

MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT (MLGRD)

GHANA PRODUCTIVE SAFETY NET PROJECT(GPSNP)

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**PROJECT ID-P164603**

**GPSNP POM VOLUME 2: LABOUR INTENSIVE PUBLIC WORKS OPERATIONAL MANUAL**

**APRIL 2019**

**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 Dams, Dugouts 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. Resettlement Policy Framework
7. National Labor Intensive Public Works Policy, 2016
8. GMIS-PRO User Guide
9. GPSNP POM Volume 6: MLGRD Financial & Procurement Management
10. GPSNP POM Volume 8: MLGRD Project Management, Coordination and Capacity building

**TABLE OF CONTENTS**

[LIST OF TABLES v](#_Toc33729806)

[LIST OF ACRONYMS vi](#_Toc33729807)

[DEFINITIONS ix](#_Toc33729808)

[FOREWORD x](#_Toc33729809)

[1.0 INTRODUCTION 12](#_Toc33729810)

[1.1 Background 12](#_Toc33729811)

[1.2 Objective of LIPW Component 13](#_Toc33729812)

[1.3 Scope 13](#_Toc33729813)

[1.4 Cost and Duration 13](#_Toc33729814)

[2.0 LIPW IMPLEMENTATION ARRANGEMENTS 14](#_Toc33729815)

[2.1 Approach and Methodology 14](#_Toc33729816)

[2.2 Districts LIPW Budget Allocations 14](#_Toc33729817)

[2.3 Targeting of Beneficiary Districts and Communities 14](#_Toc33729818)

[2.4 Pre-Beneficiary Selection Mobilization & Sensitization Activities 15](#_Toc33729819)

[2.5 Implementation Sensitization and Communications 16](#_Toc33729820)

[2.6 Targeting and Enrolment of Participants 16](#_Toc33729821)

[**2.6.1 Self-Targeting** 16](#_Toc33729822)

[**2.6.2 The Community-Based Targeting (CBT) Process** 17](#_Toc33729823)

[**2.6.3 Beneficiary Enrollment** 18](#_Toc33729824)

[2.7 Gender Mainstreaming 19](#_Toc33729825)

[2.8 Categories of Eligible Sub-projects 20](#_Toc33729826)

[**2.8.1 Sub-project Eligibility Criteria** 21](#_Toc33729827)

[**2.8.2 Sub-project Selection and Design Process** 22](#_Toc33729828)

[**2.8.3 Sub-project Identification in the LIPW Accounting System** 23](#_Toc33729829)

[2.9 Mode of Execution of LIPW Sub-projects 23](#_Toc33729830)

[**2.9.1 Processes for Contract Works** 23](#_Toc33729831)

[**2.9.2 Process for Community-driven Development Works** 24](#_Toc33729832)

[**2.9.3 Pre-Commencement Meetings and Site Possession** 24](#_Toc33729833)

[2.10 Works Execution and Payment 25](#_Toc33729834)

[**2.10.1 First Day on Site** 25](#_Toc33729835)

[**2.10.2 System of Remuneration** 25](#_Toc33729836)

[**2.10.3 Wage Rate and Frequency of Payment to Beneficiaries** 25](#_Toc33729837)

[**2.10.4 LIPW Payment Process (Payment of Beneficiary Wages)** 26](#_Toc33729838)

[**2.10.5 Replacement of Beneficiaries Smart Cards** 27](#_Toc33729839)

[**2.10.6 Procedure for Redeeming Earned Wages of Deceased Beneficiaries** 28](#_Toc33729840)

[2.11 Transactional Cost Associated with Beneficiary Wage Payment 28](#_Toc33729841)

[2.12 Payment for LIPW Monitoring and Supervision 28](#_Toc33729842)

[2.13 Payment Procedures for Physical Works 29](#_Toc33729843)

[**2.13.1 Payments for Works under Contract** 29](#_Toc33729844)

[**2.13.2 Payment for Works under Community-driven Development** 29](#_Toc33729845)

[**2.13.3 Advance Payment** 30](#_Toc33729846)

[2.14 Key Actors in the Physical Works Delivery Process 30](#_Toc33729847)

[2.15 Supervision Arrangement for LIPW Physical Works 31](#_Toc33729848)

[2.16 DA Contract Documentation 34](#_Toc33729849)

[**2.16.1 Checklist for DA Contract Documentation** 34](#_Toc33729850)

[2.17 LIPW Grievance Redress and Case Management Process 34](#_Toc33729851)

[2.18 LIPW Environmental and Social Safeguards Management 37](#_Toc33729852)

[**2.18.1 Preliminary In-house Appraisal of Sub-projects** 38](#_Toc33729853)

[**2.18.2 Roles and Responsibilities of RDCU for Implementation of Framework ESMP** 38](#_Toc33729854)

[**2.18.4 Sub-project Registration, Screening and Permitting** 38](#_Toc33729855)

[**2.18.5 Post-Permitting Monitoring and Enforcement Activities** 38](#_Toc33729856)

[2.19 Social Accountability and Citizens Engagement under LIPW 39](#_Toc33729857)

[2.20 Information, Education and Communication (IEC) for LIPW Implementation 40](#_Toc33729858)

[**2.20.1 Levels of Project IEC** 40](#_Toc33729859)

[**2.20.2 Information, Education and Communication at the DA and Community Levels** 41](#_Toc33729860)

[2.21 Capacity Building to Aid LIPW Implementation 41](#_Toc33729861)

[**2.21.1 Capacity Building for Stakeholders Towards the Physical Delivery of LIPW** 42](#_Toc33729862)

[**2.21.2 Capacity Building for ESMF Implementation** 43](#_Toc33729863)

[**2.21.3 General Capacity Support to MDAs and DAs in Related Areas** 43](#_Toc33729864)

[2.22 Sub-project Exit Arrangements 44](#_Toc33729865)

[2.23 Closure of LIPW Sub-project Contracts 49](#_Toc33729866)

[ANNEXES 50](#_Toc33729867)

[Annex I: Proposed District LIPW Allocations 51](#_Toc33729868)

[Annex II: Indicative Task Rates for LIPW 55](#_Toc33729869)

[Annex III: LIPW Data Sheets, Pay Roll Sheet and Authorisation Note 74](#_Toc33729870)

[Annex IV: LIPW Sub-project In-House Appraisal Checklist 80](#_Toc33729871)

[Annex V: Roles and Responsibilities of RDCU on Framework ESMP Implementation 87](#_Toc33729872)

[Annex VI: Checklist For Environmental and Social Safeguards Compliance 89](#_Toc33729873)

[Annex VII: Memorandum of Understanding Template for Climate Change Sub-projects 93](#_Toc33729874)

[Annex IX: Modules in GMIS PRO 99](#_Toc33729927)

[Annex X: Template for DA Composite Sustainability Plan 100](#_Toc33729928)

# LIST OF TABLES

Table 1: Menu of LIPW Investments 20

Table 2: LIPW Sub-project Exit Arrangement 44

# LIST OF ACRONYMS

|  |  |
| --- | --- |
| AEA | Agriculture Extension Agent |
| CBT | Community Based Targeting |
| CC | Climate Change |
| CF | Community Facilitator |
| CSO | Civil Society Organization |
| 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 |
|  |  |
| DPO | District Planning Officer |
| 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 |
| FR | Feeder Road |
| GCAP | Ghana Commercial Agricultural Project |
|  |  |
| 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 |
| IDA | International Development Association |
| IEC | Information, Education, and Communication |
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|  |  |
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|  |  |
| LEAP | Livelihood Empowerment Against Poverty |
| LIPW | Labour-Intensive Public Works |
| LUID | LIPW unique identification number |
| M&E | Monitoring and Evaluation |
|  |  |
| MIS | Management Information System |
| MLGRD | Ministry of Local Government 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 |
| PI | Productive Inclusion |
| PFI | Participating Financial Institution |
|  |  |
|  |  |
| POC | Project Oversight Committee |
| POS | Point of Sale |
| PRA | Participatory Rural Appraisal |
|  |  |
| RCC | Regional Coordinating Council |
|  |  |
| RDCU | Rural Development Coordination Unit |
| RPF | Resettlement Policy Framework |
| SA | Social Accountability |
| SDR | Special Drawing Rights |
| SP | Social Protection |
| SEDD | Small earth dam/dugout |
| SRA | Stores Receipt Advice |
| SRN | Stores Receipt Note |
| SRV | Store Receipt Voucher |
| TAB | Transparency and Accountability Board |
| TOR | Terms of Reference |
| ESSS | Safeguard and Case Management Officer |
| STEP | Systematic Tracking of Exchanges in Procurement |
| SWCES | Single Window Citizen Engagement Service |
| VO | Variation Order |
| ZC | Zonal Coordinator |
|  |  |
| ZCO | Zonal Coordinating Office |

# DEFINITIONS

|  |  |
| --- | --- |
| **Term** | **Definition** |
| **Beneficiaries** | Institutions, organizations and individuals who are targeted to receive any form of support under the GPSNP. These are mainly Local Government units, private sector service providers, communities, associations, groups and individuals. |
| **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. |
| **District Assemblies (DAs)** | Statutory Local Government Authority established by a Legislative Instrument (LI) in exercise of provisions under the Local Governance Act 2016, Act 936 and LI 1961. |
| **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, dugouts, 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 MLGRD staffed with Consultants and/or Civil Servants responsible for implementation of the Project |

# FOREWORD

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

1. A description of the Project, its goal and objectives, implementation arrangements, as well as the roles and responsibilities of the various stakeholders;
2. A description of the implementation arrangements of the LIPW component; and
3. 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 in the course of 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 and Rural Development (MLGRD) 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 Ghana Productive Safety Net Project (GPSNP) is therefore set up to support the Government to strengthen safety net systems that improve the productivity of the poor.
3. Between 2010 and 2018, the Government implemented the Ghana Social Opportunities Project (GSOP), a precusor to the GPSNP which 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.
4. The GPSNP aims to further improve the effectiveness of the two programs (LEAP and 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.
5. The GPSNP is funded by the International Development Association (IDA) of the World Bank with an amount of SDR 43.1Million (US$60million equivalent), US$23 million by the UK Department of International Development, and US$140 million by the Government of Ghana.
6. The Project has five (5) components namely:

Component 1: Productive Inclusion (PI);

Component 2: Labour Intensive Public Works (LIPW);

Component 3: Livelihood Empowerment Against Poverty (LEAP) Cash Transfers;

Component 4: Social Protection Systems Strengthening;

Component 5a: Project Management, Coordination, and Capacity Building (MoGCSP); and

Component 5b: Project Management, Coordination, and Capacity Building (MLGRD).

1. The GPSNP will be implemented jointly by the Ministry of Local Government and Rural Development (MLGRD) and Ministry of Gender, Children and Social Protection (MoGCSP) with the former having responsibility for Components 1, 2 & 5b whilst MoGCSP take responsibility for Components 3, 4 & 5a.
2. The LIPW Component shall be implemented in 80 targeted poor districts. The component’s implementation will be done by District Assemblies (DAs) with technical support from four (4) Zonal Coordinating Offices (ZCOs) and a Rural Development Coordination Unit (RDCU).
3. 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 and will build upon lessons and experiences from GSOP. 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 LIPW Component

1. The objective of the LIPW component is to extend income-earning opportunities to extremely poor households through LIPW, which maintains or rehabilitates assets that improve the productivity of communities and respond to the anticipated effects of climate change.

## 1.3 Scope

1. The Component will finance: (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) supervision of the LIPW sites; (iv) capacity building of contractors, DAs and other actors in LIPW delivery; and (v) information sessions to beneficiaries on human capital (such as on nutrition) and behavioral change around savings.
2. Works execution will either be outsourced or implemented through the Community-driven Development arrangements.
3. The wage rate will be set at the national minimum wage rounded to the nearest whole Ghana Cedi.
4. Each beneficiary household representative will work for a maximum of 200 person-days per year during the agricultural off-season. To deepen impacts, households will work on LIPW sites for two consecutive dry seasons over a two-year period. This work will be provided through sub-projects that require multi-year investments or two different sub-projects.
5. Implementation of LIPW will comply with the guidance detailed in the National Labor Intensive Public Works Policy, 2016.
6. The menu of sub-projects include the construction and rehabilitation of small earth dams and dugouts (SEDDs), feeder roads (FRs) and climate change (CC) mitigation interventions. Other sub-project types which will lend themselves to the use of labour-intensive methods of construction will also be explored.

## 1.4 Cost and Duration

1. A total of US$28million of the Project funds have been allocated to the LIPW component of which 85% is earmarked to fund activities under the construction and rehabilitation of dams/dugouts and climate change mitigation interventions. The remaining 15% will be expended on feeder roads rehabilitation and other sub-projects.
2. The GPSNP is planned to be implemented between 2019 to 2022.

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# 2.0 LIPW IMPLEMENTATION ARRANGEMENTS

## 2.1 Approach and Methodology

1. In line with the Government’s decentralization agenda, the Labour Intensive Public Works activities will be implemented by the DAs with the support of collaborating agencies including Department of Feeder Roads (DFR), Ghana Irrigation Development Authority (GIDA), Forest Services Division of the Forestry Commission, Universities and Private Service Providers.
2. Physical implementation of sub-projects will be done during the agricultural 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.
3. A beneficiary household representative will work for a maximum of 200 person-days per year during the agricultural off-season. To deepen impacts, households will work on LIPW sites for two consecutive dry 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

Each of the eighty (80) targeted beneficiary districts will be entitled to an LIPW budgetory allocation, 60% of which will be based on equal share to all districts and the remaining 40% proportionate to the district’s poverty incidence.The list of beneficiary districts and proposed allocations are in Annex I.

## 2.3 Targeting of Beneficiary Districts and Communities

1. Beneficiary districts have been selected based on their poverty ranking, starting with the poorest districts using the 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.
2. In line with previous practices established under GSOP, DAs will be encouraged to prioritize LEAP communities in the selection of LIPW communities (especially in the allocation of climate change sub-projects). Prior to the selection of a beneficiary community under LIPW, 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.
3. The Project’s sub-project eligibility menu will also be used as a guide in selecting a community. Specifically, beyond being poor, the community must put forward a sub-project that meets the project eligibility criteria (labour content of at least 40% for Feeder Roads, 60% for Small Earth Dam and Dugouts and 70% for Climate Change) and preferrably has work volumes which could last for two implementation seasons to qualify. The community should also have productive labour willing to participate in 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 wages to beneficiaries who work on these assets.

## 2.4 Pre-Beneficiary Selection Mobilization & Sensitization Activities

1. Community selection will be followed by an initial mobilization and sensitization programme during which the entire community is brought together and briefed about the Project, its objectives, implementation arrangements and delivery mechanisms. This process will be led by a DA sensitization team (made up of staff from Departments of Social Welfare and Community Development, Agriculture, Forestry Services and Planning Unit) and Community Facilitator (to be selected by the DA/Community) under the guidance of the ZCOs using the Project’s ***Guidelines for Community Sensitization, Targeting and Enrolment***. (Refer to Associated Implementation Guides and Handbooks). The sensitization activities will enable the potential eligible beneficiaries make informed decisions as to whether to participate in the LIPW programme or not.
2. The following key issues will be emphasized during the sensitization:
3. ***LIPW is for extremely poor persons in the community*** – The community should be informed that the Project is for extremely poor households in the community
4. ***Overlap with LEAP program*** - Persons from LEAP households who express interest will be prioritised for selection
5. ***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 sensitization 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.
6. ***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. This will include ensuring that a community stakeholder map is developed at the onset of each sub-project.
7. ***Inform community of the Daily Wage Rate*** – Make community aware of how much beneficiaries will be paid for each day’s work
8. ***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.

## Implementation Sensitization and Communications

Sensitization 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:

1. ***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 sensitization workshops on human development, and will be detailed in the nutrition handbook to be developed for sensitizing LEAP and LIPW beneficiary households. Full training on savings will however be designed by Ideas42 and rolled out by experienced trainers (as will be detrmined by the guidelines provided by IDEAS42) in the subject area.
2. ***Make beneficiaries aware of the availability of Productive Inclusion activities (in districts where the PI will be implemented) –*** The GPSNP 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, such as the IDA-financed Ghana Commercial Agriculture Project (GCAP) 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.

## 2.6 Targeting and Enrolment of Participants

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

### **2.6.1 Self-Targeting**

1. Once a community has been selected and sensitized, *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 an extremely poor household.
2. The list of potential beneficiaries who self-select themselves will then be validated against poverty data from the Ghana National Household Registry (GNHR). Specifically, the GNHR will validate whether the potential beneficiary comes from an extremely poor household.
3. Where GNHR data is unavailable for a particular community, the GNHR Unit will undertake a field exercise to collect this information, which will then be used to validate the people who have expressed interest in participating in LIPW. This means that the list of potential LIPW districts and communities should be submitted to the GNHR as soon as available in order to determine whether the GNHR unit needs to plan for additional field data collection exercises in LIPW communities.
4. 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 this 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 will then be selected into the program.
5. In the event that the GNHR data is not available and there is oversubscription, the validation of self-selected persons against the GNHR data will not be carried out. Instead, a Community based targeting process will be employed to select beneficiaries.

### **2.6.2 The Community-Based Targeting (CBT) Process**

1. The application of the CBT will be spearheaded by a Facilitator, who is either a staff of a relevant Department of the District Assembly (e.g. Social Welfare and Community Development or Department of Agriculture). Depending on the strength of the DA at a given time, the DA may nominate a Civil Society Organisation (CSO) to lead the process. The Facilitator will be notified that he/she cannot participate in anyimplementation activity.
2. The CBT will need to be carried out fairly and transparently. As such, the following framework will be followed:

The Facilitator will:

1. 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.
2. The process for arriving at the required number should be explained to all prospective participants and other community stakeholders.
3. 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.
4. 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).
5. 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 bread-winners etc.*
* *Persons from LEAP households*

1. 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.
2. The accepted criteria will then be handed over to the community team to generate the shortlist.
3. 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
4. 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. .
5. The shortlist of persons selected through the CBT process has to 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)

Figure 1 depicts a summary of the targeting process.

**Figure 1: Summary of LIPW Targeting Process**

### **2.6.3 Beneficiary Enrollment**

1. Persons who are successfully targeted to participate in the LIPW activities will be electronically enrolled into the Project MIS.
2. 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 people will however be paid onto the card (account) of the primary participant.
3. The following steps will be used to electronically enrol the targeted participants:
4. Two eligible persons will be enrolled from each household with one being the primary beneficiary and the other, the alternate as mentioned above;
5. Whilst carrying out beneficiary targeting, a reconnaissance survey is to be undertaken by the DA team to ascertain closest points for internet access & source of power which are key requirements for e-registration;
6. The list of both targeted and their alternates will be entered into the Project software (GMIS Pro), under the relevant sub-project by the District MIS officer or Data Entry Clerk which automatically assigns LIPW Unique Identification numbers (LUID) to the targeted beneficiaries;
7. A list containing the targeted beneficiaries only with assigned LUIDs will then be passed on to the designated Participating Financial Institution (PFI) to proceed with the registration process for e-payment;
8. The responsible PFI will be resourced to move into the community to register participants from the list with targeted beneficiaries (primary benefiiciaries) only and issue each beneficiary with a SMART Card. After registration of beneficiaries for electronic payment, the PFI passes on electronically, the list of beneficiaries, each with LUID and matching Smart Card details to the respective ZCO; and
9. The registration information for each beneficiary in the GMIS Pro will then be updated with Smart Card details that have been assigned to each individual by the PFI under the relevant sub-project.

## 2.7 Gender Mainstreaming

1. 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 should be made at improving awareness of women’s entitlements under the project, including a focused information campaign on the Grievance Redress Mechanism.
2. The design, packaging and management of LIPW sub-projects should be that which responds to women’s needs. Specifically: (a) females should constitute at least 60% of the total workforce, in areas where they are available; (b) creches should be provided at LIPW sites to house babies and infants, which will allow nursing mothers to participate in the programme, (c) temporary laterines should be provided at the work sites, (d) pregnant women should 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 should 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 sensitization of female beneficiaries on their rights and entitlements under the Project; (i) facilitating access to reproductive health support to female beneficiaries through the local health delivery system; (j) ensuring that all LIPW related activities are carried out at periods that do not conflict with the performance of household chores by participants; and (k) carrying out advocacy aimed at encouraging women to make use of the SWCES in reporting any form of infraction that they may suffer in the course of participating in the programme etc.
3. In order to ensure Gender Mainstreaming in the delivery of LIPWs, the following activities will be integral in project implementation:

* Ensure that all training manuals for LIPW implementation include relevant topics and issues that are gender related (as appropriate)
* Undertake periodic training on gender issues for all field officers and other project staff at the different levels of implementation.
* Training and gender workshops and sensitization outreach for all project related parties such as suppliers, contractors and service providers.
* Regular community sensitization programmes 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.

1. **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 and actors in previlegded positions requesting 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.
2. To help avert the occurance of SGBV, continous awarness and sensitsation 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.
3. A mitigation measure will be to establish a functioning Grievance Redress Mechanism (GRM) at all levels of implementation (*national, regional, zonal district and community*) including reliable contact detials (use of hotlines), confidentiality, adequate documenation, record keeping and timely resolution of compliants.

## 2.8 Categories of Eligible Sub-projects

1. Sub-projects will be drawn from the listed menu of investments in Table 1, with an estimated 85 percent funding for sub-projects consisting of small earth dams and dug outs and climate change mitigation interventions. These activities contribute directly towards efforts to mitigate the effects of climate change in rural areas. In the northern savannah areas, climate change is anticipated to increase the frequency and intensity of droughts. Investing in small earth dams and dugouts, as well as the climate change mitigation interventions, will contribute towards ensuring regular access to water in these areas.

**Table 1: Menu of LIPW Investments**

|  |  |
| --- | --- |
| **Activity** | **Description** |
| **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, clinics, schools and improves labour productivity. |
| **Construction and Rehabilitation of small earth dams and dugouts** | Small earth dams and dugouts are significant to improving access to irrigation and agricultural productivity in the Savannah belt of the country, where available 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, 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. |
| **Others** | Any other public works or activities with high labour content that will generate productive employment |

### **2.8.1 Sub-project Eligibility Criteria**

1. 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.
2. In line with previous practices established under GSOP, DAs will be required to prioritize LEAP communities in the selection of LIPW communities, especially in the allocation of climate change sub-projects.
3. 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.
4. The following criteria will be applied in selecting eligible sub-projects for the Project:
   1. 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);
   2. Assets created should be of maximum value and improve the livelihoods of the targeted poor and other members in those areas;
   3. The sub-project should be technically feasible;
   4. The unskilled labor 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 labor content of eligible sub-projects should satisfy the following requirements;

* Feeder Roads - 40%
* Small earth Dams - 60%
* Climate Change - 70 %
  1. 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.
  2. The type of sub-project should be such that its activities can be synchronized to the timing of agricultural slack seasons;
  3. 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 villages (within 5km);
  4. The sub-project should be sited on unencumbered public or communal land; and
  5. The activity should encourage the use of local materials.

### **2.8.2 Sub-project Selection and Design Process**

1. The following process will be employed in the selection of sub-projects from the DMTDPs and Annual Action Plans:
2. ZCO provides DAs with guidelines for sub-project selection;
3. DA selects eligible communities and sub-projects captured in DMTDPs which satisfy sub-project eligibility criteria; and
4. ZCO appraises and validates the proposed LIPW sub-projects with the involvement of the DA **and** the targeted beneficiary community using approved checklists.
5. Once the sub-projects have been validated and approved, pre-contract activities are initiated. These include:
6. RCC/ZCO assist DAs to identify the relevant Technical Unit or Collaborating Agencies;
7. RCC/ZCO assist DAs 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

1. RCC/ZCO assist DAs to seek environmental and social safeguard clearance and permit from EPA;
2. Upon the advice of the ZCO, the DA may use the services of private contractors to deliver the activities;
3. The DA, 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.
4. 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 land owners and community members establishing ownership and benefit sharing arrangements for Climate Change sub-projects and lease of land for dam construction/rehabilitation activities (See Annex VII for sample MoU)

### **2.8.3 Sub-project Identification in the LIPW Accounting System**

1. The following criteria for sub-project identification will be used:
2. 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) as described in the Customized SAGE ERP 500 ACCPAC Manual. No two sub-projects can have the same contract code; and
3. 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.

## 

## 2.9 Mode of Execution of LIPW Sub-projects

1. Two modes of execution of LIPW will be employed for the works as follows:
2. **Contract Works –** Use of a third party contractor to execute the works. This will apply mainly to the dams/dugouts and feeder road sub-projects; and
3. **Community-driven Development (CDD) –** CDD generally envisage a large number of small-value contracts for Goods, Non-consulting and/or Consulting Services, and a large number of small Works scattered in remote areas. Commonly used procurement procedures include Request for Quotations (RFQ); local competitive bidding inviting prospective Bidders for Goods and Works located in and around the local community; direct contracting for small-value Goods, Works, and Non-consulting Services; and the use of community labor and resources.

### **2.9.1 Processes for Contract Works**

1. The process for contract works shall be as follows:
2. DA Works Department or Collaborating Agency undertakes detailed studies, designs, costing of validated sub-project and preparation of bidding documents;

;

1. The DA 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;
2. Bid closing and opening will be in accordance with provisions in the Bidding Documents
3. Through its Head or representative, the DA will formally empanel an evaluation team with not less than three (3) members;
4. The empanelled evaluation teams 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 representative;
5. The DA 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 Regional Tender Review Boards;
6. DAs will then write to the successful bidder and all other Bidders whose bids were opened at the opening session of the DA’s Notification of the Intention to Award the contract using format in the World Bank Standard Bidding Document;
7. The Standstill Period (the period (minimum of 10 busines days) which 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 the Intention to Award;
8. DAs will debrief contractors who submit complaints within the stipulated Standstill Period;
9. Once complaints (if any) from contractors have been addressed, the DA issues a Letter of Acceptance to the successful bidder using the format in the bidding document;
10. Four (4) copies of Contract Documents will be prepared by the DA and signed with the Contractor:
11. If required, site supervisors of the winning firms will undergo training in the use of labor intensive methods for construction before commencing the works;
12. The DA will notify unsuccessful bidders and return their Bid Securities;
13. The DA, with assistance of RCC/ZCO, will 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 DA; and
14. The contractor will be issued a commencement letter to begin the works with the targeted beneficiaries.

### **2.9.2 Process for Community-driven Development Works**

1. For works carried out using the Community-driven Development (CDD) arrangement, the following processes should be followed:
2. DA Works Department or Collaborating Agency conducts detailed studies, design and costing of the sub-project
3. DA requests for quotations from at least three sources of potential suppliers for items which need to be procured for the works;
4. Evaluation and selection of the competitive bidder by an empanelled evaluation team;
5. DA submits evaluation report to ZCO for review and endorsement;
6. Approval of evaluation report by the relevant approving authority per the Procurement Act (Act 663) and award contract to supplier;
7. Acceptance of award by supplier and supply of goods;
8. DA acknowledges the supply of goods which is received through the district stores;
9. DA hires artisans or craftsmen if required;
10. Request to be made to the District Coordinating Director by Officer to utilise the materials and goods issued from stores;
11. Works begin with the targeted beneficiaries; and
12. Copies of all quotations, reports and correspondences kept on the specific sub-project file.

### **2.9.3 Pre-Commencement Meetings and Site Possession**

1. After all the actors in project delivery have been identified and adequately prepared (briefed and trained), the DA with technical backstopping from the ZCO will hold ***pre-commencement meeting***(**s**) involving all key actors relevant to the sub-project implementation where the following issues will be discussed:
2. The nature of the contract;
3. Roles and responsibilities of stakeholders;
4. Expected start date of the works;
5. Final works schedule;
6. Labour requirements;
7. Payment Arrangements;
8. Safeguard (environmental and social) compliance requirements; and
9. Relevant arrangements for gender mainstreaming (see section 2.7), social accountability and grievance redress mechanisms.
10. 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.

## 2.10 Works Execution and Payment

### **2.10.1 First Day on Site**

1. The DA will make arrangements to hold “first day on sub-project site Forum”. The Forum will involve the Coach (See Section 2.15) , DPO, Head of District Works Department (DWD), Client Supervisor, Facility Management Committee, Zonal Engineer for the Project, etc.The following activities will be undertaken at the Forum:
2. Gather all prospective participants and reconfirm their availability;
3. Introduce field staff to participants;
4. Briefly explain work activities and task rate to participants;
5. Confirm wage rates and payment schedules;
6. Inaugurate Community Grievance Redress Committee and/or Facility Management Committee;
7. Disseminate lines of communication, etc.

### **2.10.2 System of Remuneration**

1. 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 specific activities. The task rates specified are expected to be accomplished within approximately 6 hours.
2. Recommended task rates for labour-based activities are presented in Annex II. The following situations, which may occur during LIPW physical implementation, will trigger the review of task rates:
3. If the tasks are usually finished much earlier than the time determined for a continuous period of time by more than 75% of participants, then the tasks may be too small for the allocated time and will have to be increased;
4. 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.

### **2.10.3 Wage Rate and Frequency of Payment to Beneficiaries**

1. The LIPW wage rate per day will be fixed at the National Minimum Wage rounded up to the nearest cedi.
2. Beneficiary (unskilled worker) wages will be paid electronically (e-payment) on a monthly basis.

### **2.10.4 LIPW Payment Process (Payment of Beneficiary Wages)**

The LIPW beneficiaries wage payment chain begins with the capturing of daily work attendance at the various sites. Under GSOP, beneficiary work attendance was 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). The use of electronic means to capture daily work attendance was piloted in two communities from two districts during the latter part of GSOP implementation. This was done through the development of an Android Application dubbed ‘e-DASH’ and uploaded onto a Tablet for use by the Timekeepers at the sites where the work force clocked in and out each day they attended work. The work attendance data from the e-DASH system was fed into the Project LIPW software, GMIS-Pro, where processing of payrolls took place and e-payment made to beneficiaries via their Smart Cards. The process was largely successful, however, there is still the need to do further upgrading and testing of the e-DASH system. Some of the shortcomings of the system which require further work include:

1. Inability to recognize the fingerprints of some beneficiaries and thus to capture their work attendance on days of work *(this happens in about 10% of cases)*;
2. Long time lapse in identifying about 20% of participants when capturing their data for work attendance, resulting in the workforce spend longer hours at site than expected;
3. GPS and time need to be set to restrict the radius and period within which the eDASH device can be used to capture work attendance. This is to ensure operators of the device in the community cannotcapture persons who have not been to site;
4. Testing of the system for total offline capabilities since most LIPW sites are in the remote rural areas where there is either no internet or poor connectivity.
5. In view of the above, a full rollout of e-DASH is not encouraged at the begining of GPSNP LIPW implementation. Instead, it is recommended that the system be tried further in a few sites and gradually implemented to phase out the manual DASH system of recording work attendance. A full roll-out of the e-DASH is envisaged by the last quarter of the first year of physical implementation.

***LIPW Payment Process where Manual DASH system is the primary source of data for Payroll Generation***

1. The following are steps to be used where manual DASH system is the primary source of data in the epPayment process:
2. The E-payment process will commence with the compilation of the Daily Attendance Sheets (DASHs) on a monthly basis by Time-keepers under the supervision of Community Facilitators. Each day’s attendance is to be filled at the close of work on site;
3. At the end of each cycle, the Community Facilitator will be required to announce the number of days captured against each beneficiary’s name on the DASH at a site forum and ensure that all anomalies are addressed;
4. The DASH will then be countersigned by the Community Facilitator, Contractor Supervisor and Client Supervisor (or Agriculture Extension officer in the case of Climate Change related intervention) and within 48 hours delivered to the Data Entry Clerk (who is a DA staff) at the DA level for entry into the Project database software, GMIS Pro;
5. The same process will be followed at the end of the second fortnight and after the two sets of completed DASH have been entered into the GMIS Pro by the DA, copies of the field DASH will be scanned and transmitted electronically to the responsible ZCO for review and validation. With the aid of the electronically transmitted DASH sheets, the ZCO MIS Assistant will review the DASH entries in the GMIS Pro to ensure that there are no entry errors;
6. Once the ZCO is satisfied with the DASH, it will “commit” in the GMIS Pro to allow for the generation of Payroll by the DA;
7. A payment authorization form will also automatically be generated for the payroll;
8. The payroll will be approved by the DCD and authorized by the DCE by signing the authorization form before payment;
9. The payroll with the accompanying evidence of authorization and approval will then be transmitted electronically from the DA through the ZCO and RDCU to the e-payment service provider for payment;
10. The e-payment Service Provider will then credit the cards of beneficiaries with their earned wages;
11. After the beneficiary Cards have been credited, the responsible PFI will be informed and resourced by the Client (DA) to move into the beneficiary community to effect payment (cash-out). However, beneficiaries will be encouraged to access their funds at designated pay points themselves where their communities are close (within 10 km) to the banks or paying institutions;
12. On the day of payment, each participant/beneficiary is expected to attend the payment session with his/her smart card issued to him/her during e-registration;
13. The smart card will be slotted into a Point of Sale (POS) device and the beneficiary made to place his/her fingers on the POS device to be biometrically verified before payment is made;
14. Once the POS confirms the identity of a beneficiary, a slip will be issued by the POS device indicating how much he/she is withdrawing. The money value of the figure on the slip will be paid to the person by the PFI staff. Beneficiaries should be encouraged to insist on receiving the cashout payment receipt to ensure that the amount issued to them is exactly the same as the figure indicated on the cash-out voucher. Annex III presents templates for LIPW DASH, Pay Roll Sheet and Authorisation Form.

***LIPW Payment Process where E-DASH System is the primary source of data for Payroll Generation***

1. The processes for enrolling beneficiaries when electronic means is to be used to capture their work attendance will differ. The detailed steps will however be confirmed when the E-DASH system used for piloting under GSOP is upgraded for use. Once the GMIS Pro is fed with data on work attendance, the generation of payrolls and the remaining e-payment processes will remain same as above.

### **2.10.5 Replacement of Beneficiaries Smart Cards**

1. In the event a beneficiary misplaces or gets his/her smart card damaged, the following processes should be persued in effecting a replacement:
2. 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;
3. The beneficiary 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;
4. The details of the new card is then submited to the ZCO for updates to be formally made in the Project Software (GMIS-PRO).

### **2.10.6 Procedure for Redeeming Earned Wages of Deceased Beneficiaries**

1. 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:
2. The ZCO will receive a formal request from the “Next of Kin” (as captured at e- registration) through a Community Facilitator and/or DA.
3. “Next of Kin” will be required to submit valid identification (copy of National ID, NHIS, Voter’s ID, etc.), request letter signed off by the local Assembly member and District Coordinating Director as part of the request, and an accompanying Smart Card number.
4. ZCO will review the request, confirm eligibility and forward same to the RDCU for further action.
5. RDCU will in turn forward the request to the Payment Service Provider for the latter to;
6. validate “Next of Kin” and
7. Transfer funds from deceased beneficiary’s SmartCard to the “Next of Kin’s” card, if the request is deemed valid.
8. 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 Transactional Cost Associated with Beneficiary Wage Payment

1. 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. On day of payment therefore, all beneficiaries shall receive their wages in full consistent with the number of days worked.

## 2.12 Payment for LIPW Monitoring and Supervision

1. Two types of payment will be applied for LIPW monitoring and supervision (M&S) expenditure at the DA level. Whilst DA staff involved in routine monitoring of LIPW activities will be paid from funds in the DA Consolidated Account, those involved in direct technical supervision will be paid via the electronic payment platform. In this regard, the DA will be required to initially submit the names of its M&S staff with their smart card details to the ZCO and RDCU for validation and entry into GMIS Pro.
2. The procedures for M&S e-payment system will involve the following:
3. Guidelines on M&S allowances for a particular fiscal year will be issued by the RDCU to the ZCOs for application;
4. ZCOs will then submit M&S budgets for their DAs to the RDCU for validation;
5. Each DA will submit monthly M&S requests to the ZCO for review;
6. The request once reviewed and found statisfactory will be processed into a payroll in GMIS Pro by DA/ZCO;
7. DA will submit authorization and cover letter to the ZCO;
8. ZCO will dispatch the DA’s scanned authorization and cover letter to RDCU for payment;
9. RDCU will credit the M&S SmartCards of actors and notify the ZCO with an update of an M&S cash book; and
10. The M&S payment expenditures will be analysed and entered into the Project financial software (Sage 500 ERP Accpac) by the Zonal Accountant.

## 2.13 Payment Procedures for Physical Works

### **2.13.1 Payments for Works under Contract**

1. 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:
2. The Contractor will request for payment through an invoice supported by all other relevant documentation;
3. A joint measurement involving the Coach, Contractor and Client Supervisor will be undertaken to confirm the invoice submitted by the Contractor;
4. 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 DA.
5. The certificate prepared will be submitted to the ZCO for review and endorsement;
6. The reviewed PC and other supporting documents will be forwarded to the DCD to undergo the DA’s approval processes (issuance of warrant, pre-auditing, etc);
7. The District Finance Officer will then prepare a Payment Voucher in the amount certified on the PC and submit to the DCE for approval; and
8. A cheque, signed by the DCD and DFO will be released to the Contractor and a receipt obtained.
9. The following supporting documents shall accompany every payment certificate prepared by the DA:
10. Taking-off sheets;
11. Valuations;
12. Progress photographs;
13. Progress reports;
14. Laboratory test results, where applicable, from an approved source and properly signed;
15. Waybills, where applicable, from quarry sources to support haulage claims;
16. VAT invoices, where applicable, for expended provisional sum items;
17. Variation Orders (Vos), where applicable, duly authorized;
18. Report by Client Supervisor and Community Facilitator to indicate the Contractor’s compliance to safeguards requirements.
19. Evidence of labor payments made up to the period of the certificate, where applicable (e.g. DASH, Cash Out Reports, etc.); and
20. All correspondences relating to the particular certificate.

### **2.13.2 Payment for Works under Community-driven Development**

1. Where the LIPW sub-project activities are undertaken through Community-driven Development, the following payment procedures shall prevail:
2. 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 DCD of the DA.

1. Receipts

* All goods purchased for use on LIPW, irrespective of their form, must officially pass through the DA stores, with the supporting waybill(s).
* The storekeeper of the DA, 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 DA staff who delivered the goods to the Storekeeper to confirm the quantity and any other remarks indicated.

1. Utilization

* A formal request, in the form of a Memo to the DCD, shall be made by the utilizing officer
* The 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.

1. **Payment for Goods**: payment for goods shall proceed as follows:
   1. All payment for goods should be made with invoices attached to authorized LPOs, store receipt note (SRN) and a properly authorized Payment Voucher prepared by the DFO and approved by the DCE/DCD.
   2. A cheque, signed by the DCD and the DFO, is released to the Supplier and a receipt obtained to confirm payment.
2. **Other Payments**: all other payments shall proceed as follows:
   1. 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.
   2. The Forms so prepared, should be approved by the DCD of the beneficiary DA before actual payment can be effected.

### **2.13.3 Advance Payment**

1. 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:
2. A copy of the Contract
3. A Bank Guarantee from a bank acceptable to the Employer (District Assembly).
4. A written request from the Contractor

## 2.14 Key Actors in the Physical Works Delivery Process

1. There are various stakeholders involved in the works delivery process. These are as follows:
2. District Assemblies (DAs) who are the implementing agencies;
3. Collaborating Institutions (technical line Agencies) who provide technical support to the DAs;
4. Private Service Providers such as small scale contractors who assist the DAs in the delivery of works;
5. PFIs, who register beneficiaries on e-payment platforms;
6. Regional Coordinating Council, which monitors the activities of LIPW delivery;
7. Target communities who are the primary recipients of all LIPW benefits i.e. wages and assets;
8. Facility Management Committee (FMC), resposible for the overall management of the implementation process at the community level. However, the FMC will be represented at the site by the Community Facilitator who will be an automatic member of the committee;
9. Community Facilitators who serve as mobilizers and mediate between the beneficiaries/Communities and other Project Stakeholders; and
10. Target beneficiaries who provide labour and earn income from LIPW.

## 2.15 Supervision Arrangement for LIPW Physical Works

1. 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.
2. The structure of this arrangement is highlighted in figure 2.

**Figure 2: LIPW Supervision Arrangement**



1. 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***

1. The Coach works for the DA and is responsible for the following:
2. Assist the DAs in the design of prioritized sub-projects;
3. Assist client supervisors to prepare detailed work activity schedules and supervise their work activities;
4. Ensure that contractors work to specifications and meet conditions of contract;
5. Provide quality assurance monitoring of sub-projects within their area of jurisdiction;
6. Assist the contract administration process by reviewing contractors invoices and preparing certificates and ensuring that site meetings are held according to schedule;
7. Assist in building the capacity of relevant staff of the various DWDs in the implementation of LIPWs; and
8. Provide support to DAs on the maintenance of LIPW assets.

***Client Supervisors***

1. The Client Supervisor works for the Client (DA) and shall be responsible for the following:
2. Carry out day-to-day supervision of works on the site to ensure that quality is not compromised;
3. Ensure adherence to design standards and specifications;
4. Ensure the application of appropriate task systems by the contractor;
5. Serve as liaison between the contractor and the DA/ZCO;
6. Organize site meetings and partake in measurement of works executed for certification;
7. Provide early warning signals to the Client/ZCO on any major anomaly detected in the entire LIPW delivery process and ensure a peaceful working environment; and
8. Collect basic data on sub-project(s) under his/her supervision

***Contractor’s Supervisors***

1. The roles and responsibilities of Contractors Supervisors shall include the following:
2. Execute the works according to specifications;
3. Serve as liaison between contractor and DA;
4. Ensure observance of all safety and health standards for workers on site;
5. Participate in joint measurement & site meetings;
6. In collaboration with Community Facilitator and Client Supervisor, ensure safe and peaceful working environment on sub-project site;
7. Provide early warning signals to Client Supervisor/Coach on major anomalies detected in the LIPW delivery process; and
8. Keep daily records of all persons data on site, including that of unskilled labour.

***Facility Management Committees (FMCs)***

Prior to the onset of physical implementation, the DAs with the support of the ZCOs will form FMCs at each sub-project community to assist with implementation. The FMC will consist of five (5) persons preferably drawn from the Unit Committee of the area. At least one member of the FMC must be a woman accepted by the community. 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:

1. Ensure availability of labour force for each day according to the labour schedule;
2. Ensure the Contractor provides the needed tools and equipment and in the quantities required for each day’s work;
3. Ensure Personal Protective Equipment (PPE) have been provided by the Contractor and that beneficiaries are using these PPEs;
4. Assist in the identification and negotiations with land owners for the use of borrow pits by Contractors;
5. Ensure work activities are being undertaken by Contractors in an environmentally safe manner (e.g. borrow pits reinstated after construction) and adherence to other provisions in the ESMF;
6. Ensure healthy relations between the workforce and the entire community and other actors;
7. With the help of the DA develop a sustainable mechanism for the use of the assets created including community contributions towards maintenance.

***Community Facilitators***

1. 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 DA in consultation with the Community and with support from the ZCOs for each of the sites.

The **CF** must meet the following requirements:

1. Be at least an SHS graduate and not below 18 years of age
2. Be able to read and write (since he/she will be producing reports and updating the Transparency and Accountability Boards (TABs)
3. Possess and be proficient in the use of SMART Phones (he/she will be managing the Tablet for E-DASH with the Time-Keeper)
4. Have a means of transport i. e. motorbike or bicycle
5. Be a person known and accepted by the community, staying and stable in the community
6. Be a credible person and have high integrity
7. As much as possible, be apolitical (must not be an active member or lead activist of any political party)
8. 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 eg. input supplier, land owner, etc.)
9. Should not have a history of involvement/leading in any community level conflict.

The Community Facilitator shall among other things:

1. Serve as a focal point for LIPW community mobilization and sensitization;
2. Assist in the selection of participants (targeting & registration);
3. Ensure that the rights of the workforce are protected and tenets of decent work adhered to;
4. Ensure that all records relating to the works (especially the DASH) are kept properly;
5. Be responsible for submission of DASHs to DA for processing;
6. Facilitate payment to participants;
7. Serve as a liaison between the community workforce & other stakeholders;
8. Serve as the focal point for community level Case Management (GRM) by ensuring that all grievances are addressed expeditiously;
9. Act as lead persons 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;
10. Ensuring that community level accountability interfaces are held as prescribed in the POM; and
11. Ensure the existence of a functional Facility Management Committee (FMC).

***Implementing District Assemblies***

1. As Clients, the DAs are ultimately responsible for the following:
2. Ensure the availability of sites for the works;
3. Provide all information necessary for unhindered implementation including sensitization, and mobilization of community work force;
4. Ensure the existence of the requisite number of participants required for the works;
5. Provide all logistical support to supervision gangs to enable them function effectively;
6. Coordinate and Supervise the activities of the Coach;
7. Enforce LIPW Labour Standards;
8. Review, Approve and Pay PCs;
9. Approve Variation Orders (VOs) in consultation with the ZCO;
10. Ensure timely payment of wages to workforce and service providers;
11. Monitor the works to ensure achievement of Project Development Objectives(PDOs);
12. Attend and participate in Site Meetings; and
13. Assist in resolving LIPW related grievances and disputes.

## 2.16 DA Contract Documentation

1. DAs shall create, operate and manage files for each sub-project under the Project in their District. Each sub-project file shall contain all relevant documentations to trace the history of that 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 DA Contract Documentation**

1. To be able to achieve proper contract documentation under the project, the following Checklist shall be used to facilitate DA Contract Documentation:
2. Annual action plan in which the sub-project, for which the file has been created, is indicated and highlighted, for ease of reference;
3. Procurement Plan in which the sub-project is included and subsequently updated;
4. Bidding Document;
5. Copy of advert, inviting bidders
6. Letter empanelling Bid Evaluation Team;
7. Bid opening records – Bid opening record sheets, bid opening attendance sheets and minutes of bid opening;
8. Copy of evaluation report with all other documentation;
9. Copy of letter on Notification of the Intention to Awad
10. Copies of complaints received and minutes of debriefing meetings
11. Letter of Acceptance
12. Copy of contract
13. Copy of supervision and monitoring reports; and
14. All documentation on payments.

## 2.17 LIPW Grievance Redress and Case Management Process

1. 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 will be operationalized under Component Four, by sensitizing all beneficiaries, key actors and stakeholders in general to channel all grievances and concerns to the SWCES Call Centre for speedy redress.
2. 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 by posting them on the TABs that will be provided. The Project shall also explore the possibility of printing the Call Centre’s number(s) on the e-payment Smartcards that will be issued to beneficiaries for enhanced visibility and easy access.

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**

1. 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 Case Management Assistants 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 and the Community Facilitator will be responsible for case management respectively.
2. 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 Zonal Coordinator and Case Management Assistant 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 by the UCMS)
3. The Case Management Assistant, shall within 2 days, forward the grievance to the respective Social Welfare and Community Development Officer (SWCDO) via email and telephone. Should the Case Management Assistant fail to act on time, the Zonal Coordinator will be alerted via mail ( by the UCMS) of the delay. The SWCDO, in collaboration with the CF will employ the internal processes/mechanisms at the District Assembly (Public Relations and Complaints Committee) in resolving the grievance. Where the SWCDO, upon assessing the grievance in question deems it to be minor, he/she shall refer the matter to the Community Facilitator (and the FMC).
4. 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 **3 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.
5. The LIPW component will resolve complaints at 4 different levels: *Community, District, Zonal and National*. All complaints, investigations and resolutions will be clearly documented at the District and Community levels through a Case Management Form (CMF) that will be developed by the RDCU. All Forms will be submitted to the Zonal Coordinating Office once the complaints are resolved and feedback provided to the complainant. The Zonal Coordinating Office (Case Management Assistant) will however report on cases to the ESSS electronically through the UCMS.
6. Below are the structures responsible for grievance redress across the various levels of implementation:
7. **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 CF, 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 CMA to the ESSS.

1. **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 required to present all LIPW-related complaints that must be addressed at the district level 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 documented in the CMF by the head of the SWCDD and submitted to the Zonal Coordinating Office (Case Management Assistant/Zonal Coordinator).

1. **Zonal level**

A Case Management Assistant 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.

1. **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 enter all cases, their investigation, and resolutions received from the community, district and zonal levels into the SWCES. 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.

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

RURAL DEV’T COORDINATING UNIT

ZONAL COORDINATING OFFICE

DA (PUBLIC RELATIONS & COMPLAINTS COMMITTEE

FACILITY MGT COMMITTEE

SP SINGLE WINDOW CITIZEN ENGAGEMENT SERVICE

ENVT’L AND SOCIAL SAFEGUARDS SPECIALIST

COMMUNITY FACILITATOR

SOCIAL WELFARE & COMM. DEV’T OFFICER

CASE MGT ASSISTANT

NATIONAL

ZONAL

DISTRICT

COMMUNITY

## 2.18 LIPW Environmental and Social Safeguards Management

1. 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.
2. The LIPW environmental and social safeguards management system shall consist of a number of mechanisms. These are:
   1. Initial/preliminary in-house appraisal of sub-projects;
   2. External registration, screening and permiting;
   3. Sub-projects Environmental and Social Management Procedures;
   4. Roles and Responsibilities of RDCU for Implementation of Framework Environmental and Social Management Plans (ESMP);
   5. Post permiting monitoring and enforcement of mitigation actions; and
   6. Annual safeguards auditing.

### **2.18.1 Preliminary In-house Appraisal of Sub-projects**

1. This shall involve the use of a sub-project appraisal check-list (Annex IV) by the ZCO, District Works Department, relevant collaboratorating institution and the beneficiary community. 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 Framework ESMP**

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

### **2.18.4 Sub-project Registration, Screening and Permitting**

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

### **2.18.5 Post-Permitting Monitoring and Enforcement Activities**

1. The following monitoring and enforcement steps shall be undertaken to aid compliance with the permitting conditions:
2. Incorporation of recommendations of EPA in sub-project designs;
3. The Project Focal Person at the DA level shall organize briefing sessions with the workforce, beneficiary communities, contractors and public and private technical support officials in relation to safeguards issues;
4. All persons involved in LIPW supervision shall apply the knowledge acquired from LIPW training programmes as provided in the various practioners handbooks;
5. District Works Engineer/Zonal Engineer will facilitate the inclusion of sub-project specific safeguards compliance issues into pre-commencement and site meetings’ agenda;
6. 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;
7. Formulation of MoUs for Climate Change and dam sites with facilitation from the Facility Management Committees and DA officials in close collaboration with the ZCOs (See Annex VII for sample MoU);
8. National and Zonal level officers (ESSS and any other responsible officer) periodic monitoring of safeguards compliance (See Annex VIII for checklist on safeguards complaince monitoring).

## 2.19 Social Accountability and Citizens Engagement under LIPW

1. 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.

In view of the rural nature of the activities that are carried out under the LIPW component of the project, the accountability tools that will be employed should be simple.

1. 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.
2. Subsequently, gang leaders and Community Facilitators will be empowered to monitor the implementation process and provide early warning on anomalies that may occur along the line.
3. 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 RCC/ZCO are:
4. An account of resources released towards the execution of the sub-project;
5. A report on fiscal disbursement and progress by DA and or Contractor;
6. Feedback from beneficiaries on their satisfaction with Service delivery;
7. An interface (dialogue) aimed at improving the delivery process;
8. All concerns resulting from the fora will be identified for redress and accountability. Timelines for their resolution will be agreed upon in a participatory manner; and
9. The RCC/ZCO will be expected to follow up on these issues to ensure that they are addressed.
10. 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.
11. As a further step towards deepening accountability, the project will institutionalize innovations such as installation of Transparency and Accountability Boards (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.
12. The TABs shall be managed by the designated Community Facilitator (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 installed 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 DAs and the ZCOs as a means to confirm that the TABs are being updated regularly as is required.
13. To ensure that all actors are well equipped with the skills and know how to deliver on Social Accountability within the LIPW framework, targeted capacity building programs will be designed and rolled out for relevant DA officers and community Peer-Mentors for the purpose. This will include the provision of a tailor made SA manual to guide the process.

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

1. 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.
2. Internal communication will aim at improving information flow, knowledge sharing and effective coordination amongst Project implementers. On the other hand, external communication will target sensitizing 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:
3. ***Internal Communication***
4. Project Technical Committee meetings
5. Project Oversight Committee meetings
6. Periodic briefing of MLGRD & RCCs
7. Generation and Circulation of Periodic Reports
8. Memos and Circulars
9. ***External Communication***
10. Sensitization meetings
11. Focus Group Discussions
12. Review Meetings
13. Workshops, seminars and exhibitions
14. Production and dissemination of documentaries
15. Use of electronic and mass media platforms
16. Erection of sub-project specific signposts
17. Field trips for target groups

### **2.20.1 Levels of Project IEC**

1. 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.
2. At the community level however, it will focus on sensitizing beneficiaries and facilitating LIPW enrolment process, improving the implementation processes and ensuring accountability and sustainability of investments.
3. Information sessions to beneficiaries on human capital, such as nutrition, and behavioral change around savings will be provided to each beneficiary. The exact nature of the design of these sessions will be detailed in a human capital development handbook to be prepared by IDEAS42 and the LEAP team.

### **2.20.2 Information, Education and Communication at the DA and Community Levels**

1. Each beneficiary DA will constitute an IEC team of between 2-3 members selected from Social Welfare and Community Development Department of the DA, District Agriculture Department, District Planning Unit and Forestry Services Unit in the DA/Region. This body will be responsible for carrying out all community level sensitization, mobilization and targeting activities.
2. 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;
3. The next step will be to appraise and validate the sub-project with the community before the commencement of the procurement processes;
4. Once the procurement process commences, the IEC team proceeds to mobilize and enrol potential participants through a community forum and validation sessions;
5. 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;
6. To reinforce the project message, sensitization should run throughout the entire project implementation cycle;
7. Each sub-project should have a well labelled signpost to enhance Project visibility in Project communities; and
8. 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.
9. A communication action plan will be produced at the commencement of each year to guide project IEC activities across all levels. Whiles ZCOs will be responsible for the preparation of this action plan at RCC, DA 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

1. 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.
2. Specific activities to be undertaken are as follows:
3. Capacity Building for Stakeholders towards the physical delivery of LIPW;
4. Capacity Building for ESMF Implementation; and
5. General Capacity Support to MDAs and DAs in Related Areas.

### **2.21.1 Capacity Building for Stakeholders Towards the Physical Delivery of LIPW**

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, many LIPW practitioners were trained to deliver sub-projects. In view of new DAs and Facility Management Committees coming on board the programme, coupled with the high attrition of relevant DA staff due to frequent transfers, the project will devote resources to the continuous training of practitioners across the levels especially in the new districts that have never participated in LIPW. The following are 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:

1. Facility Management Committees - responsible for the overall management of the implementation process and maintenance of the assets at the community level;
2. Time Keepers – who are to be nominated by the community and validated by all actors to be responsible for recording of Daily Attendance at all LIPW Sites;
3. Community Facilitators - who are responsible for all mobilization and other software activities (these persons may either be DA staff or persons recruited specifically by the DA for the purpose and are automatic members of the FMCs);
4. 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 LIPWs;
5. Client or Field Supervisors - mostly staff of the DA Works Department or staff of GIDA or persons engaged by GIDA or the DA and work as Clerk of works (directly responsible for the quality of works);
6. 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;
7. District Agriculture and Forestry Officers who work as Climate Change Coaches;
8. Engineers of DFR and GIDA who work as feeder roads and small earth dams and Dugouts Coaches respectively (responsible for design and overall supervision of LIPW contracts);
9. RPCU members - expected to assist with the monitoring of LIPW; and
10. Project staff who are responsible for backstopping the DAs in LIPW Implementation

***Prequalification of LIPW Contractors:*** In view of the uniqueness and peculiarities associated with LIPWs, as was the case in GSOP 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:

1. enabling the contractors have a clear understanding of the concept of LIPW as an important Social Protection tool for employment creation; and
2. assisting the contractors to understand the peculiarities of LIPW Bills of Quantities and pricing.

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.

***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 LIPWs, no firm or contractor, shall be allowed to feature an untrained personnnel as a supervisor on an LIPW site.

***Training of Client Supervisors:*** Various technical staff of beneficiary DAs 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:*** Engineers from the National and Regional offices of both GIDA and the Department of Feeder Roads referred to as Coaches 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 LIPWs.

***Training of Climate Change Focal Persons:*** As climate change mitigation related interventions are expected to become a prominent feature in the Project’s menu of activities, part of the Project’s resources will be applied to the training of 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 LIPWs. These persons will work under the guidance of their head of units who will be responsible for quality assurance and as such will also need to be oriented on their roles as they relate to the implementation of LIPW in the various DAs.

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

### **2.21.2 Capacity Building for ESMF Implementation**

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

### **2.21.3 General Capacity Support to MDAs and DAs in Related Areas**

1. 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, beneficiary DAs, FMCs and Community Groups in other related fields. The focus of these other capacity building support will be in participatory planning, group dynamics, fiduciary, procurement, M&E and MIS issues related to LIPW delivery, etc.
2. The Project in line with its objective of strengthening the MLGRD, RPCUs, DPCUs and District Substructures to better deliver on the National Social Protection Agenda and Decentralization Program will 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 MLGRD in consultation with the RDCU.

## 2.22 Sub-project Exit Arrangements

1. 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 2 is to serve as a guide:

**Table 2: LIPW Sub-project Exit Arrangements**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **A. SMALL EARTH DAM AND DUGOUTS 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 DA Composite Sustainability plans (See Annex IX) | None | Project Management Unit (PMU) & DAs | Must be done at community sensitization and other community interface meetings (sensitization; pre-commencement, re-sensitization, community accountability fora etc.) |
| 2 | Two months to Handing-over | Validate availability of an active Facility Management Committe (FMC) members & Facility Management Plans (FMP) | None | PMU & DA | Where FMC is dormant, reconstitute and ensure that all members will be available post sub-project completion. |
| 3 | One month to completion | Organize interface meeting for stakeholders at the community level on formal completion of LIPW intervention | Cost to be borne from DAs Monitoring/Supervision budget for activities at DA and Community levels | PMU & DA | Issues to be covered at this meeting to include: Role casting & road map to “handing-over” |
| 4 | Completion and handing over of Sub-project | * Preparation of a completion report by the Works Department of the DA * Formal Ceremony to hand asset over to Community | Normal Field allowance of DA and PMU officials to be drawn from Project Resources | PMU, DA, 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 |
| 5 | One year post exit | Monitor effectiveness /operationalization of exit arrangement | Cost to be borne from DAs monitoring/supervision budget | DA Works Department, Client Supervisor FMCs, | * Where failure is attributable to poor technical support from responsible DA officer(s), the DA 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 CC overall budget | Two percent (2%)-fruit trees; 0.5%- woodlots of total CC Budget | ZCO & DAs | * 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 CC intervention | None | ZCO & DAs | Must be done at community sensitization and other community interface meetings (sensitization; pre-commencement, community accountability fora etc.) |
| 3 | Six months to sub-project closure | PMU gives formal notice to DAs and Communities on closure of sub-project as LIPW activity | None | PMU & DAs | PMU writes to DA and DA in turn notifies FMC and community.  PMU to be served with a copy of DA notice to FMCs and community |
| 4 | 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 DAs monitoring/supervision budget | PMU & DA | 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 FMP, Role casting & road map to “handing-over” |
| 5 | Four months to exit | Validate existence of Facility Management Plans (FMP) and availability of FMC | None | ZCO & DA | Facility Management Committee members who will not be available post sub-project implementation should be replaced by persons of the community’s choice. |
| 6 | Two months to “handing-over” | Open Bank Account for post GPSNP phase Operation and Maintenance (O&M) | Seed money to be provided by Project as stipulated above | FMC & DA | Account to be a Savings Account and must have joint signatories from DA & FMC representative(s). |
| 7 | One month to exit | Organize 2nd in-person meeting for stakeholders at the community level to ascertain preparedness for exit | Cost to be borne from DAs monitoring/supervision budget | ZCO & DA | Issues to look out for at this meeting must include; Functional FMC, existence of FMP & Bank Account |
| 8 | 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 MLGRD | Clear guidelines to be provided on eligible activities that O&M funds to be applied to |
| 9 | On the day of “handing over” | * Pay final unskilled labour wages to beneficiaries * Finalise and share completion report with community | None | DA & PFI | PFIs & Community Facilitator to remind Beneficiaries of last Labour Payment |
| 10 | Within 3 months after handing over | DAs to facilitate interface between communities on one hand and key Actors in the Fruit Tree value chain (if CC facility is a fruit tree plantation) on opportunities for processing and marketing | Cost to be borne from LIPW Budget | PMU, DA | This will involve;   * Aggregators/Off-takers * Marketers * Input suppliers * Processors * Potential Investors * Exporters, etc. |
| 11 | Six months after issuance of notice on closure | Formal Ceremony to signify closure of LIPW phase of intervention | Normal Field allowance of DA and PMU officials to be drawn from Project Resources | PMU, DA & 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 |
| 12 | One year post exit monitoring | Monitor effectiveness /operationalization of CC Exit Arrangement | Cost to be borne from DAs monitoring/supervision budget | DA CC Focal Person, AEA | * Where failure is attributable to poor technical support from responsible DA officer(s), the DA Management should apply sanctions of withholding further payment of allowances to affected staff |

## 2.23 Closure of LIPW Sub-project Contracts

1. 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 (DA). 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.
2. The following are steps to be taken to close an LIPW sub-project contract:
3. 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;
4. The District Assembly will prepare the last payroll for payment of wages to the set of beneficiaries who worked. The District Assembly ensures that the outstanding payments are made and Project MIS updated to reflect the payments;
5. The Consultant or the technical department of the DA will carry out and detailed valuation of the works;
6. 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;
7. 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;
8. 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;
9. 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. Once payment of wages is made, the amount will be deducted from the Contractor’s Retention during preparation of the Final Account and Certificate;
10. Final inspection and handing over will be held by the DA Team when the Defects Liability Period is over and FINAL COMPLETION CERTIFICATE issued to the Contractor once all defects identified have been corrected; and
11. The sub-project will then be marked as completed in Project MIS with the final completion date as appears on the Final Completion Certificate.
12. 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.

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# ANNEXES

## Annex I: Proposed District LIPW Allocations

The proposed district LIPW budgetory allocation is based on 60% equal share to all districts and remaining 40% proportionate to the district’s poverty incidence as provided in GLSS 6 (which is the most recent poverty ranking of districts by the Ghana Statistical Service). In arriving at the allocations, Districts created post GLSS 6 have been assigned the Poverty Incidence of their mother Districts. Thus the amount allocated to each district has been arrived at based on the formula below:

Where;

A = District LIPW Allocation

Po = District Poverty Incidence

∑Po = sum of all 80 beneficiary Districts Poverty Incidence

TA = Total Project fund allocation for LIPW

**District LIPW Allocations**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/N** | **District** | **Region** | **District Capital** | **Amount per DA (US$)** | **Amount per DA (GHS) (US$1.00=GHS5.00)** |
| 1 | Bawku Municipal | Upper East | Bawku | 316,820.0 | 1,584,100.12 |
| 2 | Bawku West | Upper East | Zebilla | 404,951.0 | 2,024,755.19 |
| 3 | Binduri | Upper East | Binduri | 321,209.7 | 1,606,048.46 |
| 4 | Bongo | Upper East | Bongo | 402,587.4 | 2,012,936.86 |
| 5 | Builsa North | Upper East | Sandema | 358,353.0 | 1,791,765.15 |
| 6 | Builsa South | Upper East | Fumbisi | 459,990.7 | 2,299,953.57 |
| 7 | Bunkprugu | North East | Bunkpurugu | 360,041.4 | 1,800,206.82 |
| 8 | Chereponi | North East | Chereponi | 292,170.4 | 1,460,851.76 |
| 9 | East Mamprusi Municipal | North East | Gambaga | 325,261.7 | 1,626,308.46 |
| 10 | Garu | Upper East | Garu | 359,028.4 | 1,795,141.82 |
| 11 | Mamprugu Moagduri | North East | Yagaba | 415,418.7 | 2,077,093.53 |
| 12 | Nabdam | Upper East | Nangodi | 387,730.0 | 1,938,650.18 |
| 13 | Pusiga | Upper East | Pusiga | 321,209.7 | 1,606,048.46 |
| 14 | Talensi | Upper East | Tongo | 365,781.7 | 1,828,908.49 |
| 15 | Tempane | Upper East | Tempane | 359,028.4 | 1,795,141.82 |
| 16 | West Mamprusi | North East | Walewale | 277,650.7 | 1,388,253.42 |
| 17 | Yunyoo-Nasuan | North East | Yunyoo | 360,041.4 | 1,800,206.82 |
| 18 | Ahafo Ano North Municipal | Ashanti | Tepa | 331,677.4 | 1,658,386.80 |
| 19 | Asutifi North | Ahafo | Kenyasi | 294,534.0 | 1,472,670.10 |
| 20 | Banda | Bono | Banda Ahenkro | 438,380.0 | 2,191,900.22 |
| 21 | Bodi | Western North | Sefwi Bodi | 318,508.4 | 1,592,541.79 |
| 22 | Dormaa East | Bono | Wamfie | 294,196.4 | 1,470,981.77 |
| 23 | Ejura Sekye Dumasi | Ashanti | Ejura | 333,703.4 | 1,668,516.80 |
| 24 | Kintampo South | Bono East | Jema | 439,393.0 | 2,196,965.22 |
| 25 | Mpohor | Western | Mpohor | 311,417.4 | 1,557,086.78 |
| 26 | Nkoranza North | Bono East | Busunya | 279,339.0 | 1,396,695.09 |
| 27 | Offinso North | Ashanti | Akumadan | 308,040.7 | 1,540,203.44 |
| 28 | Pru West | Bono East | Prang | 320,534.4 | 1,602,671.79 |
| 29 | Sekyere Afram Plains North | Ashanti | Drobonso | 376,249.4 | 1,881,246.83 |
| 30 | Sekyere Central | Ashanti | Nsuta | 251,988.0 | 1,259,940.06 |
| 31 | Sene East | Bono East | Kajaji | 273,936.3 | 1,369,681.75 |
| 32 | Tain | Bono | Nsawkaw | 303,988.7 | 1,519,943.44 |
| 33 | Tano South Municipal | Ahafo | Bechem | 303,313.4 | 1,516,566.77 |
| 34 | Wassa Amenfi Central | Western | Manso Amenfi | 350,249.0 | 1,751,245.15 |
| 35 | Wenchi Municipal | Bono | Wenchi | 314,118.7 | 1,570,593.45 |
| 36 | Adaklu | Volta | Adaklu Waya | 477,887.1 | 2,389,435.25 |
| 37 | Afadzato South | Volta | Ve Golokwati | 299,599.0 | 1,497,995.10 |
| 38 | Agotime Ziope | Volta | Kpetoe | 384,691.0 | 1,923,455.17 |
| 39 | Akwapim South | Eastern | Aburi | 230,715.0 | 1,153,575.05 |
| 40 | Akyemansa | Eastern | Ofoase | 306,014.7 | 1,530,073.44 |
| 41 | Atiwa West | Eastern | Kwabeng | 266,507.7 | 1,332,538.41 |
| 42 | Ekumfi | Central | Essarkyir | 338,430.7 | 1,692,153.47 |
| 43 | Ewutu Senya | Central | Ewutu Breku | 288,456.0 | 1,442,280.09 |
| 44 | Ho West | Volta | Dzolokpuita | 308,716.0 | 1,543,580.11 |
| 45 | Kwahu Afram Plains South | Eastern | Tease | 376,587.0 | 1,882,935.17 |
| 46 | Kwahu East | Eastern | Abetifi | 298,586.0 | 1,492,930.10 |
| 47 | North Dayi | Volta | Anfoega | 312,092.7 | 1,560,463.45 |
| 48 | North Tongu | Volta | Battor Dugame | 349,573.7 | 1,747,868.48 |
| 49 | Okere | Eastern | Adukrom | 240,169.7 | 1,200,848.39 |
| 50 | Shai Osudoku | Greater Accra | Dodowa | 361,054.4 | 1,805,271.82 |
| 51 | Upper Manya Krobo | Eastern | Asesewa | 322,222.7 | 1,611,113.46 |
| 52 | East Gonja | Savannah | Salaga | 459,315.4 | 2,296,576.90 |
| 53 | Gonja Central | Savannah | Buipe | 381,652.0 | 1,908,260.17 |
| 54 | Gushegu Municipal | Northern | Gushegu | 295,547.0 | 1,477,735.10 |
| 55 | Kadjebi | Oti | Kadjebi | 400,561.4 | 2,002,806.85 |
| 56 | Kpandai | Northern | Kpandai | 434,665.7 | 2,173,328.55 |
| 57 | Krachi East Municipal | Oti | Dambai | 345,859.4 | 1,729,296.81 |
| 58 | Krachi Nchumuru | Oti | Chindiri | 352,612.7 | 1,763,063.48 |
| 59 | Krachi West | Oti | Kete Krachi | 313,781.0 | 1,568,905.12 |
| 60 | Mion | Northern | Sang | 324,586.4 | 1,622,931.79 |
| 61 | Nanton | Northern | Nanton | 317,495.4 | 1,587,476.79 |
| 62 | Nanumba South | Northern | Wulensi | 289,469.0 | 1,447,345.10 |
| 63 | Nkwanta North | Oti | Kpassa | 343,495.7 | 1,717,478.47 |
| 64 | Saboba | Northern | Saboba | 309,053.7 | 1,545,268.45 |
| 65 | Tatatle | Northern | Tatale | 320,534.4 | 1,602,671.79 |
| 66 | Zabzugu | Northern | Zabzugu | 296,560.0 | 1,482,800.10 |
| 67 | Bole | Savannah | Bole | 443,107.4 | 2,215,536.89 |
| 68 | Daffiama Bussie | Upper West | Issa | 423,522.7 | 2,117,613.54 |
| 69 | Jirapa | Upper West | Jirapa | 416,094.0 | 2,080,470.20 |
| 70 | Lambuussie Karni | Upper West | Lambussie | 420,146.0 | 2,100,730.20 |
| 71 | Lawra | Upper West | Lawra | 423,185.0 | 2,115,925.21 |
| 72 | Nadowli Kaleo | Upper West | Nadowli | 406,301.7 | 2,031,508.53 |
| 73 | Nandom | Upper West | Nandom | 423,860.4 | 2,119,301.87 |
| 74 | North Gonja | Savannah | Daboya | 356,664.7 | 1,783,323.48 |
| 75 | Sawla-Tuna-Kalba | Savannah | Sawla | 386,041.7 | 1,930,208.51 |
| 76 | Sissala East Municipal | Upper West | Tumu | 334,716.4 | 1,673,581.80 |
| 77 | Sissala West | Upper West | Gwollu | 449,185.4 | 2,245,926.90 |
| 78 | Wa East | Upper West | Funsi | 457,964.7 | 2,289,823.57 |
| 79 | Wa Municipal | Upper West | Wa | 294,871.7 | 1,474,358.43 |
| 80 | Wa West | Upper West | Wechiau | 487,004.1 | 2,435,020.26 |
|  |  |  |  | **28,000,000.00** | **140,000,000.00** |

## Annex II: Indicative Task Rates for LIPW

The recommended task rates for 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.

**II-1: Task Rates for Small Earth Dams and Dugouts**

|  | **ACTIVITY** | **UNIT** | **TASK RATE** | **REMARKS** | |
| --- | --- | --- | --- | --- | --- |
|  |  |  | (unit/wd) |  | |
| **1** | **Clearing & Setting Out** |  | (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 | m2 | **170** | May require other tools beside a slasher | |
|  | in light bush | m2 | **220** | May require other tools beside a slasher | |
|  | in savanna bush | m2 | **270** | May require other tools beside a slasher | |
|  |  |  |  |  | |
| 1.03 | Grass cutting | m2 | *560* |  | |
| 1.04 | Grubbing including disposal of grubbed material out of clearing width |  |  |  | |
|  | depth not more than 250 mm thick | m2 | *30* |  | |
|  | depth more than 250 mm up to 500 mm thick | m2 | *15* |  | |
| 1.05 | Stripping (removal of organic topsoil) | m2 | **20** |  | |
|  |  |  |  |  | |
| 1.06 | Scarify existing embankment to receive fill | m2 | **70** |  | |
|  |  |  |  |  | |
| 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 | m2 | **16.0** | For estimating purpose only. | |
|  |  |  |  |  | |
| 1.10 | Sand and silt removal including disposal out of cleared width (desilting) | m3 | **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 | m3 | *2.0* | Measurement in-situ | |
|  |  |  |  |  | |
| **2** | **Earthwork** |  |  |  | |
| 2.01 | Excavation only (excluding gravel excavation) |  |  |  | |
|  | in loose soil | m3 | **2.5** | Measurement in-situ | |
|  | in medium soil | m3 | **2.0** | Measurement in-situ | |
|  | in hard soil | m3 | **1.0** | Measurement in-situ | |
|  | in clay from clay pit or reservior area | m3 | *1.5* | Measurement in-situ | |
|  |  |  |  |  | |
| 2.02 | Excavation including loading (excluding gravel excavation) |  |  |  | |
|  | in loose soil | m3 | **2.3** | Measurement in-situ | |
|  | in medium soil | m3 | **1.5** | Measurement in-situ | |
|  | in hard soil | m3 | **0.8** | Measurement in-situ | |
|  | in clay from clay pit or reservior area | m3 | *1.2* | Measurement in-situ | |
|  |  |  |  |  | |
| 2.03 | Loading of excavated soil (excluding gravel material) | m3 | *5.0* | loose volume | |
|  |  |  |  |  | |
| 2.04 | Off-loading by labor | m3 | *7.5* | loose volume | |
|  |  |  |  |  | |
| 2.05 | Spreading of material | m3 | **12.0** | loose volume | |
|  |  |  |  |  | |
| 2.06 | Watering of spread material | m3 | *3.0* | loose volume | |
|  |  |  |  |  | |
| **3** | **Gravel Material** |  |  |  | |
| 3.01 | Excavation and stockpiling of gravel material |  |  |  | |
|  | in normal weathered rock / lateritic gravel | m3 | **3.00** | Measurement in-situ | |
|  | in hard material / with boulders | m3 | **2.00** | Measurement in-situ | |
|  |  |  |  |  | |
| 3.02 | Excavation including loading of gravel material |  |  |  | |
|  | in normal weathered rock / lateritic gravel | m3 | **2.0** |  | |
|  | in hard material / with boulders | m3 | **1.0** |  | |
|  |  |  |  |  | |
| 3.03 | Loading of excavated material by labor | m3 | **5.0** | loose volume | |
|  |  |  |  |  | |
| 3.04 | Off-loading gravel by labor | m3 | **7.50** | loose volume | |
|  |  |  |  |  | |
| 3.05 | Spreading of gravel including watering | m2 | **90.00** | loose volume | |
|  |  |  |  |  | |
| 3.06 | Reinstatement of borow pit | m3 | **3.00** | loose volume | |
|  |  |  |  |  | |
| **4** | **Structures** |  |  |  | |
| 4.01 | Boulder collection (size of 200 - 300 mm) | m3 (Nos) | 2.00  (100) | DW | |
|  |  |  |  |  | |
| 4.02 | Stone collection for aggrigate | m3 | **0.75** |  | |
|  |  |  |  |  | |
| 4.03 | Stone breaking for aggrigate | m3 | **0.30** |  | |
|  |  |  |  |  | |
| 4.04 | Sand collection and loading | m3 | **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 | |
|  |  |  |  |  | |
| 4.07 | Concrete works including mixing, hauling, placing by labor | m3 | **0.5** | 1 skill 1 unskill | |
|  | Mixing only | m3 | *1.0* |  | |
|  | Hauling and placing | m3 | *1.0* |  | |
|  |  |  |  |  | |
| 4.08 | Hand placing of stone for slope protection (rip-rap) excluding stone collection | m2 | **15.0** |  | |
|  |  |  |  |  | |
| 4.09 | Stone masonry structure work including preparation of stone and mortar | m2 | *7.5* | 1 skill with 1 unskill | |
|  | but excluding stone collection |  |  |  | |
|  |  |  |  |  | |
| 4.10 | Erect formworks, apply thin oil and removal complete | m2 | DW |  | |
|  |  |  |  |  | |
| 4.11 | Gabion work including assembling of baskets and placing rocks but |  |  |  | |
|  | excluding stone collection | m3 | *2.0* |  | |
|  |  |  |  |  | |
| 4.12 | Collection of grass and stockpile | m2 | *50.0* |  | |
|  |  |  |  |  | |
| 4.13 | Loading of grass onto trailer | m3 | *5.5* |  | |
|  |  |  |  |  | |
| 4.14 | Unloading of grass from trailer | m3 | *11.5* |  | |
|  |  |  |  |  | |
| 4.15 | Planting of grass as erosion protection measure | m2 | **100.0** |  | |
|  |  |  |  |  | |
| 4.16 | Watering of planted grass | m3 | **3.0** |  | |
|  |  |  |  |  | |
| **5** | **Hauling of loose material by labor** |  |  |  | |
| 5.01 | Hauling material by headpan |  |  | loose volume output for 6hr (8hr work) | |
|  | 0 to 50 metres | m3/wd | *3.00* | 150 trips/wd (270 trips/wd) | |
|  | 50 to 100 metres | m3/wd | *2.50* | 112 trips/wd (220 trips/wd) | |
|  | 100 to 200 metres | m3/wd | *1.50* | 75 trips/wd (160 trips/wd) | |
|  | 200 to 250 metres | m3/wd | **0.70** | 37 trips/wd (130 trips/wd) | |
|  |  |  |  |  | |
| 5.02 | Hauling material by wheelbarrow |  |  | loose volume output for 6hr (8hr work) | |
|  | 0 to 20 metres | m3/wd | *10.00* | 200 trips/wd (270 trips/wd) | |
|  | 20 to 40 metres | m3/wd | *8.30* | 170 trips/wd (220 trips/wd) | |
|  | 40 to 60 metres | m3/wd | *6.00* | 120 trips/wd (160 trips/wd) | |
|  | 60 to 80 metres | m3/wd | *5.00* | 100 trips/wd (130 trips/wd) | |
|  | 80 to 100 metres | m3/wd | *4.00* | 80 trips/wd (110 trips/wd) | |
|  | 100 to 150 meters | m3/wd | *3.40* | 70 trips/wd (90 trips/wd) | |
|  | 150 to 200 meters | m3/wd | *2.50* | 50 trips/wd (70 trips/wd) | |
|  |  |  |  |  | |
| **6** | **Equipment Productivity** |  |  |  | |
| 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** |
|  | Hauling distance: 11 ~ 12 km | Trips/day | **5** |
|  |  |  |  |  | |
| 6.03 | Compaction by pedestrian roller at maximum thickness layer <15 cm | m2/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

**II-2: Task Rates for Road Works**

|  | | **ACTIVITY** | **UNIT** | | **TASK RATE** | | **REMARKS** | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  | | (unit/wd) | |  | |
|  | |  |  | | (for 6 work hr) | |  | |
| **1** | | **Clearing & Setting Out** |  | |  | |  | |
| 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 | m2 | | **170** | | May require other tools beside a slasher | |
|  | | in light bush | m2 | | **220** | | May require other tools beside a slasher | |
|  | | in savanna bush | m2 | | **270** | | May require other tools beside a slasher | |
|  | |  |  | |  | |  | |
| 1.03 | | Grass cutting | m2 | | *560* | |  | |
|  | |  |  | |  | |  | |
| 1.04 | | Grubbing including disposal of grubbed material out of clearing width |  | |  | |  | |
|  | | depth not more than 250 mm thick | m2 | | *30* | |  | |
|  | | depth more than 250 mm up to 500 mm thick | m2 | | *15* | |  | |
|  | |  |  | |  | |  | |
| 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 | m3 | | 1.50 | | For estimating purpose only. Use daily work | |
|  | |  |  | |  | |  | |
| 1.07 | | Sand and silt removal including disposal out of cleared width | m3 | | **3.0** | | Measurement in-situ | |
|  | |  |  | |  | |  | |
| 1.08 | | Establishment of access to quarry | M | | 19.00 | | involves different activities | |
|  | |  |  | |  | |  | |
| 1.09 | | Excavation of overburden at quarry | m3 | | **2.00** | | Measurement in-situ | |
|  | |  |  | |  | |  | |
| **2** | | **Earthwork** |  | |  | |  | |
| 2.01 | | Excavation only (excluding gravel excavation) |  | |  | |  | |
|  | | in soft/loose soil | m3 | | **3.00** | | Measurement in-situ | |
|  | | in hard soil | m3 | | **2.00** | | Measurement in-situ | |
|  | | in very hard soil | m3 | | **1.50** | | Measurement in-situ | |
|  | |  |  | |  | |  | |
| 2.02 | | Excavation including loading (excluding gravel excavation) |  | |  | |  | |
|  | | in soft/loose soil | m3 | | **2.00** | | Measurement in-situ | |
|  | | in hard soil | m3 | | **1.50** | | Measurement in-situ | |
|  | | in very hard soil | m3 | | **1.20** | | Measurement in-situ | |
|  | |  |  | |  | |  | |
| 2.03 | | Loading of excavated soil (excluding gravel material) | m3 | | **5.00** | | loose volume | |
|  | |  |  | |  | |  | |
| 2.04 | | Off-loading of fill material by labor | m3 | | **7.50** | | loose volume | |
|  | |  |  | |  | |  | |
| 2.05 | | Spreading of fill material including mixing and watering | m3 | | **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 | m3 (m) | | **2.5 (15.6)** | | Measurement in-situ | |
|  | | in hard soil | m3 (m) | | **1.7 (10.6)** | |
|  | | in very hard soil | m3 (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 | m3 (m) | | **2.5 (10.4)** | | Measurement in-situ | |
|  | | in hard soil | m3 (m) | | **1.7 (7.1)** | |
|  | | in very hard soil | m3 (m) | | **1.0 (4.2)** | |
|  | |  |  | |  | |  | |
| **3** | | **Camber Formation / Base and Sub-Base Construction** |  | |  | |  | |
| 3.01 | | Spreading and forming camber including mixing and watering | m2 | | **72.00** | |  | |
|  | |  |  | |  | |  | |
| **4** | | **Gravelling** |  | |  | |  | |
| 4.01 | | Gravel excavation and stockpiling |  | |  | |  | |
|  | | in wet soil condition | m3 | | **3.00** | | Measurement in-situ | |
|  | | in dry soil condition | m3 | | **2.00** | | Measurement in-situ | |
|  | |  |  | |  | |  | |
| 4.02 | | Gravel excavation including loading |  | |  | |  | |
|  | | in normal weathered rock / lateritic gravel | m3 | | **2.00** | |  | |
|  | | in very hard material / with boulders | m3 | | **1.00** | |  | |
|  | |  |  | |  | |  | |
| 4.03 | | Loading gravel by labor | m3 | | **5.00** | | loose volume | |
|  | |  |  | |  | |  | |
| 4.04 | | Off-loading gravel by labor | m3 | | **7.50** | | loose volume | |
|  | |  |  | |  | |  | |
| 4.05 | | Spreading of gravel including watering | m2 | | **90.00** | | loose volume | |
|  | |  |  | |  | |  | |
| 4.06 | | Reinstatement of borow pit | m3 | | **3.00** | | loose volume | |
|  | |  |  | |  | |  | |
| **5** | | **Structures** |  | |  | |  | |
| 5.01 | | Boulder collection (size of 200 - 300 mm) | m3 (Nos) | | 2.00  (100) | |  | |
|  | |  |  | |  | |  | |
| 5.02 | | Stone collection for aggrigate | m3 | | *0.75* | |  | |
|  | |  |  | |  | |  | |
| 5.03 | | Stone breaking for aggrigate | m3 | | *0.30* | |  | |
|  | |  |  | |  | |  | |
| 5.04 | | Sand collection and loading | m3 | | **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** | |  | |
|  | |  |  | |  | |  | |
| 5.06 | | Concrete works including mixing, hauling, placing and curing by labor | m3 | | 0.75 | |  | |
|  | |  |  | |  | |  | |
| 5.07 | | Hand placing of stone for dry stone retaining wall excluding stone collection | m3 | | *2.00* | |  | |
|  | |  |  | |  | |  | |
| 5.08 | | Stone masonry structure work including preparation of stone and mortar but | m3 | |  | |  | |
|  | | excluding stone collection |  | |  | |  | |
|  | |  |  | |  | |  | |
| 5.09 | | Desilt culverts |  | |  | |  | |
|  | | < 600 mm Ø culverts | m3 | | *0.38* | | insitu volume | |
|  | | = 600 mm Ø culverts | m3 | | *0.75* | | insitu volume | |
|  | | > 600 mm Ø culverts | m3 | | *1.00* | | insitu volume | |
|  | |  |  | |  | |  | |
| 5.10 | | Gabion work including assembling of baskets and placing of rocks but |  | |  | |  | |
|  | | excluding stone collection | m3 | | *2.00* | |  | |
|  | |  |  | |  | |  | |
| 5.11 | | Lay precast kerb units | M | | *7.50* | |  | |
|  | |  |  | |  | |  | |
| **6** | | **Paving** |  | |  | |  | |
| 6.01 | | Placing bedding sand and laying paving bricks including compaction |  | |  | |  | |
|  | | and remove excess sand | m2 | | *4.00* | |  | |
|  | |  |  | |  | |  | |
| **7** | | **Hauling of loose material** |  | |  | |  | |
| 7.01 | | Hauling material by headpan |  | |  | | loose volume output for 6hr (8hr work) | |
|  | | 0 to 50 metres | m3/wd | | *3.00* | | 150 trips/wd (270 trips/wd) | |
|  | | 50 to 100 metres | m3/wd | | *2.50* | | 112 trips/wd (220 trips/wd) | |
|  | | 100 to 200 metres | m3/wd | | *1.50* | | 75 trips/wd (160 trips/wd) | |
|  | | 200 to 250 metres | m3/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 | m3/wd | | *10.00* | | 200 trips/wd (270 trips/wd) | |
|  | | 20 to 40 metres | m3/wd | | *8.30* | | 170 trips/wd (220 trips/wd) | |
|  | | 40 to 60 metres | m3/wd | | *6.00* | | 120 trips/wd (160 trips/wd) | |
|  | | 60 to 80 metres | m3/wd | | *5.00* | | 100 trips/wd (130 trips/wd) | |
|  | | 80 to 100 metres | m3/wd | | *4.00* | | 80 trips/wd (110 trips/wd) | |
|  | | 100 to 150 meters | m3/wd | | *3.40* | | 70 trips/wd (90 trips/wd) | |
|  | | 150 to 200 meters | m3/wd | | *2.50* | | 50 trips/wd (70 trips/wd) | |
|  | |  |  | |  | |  | |
| **8** | | **Equipment Productivity** |  | |  | |  | |
| 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** | |
|  | | 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 | m2/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 | m2/day | | *750* | |
|  | |  |  | |  | |  | |
| **9** | | **Road sign maintenance** |  | |  | |  | |
| 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 | m2/wd | | *60* | |  | |
|  | |  |  | |  | |  | |
| 9.06 | | Road marking | m2/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 | | |  | |  | |  | |

**II-3: Task Rates for Climate Change Activities**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ACTIVITY** | | | **UNIT** | **TASK RATE** | **REMARKS** |
|  | | |  | (unit/wd) |  |
|  | | |  | (for 6 work hr) |  |
| **Raising of seedlings for 12 weeks** | | |  |  |  |
|  | | |  |  |  |
| Setting out or Demarcation of site | | | m2 | *1000* |  |
|  | | |  |  |  |
| Bush clearing including disposal of cuttings out of clearing width | | |  |  |  |
| in thick bush | | | m2 | **170** |  |
| in light bush | | | m2 | **220** |  |
| in savanna bush | | | m2 | **270** |  |
|  | | |  |  |  |
| Grass cutting | | | m2 | *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.) | | | m2 | *288* |  |
|  | | |  |  |  |
| Preparation of nursery beds (layout and planning) 1.2m x 10m x 0.15m | | | m2 | 187 |  |
|  | | |  |  |  |
| Cutting of materials and erection of sheds | | | m2 | *250* |  |
|  | | |  |  |  |
| Broadcasting of seeds onto nursery beds | | | m2 | *30* |  |
|  | | |  |  |  |
| Watering and caring of broadcasted seeds on germination beds (watering source within 150m) | | | m2 | *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 diging of hole | | | No. | *50* |  |
|  | | |  |  |  |
| 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* |  |
|  | | |  |  |  |
| **Tree Planting / transplanting to permanent fields (fruit/timber /woodlot trees)** | | |  |  |  |
|  | | |  |  |  |
| Survey and demarcation of site including soil testing | | | m2 | *1000* |  |
|  | | |  |  |  |
| Bush clearing including disposal of cuttings out of clearing width | | |  |  |  |
| in thick bush | | | m2 | **170** |  |
| in light bush | | | m2 | **220** |  |
| in savanna bush | | | m2 | **270** |  |
|  | | |  |  |  |
| Grass cutting | | | m2 | *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) | | | m3 | **2.00** |  |
|  | | |  |  |  |
| Compost preparation (heap of 1m length x 2m width x 1.5m high compost) | | | No. | *0.75* |  |
|  | | |  |  |  |
| **Post planting maintenance of plantations and woodlots** | | |  |  |  |
|  | | |  |  |  |
| Survival surveys / Beating up (replacement planting of dead seedlings) | | |  |  |  |
| - for Less than 50% survival | | | m2 | 1250 |  |
| - for Over 50% survival | | | m2 | 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 | | | m2 | **500** |  |
| Whole area | | |  |  |  |
| Strip /line | | |  |  |  |
| Spot or ring | | |  |  |  |
| Singling | | |  |  |  |
|  | | |  |  |  |
| Slashing/tending | | | m2 | **500** |  |
| Maintenace 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/ fertiliser 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 | | |  |  |  |
| 1st pruning of Planted Stock at end of year 1 in wetter regions and year 1.5 in savannah regions | | | m2 | *937* |  |
|  |  |  |
| 2nd Pruning of Planted Stock in year 2.0 | | | m2 | *500* |  |
| 3rd Pruning of Planted Stock in year 2.5 | | | m2 | *625* |  |
| 4th Pruning of Planted Stock in year 3 | | | m2 | *375* |  |
| 5th Pruning of Planted Stock in year 3.5 | | | m2 | *375* |  |
|  | | |  |  |  |
| Thinning | | |  |  |  |
| 1st Thinning of Planted Stock in year 4 | | | m2 | *750* |  |
| 2nd Thinning of Planted Stock in year 5 | | | m2 | *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 | | |  |  |  |
|  | | |  |  |  |
| **Hauling of loose material by labor** | | |  |  |  |
| Hauling material by headpan | | |  |  |  |
| 0 to 50 metres | | | m3/wd | *3.00* |  |
| 50 to 100 metres | | | m3/wd | *2.50* |  |
| 100 to 200 metres | | | m3/wd | *1.50* |  |
| 200 to 250 metres | | | m3/wd | **0.70** |  |
|  | | |  |  |  |
| Hauling material by wheelbarrow | | |  |  |  |
| 0 to 20 metres | | | m3/wd | *10.00* |  |
| 20 to 40 metres | | | m3/wd | *8.30* |  |
| 40 to 60 metres | | | m3/wd | *6.00* |  |
| 60 to 80 metres | | | m3/wd | *5.00* |  |
| 80 to 100 metres | | | m3/wd | *4.00* |  |
| 100 to 150 meters | | | m3/wd | *3.40* |  |
| 150 to 200 meters | | | m3/wd | *2.50* |  |
|  | | |  |  |  |
| **Equipment Productivity** | | |  |  |  |
| 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 III: LIPW Data Sheets, Pay Roll Sheet and Authorisation Note

III-1:ENROLEMENT SHEET FOR TARGETTED LIPWPARTICIPANTS PRIOR TO E-PAYMENT REGISTRATION

**GHANA PRODUCTIVE SAFETY NET LIPW TARGETING SHEET**

**DISTRICT**

**CODE:**

**COMMUNITY**

**CODE:**

**SUB-PROJECT NAME:**

**LIPW UID**

**Number**

**Ezwich**

**Number**

**Name of Beneficiary**

**(Surname First)**

**Date of Birth**

**Sex**

**Male =M,**

**Female**

**=F**

**LEAP**

**Beneficiary ?**

**Yes =1, No =0**

**NHIS or Voter-**

**ID or National-**

**ID No**

**Name of Contact**

**Person (or next of**

**Kin)**

**Community**

**House**

**Address or**

**GNHR HH Ref.**

**Have you**

**participated in**

**LIPW before**

**Yes =1, No =0**

**1**

**2**

**3**

**4**

**5**

**6**

**7**

**8**

**9**

**10**

**11**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| III-2: EXAMPLE OF DAILY ATTENDANCE SHEET (DASH) FOR MANUAL RECORDING OF BENEFICIARY ATTENDANCE TO LIPW  **DAILY ATTENDANCE SHEET (DASH) FOR BENEFICIARIES OF PUBLIC WORKS** | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Region: Brong Ahafo** | |  | **Code:** | |  | **Date Compiled:** | |  | **4103: Rehabilitation of 30Ha degraded land with woodlot and fruit trees (Mango)** | | | | | | | | | | | | | | | | |
| **District: Atebubu-Amantin** | |  | **Code: 401** | | | **Start Date:** | |  | **Wage Rate: Unskilled: GHC 10** | | | | | | | | | | | | | | | | |
| **Community: Kokoben** | |  | **Code: 02** | | | **Cut-off date:** | |  | **Community Contact Person/Supervisor:** | | | | | | | | | | | | | **Tel:** | | | |
| Unique ID Number | Name of LIPW Beneficiary | Age | Sex Male = M Female = F | LEAP Beneficiary? Yes = 1, No = 0 | | Household Location or Identification | Category of Worker | E-zwich Number | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | Total Days Worked | Total Amount To Be Paid | Date Received |
| 1 | 2 | 3 | 4 | 5 | | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |

**III-3** PAYROLL GENERATED AUTOMATICALLY FROM THE DATABASE SOFTWARE GMIS PRO FOR ONE LIPW WORK PERIOD MADE UP OF TWO (2) FOURTEEN CALENDER DAYS PER DASH

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SUB-PROJECT: REHABILITATION OF 1 NO. SMALL EARTH DAM AT OSANE** | | | | | | | | | | | | | | | | | | | | |  |
|  |  |  |  |  |  |  |  |  |  |  |  | |  | |  | |  | |  | |  |
| **CONTRACT CODE: 3123, DISTRICT: LIMPOPO, COMMUNITIES: OSANE** | | | | | | | | | | | | | | | | | | | | |  |
|  |  |  |  |  |  |  |  |  |  |  |  | |  | |  | |  | |  | |  |
| **BENEFICIARY PAYROLL DATA** | | | | | | | | | | | | | | | | | | | | |  |
|  |  |  |  |  |  |  |  |  |  |  |  | |  | |  | |  | |  | |  |
| **( 18 Sep 2015 - 01 Oct 2015, 02 Oct 2015 - 15 Oct 2015)** | | | | | | | | | | | | | | | | | | | | |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  | |  | |  | |  | | |  |
| **Sn.** | **Payment ID** | **Beneficiary  ID** | **Beneficiary Name** | **Ezwich ID** | **02 Oct 2015 - 15 Oct 2015** | | **18 Sep 2015 - 01 Oct 2015** | | **Total** | | **Withdrawal Fee (WF)** | **Loading Fee (LF)** | | **Amt. Due + WF + LF** | | **Processing Fee (PF)** | | **Amt. Due + WF + LF + PF** | |
|  |  |  |  |  | Days Worked | Amount | Days Worked | Amount | Days Worked | Amount |  |  | |  | |  | |  | |
| **Total** | |  |  |  |  |  |  |  |  |  |  |  | |  | |  | |  | |

III-4: Cover Letter for Labour Payment (1)

COVER LETTER (for a single sub-project Payment)

(Letterhead)

XXXXXXXXXXXXX DISTRICT ASSEMBLY

(Address)

(Date)

The Chief Executive,

............................. (*Insert name of Service Provider*)

Accra.

Dear Sir,

**REQUEST FOR PAYMENT OF LABOUR PAYROLL NO. ......... - REHABILITATION OF .......................**

We request for payment of LIPW wages and ancillary charges of the above named sub-project in the sum of .............................................................................................................................(GHS.............), under the Ghana Productive Safety Net Project.

The Participating Financial Institution through which beneficiary pay-out should be made is

................................................................................................................................................................

The details are as follows:

1. Beneficiaries Wages – GHS\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. E-Payment Service Charges – GHS\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Operation Expenses of Paying Financial Institution – GHS\_\_\_\_\_\_\_

Thank you.

(Name).............................................................

(District Chief Executive)

cc: Zonal Coordinator, GPSNP.

III-5: Cover Letter for Labour Payment (2)

COVER LETTER (for multiple sub-project Payments)

(Letterhead)

XXXXXXXXXXXXX DISTRICT ASSEMBLY

(Address)

(Date)

The Chief Executive,

..................... (*Insert name of Sevice Provider*)

Accra.

Dear Sir,

**REQUEST FOR LABOUR PAYMENT**

We request for payment of LIPW wages and ancillary charges of the under mentioned sub-projects under the Ghana Productive Safety Net Project.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| SUB-PROJECT | PAYROLL NO. | WAGES | SERVICE CHARGES | OPERATIONS EXPENSES | TOTAL | NAME OF PFI |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

Thank you.

(Name).............................................................

(District Chief Executive)

cc: Zonal Coordinator, GPSNP.

**I**II-6: AUTHORISATION NOTE FROM DISTRICT ASSEMBLIES FOR E-PAYMENT OF BENEFICIARIES OF LIPW

**GHANA PRODUCTIVE SAFETY NET PROJECT-**

**LABOUR INTENSIVE PUBLIC WORKS**

AUTHORIZATION AND APPROVAL OF LIPW BENEFICIARY WAGE PAYMENT

DATE

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

DISTRICT ASSEMBLY: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

NAME OF SUB-PROJECT:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

SUB-PROJECT CONTRACT CODE:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**NO**

**Description**

**Total Person-**

**days**

**Wage Rate**

**Amount (GHS)**

**1**

LIPW wages for \_\_\_\_\_\_\_\_\_\_\_ (number)

unskilled workers for the period

\_\_\_\_\_\_\_\_\_\_\_\_\_\_to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**NO**

**Description**

**Number of**

**Beneficiaries**

**Rate**

**Amount (GHS)**

**2**

Associated e-payment Service Charges

**NO**

**Description**

**3**

Operational Charges of participating

Financial Institution (PFI)

**NO**

**Description**

**4**

GRAND TOTAL (1)+(2)+(3)

**DCD's AUTHORIZATION**

I authorize payment of the sum of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (GHS\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_)

In respect of wages to beneficiaries, e-payment service charges, and operational expenses

of Paying Financial Institution for the above named sub-project

Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_

**DCE's APPROVAL OF PAYMENT**

Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_

**Amount (GHS)**

**Amount (GHS)**

## Annex IV: LIPW Sub-project In-House Appraisal Checklist

**GHANA PRODUCTIVE SAFETY NET PROJECT (GPSNP)**

**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

---------------------------------------------------------------------------------------------------------------------------------------

1. 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)**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **NO** | **DESCRIPTION** | | | | | | | | | **YES = 1**  **NO = 0** | | | | **COMMENTS IF ANY** | | | | | |
| 1 | Has the sub-project been captured in the DMTDP/Annual Action Plan of the DA | | | | | | | | |  | | | |  | | | | | |
| 2 | Is the sub-project location among the poorest/deprived areas in the DA 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? (*Involvement of all segments of the community including both women and men, the youth, aged, persons with disabilities, migrant/settler farmers, chiefs and opinion leaders, CSO/CBOs, etc*) | | | | | | | | |  | | | |  | | | | | |
| 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 (*indicate amount in the comments column*) | | | | | | | | | 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 Dam/Dugout not larger than 250,000m3 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 | | | | | | | | |  | | | |  | | | | | |
| **Note: *Total Score ≥ 10, then proceed with Environmental and Social screening below. Otherwise consider alternative site.*** | | | | | | | | | | | | | | | | | | | |
| **Environmental Screening** | | | | | | | | | Potential for Adverse Impacts***(tick under the headings below)***  *(Refer to (D) below for interpretation of Low, Medium and High ratings)* | | | | | | | | | | |
| None | | | Low | Medium | | | High | | Remarks (Specify closest resource in question and or mitigation 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 erodable 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 Resettlement | | Cultural practices, beliefs or norms that would prevent women and marginalized/minority groups from 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**  *(Refer to (D) below for interpretation of Low, Medium and High ratings)* | | | | | | | | | | | | | | | | | | |
|  |  | | | **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 Sections18 above) | | | | | | | | | | | | | | | | | | |
|  | **Tick As Appropiate** | | | | **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 | | | | | | | | | | | |
|  | **Any other information deemed necessary** | | | | | | | | | | | | | | | | | | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | | Community Representatives Present at Selection Meeting | | | | | |
| **No** | **Full Name** | | | **Sex (M/F)** | | **Designation** | | **Signature/Thumbprint** |
| 1 |  | | |  | |  | |  |
| 2 |  | | |  | |  | |  |
| 3 |  | | |  | |  | |  |
| 4 |  | | |  | |  | |  |
| 5 |  | | |  | |  | |  |
|  | | | DA Representatives Present at Selection Meeting | | | | | |
| **No** | | **Full Name** | | | **Designation** | | **Signature/Thumbprint** | |
| 1 | |  | | |  | |  | |
| 2 | |  | | |  | |  | |
| 3 | |  | | |  | |  | |
| **Recommendation :** | | | | |  | | **Reasons for Decision:** | |

**(C)**

**Prepared By (DA Staff):**

**Name :…………………………………………………………………..**

**Signature& Date ………………………………………………………………..**

Reviewer: Approver:

(Name and Signature of Zonal Coordinator) (Name and signature of ESSS of RDCU)

Date: 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 V: Roles and Responsibilities of RDCU on Framework 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 VI: 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 |  |  |  |  |  |
| **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 |  |  |  |  |  |
| **20** | Adherence to provisions on decent wok – 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 VII: Memorandum of Understanding Template for Climate Change Sub-projects

……………………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 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 |

Table of Contents

[1.0 BACKGROUND 1](#_Toc29360542)

[1.1 Objectives of the Climate Change Mitigation Initiatives 1](#_Toc29360543)

[1.2 Purpose of the MOU 1](#_Toc29360544)

[2.0 PARTIES 1](#_Toc29360545)

[3.0 LOCATION OF LAND DONATED FOR THE PROJECT 1](#_Toc29360546)

[4.0 USER CLAUSE 2](#_Toc29360547)

[5. 0 CONDITIONS AND TERMS OF THE MOU 2](#_Toc29360548)

[5.1 Land acquisition Negotiations 2](#_Toc29360549)

[5.2 Benefit Sharing Principle 2](#_Toc29360550)

[5.3 Signitories to Community’s Account 2](#_Toc29360551)

[5.4 Voluntary Land Donation 2](#_Toc29360552)

[5.5 Initial Tenure of the MOU 2](#_Toc29360553)

[5.6 Renewal of Tenure 2](#_Toc29360554)

[6.0 BENEFIT–SHARING ARRANGEMENTS 3](#_Toc29360555)

[6.1 Negotiations on benefit sharing 3](#_Toc29360556)

[6.1 Allocation of Yields (Benefits) 3](#_Toc29360557)

[7.0 COMMENCEMENT 4](#_Toc29360558)

[8.0 RESPONSIBILITIES OF PARTIES 4](#_Toc29360559)

[8.1 Landowner(s)/Donor (s) of Land Responsibility 4](#_Toc29360560)

[8.2 Facility Management Committee 4](#_Toc29360561)

[8.3 The Beneficiary Community 4](#_Toc29360562)

[8.4 District Assembly 4](#_Toc29360563)

[9.0 PERPETUITY CLAUSE 4](#_Toc29360564)

[10. TERMINATION CLAUSE 4](#_Toc29360565)

[11.0 DISPUTE RESOLUTION 5](#_Toc29360566)

[13.0 SIGNATORIES TO THE MOU 5](#_Toc29360567)

[13.1 Landowner(s)/Donor(s) and their Witnesses 5](#_Toc29360568)

[13.2 Community Representatives (Tenants) 5](#_Toc29360569)

[13.3 Other Witnesses – Facility Management Committee and DA 6](#_Toc29360570)

**1.0 BACKGROUND**

The Ghana Productive Safety Net Project (GPSNP) has been set up to support the Government to strengthen safety net systems that improve the productivity of the poor. Under GPSNP, MLGRD is implementing the LIPW (Component 2) in eighty (80) deprived District Assemblies and Complementary Livelihood and Assets Support Scheme (CLASS) activities under the Productive Inclusion (PI) component (Component 1) in close to 50 Districts) of the country. 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 and dugouts (SEDDs), 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 the …………Municipal/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 at …………………..The 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 of ………………hectares (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 Signitories 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 of ……………………………..years *(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 of …………………….years *(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:

1. Be responsible for all stages of the development of the parcel of land on which the climate change mitigation activity is situated.
2. 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 jeorpadise 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**

1. This Agreement may NOT be terminated by either party before the expiration of the term hereby assured, in this case before the year…………………
2. 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**

1. All disputes to this Agreement shall be referred to the District Assembly Arbitration Committee.
2. 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 thumprint (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 VIII: 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/DUGOUT   1. UNDER THE GHANA PRODUCTIVE SAFETY NET PROJECT |

Table of Contents

[1.0 BACKGROUND 1](#_Toc25316685)

[1.1 Rationale for the Sub-project (SEDDs) Implementation 1](#_Toc25316686)

[1.2 Purpose of the MOU 1](#_Toc25316687)

[2.0 PARTIES 1](#_Toc25316688)

[3.0 LOCATION OF LAND DONATED FOR THE SUB-PROJECT 1](#_Toc25316689)

[4.0 USER CLAUSE 2](#_Toc25316690)

[5. 0 CONDITIONS AND TERMS OF THE MOU 2](#_Toc25316691)

[5.1 Land Acquisition Negotiations 2](#_Toc25316692)

[5.2 Voluntary Land Donation 2](#_Toc25316693)

[6.0 COMMENCEMENT 2](#_Toc25316694)

[7.0 RESPONSIBILITIES OF PARTIES 2](#_Toc25316695)

[7.1 Landowner(s)/Donor (s) of Land Responsibility 2](#_Toc25316696)

[7.2 Facility Management Committee 2](#_Toc25316697)

[7.3The Beneficiary Community 2](#_Toc25316698)

[7.4 Municipal/District Assembly 3](#_Toc25316699)

[8.0 PERPETUITY CLAUSE 3](#_Toc25316700)

[9.0 TERMINATION CLAUSE 3](#_Toc25316701)

[10.0 DISPUTE RESOLUTION 3](#_Toc25316702)

[12.0 SIGNATORIES TO THE MOU 3](#_Toc25316703)

[12.1 Landowner(s)/Donor(s) and their Witnesses 3](#_Toc25316704)

[12.2 Community Representatives (Tenants) 4](#_Toc25316705)

[12.3 Other Witnesses – Dam/dugout managers and DA 4](#_Toc25316706)

**1.0 BACKGROUND**

The Ghana Productive Safety Net Project (GPSNP) has been set up to support the Government to strengthen safety net systems that improve the productivity of the poor. Under GPSNP, MLGRD is implementing the LIPW (Component 2) in eighty (80) deprived District Assemblies and Complementary Livelihood and Assets Support Scheme (CLASS) activities under the Productive Inclusion (PI) component (Component 1) in close to 50 Districts) of the country. 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 and dugouts (SEDDs), and climate change mitigation interventions (CCMI).

1.1 Rationale for the Sub-project (SEDDs) 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/dugout 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 at ……….…………………..The 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 of ………………hectares (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/ Dugout intervention. This will involve the construction of Small Earth Dam /Dugout with a height of ...............m and capacity of ..............cu.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 the …………………….Municipal/.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:

1. Be responsible for the management of the site for which the dam/dugout is situated.
2. 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 jeorpadise the stability of the dam/dugout 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 andprovide 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**

1. All disputes to this Agreement shall be referred to the Municipal/District Assembly Arbitration Committee.
2. 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 thumprint (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 – Dam/dugout 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 :………………………………………………

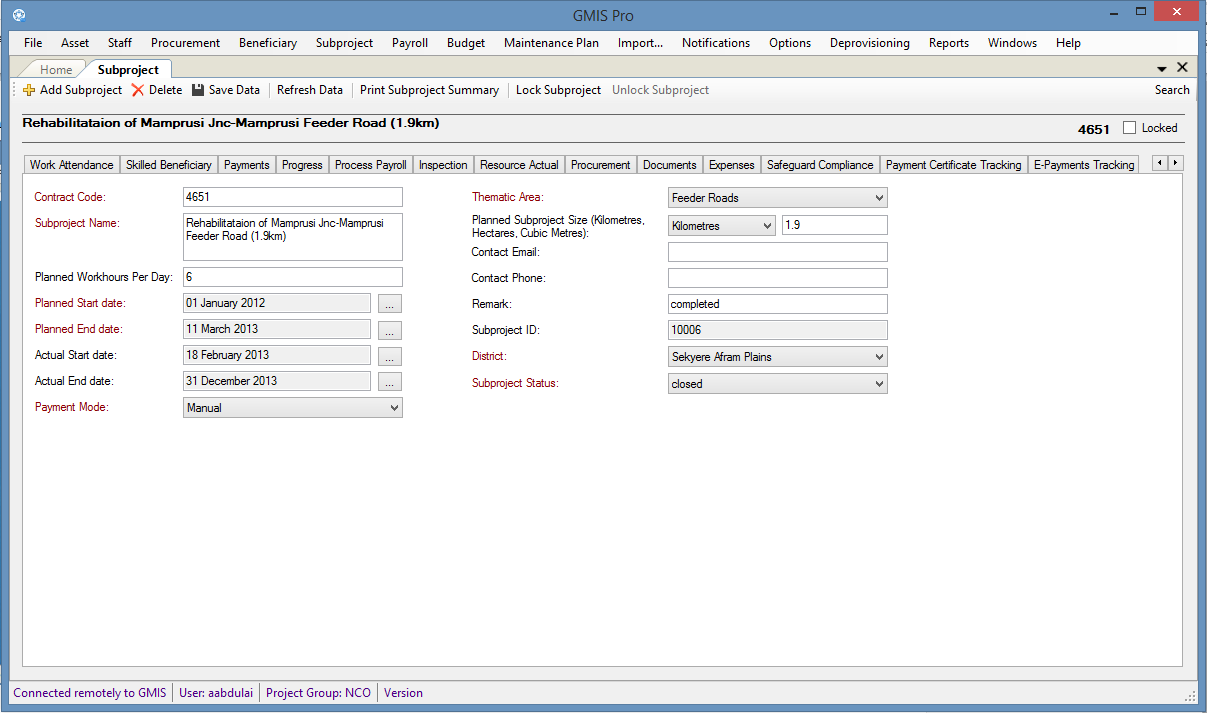
**Witnessed By: (Representative of Municipal/District Assembly)**

Name…………… ……………………….………………………………………………………..

Signature/stamp ……………………………………………………………………………………

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

## Annex IX: Modules in GMIS PRO



## Annex X: Template for DA Composite Sustainability Plan

X-1: Small Earth Dam and Dugout.

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| **DA Integrated Sub-projects' Sustainability Plan - Small Earth Dams & Dugouts** | | | | | | | | | | | | | | | | | |
| **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 Dugouts/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 dams/dugouts maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5. Orient FMC/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 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.** Environmental & social mitigation & disaster risk emergency response actions | 1. Settle grievances |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 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 dams/dugouts 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 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

XI-2: Feeder Road

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| **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** |
| **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 LIPW Feeder Roads in DA annual routine maintenance works programme with accompanying budget |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4. Train works engineer in labour intensive methodologies for road maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 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.** Environmental & 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 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

XI-3: Climate Change

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| **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 Community (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. Re-sensitize FMC/Beneficiaries on the maintenance of woodlots/fruit trees |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 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.Abscence of bush fire |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3. Process for harvesting and sharing/management of proceeds/benefits |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |