- f) With facilitation from the Facility Management Committees (FMCs) (Refer to Section 2.15 for the composition and roles of FMCs), DA officials in close collaboration with the ZCOs, shall prepare and sign MoUs with landowners and community members establishing ownership and benefit sharing arrangements for Climate Change sub-projects and lease of land for small earth dam construction/rehabilitation activities (See Annex II for MoU Template)

2.9.3 Sub-project Identification in the LIPW Accounting System

67. The underlisted will be followed to identify sub-projects in the LIPW Accounting System:

- a) Sub-projects must be given unique identification numbers or **contract codes** (which is the unique ID number of each sub-project and is made up of a combination of the regional, district and community codes)

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- b) If a sub-project goes to the benefit of two communities (this is usually the case with feeder roads), each of the communities must have a different community code. However, each sub-project shall have only one (1) unique contract code.

2.10 Mode of Execution of LIPW Sub-projects

68. Two modes of execution of LIPW will be employed for the works as follows:

- a) **Contract Works** – Use of a third party contractor to execute the works. This will apply mainly to the small earth dams, feeder roads, boreholes and improved water supply and sanitation sub-projects; and
- b) **Community-driven Development (CDD)** – CDD generally envisage many small-value contracts for Goods, Non-consulting and/or Consulting Services, scattered in remote areas. Commonly used procurement procedures include i. Request for Quotations (RFQ); ii. Local Competitive Bidding inviting prospective bidders for goods and works located in and around the local community; iii. direct contracting for small-value goods, works, and non-consulting services; and iv. the use of community labour and resources.

2.10.1 Processes for Contract Works

69. The process for contract works shall be as follows:

- a) MMDA Works Department or Collaborating Agency with support from the PMU, undertakes detailed studies, designs, and costing of validated sub-projects;
- b) Preparation of bidding documents by the MMDAs with technical support from the PMU using Standard Bidding Documents provided by the Project;
- c) The MMDA with the assistance of the ZCO/RDCU when necessary will advertise the bidding process locally, nationally or use other competitive means depending on the approved procurement method;
- d) Bid closing and opening will be in accordance with provisions in the Bidding Documents;
- e) Through its Head or representative, the MMDA will formally empanel an evaluation team with not less than three (3) members;
- f) The empanelled evaluation team will evaluate all submitted bids, make recommendations for award of contract in accordance with published evaluation criteria and formally submit the Evaluation Report to the Entity Head or his/her representative;
- g) The MMDA shall forward the evaluation report to the ZCO for review and endorsement and subsequently submit the reviewed report to the District Tender Committee (DTC) for approval and, where necessary, concurrent approval by the Regional Tender Review Board;
- h) MMDAs will then write to the successful bidder and all other Bidders whose bids were opened at the opening session of the MMDA's Notification of Intention to Award the contract using format provided in the Bidding Document;
- i) The Standstill Period (minimum of 10 business days) which is the period that gives unsuccessful Bidders time to examine the Notification of Intention to Award and to assess whether it is worth submitting a complaint, begins a day after issuance of the Notification of Intention to Award;
- j) MMDAs will debrief contractors who submit complaints within the stipulated Standstill Period;
- k) Once complaints (if any) from contractors have been addressed, the MMDA issues a Letter of Acceptance to the successful bidder using the format in the bidding document;

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- l) Four (4) copies of Contract Documents will be prepared by the MMDA and signed with the Contractor;
 - m) If required, site supervisors of the winning firms will undergo training in the use of labour intensive methods for construction before commencing the works;
 - n) The MMDA will notify unsuccessful bidders and return their Bid Securities;
 - o) The MMDA, with assistance from the RCC/ZCO, will forward the award to Public Procurement Authority (PPA) for publication, in accordance with the Public Procurement Act. The World Bank's Procurement System – Systematic Tracking on Exchanges in Procurement (STEP) will also be updated with the award of contract. Copies of the signed contracts will be submitted by the DA to the ZCO, Contractor and Collaborating Agency and a copy kept on the specific sub-project file at the MMDA level; and
 - p) The contractor will be issued a commencement letter to begin the works with the targeted beneficiaries.

2.10.2 Process for Community-driven Development Works

70. For works carried out using the Community-driven Development (CDD) arrangement, the following processes should be followed:

- a) MMDA Works Department or Collaborating Agency conducts detailed studies, design and costing of the sub-project
- b) MMDA requests for quotations from at least three sources of potential suppliers for items which need to be procured for the works;
- c) Evaluation and selection of the competitive bidder by an empanelled evaluation team;
- d) MMDA submits evaluation report to ZCO for review and endorsement;
- e) Approval of evaluation report by the relevant approving authority per the Procurement Act (Act 663 as amended) and award contract to supplier;
- f) Acceptance of award by supplier and supply of goods;
- g) MMDA acknowledges the supply of goods which is received through the district stores;
- h) MMDA hires artisans or craftsmen if required;
- i) Request to be made to the Metropolitan/Municipal/District Coordinating Director by Officer to utilise the materials and goods issued from stores;
- j) Works begin with the targeted beneficiaries; and
- k) Copies of all quotations, reports and correspondences kept on the specific sub-project file.

2.10.3 Pre-Commencement Meetings and Site Possession

71. After all the actors in project delivery have been identified and adequately prepared (briefed and trained), the MMDA with technical backstopping from the ZCO will make announcements and hold ***pre-commencement meeting(s)*** involving all key actors relevant to the sub-project implementation where the following issues will be discussed:

- a) The nature of the contract;
- b) Roles and responsibilities of stakeholders;
- c) Expected start date of the works;
- d) Final works schedule;
- e) Labour requirements;
- f) Payment Arrangements;
- g) Safeguard (environmental and social) compliance requirements; and
- h) Relevant arrangements for gender mainstreaming (see section 2.8), social accountability and grievance redress mechanisms.

72. The pre-commencement meeting will be followed, preferably on the same day, with site possession during which the sub-project site is handed over to the contractor (in the case of contract works) or the Facility Management Committee (where Community-driven Development is to be used). This activity should be witnessed by the beneficiary community.

2.11 Works Execution and Payment

2.11.1 First Day on Site

73. The MMDA will make arrangements to hold “first day on sub-project site Forum”. The Forum will involve the Coach (See Section 2.15), M/DPO, Head of Works (HoW), Client Supervisor, Contractor Supervisor(s), Facility Management Committee, Zonal Engineer for the Project, etc. The following activities will be undertaken at the Forum:

- a) Gather all prospective participants and reconfirm their availability;
- b) Introduce Field Supervision staff to participants;
- c) Briefly explain work activities and task rate to participants;
- d) Confirm wage rate and payment schedule;
- e) Inaugurate a 3-member Community Grievance Redress Committee (membership drawn from FMC with at least one female) and/or Facility Management Committee;
- f) Disseminate lines of communication, etc.

2.11.2 System of Remuneration

74. The task work system whereby a fixed daily wage is paid to a participant in return for completing a clearly defined quantity of work (task rate) to specified quality in a day shall be used at the various work sites. Payment of daily wage for unskilled labour will be based on approved predetermined task rates for all activities. The task rates specified are expected to be accomplished within approximately 6 hours.

75. Recommended task rates for labour-based activities are presented in Annex III. The following situations, which may occur during LIPW physical implementation, will trigger the review of task rates:

- a) If the tasks are usually finished much earlier than the time determined for a continuous period by more than 75% of participants, then the tasks may be too small for the allocated time and will have to be increased.
- b) If the tasks are not usually completed within the time frame determined over a consistent period by more than 75% of participants, then the tasks may be too much for the allocated time and will have to be reduced.

Should the above situations occur, the Client Supervisor will notify the Coach, who will in turn inform the Zonal Engineer for the necessary action.

76. For urban LIPW activities, the initial recommended task rates will be based on literature from other Projects and will be updated once work studies are conducted and some experiences gained during GPSNP 2 implementation.

2.11.3 Wage Rate and Frequency of Payment to Beneficiaries

77. The LIPW wage rate per day will be fixed at the National Minimum Wage rounded up to the nearest cedi.

78. Beneficiary (unskilled worker) wages will be paid electronically (e-payment) on a monthly basis.

2.11.4 LIPW Payment Process (Payment of Beneficiary Wages)

79. The LIPW beneficiary wage payment chain begins with the capturing of daily work attendance at the various sites. Under GPSNP, beneficiary work attendance was mostly captured manually by assigning Time-Keepers at the various sites to physically mark the work force in a designated booklet called Daily Attendance Sheet (DASH).

80. Electronic means of capturing beneficiary work attendance (dubbed E-DASH), which was piloted under GSOP, was rolled out at 53 LIPW sites during GPSNP implementation. At these sites, biometric data of LIPW Primary beneficiaries and their Alternates were captured and enrolled unto the E-DASH platform. Community Facilitators and their Time-keepers were trained in the use of Tablets with the E-DASH software installed, to capture work attendance on a daily basis. This required beneficiaries finger prints to be recognised during start of work (Clock in) and at close of work (Clock out) once they successfully completed their assigned tasks. The E-DASH software is integrated into the LIPW MIS and so the clock -in and out by beneficiaries results in the day's mark within the LIPW MIS for payroll processing and payment.

81. Under GPSNP 2, E-DASH will be the **DEFAULT** means of providing work attendance data. Challenges encountered at site that will require the use of other means of capturing work attendance should be routed through the Case Management System.

82. Beneficiaries will place their fingers on an electronic device with E-DASH software installed to clock in and out on days they attend work at the LIPW sites. This will translate into the day's mark in the LIPW MIS which will be used to process the payroll for payment. The ZCO will review the work attendance data in the LIPW MIS and once found satisfactory, will 'commit' the data in the MIS to allow for the generation of payroll by the MMDA. The following steps will be followed in processing the payroll:

- a) A payroll will be processed in the LIPW MIS by the MMDA;
- b) The payroll once processed, will allow an automatic generation of a payment authorization form in the system, detailing the total amount due beneficiaries, service and other operational charges, etc.;
- c) The payroll will be approved by the MM/DCD and authorized by the MM/DCE or their representatives by signing the authorization form before payment;
- d) Once the signed authorization form is uploaded into the LIPW MIS, the payroll process is deemed completed and ready for payment;
- e) The payroll is then sent via an API to the payment service provider with an authorization note from the RDCU for crediting of beneficiary accounts;
- f) The e-payment Service Provider credits the accounts of beneficiaries with their earned wages for them to withdraw from banks or paying agents with point of sale devices (PoS);
- g) In processing the payrolls, additional amounts (amount dependent on distance from community to the nearest PoS) will be added to the wages of beneficiaries in communities which are far (beyond 7km) from paying agents or PoS;

83. In the event that the E-DASH is not functioning at site, the Community Facilitator/Contractor Supervisor will immediately report to the LIPW desk officer in the MMDA who will serve as the first line response. On receipt of the complaint, the desk officer will in turn report to the Zonal Office

(Officer responsible for case management at the Zonal Office). The situation will be assessed and if it is a hardware issue, resolved through replacement or other means within two (2) days. If it is a software issue, the MMDA will escalate the problem to the ZCO and/or RDCU for resolution within three (3) days. In the mean time, works will continue at the site and manual means of capturing work attendance allowed for up to a maximum of three (3) days from date of the complaint to resolve the critical activities (eg. allowing free passage of water in the case of dams, cordoning off trenches, etc.). If the E-DASH is still not functioning after the three days, the site will be temporarily closed until such a time that the system is restored.

2.11.5 Replacement of Beneficiary Smart Cards

84. In the case where use of Smart cards is required for cash out, if a beneficiary misplaces or gets his/her smart card damaged, the following processes should be followed in effecting a replacement:

- a) The beneficiary will be required to make a formal complaint through the case management process and approval given for replacement by the supervising Zonal Coordinator within 7 days of receipt of the complaint;
- b) The beneficiary's old smart card is cancelled and then he/she proceeds to obtain a new Smart Card from the PFI that registered him/her at his/her own expense;
- c) The details of the new card is then submitted to the ZCO for updates to be formally made in the Project Software (GMIS-PRO v2). This should be done within 7 days after receipt of the new card details.

2.11.6 Procedure for Redeeming Earned Wages of Deceased Beneficiaries

85. In the event that the beneficiary passes away in course of participation in LIPW and has some accrued wage earnings on his/her Smart Card, the following steps will be followed in accessing LIPW wages from the deceased's bank account:

- a) The ZCO will receive a formal request from the "Next of Kin" (as captured at e-registration) through the Community Facilitator and/or MMDA.
- b) "Next of Kin" will be required to submit any valid national identification document (i.e. National ID, NHIS, Voter's ID, etc.), Death Certificate, and request letter signed off by the Assembly Member and Metropolitan/Municipal or District Coordinating Director as part of the request, and an accompanying Smart Card number.
- c) ZCO will review the request, confirm eligibility and forward same to the RDCU for further action.
- d) RDCU will in turn forward the request to the Payment Service Provider for the latter to;
 - i) validate the "Next of Kin" and
 - ii) transfer funds from the deceased beneficiary's SmartCard to the "Next of Kin's" card, if the request is deemed valid.
- e) Once the transaction is effected, the Service Provider will notify the ZCO, who in turn will inform the Next of Kin through the Community Facilitator.

2.11.7 Transactional Cost Associated with Beneficiary Wage Payment

86. Service and operational charges associated with payment of wages to beneficiaries shall be borne by the Project and shall not be passed on to beneficiaries. Beneficiaries shall therefore receive their wages in full consistent with the number of days worked.

2.12 Payment for LIPW Monitoring and Supervision

87. Two types of payment will be applied for LIPW monitoring and supervision (M&S) expenditure at the MMDA level. Whilst incremental cost of MMDA staff involved in routine monitoring of LIPW activities will be paid from funds in the MMDA Sub-consolidated Account, those involved in direct technical supervision will be paid via the electronic payment platform. In this regard, the MMDAs will be required to initially submit the names of its Supervision staff/gang with their e-payment details to the ZCO and RDCU for validation and entry into GMIS Pro v2.

88. M&S allowances will consist mainly of amounts for fuel for field visits, lunch, stationery for reporting, data for communication and assessing the LIPW MIS, etc. The procedures for M&S e-payment system will involve the following:

- a) Guidelines on M&S allowances for a particular fiscal year will be issued by the RDCU to the ZCOs and DAs for application;
- b) ZCOs will then submit M&S budgets for their MMDAs to the RDCU for validation;
- c) Each MMDA will submit monthly M&S requests to the ZCO for review;
- d) The request once reviewed and found satisfactory will be processed into a payroll in GMIS Pro v2 by MMDA/ZCO;
- e) MMDA will submit authorization and cover letter to the ZCO;
- f) ZCO will dispatch the MMDA's scanned authorization and cover letter to RDCU for payment;
- g) RDCU will credit the M&S accounts of actors and notify the ZCO with an update of an M&S cash book.

2.13 Procedure for Payment to Service Providers (Contractors and Suppliers) for Works

2.13.1 Payments for Works under Contract

89. All payments to Contractors for work done shall be in accordance with the Conditions of Contract and the Contract Data governing the specific contract. Summary of the Payment Process for Contracts is as follows:

- a) Procurement documentation for all works contracts shall be uploaded into STEP before any payment can be made.
- b) The Contractor will request for payment through an invoice supported by all other relevant documentation;
- c) A joint measurement involving the Zonal Engineer, Coach, Contractor and Client Supervisor will be undertaken to confirm the invoice submitted by the Contractor;
- d) Invoice and supporting documents submitted by the Contractor will be reviewed by the Coach and if found satisfactory, proceed with the preparation of a Payment Certificate (PC), ensuring the deduction of all labour payments made to participants on behalf of the Contractor by the MMDA.
- e) The certificate prepared will be submitted by the MMDA to the ZCO for review and endorsement;

- f) The reviewed PC and supporting documents will be forwarded to the MM/DCD to undergo the MDA's approval processes (issuance of warrant, pre-auditing, etc);
- g) The Metropolitan/Municipal/District Finance Officer will then prepare a Payment Voucher in the amount certified on the PC and submit to the MM/DCE for approval; and
- h) A cheque, signed by the MM/DCD and MM/DFO will be released to the Contractor and a receipt obtained.

90. The following supporting documents shall accompany every payment certificate prepared by the DA:

- a) Taking-off sheets;
- b) Valuations;
- c) Progress photographs;
- d) Progress reports;
- e) Laboratory test results, where applicable, from an approved source and properly signed;
- f) Waybills, where applicable, from quarry sources to support haulage claims;
- g) VAT invoices, where applicable, for expended provisional sum items;
- h) Variation Orders (VOs), where applicable, duly authorized;
- i) Report by Client Supervisor and Community Facilitator to indicate the Contractor's compliance to safeguards requirements.
- j) Evidence of unskilled labour payments made up to the period of the certificate, where applicable (e.g. Work Attendance Data, Payrolls, etc.); and
- k) All correspondences relating to the particular certificate.

2.13.2 Payment for Works under Community-driven Development

91. Where the LIPW sub-project activities are undertaken through Community-driven Development, the following payment procedures shall prevail:

- a) Purchases
 - All orders for purchases of goods (simple tools, cement, sand, chippings, roofing sheets, timber, iron rods, seedlings, etc.) must be made on an official Local Purchase Order (LPO) and approved by the MM/DCD of the MMDA.
- b) Receipts
 - All goods purchased for use on LIPW, irrespective of their form, must officially pass through the MMDA stores, with the supporting waybill(s).
 - The storekeeper of the MMDA, on receipt of the goods and accompanying waybill(s), shall determine the actual quantity of the goods received and issue a Store Receipt Advice (SRA) to acknowledge receipt of the goods bought. The Advice will be countersigned by the MMDA staff who delivered the goods to the Storekeeper to confirm the quantity and any other remarks indicated.
- c) Utilization
 - A formal request, in the form of a Memo to the MM/DCD, shall be made by the utilizing officer
 - The MM/DCD shall review the request and make the necessary authorizations
 - The storekeeper shall release the goods in their types and quantities, based only on the approved memo and issue a Stores Release Voucher (SRV) to cover the release. Again, the SRV must be signed by both the Storekeeper and the person authorized to receive the goods from the store.

92. **Payment for Goods:** Payment for goods shall proceed as follows:

-
- a. Procurement documentation for goods supplied under CDD activities shall be uploaded into STEP before payment can be made.
 - b. All payment for goods should be made with invoices attached to authorized LPOs, Stores Receipt Note (SRN) and a properly authorized Payment Voucher prepared by the MM/DFO and approved by the MM/DCE/DCD.
 - c. A cheque, signed by the MM/DCD and the MM/DFO, is released to the Supplier and a receipt obtained to confirm payment.

93. **Other Payments:** All other payments shall proceed as follows:

- a. All requests for reimbursement of eligible expenses on LIPW sub-projects should be made on a payment request form and signed by the person who incurred the expense.
- b. The Forms so prepared, should be approved by the MM/DCD of the beneficiary MMDA before actual payment can be effected.

2.13.3 Advance Payment

94. A contractor shall be eligible for Advance payment only if the quantum and the terms and conditions for its release are set out in the works contract. The following will be required for the payment of the Advance by the District:

- a) A copy of the Contract
- b) A Bank Guarantee from a bank and in a form acceptable to the Employer (District Assembly).
- c) A written request from the Contractor

2.14 Key Actors in the Physical Works Delivery Process

95. There are various stakeholders involved in the works delivery process. These are as follows:

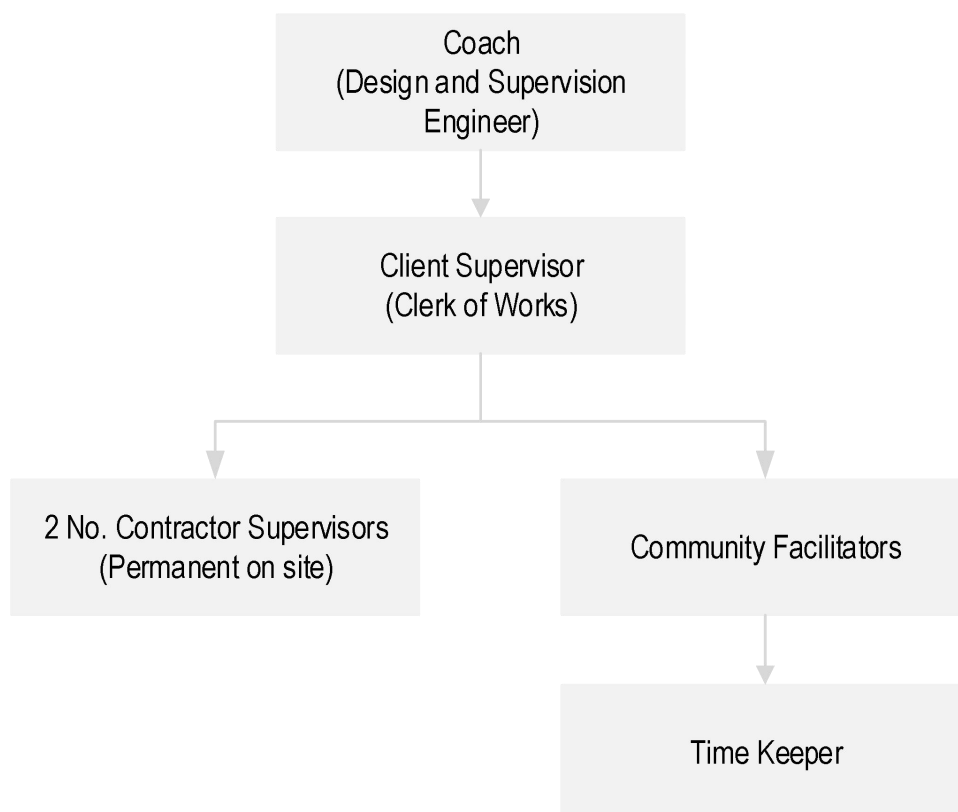
- a) MMDAs who are the implementing agencies;
- b) Collaborating Institutions (technical line Agencies) who provide technical support to the MMDAs;
- c) Private Service Providers such as small scale contractors who assist the MMDAs in the delivery of works;
- d) PFIs, who register beneficiaries on e-payment platforms;
- e) Regional Coordinating Councils, who monitor the activities of LIPW delivery at the district level;
- f) Target communities who are the primary recipients of all LIPW benefits i.e. wages and assets;
- g) Facility Management Committees (FMCs), responsible for the overall management of the implementation process at the community level and lead in the maintenance of community assets.
- h) Community Facilitators who serve as mobilizers and mediate between the beneficiaries/Communities and other Project Stakeholders; and
- i) Target beneficiaries who provide labour and earn income from LIPW in return.

2.15 Supervision Arrangement for LIPW Physical Works

96. There shall be a robust supervision arrangement instituted for each LIPW site that will ensure quality assets delivery and this will be mandatory and a pre-condition for the commencement of physical works.

97. The structure of this arrangement is highlighted in figure 2.

Figure 2: LIPW Supervision Arrangement



98. The actors named below will be responsible for planning, implementation and controlling all aspects of LIPW works activities. Their roles differ but contribute to effective implementation of the Project:

Coaches

99. The Coach works for the MMDA and is responsible for the following:

- a) Assist the MMDAs in the design of prioritized sub-projects;
- b) Together with the client supervisors, prepare detailed work activity schedules and supervise their work activities;
- c) Ensure that contractors work to specifications and meet conditions of contract;
- d) Provide quality assurance monitoring of sub-projects within their area of jurisdiction;
- e) Review and endorse beneficiary work attendance data;
- f) Assist the contract administration process by reviewing contractors invoices and preparing certificates and ensuring that site meetings are held according to schedule;
- g) Assist in building the capacity of relevant staff of the various DWDs in the implementation of LIPWs;
- h) Assist in resolution of cases at the LIPW sites; and
- i) Provide support to MMDAs on the maintenance of LIPW assets.

Client Supervisors

100. The Client Supervisor works for the Client (MMDA) and shall be responsible for the following:

- a) Carry out day-to-day supervision of works on the site to ensure that quality is not compromised;
- b) Ensure adherence to design standards and specifications;
- c) Ensure the application of appropriate task systems by the contractor;
- d) Ensure observance of all safety and health standards for workers on site;
- e) Serve as liaison between the contractor and the MMDA/ZCO;
- f) Organize site meetings and partake in measurement of works executed for certification;
- g) Provide early warning signals to the MMDA/ZCO on any major anomaly detected in the entire LIPW delivery process and ensure a peaceful working environment; and
- h) Collect basic data on sub-project(s) under his/her supervision

Contractor Supervisors

101. The roles and responsibilities of Contractor Supervisors shall include the following:

- a) Execute the works according to specifications;
- b) Assign tasks to beneficiaries in accordance with provisions in the the Bill of Quantities
- c) Serve as liaison between Contractor and MMDA;
- d) Ensure the provision and correct use of the requisite tools and Personal Protective Equipments (PPEs)
- e) Ensure observance of all safety and health standards for workers on site;
- f) Participate in joint measurement for payment certificate preparation & site meetings;
- g) In collaboration with Community Facilitator and Client Supervisor, ensure safe and peaceful working environment at the sub-project site;
- h) Provide early warning signals to Client Supervisor/Coach on major anomalies detected in the LIPW delivery process; and
- i) Keep daily records of all persons data on site, including that of unskilled labour.

Facility Management Committees (FMCs)

102. Prior to the onset of physical implementation, the MMDAs with the support of the ZCOs will form FMCs at each sub-project community to assist with implementation. The FMC will consist of the five (5) members of the Unit Committee in the community. Where a subproject is in a community, and the community has no representative on the Unit Committee, the FMC membership shall be constituted wholly of members of the community who are accepted by the community to serve on the FMC. At least two members of the FMC must be female. The FMC will be represented at the site on a day-to-day basis by the Community Facilitator who will be an automatic member of the Committee. The FMC will generally be responsible for the following:

Before and During Construction Phase

- a) Ensure availability of labour force for each day according to the labour schedule.
- b) Ensure the Contractor/MMDA provides the needed tools and equipment and, in the quantities, required for each day's work.
- c) Ensure Personal Protective Equipment (PPEs) have been provided by the Contractor/MMDA and that beneficiaries are using these PPEs.
- d) Assist in the identification and negotiations with landowners for the use of borrow pits by Contractors.

-
- e) Ensure work activities are being undertaken in an environmentally safe manner (e.g. borrow pits reinstated after construction)

After Construction Phase

- a) Bear responsibility for the process of organization and planning of maintenance activities.
- b) Lead in implementation of maintenance activities, including survey and inventory of the small earth dams and roads status.
- c) Mobilize community members and resources and execute maintenance activities.
- d) Assist in the identification and negotiations with landowners for the use of borrow pits and other locally available materials for maintenance works.
- e) Ensure maintenance activities are being undertaken in an environmentally safe manner.
- f) Liaise with the MMDA to develop a sustainable mechanism for the use of the assets created including community contributions towards maintenance.

Community Facilitators

103. The Community Facilitator (CF) who is an automatic member of the FMC (adds up to make the five members) and represents the FMC at site on a day-to-day basis, is to be selected by the MMDA in consultation with the Community and with support from the ZCO for each of the sites. Community Facilitators are not part of the unskilled workforce. The CF must meet the following requirements:

- a) Be at least an SHS graduate and not below 18 years of age
- b) Be able to read and write (since he/she will be producing reports and updating the Transparency and Accountability Boards (TABs))
- c) Possess and be proficient in the use of SMART Phones (he/she will be managing the Tablet for E-DASH with the Timekeeper)
- d) Have a means of transport (e.g., motorbike or bicycle)
- e) Be a person known and accepted by the community, staying and stable in the community
- f) Be a credible person and have high integrity
- g) As much as possible, be apolitical (must not be an active member or lead activist of any political party)
- h) Should as much as possible be neutral to the LIPW delivery process (should not be seen in the position as directly profiting from the proceeds of the LIPW intervention e.g., input supplier, landowner, etc.)
- i) Should not have a history of involvement/leading in any community level conflict.

104. The Community Facilitator shall among other things:

- a) Serve as a focal point for LIPW community mobilization and sensitization;
- b) Assist in the selection of participants (targeting & registration);
- c) Ensure that the rights of the workforce are protected and tenets of decent work adhered to;
- d) Ensure that all records relating to the works are kept properly;
- e) Be responsible for submission of DASHs (if used) to MMDA for processing;
- f) Facilitate payment to participants;
- g) Serve as a liaison between the community workforce & other stakeholders;
- h) Serve as the focal point for community level Case Management (GRM) by ensuring that all grievances are addressed expeditiously;
- i) Act as lead person for community level Social Accountability by managing the Transparency and Accountability Boards (TABs) to be mounted at the various work sites

-
- and ensuring that the information provided on the TABs are updated regularly and that all beneficiaries including the illiterate understand every information on the TAB;
- j) Ensuring that community level accountability interfaces are held as prescribed in the POM; and
 - k) Ensure the existence of a functional Facility Management Committee (FMC).

Timekeepers

105. The Time-keeper is responsible for managing the work attendance data at site. He/She ensures that beneficiaries clock-in in the morning and out at close of work on the electronic device. In view of the significant IT content in E-DASH, there will be the need to select Time-Keepers who can match up to the task. As such, Time-keepers may not necessarily be members of the unskilled work force as has been the case under GPSNP. Rather, a member of the community with the requisite IT knowledge and skills, and preferably female, may be selected to serve the purpose.

Timekeepers must meet the following requirements:

- a) Be able to read and write and ideally be an SHS graduate
- b) Possess and be proficient in the use and handling of SMART Phones and Tablets
- c) Well-versed in the use of android applications and be able to undertake minimal troubleshooting
- d) Be between 18 to 35 years old, teachable and gives attention to details
- e) Be resident in the community, has integrity and accepted by the community

Implementing Metropolitan/Municipal/District Assemblies

106. As Clients, the MMDAs are ultimately responsible for the following:

- a) Ensure the availability of sites for the works;
 - b) Provide all information necessary for unhindered implementation including sensitization, and mobilization of community work force;
 - c) Ensure the existence of the requisite number of participants required for the works;
 - d) Provide all logistical support to supervision gangs to enable them function effectively;
 - e) Coordinate and Supervise the activities of the Coach;
 - f) Enforce LIPW Labour Standards;
 - g) Review, Approve and Pay PCs;
 - h) Approve Variation Orders (VOs) in consultation with the ZCO;
 - i) Ensure timely payment of wages to the workforce and service providers;
 - j) Monitor the works to ensure achievement of Project Development Objectives(PDOs);
 - k) Hold Site Meetings; and
 - l) Assist in resolving LIPW related grievances and disputes.
-
- a) ***Targeted Beneficiaries*** Ensure their availability and punctuality at work
 - b) Ensure assigned tasks have been undertaken as directed
 - c) Ensure tools and PPEs supplied are used as required
 - d) Maintain a healthy working environment/relationship with all actors at site

2.16 MMDA Contract Documentation

107. MMDAs shall create, operate and manage files for each sub-project in their district. Sub-project files shall contain all relevant documentation to track the history of the particular sub-project up to its current status. Each sub-project file must be able to tell its own story without reference to any other file for additional information to make the story complete.

2.16.1 Checklist for MMDA Contract Documentation

108. To be able to achieve proper contract documentation under the project, the underlisted Checklist shall be followed:

- a) Annual action plan in which the sub-project, for which the file has been created, is indicated and highlighted, for ease of reference.
- b) Procurement Plan in which the sub-project is included and subsequently updated.
- c) Bidding Document.
- d) Copy of advert, inviting bidders
- e) Letter empaneling Bid Evaluation Team.
- f) Bid opening records – Bid opening record sheets, bid opening attendance sheets and minutes of bid opening.
- g) Copy of evaluation report with all other documentation.
- h) Copy of letter on Notification of the Intention to Award
- i) Copies of procurement complaints received and minutes of debriefing meetings
- j) Letter of Acceptance
- k) Copy of Contract
- l) Copy of supervision and monitoring reports; and
- m) All documentation on payments.

2.17 LIPW Grievance Redress and Case Management Process

109. As an intervention that is targeted at the extreme poor, the LIPW delivery processes could be fraught with both intended and unintended infractions that may adversely affect target beneficiaries who are mostly vulnerable and voiceless. To avert this, the component will rely on the Single Window Citizen Engagement Service (SWCES) that is being operationalized under Component 4 of the GPSNP 2, by sensitizing all beneficiaries, key actors and stakeholders in general to channel all grievances and concerns to the SWCES Call Centre for speedy redress.

110. In this regard, the RDCU and its Field Officers will take the necessary steps to ensure that all beneficiaries and key actors know the number (s) to the Call Centre through sensitisation, circulation and postings on the Transparency and Accountability Boards (TABs) that will be provided. The RDCU will in effect prioritise issues related to the SWCES and the opportunities it presents in its IECs to ensure its effective and widespread utilization.

2.17.1 Opening, Tracking and Closing of Cases

111. All cases received by the SWCES in relation to the LIPW component shall be referred to the RDCU for redress. The Environmental and Social Safeguards Specialist (ESSS) stationed at the RDCU will be directly responsible for all grievances that will be referred from the SWCES. There shall also be dedicated Zonal Environmental and Social Safeguards Officers (ZESSO) in the various Project Zonal Offices who will lead in the resolution of all LIPW related cases within their respective Zones. At the District and Community levels, the head of the Social Welfare and Community

Development Department, (assisted by the Project's Focal person) and the Community Facilitator will be responsible for case management respectively.

112. Upon receipt of a grievance/complaint from the SWCES, the ESSS shall, within 2 days, electronically via the Unified Case Management System (UCMS) refer the grievance to the ZESSO in whose jurisdiction the grievance emanated. In the event that the ESSS delays in acting on the grievance reported by the SWCES, the grievance will be escalated to the National Coordinator electronically (via e-mail through the UCMS).

113. Depending on the nature of the grievance, the ZESSO, shall within 2 days, forward the grievance to the respective Social Welfare and Community Development Officer (SWCDO) via email (with the Focal person in copy) and telephone. Depending on the nature of the case, the SWCDO, in collaboration with the CF will employ the internal processes/mechanisms at the District Assembly in resolving the grievance. Where the SWCDO, upon assessing the grievance in question deems it appropriate at the community level, the matter shall be referred to the Community Facilitator and the FMC for redress.

114. Once a case is resolved, information on the resolution shall be relayed back to the ESSS through a reverse channel. Once a satisfactory resolution has been confirmed, the ESSS will relay the outcome/resolution to the SWCES to enable the latter complete the feedback loop and have the case closed. All complaints should be investigated, resolved, and feedback communicated to the complainant within a maximum of **4 weeks** from when the complaint was made. If the complainant is not satisfied with the resolution of the case, he/she will be informed about the options available to escalate the complaint to the next level.

115. The LIPW component will resolve complaints at 4 different levels: *Community, District, Zonal and National*. All complaints received by the ZESSO and ESSS directly will still be logged into the UCMS.

116. Communications between the ESSS and the ZESSOs on cases logged on the UCMS will be done electronically on the UCMS. Similarly, communications between the ESSS and the SWCES administrators on logged cases will be done electronically via the UCMS.

117. Below are the structures responsible for grievance redress across the various levels of implementation:

a) **Community level**

- At the community level, the CFs will serve as focal point for resolution of Project-related grievances. The CFs shall serve as liaisons between the community and the various levels and relevant interest groups in ensuring the speedy resolution of all cases that will emerge.
- The CFs, upon receipt of a grievance from a community member, shall call the SWCES to lodge the grievance. Thereafter, for minor cases, he/she shall proceed with the assistance of the FMC to investigate and resolve the grievance and report its resolution through the SWCDO, the ZESSO to the ESSS.

b) **District level**

At the district level, the Head of the Social Welfare and Community Development Department (SWCDD) will act as a focal point for Project-related cases. He/she will be assisted by the Project focal person in the District. When necessary, and depending on the gravity of the case reported,

he/she will be required to present the complaint to the statutory District Public Relations and Compliant Committee. The head of the SWCDD will then ensure that the Committee investigates the complaint, pursues adequate resolution, and communicates the feedback to the complainant. The full case and resolution should be logged into the UCMS by the ZESSO, having been informed via telephone by the SWCDO.

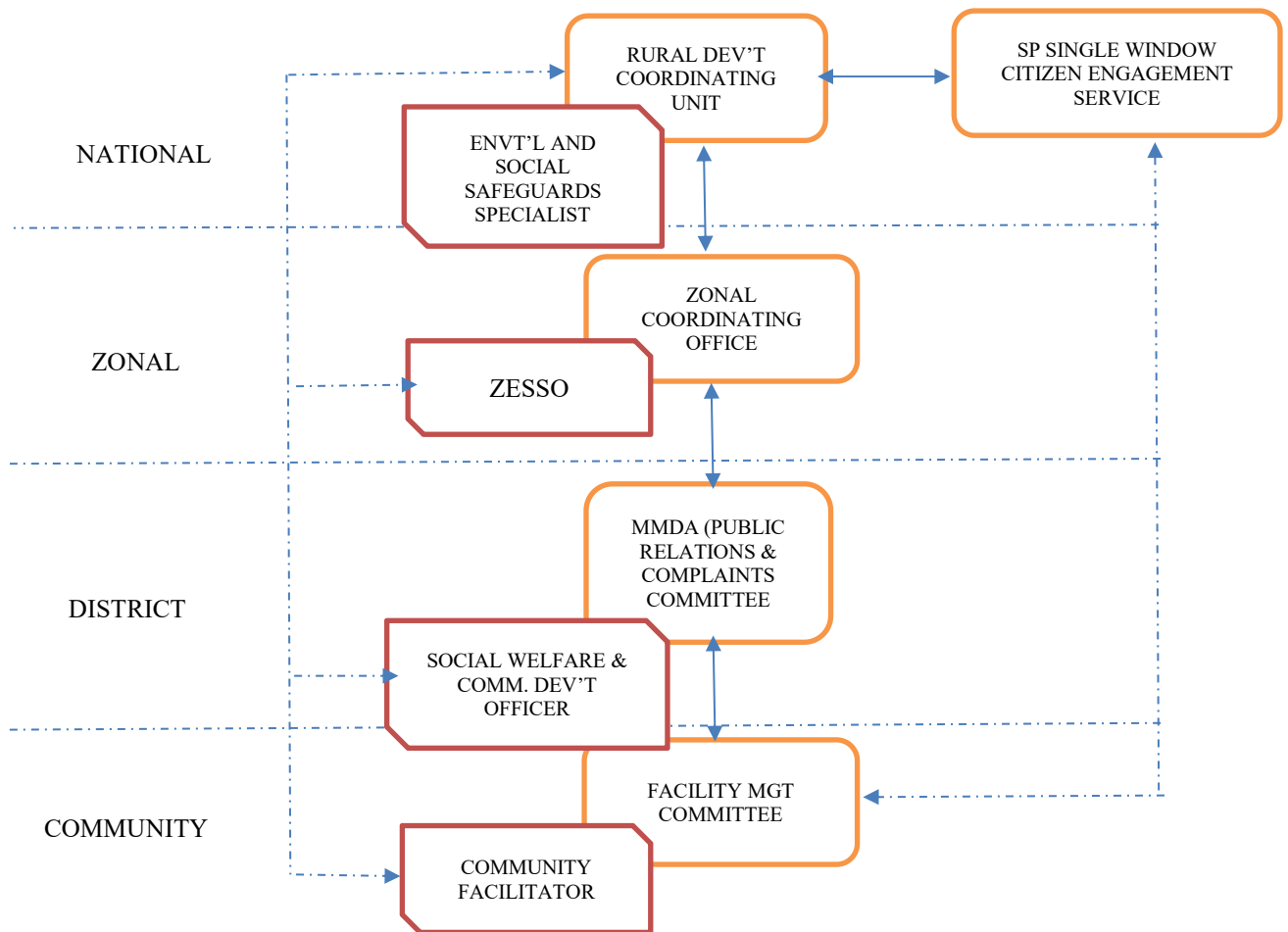
c) **Zonal level**

An Environmental and Social Safeguards Officer shall be assigned to each ZCO who will receive all LIPW-related complaints that may be referred to the Zonal Office. He/she will be required to follow up and ensure the resolution of these complaints and report on same. The case in question and the resolution thereof should be documented and submitted electronically (through the UCMS) to the ESSS.

d) **National level**

The ESSS at the RDCU will be responsible for the overall Case Management process of the Project. He/she would be required to refer all cases received to the respective ZESSOs and follow up to ensure the cases are adequately handled. Investigations and resolutions received from the community, district and zonal levels will be communicated to the ESSS and vice versa through the UCMS. The ESSS will also be required to follow up and ensure the resolution of complaints that should be investigated and resolved at the national level. The case in question and resolution arrived at should be transmitted to the SWCES.

118. The diagram below depicts the flow of the LIPW Grievance Redress System



2.18 LIPW Environmental and Social Safeguards Management

119. The provisions in the ESMF and RPF documents shall guide safeguards compliance administration. These documents therefore form an integral part of this LIPW Operations Manual.

120. The LIPW environmental and social safeguards management system shall consist of a number of mechanisms. These are:

- Initial/preliminary in-house appraisal of sub-projects;
- External registration, screening and permitting;
- Sub-projects Environmental and Social Management Procedures;
- Roles and Responsibilities of RDCU for Implementation of Environmental and Social Management Framework.
- Post permitting monitoring and enforcement of mitigation actions; and
- Annual safeguards auditing.

2.18.1 Preliminary In-house Appraisal of Sub-projects

121. This shall involve the use of a sub-project appraisal check-list (Annex II) by the ZCO, District Works Department, relevant collaborating institutions and the beneficiary communities. A field visit will be undertaken to assess the sub-project's technical and financial feasibility and overall risk to the natural and social environment in the areas of soil and land degradation, water depletion,

air pollution, deforestation and desertification, destruction of natural habitats, destruction of physical cultural resources and reserves among others.

2.18.2 Roles and Responsibilities of RDCU for Implementation of the ESMF

122. The technical team at the RDCU will be responsible for the implementation of the ESMF and will include the National Coordinator, Environmental and Social Safeguards Specialist (ESSS), National Engineer (NE), Institutional & Capacity Development Specialist (ICDS), Project Accountant (PA), Monitoring and Evaluation Officer (M&E O), Productive Inclusion Specialist and Management Information Systems Specialist (MISS). Refer to Annex IV for the Roles and Responsibilities of RDCU on the ESMF

2.18.3 Sub-project Registration, Screening and Permitting

123. Screening and permitting by an external statutory agency will entail the following:
- a) Registration by filling Environmental Protection Agency (EPA) Form EA1 and submitting to EPA Regional Office by MMDA with support from the Zonal Coordinating Office;
 - b) EPA shall screen the registered sub-projects and provide recommendations for issuance of permits; and
 - c) ESSS of RDCU shall follow up to ensure permits have been issued to all sub-projects.

2.18.4 Post-Permitting Monitoring and Enforcement Activities

124. The following monitoring and enforcement steps shall be undertaken to aid compliance with the permitting conditions:

- a) Incorporation of recommendations of EPA in sub-project designs;
- b) The Project Focal Person at the MMDA level shall organize briefing sessions with the workforce, beneficiary communities, contractors, and public and private technical support officials in relation to safeguards issues;
- c) All persons involved in LIPW supervision shall apply the knowledge acquired from LIPW training programmes as provided in the various practitioners handbooks;
- d) Head of Works/Zonal Engineer will facilitate the inclusion of sub-project specific safeguards compliance issues into pre-commencement and site meetings' agenda;
- e) Capacity of Facility Management Committees to be built for responsible ownership of sub-projects by way of monitoring and undertaking maintenance actions for safety management;
- f) Formulation of MoUs for Climate Change Mitigation Interventions and dam sites with facilitation from the Facility Management Committees and MMDA officials in close collaboration with the ZCOs (See Annex III for a sample MoU);
- g) National and Zonal level officers (ESSS and any other responsible officer) periodic monitoring of safeguards compliance (See Annex V for checklist on safeguards compliance monitoring).

2.18.5 Social Accountability and Citizens Engagement under LIPW

125. The Project will mainstream Social Accountability (SA) and citizens engagement into its implementation processes and this will be intended to promote transparency and accountability, provide voice to the LIPW beneficiaries, encourage participation and citizen engagement, assist in

reducing leakages, promote community management and ownership and ultimately ensure efficiency and beneficiary satisfaction with service delivery.

126. The starting point of SA under the project is at the community entry and sensitization stage where managers take the opportunity of the sensitization exercise to do a full disclosure on all relevant information on the Project i.e. Contract Sum, percentage to be paid out as wages, frequency of wage payment, the mode and means of payment, the role of various stakeholders in the delivery process and other entitlements such as the asset that will eventually result from the intervention. This sensitization effort should transcend the entire duration of the sub-project as way of reinforcing the message on entitlement i.e. at project pre-commencement meetings, site meetings and other outreach programs.

127. Subsequently, Facility Management Committee members, including the Community Facilitators will be empowered to monitor the implementation process and provide early warning on anomalies that may occur along the line.

128. A key activity of the Project's Social Accountability and Citizen Engagement efforts will be the creation of platforms in the form of Community forums (at least once within a sub-project duration) during which all interested parties will be brought together to review the implementation process. The specific features of the interface which will be facilitated by the Community Facilitator under the guidance of the MM/DA/ZCO are:

- a) An account of resources released towards the execution of the sub-project;
- b) A report on fiscal disbursement and progress by MMDA and or Contractor;
- c) Feedback from beneficiaries on their satisfaction with Service delivery;
- d) An interface (dialogue) aimed at improving the delivery process;
- e) All concerns resulting from the fora will be identified for redress and. timelines for their resolution will be agreed upon in a participatory manner; and
- f) The MMDA/ZCO will be expected to follow up on these issues to ensure that they are addressed.

129. To further deepen accountability in LIPW delivery, the Project will insist that where sub-projects are to be executed through contracts, the contract agreements are signed within the beneficiary community.

130. As a further step towards deepening accountability, the project will institutionalize innovations such as installation of TABs at sub-project sites that will ensure the disclosure of critical project information such as beneficiary entitlements, expenditure to date, proportion of expenditure paid as wages and signed payment vouchers for beneficiary verification.

131. The TABs shall be managed by the designated CF who will have to ensure that information on the boards is updated at frequent and regular intervals. ZCOs shall ensure that these boards are erected at each sub-project site and will also have to facilitate the process of ensuring that all information needed to be posted on the boards are available to the Community Facilitators. As a requirement, photo shots of the current state of the TABs are to be attached to the CFs' monthly reports they are expected to submit to the MMDAs and the ZCOs as a means to confirm that the TABs are being updated regularly as is required.

To ensure that all actors are well equipped with the requisite knowledge and to deliver on Social Accountability within the LIPW framework, a tailor made SA manual will be developed to guide the process.

2.20 Information, Education and Communication (IEC) for LIPW Implementation

132. Information, Education, and Communication (IEC) will be a key feature of project implementation and will be pursued vigorously throughout the entire project cycle. Project IEC will target both internal and external audiences with varied objectives.

133. Internal communication will aim at improving information flow, knowledge sharing and effective coordination amongst Project implementers. On the other hand, external communication will target sensitising stakeholders, providing clarity on project implementation processes and intended benefits, enhancing visibility and dissemination of results for policy consideration. Specific tools to be used in internal and external communication are as follows:

a) Internal Communication

- i) Project Technical Committee (PTC) meetings
- ii) Project Oversight Committee (POC) meetings
- iii) Periodic briefing of MLGDRD & RCCs
- iv) Generation and Circulation of Periodic Reports
- v) Memos, Letters, E-mails, Social Media platforms and Circulars

b) External Communication

- i) Sensitisation meetings
- ii) Focus Group Discussions
- iii) Review Meetings
- iv) Workshops, seminars and exhibitions
- v) Production and dissemination of documentaries
- vi) Use of electronic and mass media platforms
- vii) Erection of sub-project specific signposts
- viii) Field trips for target groups

2.20.1 Levels of Project IEC

134. The approach to Project IEC will vary across levels. Whilst IEC at the National and Regional levels will focus on orientation of stakeholders and dissemination of results; IEC at the district level will be specifically aimed at improving implementation.

135. At the community level however, it will focus on sensitising beneficiaries and facilitating LIPW enrolment process, improving the implementation processes and ensuring accountability and sustainability of investments.

136. Information, communication and engagement sessions to beneficiaries will include on human capital, such as nutrition, health, education, gender and disability inclusiveness and financial awareness..

2.20.2 Information, Education and Communication at the MDA and Community Levels

137. Each beneficiary MMDA will constitute an IEC team of between 2-3 members selected from Social Welfare and Community Development Department of the MMDA, Metropolitan/Municipal/District Planning Unit, District Agriculture Department in the MMDA/Region. This body will be responsible for carrying out all community level sensitization, mobilization and targeting activities.

-
- a) The first step in IEC is to inform the community about the choice of the community to benefit from LIPW and this will have to be done within a month from the day of the decision;
 - b) The next step will be to appraise and validate the sub-project with the community before the commencement of the procurement processes;
 - c) Once the procurement process commences, the IEC team proceeds to mobilize and enrol potential beneficiaries through a community forum and validation sessions;
 - d) The next will be a pre-commencement meeting during which the roles and responsibilities of all duty bearers and other stakeholders are assigned and explained;
 - e) To reinforce the project message, sensitisation should run throughout the entire project implementation cycle; In the course of implementation, beneficiary households and their communities will be provided with information on issues concerning health, nutrition, education, gender, disability, and financial awareness
 - f) Each sub-project should have a well labelled signpost to enhance Project visibility in Project communities; and
 - g) Within each Project cycle, there must be at least one social accountability interface where beneficiaries will engage Service Providers and managers of the LIPW and resolve pertinent issues.

138. A communication action plan will be produced at the commencement of each year to guide project IEC activities across all levels. While ZCOs will be responsible for the preparation of this action plan at RCC, MMDA and community levels, the RDCU will be responsible for consolidating these plans into a National Communication Action Plan.

2.21 Capacity Building to Aid LIPW Implementation

139. The objective of this segment of LIPW implementation is to create capacity at national, regional, district and local levels for the delivery of LIPW in line with the Government's decentralization program. This will focus on the strengthening of the capacity of all stakeholders involved in the implementation process with the view of ensuring effective delivery and mainstreaming of LIPW in Ghana.

140. Specific activities to be undertaken are as follows:

- i. Capacity building for stakeholders towards the physical delivery of LIPW;
- ii. Capacity building for ESMF implementation; and
- iii. General capacity support to MMDAs in related areas.

2.21.1 Capacity Building for Stakeholders Towards the Physical Delivery of LIPW

141. Training of stakeholders in the LIPW delivery process is intended to enhance sub-project implementation and guarantee the quality and sustainability of sub-projects delivered. Under GSOP and GPSNP, many LIPW practitioners were trained to deliver sub-projects. However, the high attrition of relevant MMDA staff due to frequent transfers will require devotion of more resources to the continuous training of MMDA personnel. There will also be the need to conduct refresher trainings for the old hands and also train afresh, new Facility Management Committees coming on board the programme. , The following are some suggested activities that will be carried out with respect to capacity building in support of LIPW delivery.

Training Needs Assessment: Each LIPW related training shall be preceded by a needs assessment by the Project Management Unit to determine the capacity gaps that need to be addressed. LIPW related capacity building will be targeted at the following category of persons/groups who are key in the delivery process:

- a) Facility Management Committees - responsible for the overall management of the implementation process and maintenance of the assets at the community level;
- b) Time-Keepers – who are to be nominated by the community and validated by all actors to be responsible for recording daily work attendance at all LIPW Sites;
- c) Community Facilitators - who are responsible for all mobilization and other software activities (these persons may either be MMDA staff or persons recruited specifically by the DA for the purpose and are automatic members of the FMCs);
- d) Contractor MDs and their Supervisors (2 per site) - who are responsible for executing the works to the required specifications and assisting the communities in the delivery of LIPW;
- e) Client or Field Supervisors - mostly staff of the MMDA Works Department or staff of GIDA or persons engaged by GIDA or the MMDA and work as Clerk of works (directly responsible for the quality of works);
- f) Field staff of either the Forestry Division or Food and Agriculture Unit of the Assembly- who work as Field Supervisors for Climate Change mitigation related activities;
- g) District Agriculture and Forestry Officers who work as Climate Change Coaches;
- h) Engineers of DFR and GIDA who work as feeder roads and small earth dams Coaches respectively (responsible for design and overall supervision of LIPW contracts);
- i) RPCU members - expected to assist with the monitoring of LIPW; and
- j) Project staff who are responsible for backstopping the MMDAs in LIPW Implementation

Prequalification of LIPW Contractors: In view of the uniqueness and peculiarities associated with LIPW, as was the case in GSOP and GPSNP implementation, the project will continue to pursue pre-tender trainings as an important pre-requisite for every prospective contractor. The pre-tender trainings will be used as a prequalification tool aimed at:

- a) enabling the contractors have a clear understanding of the concept of LIPW as an important Social Protection tool for employment creation; and
- b) assisting the contractors to understand the peculiarities of LIPW Bills of Quantities and pricing which has been designed to meet the component objective.

Certificates will be issued to all contractors who participate in the pre-bid training and this will be a pre-condition for participating in any LIPW bidding process. Firms that have had the training under GSOP and GPSNP will be exempted from this training, but would be provided with any updates (in written and verbal formats) on implementation procedures that differ under GPSNP 2.

Practical Training of Contractors/Firms in LIPW Delivery: Upon emerging as a recommended firm from any LIPW bidding process, the firm will be required to submit a specific number of supervisors for an intensive training in LIPW delivery before proceeding to sign a contract. In view of perculiarities inherent in the execution of LIPW, no firm or contractor, shall be allowed to use an untrained personnnel as a supervisor on an LIPW site.

Training of Client Supervisors: Various technical staff of beneficiary MMDAs and other collaborating institutions like the Ghana Irrigation Development Authority (GIDA) and Department of Feeder Roads (DFRs) will be trained and deployed as Client Supervisors to assist the communities

in the execution of LIPW construction activities. Whilst a first time training for this caliber of personnel will last for a duration of 2-3 weeks, the Project will from time to time organize refresher trainings to augment the skills and knowledge of the supervisors.

Training of LIPW Coaches: Personnel from the MMDAs, national and regional offices of collaborating institutions such as GIDA and the DFR and who will be expected to mentor the various Client Supervisors will be trained and deployed to carry out designs and overall supervision of the various LIPW.

Training of Climate Change Focal Persons: Climate change mitigation related interventions form a prominent feature in the Project's menu of activities. As such, part of the Project's resources will be applied to the training of heads and field officers of the Agriculture and Forestry units of the beneficiary districts who will be expected to provide technical guidance and support to beneficiary communities in the delivery of agriculture and forestry related LIPW.

LIPW Training Manuals: Under GSOP, Practitioner's Manuals were produced for the delivery of Feeder Roads, Small Earth Dams and Climate Change related LIPW. These manuals will be used as reference materials for GPSNP 2 LIPW delivery.

2.21.2 Capacity Building for ESMF Implementation

142. Safeguards management issues shall be mainstreamed into LIPW training modules. Trainings for small earth dams, feeder roads, tree planting activities and soil and water conservation activities shall be on both demand and supply basis. Skills upgrading training will be mandatory for technical support officials for small earth dams rehabilitation and construction.

2.21.3 General Capacity Support to RCC and MDAs in Related Areas

143. In support of Government's decentralization agenda, the project will continue to strengthen the technical and managerial capacities of the participating Regional Planning Coordinating Units (RPCUs), beneficiary MMDAs, FMCs and Community Groups in other related fields. The focus of these other capacity building support will be in participatory planning, group dynamics, fiduciary, M&E and MIS issues related to LIPW delivery, etc.

144. The Project in line with its objective of strengthening the MLGDRD, RPCUs, DPCUs and District substructures to better deliver on the National Social Protection Agenda and Decentralization Program may provide logistics such as vehicles, motor-bikes and office equipment to the various participating units. The modalities for allocating these logistics will be determined by MLGDRD in consultation with the RDCU.

2.22 Sub-project Exit Arrangements

145. As a means of ensuring community ownership and sustainability of the various interventions, the Project will put in place exit arrangements for the various categories of investments. Table 3 is to serve as a guide:

Table 3: LIPW Sub-project Exit Arrangements

A. SMALL EARTH DAM AND FEEDER ROADS					
Step	Stage/ Timeline	Activity	Resources	Responsibility	Remarks
1	At Sub-project commencement and in course of implementation	- Inform community and other stakeholders of duration of the intervention - Prepare MMDA Composite Sustainability plans (See Annex VI)	None	Project Management Unit (PMU) & MMDAs	Must be done at community sensitization and other community interface meetings (sensitization; pre-commencement, re-sensitization, community accountability fora etc.)
2	At Sub-project commencement	Ensure the formation of the FMC	None	PMU & MMDA	Must be done after community sensitization and other community interface meetings have been completed but before the start of the first subproject.
3	Two months to Handing-over	- Validate availability of an active FMC members & FMPs - Train FMCs in Operations and Maintenance (O&M) of their LIPW facilities	None	PMU & MMDA	Where FMC is dormant, reconstitute and ensure that all members will be available post sub-project completion and go through the O&M training.
4	One month to completion	Organize interface meeting for stakeholders at the community level on formal completion of LIPW intervention	Cost to be borne from MMDAs Monitoring/Supervision budget for activities at MMDA and Community	PMU & MMDA	Issues to be covered at this meeting to include Role casting & road map to “handing-over”

			levels		
5	Completion and handing over of Sub-project	- Preparation of a completion report by the Works Department of the MMDA - Formal Ceremony to hand asset over to Community	Normal Field allowance of DA and PMU officials to be drawn from Project Resources	PMU, MMDA, FMC	- Ceremony should be site specific and must involve the larger community - The opportunity to be used during the occasion to do full disclosure on post implementation maintenance, - Proceedings of ceremony must be documented - Media coverage must be encouraged
6	One year post exit	Monitor effectiveness /operationalization of exit arrangement	Cost to be borne from MMDAs monitoring/supervision budget	DA Works Department, Client Supervisor FMCs,	Where failure is attributable to poor technical support from responsible MMDA officer(s), the MMDA Management should apply sanctions of withholding further payment of allowances to affected staff
B. CLIMATE CHANGE					
1	At sub-project preparation	Incorporate cost of exit arrangements into CCMI overall budget	Two percent (2%)-fruit trees; 0.5%- woodlots of total CCMI Budget	ZCO & MMDAs	- Exit arrangement budget for fruit trees must take into account activities such as undergrowth management, training and pruning, fire belt creation, flower induction, pollination, insect control and disease management. - This should be treated as a post closure activity (1 year retention) and must be paid for based on ZCO assessment.
2	At sub - project commencement and in course of implementation	Inform community and other stakeholders of 2-3-year duration of CCMI intervention	None	ZCO & MMDAs	Must be done at community sensitization and other community interface meetings (sensitization; pre-commencement, community accountability fora etc.)
3	At Sub-project	Ensure the formation of	None	PMU &	Must be done after community sensitization

	commencement	the FMC		MMDA	and other community interface meetings have been completed but before the start of the first subproject.
4	Six months to sub-project closure	PMU gives formal notice to MMDAs and Communities on closure of sub-project as LIPW activity	None	PMU & MMDAs	PMU writes to MMDA and MMDA in turn notifies FMC and community. PMU to be served with a copy of MMDA notice to FMCs and community
5	Five months to closure (One month after notification on exit)	Organize in-person meeting for stakeholders at the community level on formal closure of activity as LIPW intervention	Cost to be borne from MMDAs monitoring/supervision budget	PMU & MMDA	Issues to be covered at this meeting to include reasons for exit, reminder on content of MoU (i.e., land tenure & Benefit Sharing Arrangements etc.). Where FMC is dormant, reconstitute and ensure that all members will be available post sub-project completion, opening of Bank Account (if required), need for Facility Management Plan, Role casting & road map to “handing-over”
6	Four months to exit	Validate existence of Facility Management Plans (FMP) and availability of FMC	None	ZCO & MMDA	Facility Management Committee members who will not be available post sub-project implementation should be replaced by persons of the community’s choice.
7	Two months to “handing-over”	- Open Bank Account for post GPSNP phase Operation and Maintenance (O&M) if needed - Train FMCs in Operations and Maintenance of their LIPW facilities	Seed money to be provided by Project as stipulated above	FMC & MMDA	Account to be a Savings Account and must have joint signatories from MMDA & FMC representative(s). Use of Area or Zonal Council Account should also be explored.

8	One month to exit	Organize 2 nd in-person meeting for stakeholders at the community level to ascertain preparedness for exit	Cost to be borne from MMDAs monitoring/supervision budget	ZCO & MMDA	Issues to look out for at this meeting must include Functional FMC, existence of FMP & Bank Account
9	One month to exit	Transfer seed fund into community O&M Account based on recommended % in (1) above for O&M purposes	Per allocation formula in (1) above	PMU of MLGDRD	Clear guidelines to be provided on eligible activities that O&M funds to be applied to
10	On the day of “handing over”	• Pay final unskilled labour wages to beneficiaries • Finalize and share completion report with community	None	MMDA & PFI	MMDA & Community Facilitator to remind Beneficiaries of last Labour Payment
11	Within 3 months after handing over	MMDAs to facilitate interface between communities on one hand and key Actors in the Fruit Tree value chain (if CCMI facility is a fruit tree plantation) on opportunities for processing and marketing	Cost to be borne by the Project if not closed or MMDA funded	PMU, MMDA	This will involve; • Aggregators/Off-takers • Marketers • Input suppliers • Processors • Potential Investors • Exporters, etc.

12	Six months after issuance of notice on closure	Formal Ceremony to signify closure of LIPW phase of intervention	Normal Field allowance of MMDA and PMU officials to be drawn from Project Resources	PMU, MMDA & FMC	• Ceremony should be site specific and must involve the larger community • The opportunity to be used during the occasion to do full disclosure on the existence of O&M, account and seed funds provided • Modalities for disbursement and eligible expenditure • Proceedings of ceremony must be documented • Media coverage must be encouraged
13	One year post exit monitoring	Monitor effectiveness /operationalization of CCMI Exit Arrangement	Cost to be borne from MMDAs monitoring/supervision budget	MMDA CC Focal Person, AEA	• Where failure is attributable to poor technical support from responsible MMDA officer(s), the MMDA Management should apply sanctions of withholding further payment of allowances to affected staff

2.23 Closure of LIPW Sub-project Contracts

146. Upon successful completion of the works in accordance with the provisions of the contract (*in the case of contract works*), the Contractor does the final handing over of the completed works to the Client (MMDA). The Contractor will no longer have any obligations to the Client. At this stage, a Final Account and Completion Certificate will be issued by the Project Manager to signify the end of the contract.

147. The following are steps to be taken to close an LIPW sub-project contract:

- a) At practical completion, the Contractor will inform beneficiaries that the work has come to a close and beneficiaries will no longer get the opportunity to work;
- b) The Municipal/District Assembly will prepare the last payroll for payment of wages to the set of beneficiaries who worked. The Assembly ensures that the outstanding payments are made and Project MIS updated to reflect the payments;
- c) The Consultant or the technical department of the MMDA will carry out a detailed valuation of the works;
- d) An interim handing over ceremony will be held in the community to signify the substantial completion and start of Defects Liability Period. This activity should take place only when all outstanding wage payments to beneficiaries have been made;
- e) A Practical or Substantial Completion (stage of the contract where most or all salient activities have been completed and facility can be put to use) Certificate is to be issued by the Project Manager to the Contractor;
- f) The Contractor will have to correct all defects identified during the practical completion inspection and any defect that may arise during the Defects Liability Period which is usually six months for LIPW sub-projects or as stated in the Particular Conditions of the Contract;
- g) If beneficiaries assist the Contractor in the correction of defects, their work attendance will be marked and payroll processed for wage payment the same way as in when the works were fully ongoing. Payment of beneficiary wages will be made from any outstanding unskilled labour allocation for the subproject. If labour allocation for the subproject is exhausted, then payment of these wages will be deducted from the Contractor's Retention during preparation of the Final Account and Certificate;
- h) Final inspection and handing over will be held by the MMDA Team when the Defects Liability Period is over and FINAL COMPLETION CERTIFICATE issued to the Contractor once all defects identified have been corrected; and
- i) The sub-project will then be marked as closed in the LIPW MIS with the final completion date as appears on the Final Completion Certificate.

148. In case of unsuccessful completion of the project/contract or if a contract is terminated, a FINAL ACCOUNT is prepared by the Project Manager (per the Particular Conditions of the Contract) to show all the transactions that took place during the execution of the contract up to the time of termination. All liabilities and damages as well as monies due the client and/or the contractor will be determined. Monies due to LIPW workers will be determined as well, payroll generated and payment effected. If both the contractor and the client fulfill their obligations to each other as determined by the Final Account, then the contract is deemed as closed.

ANNEXES

Annex I: LIPW Sub-project In-House Appraisal Checklist
GHANA PRODUCTIVE SAFETY NET PROJECT 2 (GPSNP2)
CHECKLIST FOR SELECTION OF LIPW SUB-PROJECTS

DATE:.....

DISTRICT:.....**REGION & ZCO:**.....

DESCRIPTION OF PROPOSED SUB-PROJECT:

.....

COMMUNITY.....

This checklist has been designed to assist in selecting LIPW sub-projects. It will assist the project implementers and reviewers to ascertain the eligibility of the sub-project.

=====

Describe the vegetation/ trees within the sub-project area.

Estimate and indicate where vegetation/trees might need to be cleared

(A) Tick where appropriate

Conflict	()
Galamsey	()
Proposed sub-project on private land	()

Note: *If the answer to any of the sub items in A above is ticked, then an alternative site should be found.*

(B)

N O	DESCRIPTION	YES = 1 NO = 0	COMMENTS IF ANY
1	Has the sub-project been captured in the DMTDP/Annual Action Plan of the MMDA		
2	Is the sub-project location among the poorest/deprived areas in the MMDA as per the DMTDP or District Poverty Map?		
3	Is the proposed intervention a priority of the Community?		
4	Has the community been consulted in the selection of the sub-project? <i>(Involvement of all segments of the</i>		

	<i>community including both women and men, the youth, aged, persons with disabilities, migrant/settler farmers, chiefs and opinion leaders, CSO/CBOs, etc)</i>			
5	Is the Community on the LEAP Programme?			
6	Is there adequate and willing unskilled labour in the community or project catchment to meet the labour demands of the sub-project? (indicate an estimation of the population in the catchment)			
7	What is the prevailing Agriculture Daily Casual Labour rate in the area (<i>indicate amount in the comments column</i>)		N/A	
8	Nocommercial agric. or major mining, trading or industrial activities in the community or area (, provide details in the last column if there is commercial activity)			
9	Scope of Proposed Sub-project	Length of Feeder Road not more than 5km		
		Capacity of Small Earth Dam not larger than 250,000m ³ and height not above 5m		
		Size of CC Site not less than 5 Hectares		
10	Is the proposed sub-project one that lends itself to the application of LIPW works method (minimum equipment use and use of local resources)			
11	Can the subproject be undertaken during the agric. slack period (off season)?			
12	Is the distance of the proposed site from Participating Community/Communities less than 5km?			
13	Is there opportunity for continuation LIPW in the same community/sub-project catchment for the same beneficiaries for another implementation season?			
14	If answer to 13 above is yes, indicate the potential subproject			
15	Sub-project not being considered by another Agency for execution?			
	TOTAL SCORE			
<u>Note:</u> Total Score ≥ 10, then proceed with Environmental and Social screening below. Otherwise consider alternative site.				
Environmental Screening			Potential for Adverse Impacts(<i>tick under the headings below</i>) (Refer to (D) below for interpretation of Low, Medium and High ratings)	
			None	Low

							measures)
16	Natural Habitats	Wildlife habitat or populations disturbed?					
		Fragile/Sensitive ecosystems disrupted(e.g hillslopes, close to river banks etc)					
		Site has medicinal plant and animal species that are ONLY found in and around the proposed site.					
		Sub-project situated within protected areas designated by government (e.g RAMSAR, sites Forest, Game & Wildlife Reserves etc)					
	Water quality and water resource availability and use	Stream crossings at site					
		Existing water sources supply/yield depletion					
		Activities of existing and downstream water users disrupted					
		Sites may affect water quality or availability to the community					
	Natural hazards vulnerability, floods, soil stability/erosion	Potential Soil erosion concerns (e.g., due to highly erodible soils or steep gradients)					
		Potential flooding concerns					
		Wet season excavation					
		Creation of quarry sites or burrow pits					
		Significant vegetation removal					
		Solid or liquid waste generation					
		Dust generation					
		Noise generation					
	Social Screening						
17	Cultural property	Sacred groves and heritage sites (or will the project negatively impact any sacred grove if implemented?)					
		Cemeteries will require excavation					
	Involuntary Resettleme	Cultural practices, beliefs or norms that would prevent women and marginalized/minority groups from					

	nt	participating in the works						
		Sites may require resettlement or compensation						
		Acquisition of the Land will negatively affect some sections of the community, especially the Vulnerable such as Settlers, women, disabled persons, etc.						
		Changes to livelihood from land acquisition						
		Execution of the sub-project will lead to the temporary or permanent loss of abode/household assets/livelihood (e.g. farmland, farm produce, dwelling houses etc.) to some families?						
	Land Tenure	Is the ownership of the proposed land for sub-project execution in dispute?						
Summary of Site Sensitivity Rate as Low/Medium/High for the site and provide comments <i>(Refer to (D) below for interpretation of Low, Medium and High ratings)</i>								
		Site Characteristics					Comments	
		Natural habitats	Water quality and water resource availability and use	Natural hazards vulnerability, floods, soil stability/erosion	Involuntary resettlement	Land Tenure		
18	Ratings: (None, Low, Medium & High)							
Categorisation and Recommendations Indicate the Environmental and Social categorization for this subproject (Based on the Screening Findings of Sections 18 above)								
	Tick As Appropriate	Category	Rating	Recommendation				

19		A	Low	Does not require additional environmental or social due diligence than what is provided in the ESMF/RPF. Refer to ESMF /RPF. Sub-projects will however be registered with EPA in accordance with LI 1652
		B	Medium	Requires additional environmental or social instruments to support the ESMF/RPF. In case the sub-project is registered with EPA and no further documentation is required, the RDCU/ZCO would prepare a site-specific Environmental and Social Management Plan Checklist (ESMP Checklist).
		C	High	Requires registration with the EPA and additional environmental or social instruments (ESMP, ESIA, ARAP, RAP, etc.) to support the ESMF/RPF
	<u>Any other information deemed necessary</u>			

Community Representatives Present at Selection Meeting				
No	Full Name	Sex (M/F)	Designation	Signature/Thumbprint
1				
2				
3				
4				
5				
MMDA Representatives Present at Selection Meeting				
No	Full Name	Designation	Signature/Thumbprint	
1				

2			
3			
<u>Recommendation :</u>			<u>Reasons for Decision:</u>

(C)

Prepared By (MMDA Staff):

Name :.....

Signature& Date

Reviewer:

(Name and Signature of Zonal Coordinator)

Date:

Approver:

(Name and signature of ESSS of RDCU)

Date:

(D)

Impact identification and classification:

When considering the location of the sub-project, rate the sensitivity of the proposed site in the following table according to the given criteria. Higher ratings do not necessarily mean that a site is unsuitable. They do indicate a real risk of causing undesirable adverse environmental and social effects, and that more substantial environmental and/or social planning may be required to adequately avoid, mitigate or manage potential effects. The following table should be used as a reference.

IMPACT IDENTIFICATION AND CLASSIFICATION

Issues	Site Sensitivity		
	Low	Medium	High
Natural habitats	No natural habitats present of any kind	No critical natural habitats; other natural habitats occur	Critical natural habitats present
Water quality and water resource availability and use	Water flows exceed any existing demand; low intensity of water use; potential water use conflicts expected to be low; no potential water quality issues	Medium intensity of water use; multiple water users; water quality issues are important	Intensive water use; multiple water users; potential for conflicts is high; water quality issues are important
Natural hazards vulnerability, floods, soil stability/ erosion	Flat terrain; no potential stability/erosion problems; no known volcanic/seismic/ flood risks	Medium slopes; some erosion potential; medium risks from volcanic/ seismic/ flood/ hurricanes	Mountainous terrain; steep slopes; unstable soils; high erosion potential; volcanic, seismic or flood risks
Cultural property	No known or suspected cultural heritage sites	Suspected cultural heritage sites; known heritage sites in broader area of influence	Known heritage sites in project area
Involuntary resettlement	Low population density; dispersed population; legal tenure is well-defined; well-defined water rights	Medium population density; mixed ownership and land tenure; well-defined water rights	High population density; major towns and villages; low-income families and/or illegal ownership of land; communal properties; unclear water rights
Land Tenure	No conflicts, disagreements around use of land,	Process of land regularization and rights to natural resources being worked out with clear communication and grievance process in place	Land conflicts historically unresolved, and no transparency or grievance redress available

Annex IIA: Memorandum of Understanding Template for Climate Change Sub-projects

.....METROPOLITAN/MUNICIPAL/DISTRICT ASSEMBLY

MEMORANDUM OF UNDERSTANDING (MOU)
BETWEEN

.....
Beneficiary Community)

AND

.....
MEMORANDUM OF UNDERSTANDING

BETWEEN

.....
(Beneficiary Community)

and

.....
Landowner(s)/Donor(s)

Date of Agreement:.....

(INSERT NAME OF CHIEF AND/OR LANDOWNERS)

IN RESPECT OF

DONATION OF PARCEL OF LAND FOR DEVELOPMENT OF CLIMATE
CHANGE(*INSERT TYPE OF TREE PLANTING
ACTIVITY*) UNDER THE GHANA PRODUCTIVE SAFETY NET PROJECT

1.0 BACKGROUND

The Ghana Productive Safety Net Project 2 (GPSNP 2) has been set up to expand and enhance social safety nets that improve the incomes and productivity of the poor in Ghana. Under GPSNP 2, MLGDRD is implementing the Labour Intensive Public Works component (LIPW), which aims to extend income-earning opportunities to poor and extremely poor households using labor-intensive methods to construct, maintain or rehabilitate public assets such as feeder roads and small earth dams that improve the productivity of communities and respond to the anticipated effects of climate change. Sub-projects under the Labour Intensive Public Works (LIPW) component of the project will be drawn from a menu of 3 items – rehabilitation of feeder roads, small earth dams (SEDs), and climate change mitigation interventions (CCMI).

1.1 Objectives of the Climate Change Mitigation Initiatives

Afforestation and reforestation, through seedling production, cultivation of fruit trees, cash crops (such as cashew), and woodlots, on degraded communal and public land will be undertaken to mitigate climate change and support catchment and watershed protection, provide food security and biodiversity conservation.

1.2 Purpose of the MOU

This Memorandum of Understanding (“MOU”) has been prepared by theMunicipal/District Assembly. The purpose of this MOU is to memorialize an agreement between (Landowner) and the community for the piece of land provided the community for a CCMI sub-Project (the “Project”).

2.0 PARTIES

(i) Landowner /Donor of Land (Refers to either Chief, Tindana, Head of Family/clan etc)

.....

(ii) Name of Participating Community/Group (in the following called Tenant)

.....

(iii) Name of Municipal/District Assembly / Region

.....

(iv) Name of Organisation / Institution which will Lead Plantation Maintenance

.....

.....

3.0 LOCATION OF LAND DONATED FOR THE PROJECT

The Degraded Land is situated atThe site is bounded in the North by.....; in the South by.....;in the East by.....

.....and, in the West by.....and has GPS
co-ordinates as follows:.....

.....
The land covers an approximate area ofhectares (Ha).

(Please attach copy of site plan as appendix 1)

4.0 USER CLAUSE

The Land shall be used exclusively for the Development of Labour Intensive Public Works (LIPW) climate change mitigation activities. This will involve establishment of tree crop plantations (ie: mango, cashew, cocoa, rubber, oil palm, shea etc) and or woodlot plantations (ie: teak, mahogany, acacia, cassia, ofram, cedrella etc)

5. 0 CONDITIONS AND TERMS OF THE MOU

5.1 Land acquisition Negotiations

Negotiations for the land acquisition and renewal of tenure term shall be between the landowner(s)/Donors of land and the Community with the District Assembly supervising and the Community Facilitator facilitating the process

5.2 Benefit Sharing Principle

The broad principle guiding the sharing of benefits arising from the returns from investment is allotting the greater percentage to the community for development activities which lend themselves to employment generation.

5.3 Signatories to Community's Account

The community share of the dividend or benefit arising from the return on investment shall be put into an excrow account with representatives of the community and the District Assembly as signatories to the account.

5.4 Voluntary Land Donation

The landowner(s) /Donor (s) of Land hereby agree(s) to voluntarily donate and release the parcel of land and this have been validated and attested to by GPSNP Team and the District Assembly.

5.5 Initial Tenure of the MOU

The parcel of land provided for this sub-project shall be for an initial tenure term ofyears *(NB: state number of years using 35 years as a guide for the minimum)*

5.6 Renewal of Tenure

At the expiration of the initial term, the agreement may be renewed for a further period ofyears (*NB state number of years using fifteen (15) years as a guide for the minimum) as and when necessary.*

6.0 BENEFIT-SHARING ARRANGEMENTS

6.1 Negotiations on benefit sharing

The benefit sharing arrangements have been negotiated, determined and agreed upon by consensus at a community forum with all key stakeholders and actors (leadership of beneficiary community, District Assembly, Organisation/ Institution in-charge with lead role of facility maintenance) in attendance. The agreed positions shall be listed (publicised) on the community Transparency and Accountability Board (TAB). These shall further be publicized through social accountability durbars/meetings.

6.1 Allocation of Yields (Benefits)

The benefits arising out of this climate change mitigation intervention shall be treated as public good or community asset. The stakeholders / actors have agreed to allocate a greater share of the benefits to the community.

Meaning:

(i) **A greater proportion of at least 50%** of the proceeds or yield shall go to the beneficiary community for community-initiated prioritized development projects, such as CHPS Compound, Borehole Water, Nurses' Quarters, Teachers' Quarters, etc.

(ii) One part of the proceeds or yield shall be held in a designated (excrow) account by the community for maintenance of the plantation and investments in labour intensive activities which lend themselves to high employment generation. **This shall have a minimum ceiling of 20 percent of the returns on investment**

(iii) A maximum of **10 percent** shall go to the **District Assembly** for the promotion of labour intensive job generation climate change mitigation related investments and the provision of other technical/ guided agronomic assistance for proper growth of the plantation.

(iv) A maximum of **15% for Landowners** as appreciation for the donation of parcel of land and mobilizing the community in support of the plantation in the community.

(v) A maximum of 5% for Traditional Authorities

The following allocation of yields have specifically been agreed upon by all parties:

- Community (Development Projects).....%
- Facility Management Committee (Facility Maintenance)%
- District Assembly (Technical Assistance)..... %
- Landowner(s)%
- Traditional Authority.....%

7.0 COMMENCEMENT

This agreement takes effect from.....

8.0 RESPONSIBILITIES OF PARTIES

The parties to this MOU have agreed on the following responsibilities

8.1 Landowner(s)/Donor (s) of Land Responsibility

- i) Landowner (s)/ Donor(s) shall ensure that(insert name of community) has quiet enjoyment of the term hereby assured and agreed upon
- ii) Landlord(s) /Donor (s) to be responsible for all actions relating to title and ownership of the land that shall arise in future in respect of the tenant's possession of the land.

8.2 Facility Management Committee

The Facility Management Committee shall:

- (i) Be responsible for all stages of the development of the parcel of land on which the climate change mitigation activity is situated.
- (ii) Lead the beneficiary community to protect and maintain the tree plantations created.

8.3 The Beneficiary Community

- (i) Members of the community shall not undertake harmful actions (such as bush burning, animal grazing etc) that could jeopardise the growth of the plantation.
- (ii) When necessary, the community shall provide communal labour to help maintain the plantation.

8.4 District Assembly

To act as facilitator between landowner (s)/Donor of land and participating communities/Groups in respect of securing the parcel of land, Provide technical assistance (in agronomy) in maintaining the facility, assist in marketing the proceeds and in sharing of benefits.

9.0 PERPETUITY CLAUSE

In this Agreement, unless expressly stated, any reference to the parties shall include a reference to their heirs, personal representatives, successors and assigns where the context so admits or requires.

10. TERMINATION CLAUSE

- i. This Agreement may NOT be terminated by either party before the expiration of the term hereby assured, in this case before the year.....

-
- ii. However, any default by any party of the terms of the Agreement shall constitute breach and the party or parties not in default shall give written notice to the party in breach and if within 6 months of this notice the breach is not stopped, then the party will be deemed to have been in willful default and the affected party shall take steps to have the rights redressed.

11.0 DISPUTE RESOLUTION

- i. All disputes to this Agreement shall be referred to the District Assembly Arbitration Committee.
- ii. The decision of the panel of Arbitrators is to be final if accepted by all the parties to the dispute.

12.0 Adjustment to the MOU

This MOU will be re-evaluated as and when necessary and any adjustments can be added as an addendum to the MOU if agreed by all parties.

13.0 SIGNATORIES TO THE MOU

The following key stakeholders/actors have signed the MOU -

13.1 Landowner(s)/Donor(s) and their Witnesses

Signed by Landowner(s)/Donor(s) of Land or Representatives

Name.....Signature/thump print.....Date.....

Name.....Signature/thump print.....Date.....

After the foregoing had been read over and interpreted to them in the local language by:

(Insert name of Interpreter).....Title/Position.....ContactAddress
(Tel/Email.....)

(NB: The land donor(s) shall sign or thumbprint (right hand) this MOU and in the presence of two witnesses only after gaining a full understanding of the provisions thereof)

(Attach photographs of Landowner(s)/Donors of land and participating community representatives and District Assembly representatives who participated in the negotiation and signing ceremony and minutes of the meeting)

1. Signature 2. Signature

(Witness of Donors of land)

(Witness of Donors of Land)

Name..... Name

Contact..... Contact.....

13.2 Community Representatives (Tenants)

Signed by representatives of Participating Community (Tenants)

Name.....Signature/Thump print.....Date.....

Name.....Signature/Thump print.....Date.....

Witnessed by (Assemblyman or Unit Committee Chairman):

Name.....Signature.....

Position/Title..... Contact.....Date.....

13.3 Other Witnesses – Facility Management Committee and DA

Witnessed by (Representative of Organisation / Institution in-charge of Facility Maintenance):

(i)Name:

Position / Title..... Signature.....

Contact:.....Date :.....

(ii)Name:
.....

Position / Title..... Signature.....

Contact:.....Date :.....

Witnessed By: (Representative of Municipal/District Assembly)

Name.....

(DCE or his /her representative)

Signature/stamp

Position/Title.....Date

Annex IIB: Memorandum of Understanding Template for Small Earth Dams

.....MUNICIPAL / DISTRICT ASSEMBLY

MEMORANDUM OF UNDERSTANDING

BETWEEN

.....
(Beneficiary Community)

and

.....
(Landowner(s)/Donor(s))

Date of Agreement:.....

MEMORANDUM OF UNDERSTANDING (MOU)
BETWEEN

.....
(Beneficiary Community)

AND

.....
(Insert name(s) of landowner(s)/donor(s))

IN RESPECT OF

DONATION OF PARCEL OF LAND FOR THE CONSTRUCTION OF SMALL EARTH
DAM

iii. UNDER THE GHANA PRODUCTIVE SAFETY NET PROJECT

1.0 BACKGROUND

The Ghana Productive Safety Net Project 2 (GPSNP 2) has been set up to to expand and enhance social safety nets that improve the incomes and productivity of the poor in Ghana. Under GPSNP 2, MLGDRD is implementing the Labour Intensive Public Works component (LIPW), which aims to extend income-earning opportunities to poor and extremely poor households using labour-intensive methods to construct, maintain or rehabilitate public assets such as feeder roads and small earth dams that improve the productivity of communities and respond to the anticipated effects of climate change. Sub-projects under the Labour Intensive Public Works (LIPW) component of the project will be drawn from a menu of 3 items – rehabilitation of feeder roads, small earth dams (SEDs), and climate change mitigation interventions (CCMI).

1.1 Rationale for the Sub-project (SEDs) Implementation

The project is expected to improve access to domestic water and enhance agricultural productivity through irrigation especially during the dry season. Investing in the dam/dugout structures is considered important as droughts become more frequent and intense as a result of climate change

1.2 Purpose of the MOU

This Memorandum of Understanding (“MOU”) has been prepared by the..... Municipal/District Assembly. The purpose of this MOU is to memorialize an agreement between Landowner/Donor and the Community for the piece of land provided the community for the small earth dam sub-project (the “Project”).

2.0 PARTIES

(i) Landowner(s) /Donor(s) of Land (Refers to either Chief, Tindana, Head of Family/Clan etc)

.....

(ii) Name of Participating Community/Group (in the following called Tenant)

.....

(iii) Name of Municipal / District Assembly / Region

.....

(iv) Name of institution representing the community.

.....

3.0 LOCATION OF LAND DONATED FOR THE SUB-PROJECT

The Land is situated atThe site is bounded in the North by.....; in the South by.....;in the East by.....and, in the West by.....and has GPS co-ordinates as follows:.....

.....

The land covers an approximate area ofhectares (Ha).

(Please attach copy of site plan as appendix 1)

4.0 USER CLAUSE

The Land shall be used exclusively for the Development of Labour Intensive Public Works (LIPW) Small Earth Dam intervention. This will involve the construction of Small Earth Dam with a height ofm and capacity ofcu.m

5. 0 CONDITIONS AND TERMS OF THE MOU

5.1 Land Acquisition Negotiations

Agreement to this land acquisition is between the Landowner(s)/Donors of land and the Community with theMunicipal/.District Assembly supervising and the Facility Management Committee facilitating the process

5.2 Voluntary Land Donation

The Landowner(s) /Donor (s) of Land hereby agree(s) to voluntarily donate and release the parcel of land and this have been validated and attested to by GPSNP and or the District Assembly Team(s).

6.0 COMMENCEMENT

This agreement takes effect
from.....

7.0 RESPONSIBILITIES OF PARTIES

The parties to this MOU have agreed on the following responsibilities

7.1 Landowner(s)/Donor (s) of Land Responsibility

- i) Landowner (s)/ Donor(s) shall ensure that(insert name of community) has quiet enjoyment of the term hereby assured and agreed upon
- ii) Landlord(s) /Donor (s) to be responsible for all actions relating to title and ownership of the land that shall arise in future in respect of the tenant's possession of the land.

7.2 Facility Management Committee

The Facility Management Committee shall:

- (iii) Be responsible for the management of the site for which the small earth dam is situated.
- (iv) Lead the beneficiary community to protect and maintain the dam/dugout created.

7.3 The Beneficiary Community

- (i) Members of the community shall not undertake harmful actions (such as farming on the banks, and tethering of animals on the downstream slope) that could jeopardise the stability of the small earth dam or lead to its siltation
- (ii) When necessary, the community shall provide communal labour to help maintain the facility.

7.4 Municipal/District Assembly

To act as facilitator between landowner (s)/Donor of land and participating communities/Groups in respect of securing the parcel of land and provide technical assistance in the maintenance of the facility.

8.0 PERPETUITY CLAUSE

In this Agreement, unless expressly stated, any reference to the parties shall include a reference to their heirs, personal representatives, successors and assigns where the context so admits or requires.

9.0 TERMINATION CLAUSE

This Agreement may NOT be terminated by either party before the expiration of the term hereby assured, in this case before the year.....(NB: state number of years using 40 years as a guide for the minimum)

However, any default by any party of the terms of the Agreement shall constitute breach and the party or parties not in default shall give written notice to the party in breach and if within 6 months of this notice the breach is not stopped, then the party will be deemed to have been in willful default and the affected party shall take steps to have the rights redressed.

10.0 DISPUTE RESOLUTION

- iii. All disputes to this Agreement shall be referred to the Municipal/District Assembly Arbitration Committee.
- iv. The decision of the panel of Arbitrators is to be final if accepted by all the parties to the dispute.

11.0 Adjustment to the MOU

This MOU will be re-evaluated as and when necessary and any adjustments can be added as an addendum to the MOU if agreed by all parties.

12.0 SIGNATORIES TO THE MOU

The following key stakeholders/actors have signed the MOU -

12.1 Landowner(s)/Donor(s) and their Witnesses

Signed by Landowner(s)/Donor(s) of Land or Representatives

Name.....Signature/thump
print.....Date.....

Name.....Signature/thump
print.....Date.....

After the foregoing had been read over and interpreted to them in the local language by:

(Insert name of
interpreter).....Title/Position.....

Contact Address.....Tel.
no.....

Email:.....

(NB: The land donor(s) shall sign or thumbprint (right hand) this MOU and in the presence of two witnesses only after gaining a full understanding of the provisions thereof)

(Attach photographs of Landowner(s)/Donors of land and participating community representatives and District Assembly representatives who participated in the negotiation and signing ceremony and minutes of the meeting)

1. Signature	2. Signature
(Witness of Donors of land)	(Witness of Donors of Land)
Name.....	Name
Contact.....	Contact.....

12.2 Community Representatives (Tenants)

Signed by representatives of Participating Community (Tenants)

Name.....Signature/Thump print.....Date.....

Name.....Signature/Thump print.....Date.....

Witnessed by (Assemblyman or Unit Committee Chairman):

Name.....Signature.....

Position/Title..... Contact.....Date.....

12.3 Other Witnesses – Small Earth Dam managers and DA

Witnessed by (Facility Management Committee/ Institution in-charge of Facility Maintenance):

(i)Name:

Position / Title..... Signature.....

Contact:.....Date :.....

(ii)Name:
.....

Position / Title.....

Signature.....

Contact:.....Date :.....
.....

Witnessed By: (Representative of Municipal/District Assembly)

Name.....
.....

Signature/stamp
.....

Position/Title.....Date
....

Annex III: Indicative Task Rates for Rural LIPW

The recommended task rates for rural labour-based works are summarized in the Tables below. These rates will need to be reduced for activities in confined spaces or with obstructions, e.g., excavation with tree roots, or for structures foundations. The task rates will also be reviewed by the PMU in consultation with the DAs and collaborating institutions as and when needed.

III-1: Task Rates for Small Earth Dams

ACTIVITY		UNIT	TASK RATE (unit/wd) (for 6 work hrs.)	REMARKS
1	<u>Clearing & Setting Out</u>			
1.01	Setting out alignment and needed setting out of all activities			
	Initial setting out for clearing before detailing setting out	M	180 (180*3=540)	Minimum Gang of 3 workers + 1 skilled (Initial setting out)
	Detailed setting out		DW	
	Cutting of survey pegs	No.	100	
1.02	Bush clearing including disposal of cuttings out of clearing width			
	in thick bush	m ²	170	May require other tools beside a slasher
	in light bush	m ²	220	May require other tools beside a slasher
	in savanna bush	m ²	270	May require other tools beside a slasher
1.03	Grass cutting	m ²	<i>560</i>	
1.04	Grubbing including disposal of grubbed material out of clearing width			
	depth not more than 250 mm thick	m ²	<i>30</i>	
	depth more than 250 mm up to 500 mm thick	m ²	<i>15</i>	
1.05	Stripping (removal of organic topsoil)	m ²	20	
1.06	Scarify existing embankment to receive fill	m ²	70	

	ACTIVITY	UNIT	TASK RATE	REMARKS
1.07	Uproot trees			Task rates are for estimating purposes only. It is recommended to use day-work system.
	Girth 0.6-1.5m	No.	2.00	
	Girth 1.5-2.5m	No.	0.50	
	Girth > 2.5m	No.	0.25	
1.08	Chop trees and dispose			This also applies to destumping.
	Girth 0.6-1.5m	No.	1.00	
	Girth 1.5-2.5m	No.	0.25	
	Girth > 2.5m	No.	0.10	
1.09	Removal of riprap and stockpile for reuse	m ²	16.0	For estimating purpose only.
1.10	Sand and silt removal including disposal out of cleared width (desilting)	m ³	3.0	Measurement in-situ
1.11	Establishment of access to quarry	M	19.0	involves different activities
1.11	Excavation of overburden at borrow pit	m ³	2.0	Measurement in-situ
2	<u>Earthwork</u>			
2.01	Excavation only (excluding gravel excavation)			
	in loose soil	m ³	2.5	Measurement in-situ
	in medium soil	m ³	2.0	Measurement in-situ
	in hard soil	m ³	1.0	Measurement in-situ
	in clay from clay pit or reservoir area	m ³	1.5	Measurement in-situ
2.02	Excavation including loading (excluding gravel excavation)			
	in loose soil	m ³	2.3	Measurement in-situ
	in medium soil	m ³	1.5	Measurement in-situ
	in hard soil	m ³	0.8	Measurement in-situ
	in clay from clay pit or reservoir area	m ³	1.2	Measurement in-situ
2.03	Loading of excavated soil (excluding gravel material)	m ³	5.0	loose volume
2.04	Off-loading by labour	m ³	7.5	loose volume

2.05	ACTIVITY Spreading of material	UNIT m ³	TASK RATE 12.0	REMARKS loose volume
2.06	Watering of spread material	m ³	3.0	loose volume
3	<u>Gravel Material</u>			
3.01	Excavation and stockpiling of gravel material			
	in normal weathered rock / lateritic gravel	m ³	3.00	Measurement in-situ
	in hard material / with boulders	m ³	2.00	Measurement in-situ
3.02	Excavation including loading of gravel material			
	in normal weathered rock / lateritic gravel	m ³	2.0	
	in hard material / with boulders	m ³	1.0	
3.03	Loading of excavated material by labour	m ³	5.0	loose volume
3.04	Off-loading gravel by labour	m ³	7.50	loose volume
3.05	Spreading of gravel including watering	m ²	90.00	loose volume
3.06	Reinstatement of borrow pit	m ³	3.00	loose volume
4	<u>Structures</u>			
4.01	Boulder collection (size of 200 - 300 mm)	m ³ (Nos)	2.00 (100)	DW
4.02	Stone collection for aggregate	m ³	0.75	
4.03	Stone breaking for aggregate	m ³	0.30	
4.04	Sand collection and loading	m ³	3.00	
4.05	Construction of spillway (See concrete works)			
4.06	Scour check construction (varies depending on size)			
	Construction of dry-stone scour checks excluding stone collection	Nos.		
	Provide and construct masonry stone scour checks complete	Nos.		includes stone collection

	ACTIVITY	UNIT	TASK RATE	REMARKS
4.07	Concrete works including mixing, hauling, placing by labour	m ³	0.5	1 skilled 1 unskilled
	Mixing only	m ³	<i>1.0</i>	
	Hauling and placing	m ³	<i>1.0</i>	
4.08	Hand placing of stone for slope protection (rip-rap) excluding stone collection	m ²	15.0	
4.09	Stone masonry structure work including preparation of stone and mortar	m ²	<i>7.5</i>	1 skilled 1 unskilled
	but excluding stone collection			
4.10	Erect formworks, apply thin oil and removal complete	m ²	DW	
4.11	Gabion work including assembling of baskets and placing rocks but			
	excluding stone collection	m ³	<i>2.0</i>	
4.12	Collection of grass and stockpile	m ²	<i>50.0</i>	
4.13	Loading of grass onto trailer	m ³	<i>5.5</i>	
4.14	Unloading of grass from trailer	m ³	<i>11.5</i>	
4.15	Planting of grass as erosion protection measure	m ²	100.0	
4.16	Watering of planted grass	m ³	3.0	
5	<u>Hauling of loose material by labour</u>			
5.01	Hauling material by headpan			loose volume output for 6hr (8hr work)
	0 to 50 metres	m ³ /wd	<i>3.00</i>	150 trips/wd (270 trips/wd)
	50 to 100 metres	m ³ /wd	<i>2.50</i>	112 trips/wd (220 trips/wd)
	100 to 200 metres	m ³ /wd	<i>1.50</i>	75 trips/wd (160 trips/wd)
	200 to 250 metres	m ³ /wd	0.70	37 trips/wd (130 trips/wd)

	ACTIVITY	UNIT	TASK RATE	REMARKS
5.02	Hauling material by wheelbarrow			loose volume output for 6hr (8hr work)
	0 to 20 metres	m ³ /wd	10.00	200 trips/wd (270 trips/wd)
	20 to 40 metres	m ³ /wd	8.30	170 trips/wd (220 trips/wd)
	40 to 60 metres	m ³ /wd	6.00	120 trips/wd (160 trips/wd)
	60 to 80 metres	m ³ /wd	5.00	100 trips/wd (130 trips/wd)
	80 to 100 metres	m ³ /wd	4.00	80 trips/wd (110 trips/wd)
	100 to 150 meters	m ³ /wd	3.40	70 trips/wd (90 trips/wd)
	150 to 200 meters	m ³ /wd	2.50	50 trips/wd (70 trips/wd)
6	<u>Equipment Productivity</u>			
6.01	Hauling material by tractor with 2 trailers on average route condition			
	Hauling distance: 0 ~ 1 km	Trips/day	17	Note that although the working hours is 6hr the equipment hiring might be based on 8hr day
	Hauling distance: 1 ~ 2 km	Trips/day	13	
	Hauling distance: 2 ~ 3 km	Trips/day	10	
	Hauling distance: 3 ~ 4 km	Trips/day	8	
	Hauling distance: 4 ~ 5 km	Trips/day	7	
	Hauling distance: 5 ~ 6 km	Trips/day	6	
	Hauling distance: 6 ~ 7 km	Trips/day	6	
	Hauling distance: 7 ~ 8 km	Trips/day	5	
	Hauling distance: 8 ~ 9 km	Trips/day	5	
	Hauling distance: 9 ~ 10 km	Trips/day	4	
	Hauling distance: 10 ~ 11 km	Trips/day	4	
	Hauling distance: 11 ~ 12 km	Trips/day	4	
6.02	Hauling material by tipper on average route condition			
	Hauling distance: 0 ~ 1 km	Trips/day	10	Note that although the working hours is 6hr the equipment hiring might be based on 8hr day
	Hauling distance: 1 ~ 2 km	Trips/day	9	
	Hauling distance: 2 ~ 3 km	Trips/day	8	
	Hauling distance: 3 ~ 4 km	Trips/day	8	
	Hauling distance: 4 ~ 5 km	Trips/day	7	
	Hauling distance: 5 ~ 6 km	Trips/day	7	
	Hauling distance: 6 ~ 7 km	Trips/day	7	
	Hauling distance: 7 ~ 8 km	Trips/day	6	
	Hauling distance: 8 ~ 9 km	Trips/day	6	
	Hauling distance: 9 ~ 10 km	Trips/day	6	
	Hauling distance: 10 ~ 11 km	Trips/day	5	

	ACTIVITY	UNIT	TASK RATE	REMARKS
	Hauling distance: 11 ~ 12 km	Trips/day	5	
6.03	Compaction by pedestrian roller at maximum thickness layer <15 cm	m ² /day	375	

Note:

- | | |
|-----------|---|
| 1 | Confirmed Task rate |
| 2 | Cannot confirm the data and therefore check through works study |
| DW | Day work |

NOTES: -Task rate is for hauling and tipping only and excludes loading and spreading.

- Assuming headpan volume equivalent to 0.02m³
- 1 headpan assigned to each hauling labourer

III-2: Task Rates for Road Works

ACTIVITY		UNIT	TASK RATE (unit/wd)	REMARKS
1	<u>Clearing & Setting Out</u>		(For 6 work hrs.)	
1.01	Setting out alignment and needed setting out of all activities			
	Initial setting out for clearing before detailing setting out	M	180 (180*3=540)	Minimum Gang of 3 workers + 1 skilled (Initial setting out)
	Detailed setting out		DW	
	Cutting of survey pegs	No.	100	
1.02	Bush clearing including disposal of cuttings out of clearing width			
	in thick bush	m ²	170	May require other tools beside a slasher
	in light bush	m ²	220	May require other tools beside a slasher
	in savanna bush	m ²	270	May require other tools beside a slasher
1.03	Grass cutting	m ²	<i>560</i>	
1.04	Grubbing including disposal of grubbed material out of clearing width			
	depth not more than 250 mm thick	m ²	<i>30</i>	
	depth more than 250 mm up to 500 mm thick	m ²	<i>15</i>	
1.05	Tree and stump removal including disposal of cuttings out of clearing width			Tax rates are for estimating purposes only. It is recommended to use day-work system. This also applies to destumping.
	Fell trees, girth 0.6-1m and destump	No.	3 – 4	
	Fell trees, girth 1-2.0m and destump		1 – 2	
	Fell trees, girth 2.0-3.0m and destump		0.5	
1.06	Boulder removal including disposal out of clearing width	m ³	1.50	For estimating purpose only. Use daily work
1.07	Sand and silt removal including	m ³	3.0	Measurement in-situ

	ACTIVITY	UNIT	TASK RATE	REMARKS
	disposal out of cleared width			
1.08	Establishment of access to quarry	M	19.00	involves different activities
1.09	Excavation of overburden at quarry	m ³	2.00	Measurement in-situ
2	<u>Earthwork</u>			
2.01	Excavation only (excluding gravel excavation)			
	in soft/loose soil	m ³	3.00	Measurement in-situ
	in hard soil	m ³	2.00	Measurement in-situ
	in very hard soil	m ³	1.50	Measurement in-situ
2.02	Excavation including loading (excluding gravel excavation)			
	in soft/loose soil	m ³	2.00	Measurement in-situ
	in hard soil	m ³	1.50	Measurement in-situ
	in very hard soil	m ³	1.20	Measurement in-situ
2.03	Loading of excavated soil (excluding gravel material)	m ³	5.00	loose volume
2.04	Off-loading of fill material by labour	m ³	7.50	loose volume
2.05	Spreading of fill material including mixing and watering	m ³	12.00	loose volume
2.06	Ditching and throwing suitable excavated material to centre of road or			
	throwing and spreading outside of drain if not suitable.			
	in soft/loose soil	m ³ (m)	2.5 (15.6)	Measurement in-situ
	in hard soil	m ³ (m)	1.7 (10.6)	
	in very hard soil	m ³ (m)	1.0 (6.3)	
2.07	Sloping and backsloping and throwing suitable excavated material to			
	centre of road or throwing and spreading outside of drain if not suitable.			
	in soft/loose soil	m ³ (m)	2.5 (10.4)	Measurement in-situ
	in hard soil	m ³ (m)	1.7 (7.1)	

	ACTIVITY	UNIT	TASK RATE	REMARKS
	in very hard soil	m ³ (m)	1.0 (4.2)	
3	<u>Camber Formation / Base and Sub-Base Construction</u>			
3.01	Spreading and forming camber including mixing and watering	m ²	72.00	
4	<u>Gravelling</u>			
4.01	Gravel excavation and stockpiling			
	in wet soil condition	m ³	3.00	Measurement in-situ
	in dry soil condition	m ³	2.00	Measurement in-situ
4.02	Gravel excavation including loading			
	in normal weathered rock / lateritic gravel	m ³	2.00	
	in very hard material / with boulders	m ³	1.00	
4.03	Loading gravel by labour	m ³	5.00	loose volume
4.04	Off-loading gravel by labour	m ³	7.50	loose volume
4.05	Spreading of gravel including watering	m ²	90.00	loose volume
4.06	Reinstatement of borrow pit	m ³	3.00	loose volume
5	<u>Structures</u>			
5.01	Boulder collection (size of 200 - 300 mm)	m ³ (Nos)	2.00 (100)	
5.02	Stone collection for aggregate	m ³	0.75	
5.03	Stone breaking for aggregate	m ³	0.30	
5.04	Sand collection and loading	m ³	3.00	
5.05	Scour check construction			
	Construction of dry-stone scour checks excluding stone collection	Nos.	6.00	
	Construction of wooden scour checks excluding stone collection	Nos.	4.00	

	ACTIVITY	UNIT	TASK RATE	REMARKS
5.06	Concrete works including mixing, hauling, placing, and curing by labour	m ³	0.75	
5.07	Hand placing of stone for dry stone retaining wall excluding stone collection	m ³	2.00	
5.08	Stone masonry structure work including preparation of stone and mortar but excluding stone collection	m ³		
5.09	Desilt culverts			
	< 600 mm Ø culverts	m ³	0.38	insitu volume
	= 600 mm Ø culverts	m ³	0.75	insitu volume
	> 600 mm Ø culverts	m ³	1.00	insitu volume
5.10	Gabion work including assembling of baskets and placing of rocks but excluding stone collection	m ³	2.00	
5.11	Lay precast kerb units	M	7.50	
6	<u>Paving</u>			
6.01	Placing bedding sand and laying paving bricks including compaction and remove excess sand	m ²	4.00	
7	<u>Hauling of loose material</u>			
7.01	Hauling material by headpan			loose volume output for 6hr (8hr work)
	0 to 50 metres	m ³ /wd	3.00	150 trips/wd (270 trips/wd)
	50 to 100 metres	m ³ /wd	2.50	112 trips/wd (220 trips/wd)
	100 to 200 metres	m ³ /wd	1.50	75 trips/wd (160 trips/wd)
	200 to 250 metres	m ³ /wd	0.70	37 trips/wd (130 trips/wd)
7.02	Hauling material by wheelbarrow			loose volume output for 6hr (8hr work)
	0 to 20 metres	m ³ /wd	10.00	200 trips/wd (270 trips/wd)
	20 to 40 metres	m ³ /wd	8.30	170 trips/wd (220

	ACTIVITY	UNIT	TASK RATE	REMARKS
				trips/wd)
	40 to 60 metres	m ³ /wd	6.00	120 trips/wd (160 trips/wd)
	60 to 80 metres	m ³ /wd	5.00	100 trips/wd (130 trips/wd)
	80 to 100 metres	m ³ /wd	4.00	80 trips/wd (110 trips/wd)
	100 to 150 meters	m ³ /wd	3.40	70 trips/wd (90 trips/wd)
	150 to 200 meters	m ³ /wd	2.50	50 trips/wd (70 trips/wd)
8	<u>Equipment Productivity</u>			
8.01	Hauling material by tractor with 2 trailers on average route condition			
	Hauling distance: 0 ~ 1 km	Trips/day	17	Note that although the working hours is 6hr the equipment hiring might be based on 8hr day
	Hauling distance: 1 ~ 2 km	Trips/day	13	
	Hauling distance: 2 ~ 3 km	Trips/day	10	
	Hauling distance: 3 ~ 4 km	Trips/day	8	
	Hauling distance: 4 ~ 5 km	Trips/day	7	
	Hauling distance: 5 ~ 6 km	Trips/day	6	
	Hauling distance: 6 ~ 7 km	Trips/day	6	
	Hauling distance: 7 ~ 8 km	Trips/day	5	
	Hauling distance: 8 ~ 9 km	Trips/day	5	
	Hauling distance: 9 ~ 10 km	Trips/day	4	
	Hauling distance: 10 ~ 11 km	Trips/day	4	
	Hauling distance: 11 ~ 12 km	Trips/day	4	
8.02	Hauling material by tipper on average route condition			
	Hauling distance: 0 ~ 1 km	Trips/day	10	Note that although the working hours is 6hr the equipment hiring might be based on 8hr day
	Hauling distance: 1 ~ 2 km	Trips/day	9	
	Hauling distance: 2 ~ 3 km	Trips/day	8	
	Hauling distance: 3 ~ 4 km	Trips/day	8	

	ACTIVITY	UNIT	TASK RATE	REMARKS
	Hauling distance: 4 ~ 5 km	Trips/day	7	
	Hauling distance: 5 ~ 6 km	Trips/day	7	
	Hauling distance: 6 ~ 7 km	Trips/day	7	
	Hauling distance: 7 ~ 8 km	Trips/day	6	
	Hauling distance: 8 ~ 9 km	Trips/day	6	
	Hauling distance: 9 ~ 10 km	Trips/day	6	
	Hauling distance: 10 ~ 11 km	Trips/day	5	
	Hauling distance: 11 ~ 12 km	Trips/day	5	
8.03	Compaction by pedestrian roller at maximum thickness layer < 15 cm	m ² /day	375	Note that although the working hours is 6hr the equipment hiring might be based on 8hr day
8.04	Compaction by ride-on roller at maximum thickness layer < 20 cm	m ² /day	750	
9	<u>Road sign maintenance</u>			
9.01	Replace Chevrons	No./wd	15	
9.02	Single Poles Signs	No./wd	6	
9.03	Double Pole Signs	No./wd	2	
9.04	Guardrail Repairs	m/wd	8	
9.05	Guardrail Cleaning	m ² /wd	60	
9.06	Road marking	m ² /wd	32	
9.07	Paint Poles	No./wd		

Note:

- 1** Confirmed Task rate
- 2** Cannot confirm the data and therefore check through works study
- DW** Day work

III-3: Task Rates for Climate Change Activities

ACTIVITY	UNIT	TASK RATE	REMARKS
		(unit/wd)	
		(For 6 work hrs.)	
<u>Raising of seedlings for 12 weeks</u>			
Setting out or Demarcation of site	m ²	1000	
Bush clearing including disposal of cuttings out of clearing width			
in thick bush	m ²	170	
in light bush	m ²	220	
in savanna bush	m ²	270	
Grass cutting	m ²	560	
Tree and stump removal including disposal of cuttings out of clearing width			
Fell trees, girth 0.6-1m and destump	No.	3 – 4	
Fell trees, girth 1-2.0m and destump		1 – 2	
Fell trees, girth 2.0-3.0m and destump		0.5	
Preparation of site (lopping, hauling of black soil, manure, etc.)	m ²	288	
Preparation of nursery beds (layout and planning) 1.2m x 10m x 0.15m	m ²	187	
Cutting of materials and erection of sheds	m ²	250	
Broadcasting of seeds onto nursery beds	m ²	30	
Watering and caring of broadcasted seeds on germination beds (watering source within 150m)	m ²	45	
Cutting poles for fencing (100mm diameter x 2.5m length)	No.	30	
Pitting/Digging of holes to receive poles for fencing (0.3m x 0.3m x 0.5m)			
in loose soil	No.	42	
in medium soil	No.	25	
in hard soil	No.	15	
Treatment of poles	No.	100	
Erection of poles for fencing excluding digging of	No.	50	

hole			
Fixing fencing wires onto poles	LM	DW	
Pot filling with black soil/manure	No.	375	
Transplanting small seedlings to larger polybags	No.	375	
Watering transplanted young, germinated seedlings (watering source within 150m)	seedlings	750	
Beating up	seedlings	DW	
Preparing seedlings for planting in the permanent field (Hardening up)	seedlings	375	
<u>Tree Planting / transplanting to permanent fields (fruit/timber /woodlot trees)</u>			
Survey and demarcation of site including soil testing	m ²	1000	
Bush clearing including disposal of cuttings out of clearing width			
in thick bush	m ²	170	
in light bush	m ²	220	
in savanna bush	m ²	270	
Grass cutting	m ²	560	
Tree and stump removal including disposal of cuttings out of clearing width			
Fell trees, girth 0.6-1m and destump	No.	3 – 4	
Fell trees, girth 1-2.0m and destump		1 – 2	
Fell trees, girth 2.0-3.0m and destump		0.5	
Cutting of pegs	No.	250	
Pegging (staking)	seedlings	100	
Pitting/digging of holes for planting (0.6m x 0.6m x 0.6m)			
in loose soil	No.	12	
in medium soil	No.	7	
in hard soil	No.	5	
Placing and planting of woodlot/ timber seedlings in fields at 2m x 2m spacing	seedlings	90	

Establishment of greenbelts of three to four rows of fire-resistant trees (gmelina, cassia, etc.) for protection of planted stock	seedlings	90	
Construction of 5m wide fire breaks/rides along boundaries of planted field	LM	20	
Construction of fire rings around individual seedlings	No.	150	
Construction of fire rides within plantation / woodlot blocks			
Construction of planting pits / micro-basins for enhancement of surface water infiltration for plant growth	No.	13	
Compost pit construction (0.15m deep x 15m length pit)	m ³	2.00	
Compost preparation (heap of 1m length x 2m width x 1.5m high compost)	No.	0.75	
<u>Post planting maintenance of plantations and woodlots</u>			
Survival surveys / Beating up (replacement planting of dead seedlings)			
- for Less than 50% survival	m ²	1250	
- for Over 50% survival	m ²	1875	
Manual drilling of wells to support tree planting (up to 10m deep)	M	0.75	
Watering of planted seedlings in the field (2 times daily)	seedlings	37	
0 to 50 metres	No./wd	150 trips/wd (270 trips/wd)	
50 to 100 metres	No./wd	112 trips/wd (220 trips/wd)	
100 to 200 metres	No./wd	75 trips/wd (160 trips/wd)	

200 to 250 metres	No./wd	37 trips/wd (130 trips/wd)	
Application of manure to planted woodlot/timber seedlings	seedlings	150	
Weeding of undergrowth	m ²	500	
Whole area			
Strip /line			
Spot or ring			
Singling			
Slashing/tending	m ²	500	
Maintenance of planting pits (micro-basins)			
Coppice Mgt			
Mgt of Flowering			
Mgt of Fruits			
Application of mulch to plants to enhance water retention	Plants	150	
-			
Application of manure/fertilizer to enhance plant growth			
Planting of cover crops			
Cleaning of existing fire breaks/belts	LM	50	
Cleaning of fire rides within plantation blocks			
Fire control patrols/awareness creation		DW	
Maintenance of greenbelts / live fences			
Young plants protective cage repairs		DW	
Chain linked fence repairs			
Light Pruning			
1 st pruning of Planted Stock at end of year 1 in wetter regions and year 1.5 in savannah regions	m ²	937	
2 nd Pruning of Planted Stock in year 2.0	m ²	500	
3 rd Pruning of Planted Stock in year 2.5	m ²	625	
4 th Pruning of Planted Stock in year 3	m ²	375	
5 th Pruning of Planted Stock in year 3.5	m ²	375	
Thinning			
1 st Thinning of Planted Stock in year 4	m ²	750	

2 nd Thinning of Planted Stock in year 5	m ²	750	
Formation Pruning (canopy maintenance)			
River/ stream banks stabilisation activities for flood /siltation control			
Establishment of buffer strip			
River/ stream banks trimming			
Evasive weed harvesting			
Establishment of fodder banks			
Construction of stone pitched drinking troughs			
Construction of stone pitched drains			
<u>Hauling of loose material by labour</u>			
Hauling material by headpan			
0 to 50 metres	m ³ /wd	3.00	
50 to 100 metres	m ³ /wd	2.50	
100 to 200 metres	m ³ /wd	1.50	
200 to 250 metres	m ³ /wd	0.70	
Hauling material by wheelbarrow			
0 to 20 metres	m ³ /wd	10.00	
20 to 40 metres	m ³ /wd	8.30	
40 to 60 metres	m ³ /wd	6.00	
60 to 80 metres	m ³ /wd	5.00	
80 to 100 metres	m ³ /wd	4.00	
100 to 150 meters	m ³ /wd	3.40	
150 to 200 meters	m ³ /wd	2.50	
<u>Equipment Productivity</u>			
Hauling material by tractor with 2 trailers on average route condition			
Hauling distance: 0 ~ 1 km	Trips/day	17	
Hauling distance: 1 ~ 2 km	Trips/day	13	
Hauling distance: 2 ~ 3 km	Trips/day	10	
Hauling distance: 3 ~ 4 km	Trips/day	8	
Hauling distance: 4 ~ 5 km	Trips/day	7	
Hauling distance: 5 ~ 6 km	Trips/day	6	
Hauling distance: 6 ~ 7 km	Trips/day	6	
Hauling distance: 7 ~ 8 km	Trips/day	5	
Hauling distance: 8 ~ 9 km	Trips/day	5	
Hauling distance: 9 ~ 10 km	Trips/day	4	

Hauling distance: 10 ~ 11 km	Trips/day	4	
Hauling distance: 11 ~ 12 km	Trips/day	4	

Note:

- 1** Confirmed Task rate
- 2** Cannot confirm the data and therefore check through works study
- DW** Day work

NOTES: -Task rate is for hauling and tipping only and excludes loading and spreading

Annex IV: Roles and Responsibilities of RDCU on ESMP Implementation

No	Steps/Activities	Responsible	Collaboration	Service Provider
1.	Identification and/or siting of the sub-project	DA	•Community	-
2.	Screening, categorization, and identification of the required instrument (use the national EIA procedure)	ESSS – RDCU, ZCs	•Community •DA •ZC	-
3.	Approval of the classification and the selected instrument by EPA	NC – RDCU	•ESSS - RDCU	•EPA • The World Bank
4.	Preparation of the safeguard document/instrument (ESIA, ESMP, RAP/ARAP, and Safeguards Audit.) in accordance with the national legislation/procedure (taking into account the Bank policy requirements).			
	Preparation and approval of the ToRs	ESSS-RDCU	• DA • ZC	• The World Bank
	Preparation of the report		•NE – RDCU •ZCO •DA •FMC	• Consultant
	Report validation and issuance of the permit (when required)		•NE – RDCU •ZCO •DA	•EPA •The World Bank
	Disclosure of the document		NC	• Media • The World Bank
5.	(i) Integrating the construction phase mitigation measures and E&S clauses in the bidding document prior advertisement; (ii) ensuring that the contractor prepares an ESMP (C-ESMP), gets it approved and integrates the relevant measures in the works breakdown structure (WBS) or execution plan.	RDCU	• ESSS - RDCU • NE - RDCU • ZC – ZCO • ZE - RCO • DE - DA	• EPA

6.	Implementation of the other safeguards measures, including environmental monitoring (when relevant) and sensitization activities	ESSS – RDCU	• NE - RDCU • ZCO • DA • FMC	• Contractor • NGOs • CSOs
7.	Oversight of safeguards implementation (internal)	ESSS – RDCU	• Monitoring and Evaluation Officer (M&E-RDCU) • ZA -ZCO) • DA • FMC	• Coach/Client Supervisor (Supervisor)
	Reporting on project safeguards performance and disclosure	NC – RDCU	• ESSS - RDCU • M&E-RDCU • MISS - RDCU	-
	External oversight of the project safeguards compliance/performance	EPA	• ESSS - RDCU • M&E-RDCU • NE-RDCU	-
8.	Building stakeholders' capacity in safeguards management.	ESSS – RDCU	• ICDS - RDCU • NE-RDCU • ZCO - RDCU	• Consultant • EPA
9.	Independent evaluation of the safeguards performance (Audit)	ESSS – RDCU	• NE-RDCU • ZCO • DA • FMC	• Consultant

Annex V: Checklist For Environmental and Social Safeguards Compliance

GHANA PRODUCTIVE SAFETY NET PROJECT

Sub-project

Name:.....

Community..... DA..... ZCO.....

Date.....

PS: Tick where applicable

No	Compliance Issues	Yes	No	Proof of action/means of verification *	Corrective/ follow-up action Recommended	Responsibility for corrective/follow-up action/timelines
	ENVIRONMENTAL SAFEGUARDS					
1	Land clearance restricted to the designated right of way (RoW)					
2	Major/economic trees saved where possible					
3	Winning of sand/gravel from approved DA sites					
4	All burrow pits well re-instated					
5	Provision made for regular watering of dusty areas to avoid excessive dust emission					
6	Solid waste generated on site adequately collected and properly disposed off					
7	Liquid waste generated on site adequately collected and properly disposed-off (including provision of on-site latrine)					
8	Escape routes created for stagnant waters to prevent creation of water pools					
9	Dam embankments reinforced with vertiver grasses and boulders					

No	Compliance Issues	Yes	No	Proof of action/means of verification *	Corrective/ follow-up action Recommended	Responsibility for corrective/follow-up action/timelines
10	Catchment area covered with grass and shrubs to reduce erosion and siltation					
11	Broken down canals and faulty valves repaired to reduce water loss from the reservoir and increase water availability to farmers.					
	SOCIAL SAFEGUARDS					
12	Project location devoid of conflicts/disputes that will endanger human live					
13	Project location not leading to any situation of displacement or loss of asset or livelihood					
14	Selection of beneficiaries devoid of discrimination of all forms					
15	Well-stocked first aid kit for minor injuries provided at site					
16	Provision and use of appropriate protective clothing (nose mask, boots, gloves, ear plugs, etc.)					
17	Adequate safety measures put in place to avoid incidents, accidents e.g. visible warning signs, diversions etc.					
18	Adequate provision made for alternative routes/road diversions in case where LIPW activities affects access and smooth flow of movement/traffic					
19	Adequate provision made for working tools					

No	Compliance Issues	Yes	No	Proof of action/means of verification *	Corrective/ follow-up action Recommended	Responsibility for corrective/follow-up action/timelines
20	Adherence to provisions on decent work – e.g. Minors not working at site, nursing mothers not carrying babies whilst working, provision for mandatory rest period etc.					
21	On-site Creche/Nursery for babies established					
22	Transparency and Accountability Board installed and updated regularly					
23	Benefits (unskilled labour wages) paid within 20 days after cut-off date					
24	Safe drinking water for participants provided at site with enough provision made for drinking cups (if possible, a cup for each participant)					
25	Health and First Aid education carried out					
26	Community Facilitator assigned to site as focal point for Case management					
27	Case management Mechanism/System in place and fully functional					
28	Beneficiaries aware of avenues to channel Grievances to (Case Mgt. Committee hotlines etc.					
29	Proper records being kept on Case Management					
30	Adequate provision made for post implementation operation and sustainability (where applicable, MoUs with accompanying benefit sharing arrangements signed and publicized .sustainability/operating and maintenance plans prepared etc.					

* Proof of action/ means of verification e.g., whether documentation exist on a named file at the DA, site observations, minutes of sensitization meetings, photographs of meeting etc.

(NB: Completion of this section is a tangible indication of responses/action)

Name of Officer and Designation:

Organization/Institution.....
Signature and Phone Contact:
Date.....

Annex VI: Template for DA Composite Sustainability Plan

VI-1: Small Earth Dam

DA Integrated Sub-projects' Sustainability Plan - Small Earth Dams																	
ACTIVITY	SPECIFIC TASKS/MEASURES	FREQUENCY OF ACTIVITIES	TIME SCHEDULE OF ACTIVITIES WITHIN THE YEAR												RESOURCES REQUIRED	BUDGET (GH Cedis)	RESPONSIBILITY
1. Exit management actions			J	F	M	A	M	J	J	A	S	O	N	D			
	1. Prepare Facility Management Plan (FMP)																
	2. Pre-test Facility Management Plan (FMP), with at least five (5) pilot communities.																
	3. Confirm active Facility Mgt Committee (FMC)																
	4. Re-sensitize FMC on roles and responsibilities																
	5. Capture LIPW Small Earth Dams in DA annual routine maintenance works programme with accompanying budget																

	6. Train client supervisor and at least one member of the DA Works Department in labour intensive methodologies for small earth dam maintenance																	
	5. Train FMCs in Operation and maintenance of LIPW small earth dams																	
	6. Hand over hand tools used during the works to FMC																	
2. Operations & maintenanc e actions	1. FMC undertake routine inspections according to climatic seasons																	
	2. FMC to mobilize community for routine maintenance activities																	

	3. Undertake the following activities before rains: Inspect and remove grass/shrubs/trees grown on both upstream and downstream of embankments; re-arrange rip-raps on upstream of embankments; replant vertiva grass just before the rains; repair cracks developed on embankments; clear storage areas of weeds; desilt storage area; fill run-off gullies at in-flows; clear spillway, approaches and water ways of debris and weeds; repair cracks developed on spillway control beam; re-arrange boulders placed around spillway control beam.																
	4. Undertake the following activities at end of rains: Repair erosion on embankments; remove grass/shrubs/trees grown on top and downstream of embankment.																
3. Environme	1. Settle grievances																

ntal & social mitigation & disaster risk emergency response actions	2. Train FMC on social accountability techniques																	
	3. Ensure that desilted materials are placed at suitable sites from the facility and access roads/footpaths from communities to small earth dam sites are cleared of weeds																	
	3. FMC conduct social accountability forum																	
4. Things to be monitored	1. No. of maintenance programmes/activities carried out																	
	2. No. of inspections undertaken by beneficiary community																	

VI-2: Feeder Road

DA Integrated Sub-projects' Sustainability Plan Template - Feeder Roads																	
ACTIVITY	SPECIFIC TASKS/MEASURES	FREQUENCY OF ACTIVITIES	TIME SCHEDULE OF ACTIVITIES WITHIN THE YEAR												RESOURCES REQUIRED	BUDGET (GH Cedis)	RESPONSIBILITY
			J	F	M	A	M	J	J	A	S	O	N	D			
1. Exit management actions	1. Confirm active Facility Mgt Committee (FMC)																
	2. Re-sensitize FMC on roles and responsibilities																
	3. Capture LIPW Feeder Roads in DA annual routine maintenance works programme with accompanying budget																
	4. Train FMCs in Operation and maintenance of LIPW roads																
	5. Orient FMCs/Workforce/Beneficiaries on how to carry out minor repair works on asset																
	6. Hand over hand tools used during the works to FMC																

2. Operations & maintenance actions	1. FMC undertake routine inspections according to climatic seasons																	
	2. FMC to mobilize community for routine maintenance activities																	
	3. Undertake the following activities before rains: Inspect and remove obstacles in culverts and water ways, clean culverts and drifts, clean side and mitre drains, repair side drains erosion and scour checks																	
	4. Undertake the following activities at end of rains: Repair erosion on shoulders, back slopes and in drains, reinstate scour checks, reinstate camber of carriage ways, fill potholes and ruts in carriage ways and cut grass																	
3. Environment al & social mitigation & disaster risk emergency response actions	1. Settle grievances																	
	2. Train FMC on social accountability techniques																	
	3. Ensure that all borrow pits are re-instated and access from road shoulders to homes and public places ensured																	

	3. FMC conduct social accountability forum																		
4. Things to be monitored	1. No. of maintenance programmes/activities carried out																		
	2. No. of inspections undertaken by beneficiary community																		

VI-3: Climate Change

DA Integrated Sub-projects' Sustainability Plan - CCMI																	
ACTIVITY	SPECIFIC TASKS/MEASURES	FREQUENCY OF ACTIVITIES	TIME SCHEDULE OF ACTIVITIES WITHIN THE YEAR												RESOURCES REQUIRED	BUDGET (GH Cedis)	RESPONSIBILITY
1. Exit management actions			J	F	M	A	M	J	J	A	S	O	N	D			
	1. Confirm active Facility Mgt committee (FMC)																
	2. Re-sensitize FMC on roles and responsibilities																
	3. Capture Climate sites in DA annual action programme with accompanying budget																
	4. Train AEA in maintenance of woodlots and fruit trees to provide technical support to beneficiary communities																
	5. Train FMCs in Operation and maintenance of LIPW roads																
	6. Hand over hand tools used during the works to FMC																

	7. Assist FMC/beneficiary community to open bank account where applicable																	
2. Operations & maintenance actions	1.FMC undertake routine inspection of the site																	
	2. FMC to mobilize community for routine maintenance activities																	
	3. Carry out survival surveys before the rainy season																	
	4. Undertake the following activities before rains: application of manure/fertilizers, Mulching, weeding, beating up, shade management, watering, pruning, thinning out																	
	5. Undertake the following activities before rains: Management of flower, management of fruits, diseases, and pest control,																	

	6. Undertake the following activities at the beginning of the dry season: construction of 5m wide fire belts/breaks along boundaries of planted area, cleaning of fire belts/breaks, constructions of fire rides within 1Ha blocks, Fire control patrols, maintenance of boundary green belts and live fence, maintenance of chain-link fence																	
3. Environmental & social mitigation & disaster risk emergency response actions	1. Settle grievances																	
	2. Train FMC on social accountability techniques																	
	3. FMC conduct social accountability forum																	
4. Things to be monitored	1. General maintenance /condition of CCMI																	
	2. Absence of bush fire																	
	3. Process for harvesting and sharing/management of proceeds/benefits																	