

**MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT (MLGRD)**

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

**Credit # 63370-GH**

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**GPSNP POM VOLUME 8: MLGRD PROJECT MANAGEMENT, COORDINATION AND CAPACITY BUILDING**

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| ABBREVIATIONS AND ACRONYMS |
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|  |  |
| --- | --- |
| AWPBBACCBOCBT | Annual Work Plan & BudgetBusiness Advisory CentreCommunity Based OrganizationCommunity Based Targeting |
| CF | Community Facilitator |
| CLASS | Complementary Livelihood and Asset Support Scheme |
| CSO | Civil Society Organization |
| DA | District Assembly |
| DCACT | District Centre for Agriculture Commerce and Technology  |
| DCITDCDDFR | District CLASS Implementation TeamDepartment of Community DevelopmentDepartment of Feeder Roads |
| DFID | United Kingdom Department for International Development  |
|  |  |
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| DPCU | District Planning Coordinating Unit |
| DPOEPA | District Planning OfficerEnvironmental Protection Agency |
|  |  |
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| ESMFFMFSD | Environmental and Social Management FrameworkFinancial ManagementForestry Services Division |
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| GCAPGIDA | Ghana Commercial Agricultural ProjectGhana Irrigation Development Authority |
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| GNHR | Ghana National Household Registry |
| GoG | Government of Ghana |
| GPSNPGRATIS | Ghana Productive Safety Net ProjectGhana Regional Appropriate Technology Industrial Service  |
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| GSOPICRILGSKTC | Ghana Social Opportunities ProjectImplementation Completion ReportInstitute of Local Government StudiesKoforidua Training Centre  |
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| LEAP | Livelihood Empowerment Against Poverty |
| LIPW | Labour-Intensive Public Works |
| M&EMADE | Monitoring and EvaluationMarket Development for Northern Ghana Project |
| MDAsMELR | Ministries, Departments, and AgenciesMinistry of Employment and Labour Relations |
| MIS | Management Information System |
| MLGRD | Ministry of Local Government and Rural Development |
| MMDA | Metropolitan, Municipal, and District Assembly |
| MoFAMoU | Ministry of Food and AgricultureMemorandum of Understanding  |
| MoGCSPMRHMTRNBSSINCO | Ministry of Gender, Children, and Social ProtectionMinistry of Roads and HighwaysMid-Term ReviewNational Board for Small Scale IndustryNational Co-ordinating Office |
| NGO | Non-Governmental Organization |
| NSPPOHLGSOICPAD | National Social Protection PolicyOffice of the Head of Local Government ServiceOpportunity Industrialization CentresProject Appraisal Document |
| PDOPI | Project Development ObjectiveProductive Inclusion |
| POC | Project Oversight Committee |
| POMPPMEPTC | Project Operation ManualPolicy, Planning, Monitoring and EvaluationProject Technical Committee |
| QTRM | Quarterly Technical Review Meeting |
| RCC | Regional Coordinating Council |
| RDCURDURPCURPFRTTURuCPAPP | Rural Development Coordination UnitRural Development UnitRegional Planning Co-ordinating UnitResettlement Policy FrameworkRegional Technology Transfer UnitRural Community Poverty Alleviating Pilot Project |
| SP | Social Protection |
| SPDTORSCMO | Social Protection DirectorateTerms of Reference Safeguard and Case Management Officer |
| SWCES | Single Window Citizen Engagement Service |
|  |  |
| ZCO | Zonal Coordinating Office |

# GENERAL INSTITUTIONAL FRAMEWORK

1. The Productive Inclusion (PI) and Labour Intensive Public Works (LIPW) components of the Project that are to be implemented by the Ministry of Local Government and Rural Development shall be implemented within the country’s national decentralized institutional framework taking into account the mandates and existing capacities at all relevant levels. The implementation arrangements are underpinned by the need to:
2. Strengthen existing statutory bodies to perform functions assigned to them under existing laws and regulations;
3. Coordinate policy issues and other interventions for efficient and effective service delivery at all levels;
4. Provide technical support and assistance to transfer capacity to statutory bodies; and
5. Coordinate inter-sectoral and donor activities.

## Mainstreaming

1. Even though government is desirous of fully mainstreaming the implementation of PI and LIPW activities across all levels, this is not achievable in the immediate term in view of the absence of the requisite capacities and delivery systems within the current government institutional arrangements that will allow for effective LIPW and PI delivery as Social Protection Instruments.
2. The Rural Development Unit (RDU) of MLGRD, which is within the PPME of the Ministry, will be expected to lead the full mainstreaming of the PI and LIPW components of the Project.
3. To ensure the existence of the relevant capacities for smooth take-off and eventual mainstreaming of both PI and LIPW delivery, the Ministry will establish a Rural Development Coordination Unit (RDCU) including four (4) Zonal Coordinating Offices (ZCOs), to co-ordinate and assist with the development of capacities at the national (specifically Civil Service staff of the Rural Development Unit of MLGRD), regional, district and sub-district levels for effective mainstreaming.

## Key Project Coordinating Organs

1. In implementing the components, the Ministry shall work closely with two key coordinating mechanisms under the Project at the national level. These are the Project Oversight Committee (POC) and the Project Technical Committee (PTC).

## Project Oversight Committee

1. The Project Oversight Committee (POC) which is to be co-chaired by the Minister of MoGCSP and the MLGRD Minister will be expected to provide policy and strategic guidance for implementation of activities under the components. The POC will be expected to meeting twice in every calendar year and as per the design, the Chief Directors of the MLGRD together with his/her counterpart at MoGCSP shall act jointly as the secretariat to the POC.

## Project Technical Committee

1. The Project Technical Committee (PTC) on the other hand, shall provide technical guidance for the implementation of the components and also provide opportunity for achieving effective collaboration and synergies with partner implementing agencies like the LEAP Management Unit (LMU) and the Social Protection Directorate (SPD) of MoGCSP and other collaborating institutions. It is envisaged that the PTC shall serve as a platform for clarifying and validating major decisions and guidelines regarding the implementation of the components.

## Partnership with Collaborating Agencies

1. In recognition of the fact that MLGRD may not possess all the expertise and knowhow for effective delivery of the PI and LIPW components, the Ministry shall seek the support of relevant institutions and agencies in the implementation of the components.
2. In the case of the PI component, such partnership will be struck with agencies such as the National Board for Small Scale Industries (NBSSI), the statutory body responsible for the development of Small and Medium Scale Enterprises, the Ghana Regional Appropriate Technology Industrial Service (GRATIS) and its respective Regional Technology Transfer Units (RTTUs), Department of Co-operatives, Departments of Community Development, the various Opportunity Industrialization Centres (OICs) under the Ministry of Employment and Labour Relations (MELR), the DFID financed Market Development for Northern Ghana (MADE) intervention and any other interested partner whose inputs may add value to the PI component.
3. Regarding LIPW delivery, just as was the case under GSOP, the Ministry will be collaborating with key MDAs such as the Ministry of Employment and Labour Relations (MELR), the Department of Feeder Roads (DFR), Ghana Irrigation Development Authority (GIDA), Environmental Protection Agency (EPA), Koforidua Training Centre (KTC) of Ministry of Roads and Highways (MRH) and the Forestry Services Division for LIPW implementation. All the above mentioned MDAs shall appoint Focal Persons who will have responsibility for GPSNP issues.
4. To ensure that the various implementation partners and collaborating agencies understand and appreciate their respective roles and responsibilities and deliver on their mandate in relation to the two components, MLGRD, acting through the RDCU, shall enter into a Memorandum of Understanding (MOU) with any such entity/agency to govern and regulate their engagements and relationship with the Project. The MOUs shall among other things set out: (i) the objectives of the Agreements, (ii) activities to be performed, (iii) targets to be achieved, (iv) verifiable indicators of achievements, and (v) monitoring and evaluation obligations.
5. The MOUs shall also outline the obligations of the Project to the collaborating institution on the one hand and the obligations of the latter to the Project and the deliverables expected from the said institution. The signing of the MOUs shall precede the participation of any such partner institution in the implementation of the Project.

# INSTITUTIONAL ARRANGEMENTS FOR PRODUCTIVE INCLUSION IMPLEMENTATION

## National Level

1. As earlier mentioned, the MLGRD shall assume overall responsibility for the component. Specifically, MLGRD shall supervise and approve all key decisions for the effective implementation of the components. These will include all contracts, appointments, significant expenditure etc.

## Rural Development Coordination Unit

1. The Rural Development Coordination Unit (RDCU) as will be established under the MLGRD shall include four Zonal Coordinating Offices (ZCOs) to oversee and coordinate the implementation of the PI component. It will build on the institutional structures and arrangements of the GSOP National Coordinating Office (NCO) that were employed to deliver the JSDF and CIGS Pilot schemes.
2. The RDCU will be located in Accra and manned by key staff including the National Coordinator, Project Accountant, National Engineer, Institutional and Capacity Development Specialist, Productive Inclusion Specialist, Monitoring and Evaluation Officer, Safeguards and Case Management Officer, Procurement Specialist and Management Information Systems Specialist. Other support staff will be employed to assist with Project activities. The key functions of the RDCU with respect to the PI component shall include coordinating, consolidating, and reviewing the project’s work plans, budgets, and procurement plans; consolidating project quarterly progress and financial reports; disbursing PI related funds to DAs; supervising ZCOs and DA PI operations, undertaking the necessary auditing and M&E activities and regulating the flow of funds to DAs for the effective implementation of PI activities under the Project
3. The Productive Inclusion Specialist stationed within the RDCU will be required to provide technical guidance and leadership in the implementation of all PI related activities The said PI Specialist will also be required to liaise with the Institutional and Capacity Development Specialist to build institutional capacity towards full mainstreaming of PI activities under the Ministry.
4. The RDCU shall report to the Chief Director through the Director of Policy, Planning, Monitoring and Evaluation (PPME) Directorate of the MLGRD and shall have direct responsibility for reporting to the World Bank through the Chief Director of the MLGRD. The RDCU shall also be responsible for collating and submitting all quarterly Project reports (which would include a section on PI activities) to the Bank. The annual reports on Project implementation for the components managed by MLGRD shall be submitted to the Minister of Gender, Children and Social Protection for collation and onward submission to the Bank.

## Zonal/Regional Level

## *Zonal Level*

1. There shall also be established four (4) Zonal Coordinating Offices that will be manned by the requisite Technical Staff to supervise the Districts in project implementation. The staffing at each Zonal Office shall include a team leader to be known as a Zonal Coordinator, and other technical staff, one of which will be a Rural Enterprise Development Officer who will be required to lead in the implementation of Productive Inclusion activities within the jurisdiction of the Zone. The various Zonal Offices will also be required to work closely with the various RCCs, NBSSI Regional offices and other relevant partners within their area of operation in the delivery of the PI component.

## *Regional Level*

1. At the Regional level, the Regional Coordinating Councils (RCC) under the leadership of the Regional Minister shall play a key role in coordinating, monitoring and supervising the implementation of PI activities within Beneficiary Districts under their jurisdiction. The RCC, as part of their responsibilities shall facilitate the mobilization of regional level capacities from institutions such as the NBSSI, MoFA and Departments of Co-operatives towards effective implementation.
2. The Regional Planning Coordinating Unit (RPCU), as the technical wing of the RCC, shall serve as contact point between the latter and the ZCO on issues related to the Project.

## District Level

1. At the District level, the District Assembly shall be responsible for the implementation, supervision and monitoring of all activities under the PI component with the District Business Advisory Centre (BAC) office serving as the secretariat for PI activities in the District.
2. Towards effective delivery at the District level, there shall be established in each beneficiary District a Complementary Livelihood and Assets Support Scheme (CLASS) Implementation Team (DCIT) to be drawn from the DPCU and DCACT team comprising the following:
3. District Coordinating Director (as Chairperson)
4. Head of BAC (as Secretary and Focal Person)
5. District Planning Officer (DPO)
6. Head of Department of Social Welfare & Community Development
7. Head of Department of Agriculture
8. Head of Department of Co-operatives
9. The DA may from time to time co-opt other persons whose expertise may be deemed relevant to assist the DCIT in the discharge of its roles and functions.

## Community level

1. At the community level, where actual implementation is expected to take place, there shall be various actors and organs assisting to ensure the smooth delivery of the intervention. These include Community Facilitators (CFs), Business Development Service Providers who will carry out most of the skills development activities, and a three-member Grievance Redress Committee which will be working closely with the CFs to ensure speedy resolution of all complaints and ultimately ensure the smooth implementation of the scheme within the community. There shall also be Payment Agents who will ensure that beneficiaries are able to access their Grants without any inhibition and Input Supplies who will provide easy access to inputs for beneficiaries. Another organ that will feature at the community level will be a committee (as described under the section on beneficiary selection) that will be responsible for the Community Based Targeting (CBT) process, should the need arise.
2. A graphical illustration of the PI Institutional and Implementation arrangement has been presented on the ensuing page:

Fig 1: Institutional Arrangement for Productive Implementation



#  INSTITUTIONAL ARRANGEMENTS FOR LIPW IMPLEMENTATION

1. Just as is the case for the Productive Inclusion component, LIPW Implementation will also be mainstreamed within the country’s decentralized structures with variation however in terms of direct responsibility for various aspects of the delivery process at the national, zonal, regional, district and community levels.

## National Level

1. The MLGRD shall assume overall responsibility for the component. Specifically, MLGRD shall supervise and approve all key decisions for the effective implementation of the component. These will include all contracts, appointments, significant expenditure, etc.

## Rural Development Coordination Unit

1. The RDCU under the MLGRD shall oversee and coordinate LIPW implementation. It will build on the institutional structures and arrangements of the GSOP National Coordinating Unit (NCO) and include the four ZCOs to support implementation at the regional, district, and community levels.
2. The key functions of the RDCU in relation to LIPW delivery shall include coordinating, consolidating, and reviewing LIPW work plans, budgets, and procurement plans; consolidating project quarterly progress and financial reports; disbursing LIPW related funds to DAs; supervising ZCOs and DAs in the delivery of LIPW, undertaking the necessary auditing and M&E activities and regulating the flow of funds to DAs for the effective implementation of LIPW.
3. Key staff to be stationed within the RDCU shall include the National Coordinator, Project Accountant, National Engineer, Institutional and Capacity Development Specialist, Monitoring and Evaluation Officer, Safeguards and Case Management Officer, Procurement Specialist and Management Information Systems Specialist. Other support staff to be engaged shall assist with the delivery of the LIPW component in line with provisions in their respective Terms of References (See Annex B).
4. The National Engineer to be employed by the Ministry for the Project shall lead the technical and engineering functions of LIPW implementation and will be required to provide guidance in the identification, selection and design of suitable sub-projects to ensure adequate labour content. The National Engineer will support the Procurement Specialist by providing the necessary information and documentation for the procurement of Service Providers for LIPW delivery and also liaise with the Institutional and Capacity Development Specialist to assess the training needs and advice on requirements of personnel providing technical support at all levels to ensure adequate capacity for LIPW delivery.

The relationship between the RDCU and MLGRD with respect to LIPW delivery and channels for reporting are same as was discussed under section 3.1.

## Zonal/Regional Level

## Zonal Level

1. There shall also be established four (4) Zonal Offices that will be manned by the requisite Technical Staff to supervise the Districts in project implementation. The staffing at each Zonal Office shall include a Zonal Coordinator (team leader) and supported by key staff such as Zonal Engineer, Zonal PI/Enterprise Officer, Zonal Accountant and other support staff.
2. For the purposes of LIPW delivery however, the Zonal Engineer will be required to serve as the technical lead in the implementation of LIPW activities within the jurisdiction of the Zone All staff stationed in the Zones will be required to support the LIPW implementation process as per the key areas of delivery spelt out in their respective Terms of References as shown in Annex B.
3. The various Zonal Offices will also be required to work closely with the various RCCs, DFR, GIDA and EPA Regional offices and other relevant partners within their area of operation in the delivery of the LIPW component.
4. The four ZCOs as described under section 3.2.1 above will serve as the RDCUs field offices and supervise the DAs to ensure the achievement of delivery deadlines with respect to all aspects of LIPW implementation. Key activities which will engage the attention of the ZCOs shall include, identification of LIPW sub-projects, verifying the technical, financial, environmental and social safeguards suitability of selected subprojects and communities, sensitization of communities, targeting and selection of beneficiaries, start-up activities for LIPW implementation including site supervision arrangements, processing of and payment of LIPW worker earnings, case management and social accountability and documentation of LIPW sub-project implementation data.
5. The ZCOs will also build capacities in the RCCs by gradually mainstreaming the Project’s implementation functions into the RCCs and other relevant regional level institutions.

## Regional Level

1. The Regional Coordinating Councils under the leadership of the Regional Ministers are responsible for coordinating all regional development programs and providing technical support to the beneficiary District Assemblies. The RCCs will play a key role in monitoring of LIPW implementation activities especially with respect to ensuring mainstreaming and deeper social accountability. The Regional Minister shall chair implementation review meetings.
2. As mentioned under 3.2.2, the Regional Planning Coordinating Unit (RPCU), as the technical wing of the RCC, shall serve as contact point between the latter and the ZCO on issues related to the LIPW delivery. The RPCU would also be expected to assist in harnessing capacity and support from relevant agencies at the Regional level such as Department of Feeder Roads (DFR), Ghana Irrigation Development Authority (GIDA) Ministry of Food and Agriculture (MoFA) and Forestry Services Division (FSD) for LIPW delivery.

## District Level

1. As was the case under the predecessor GSOP, LIPW implementation at the District Assembly (DA) level shall be fully mainstreamed. Key actors in the LIPW process shall include the District Chief Executive, District Coordinating Director, District Planning Officer, District Works Engineer, District Finance Officer, District Budget Officer, District Social Welfare and Community Development Officer, Project Accounts Officer, District Internal Auditor, and other relevant supporting staff. To strengthen direct field supervision, DAs will ensure regular physical presence on site by assigning a staff as Client Supervisor for each LIPW site.
2. The District Works Department will carry out project activities including safeguards administration as part of their normal functions with technical back-stopping from the ZCOs and other collaborating agencies at the regional level. The Department of Social Welfare and Community Development will spearhead the mobilization of communities and sensitization on the implementation modalities of LIPW. Where necessary, this will be done with the support of NGOs/CBOs. The District Monitoring Team led by the District Coordinating Director will undertake regular field supervision to monitor implementation progress and produce periodic reports as required for submission to the RCCs/ZCOs, with copies to the respective District Departmental Heads.
3. Feeder Road and Earth Dam rehabilitations as well as Climate Change Mitigation works under LIPW shall be carried out in accordance with DFR, GIDA and other national technical guidelines, standards, and specifications.

## Community Level

1. At the Community level, a ***Community Facilitator*** shall be appointed and he/she will be required to assist with mobilisation of community members for sensitisation, targeting and enrolment, grievance redress and protecting the rights of beneficiaries at the sites among others. A Time Keeper will also be engaged to oversee beneficiary work attendance at site.
2. A ***Facility Management Committee (FMC)*** of five (5) members will also be formed in each LIPW community by the DA with support from the ZCO and will assume responsibility for the day-to-day monitoring and maintenance of the LIPW assets from the beginning of the sub-project physical implementation through to the stage of operation. As much as possible, membership of the FMC must be drawn from the Unit Committee.
3. Where community assets so delivered under the LIPW component are expected to yield dividends (i.e. as is the case with Climate Change Interventions), the FMCs will facilitate the signing of formal agreements over the ownership of the asset and guidelines for the distribution of dividends before the commencement of work. This will involve signing of Memoranda of Understanding (MoU) and enforceable agreements between communities and the DAs. The documentation will also cover ownership of the land on which the sub-project is executed.
4. Where required, local NGOs, CBOs, Collaborating Agencies as well as private contractors, may be engaged to carry out the following:
5. Sensitize communities on the objectives, processes and procedures of the Project
6. Facilitate the identification, planning and execution of sub-projects by DAs and beneficiaries
7. Facilitate community mobilization and building of institutions for sub-project implementation.
8. Monitor the implementation and evaluation of the impact of subprojects in collaboration with DAs and RCCs.
9. Provide technical services to beneficiary communities during implementation of sub-projects, and to promote local ownership and commitment to operate and manage investments in a sustainable manner.

## LIPW Organogram

1. The institutional arrangement as detailed above has been described in the organogram on the ensuing page:

Fig 2: Institutional Arrangement for LIPW Implementation



# CAPACITY BUILDING

1. In support of Government’s agenda of full mainstreaming of LIPW and PI implementation, the Project will fund institutional development and capacity building within the MLGRD geared towards mainstreaming LIPW and PI into local governance and community development in the country.

##  Human Resource Development

1. In terms of human resource development, the Project will set out to strengthen the capacity of key personnel within the Rural Development Unit (RDU) of the Ministry and by so doing position the latter to assume full responsibility for the supervision, coordination and institutionalization of LIPW and PI implementation in the country. In the same vein, the Project will also target relevant units within the Local Government Service (LGS) and the Department of Community Development (DCD), who will be expected to support the Ministry in the mainstreaming agenda.
2. Just as was done under the predecessor GSOP intervention, the project will continue to strengthen the technical and managerial capacities of the various RPCUs, beneficiary DAs and Community level actors in effective PI and LIPW implementation, in line with the mainstreaming agenda. This will be done through partnering with relevant human resource development agencies such as the Institute of Local Government Service (ILGS) and the Koforidua Training Centre (KTC) of the Ministry of Roads and Highways to organise short training courses on a continuous basis to guarantee the availability of the needed human resource for PI and LIPW at all times.
3. The Ministry will also leverage opportunities for south-south learning to enhance county capacity for PI and LIPW delivery by funding exchange programmes and study tours.

## Equipment and Logistics Support

1. The Project, in line with its objective of strengthening National (MLGRD), RCC, DA and Sub District capacity for effective implementation will provide logistics such as vehicles, motor-bikes and office equipment to the various participating units. These logistics will be made up of old GSOP assets that are still in good condition (to be refurbished for use) and new stocks that will be procured from the proceeds of the Credit (as detailed in the inital18-months Procurement Plan). The modalities for allocating these logistics would be determined by MLGRD in consultation with the RDCU based on relevance and need.

#  INFORMATION, EDUCATION AND COMMUNICATION

1. Information, Education, and Communication (IEC) will be a key feature of Project implementation and will be pursued vigorously throughout the entire life of the Project. Project IEC will target both internal and external audience with the ultimate goal of engendering social mobilization, deepening citizen engagement, improving visibility and showcasing results and achievements.

## Internal Communication

1. Internal communication will aim at improving information flow, knowledge sharing and effective co-ordination amongst project implementers and these will be achieved through the following means:
2. Staff Technical Review Meetings
3. Project Oversight Committee (POC) meetings
4. Project Technical Committee (PTC) meetings
5. Regular briefing/reports to MLGRD, RCCs and DAs
6. Submission of Memos and Circulars to MLGRD
7. Dissemination of critical Project information through Social Media (e.g. Group Whatsapp Platforms)

## External Communication

1. External communication, on the other hand, 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:
2. Sensitization meetings
3. Focus Group Discussions
4. Workshops, review meetings and stakeholder dialogues
5. Fairs and exhibitions
6. Production and dissemination of documentaries
7. Use of electronic and mass media platforms (including Social Media platforms)
8. Erection of sub-project specific signpost
9. Field trips for target groups
10. As mentioned above, the Project will prioritise the use of modern/electronic media to ensure that project communication reaches intended targets at a good time and minimum cost. To this end, a website and other relevant social media accounts will be established right from inception to aid Project IEC.

## Focus of IEC at various levels

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 that at the local level will principally be aimed at improving implementation. At the community level however, it will focus on:
2. Sensitizing beneficiaries and facilitating enrolment process,
3. Improving the implementation processes,
4. Ensuring accountability and sustainability of investments
5. A Communication Action Plan which will be developed to guide Project communication and this will be updated annually to reflect the changing needs and focus of Project IEC.

# MANAGEMENT INFORMATION SYSTEM

1. To facilitate effective implementation, supervision, monitoring, evaluation and reporting, a management information system shall be developed for the components of the Project under the purview of the MLGRD to: i) track project implementation performance in relation to cost efficiency, timeliness, and quality of service and physical outputs; ii) track short term outcomes in relation to targets in the results framework; iii) generate information for management decisions in effecting timely remedial actions in the implementation processes, and iv) generate data for reporting, impact evaluation and other studies. In this regard, an MIS software shall be designed for both the PI and LIPW components and operated to ease processing and analysis of data.
2. In furtherance of the above, the Ministry, led by the MIS Specialist shall put in place an MIS system which, to a large extent, will build upon the computerised MIS software that was developed under GSOP for LIPW implementation (GMIS Pro). The GMIS PRo will include the required enhancements that would ensure the optimum digitization of both PI and LIPW delivery processes i.e. from sensitization through enrolment, benefit delivery and completion of intervention to guarantee transparency, efficiency and quality service delivery.
3. The GMIS Pro would also take into account the peculiarities and unique features of both the PI and LIPW as Social Protection interventions that are mainly rural-based hence require systems that are robust enough and compatible with the characteristic of a typical rural area i.e. poor communication, limited internet access, low literacy, low electricity coverage etc. Thus, in designing the updates to the GMIS Pro, these factors will be considered in ensuring the system remains functional even within these constraints.
4. The integrity of the Project’s MIS shall be ensured through quality control measures such as periodic physical validation of field data submitted (inputted) by the ZCO and DAs and regular content reviews and updates.
5. In the course of implementation, efforts will be made to integrate the PI and LIPW software with that of the main Ministry (MLGRD) and also with the MIS of counterpart components under MoGCSP - as a means of promoting effective coordination.
6. Towards the achievement of the above, an MIS Specialist shall be engaged full time on the Project and the said officer will be required to work closely with all relevant staff and actors at the national, zonal, district and sub district levels to ensure a functional MIS for both the PI and LIPW components throughout the life of the Project.
7. In line with the objective of optimum digitization of both PI and LIPW delivery processes, an elaborate training programme will be rolled-out for all relevant officers across the levels in the use of the software to ensure full utilization.
8. Further details on how MIS will be applied for effective Project delivery have been reflected in various sections of the PI and LIPW Manuals (i.e. Volumes 1 and 2).

# MONITORING AND EVALUATION

1. The Monitoring and Evaluation (M&E) system of both the PI and LIPW components will operate within the decentralized governance structure involving project communities, districts, regions and national levels and linked to the sector M&E Framework of the Ministry. The M&E system defines the expected impacts, intermediate outcomes and their indicators. It outlines procedures and roles, data to collect, process and analyse in relation to the Results Framework. It also spells out the system and procedure for assessing the implementation efficiency and cost effectiveness and progress. The basis of assessing the performance of the two components over the period of implementation shall be the Results Framework.

## Results Framework

1. The Results Framework is aimed at ensuring a strong focus and capture of relevant results which; improve results-based management; enhance assessment of short-term effects; and strengthen accountability. The Results Framework in Annex A shows a core subset of the indicators that were detailed in the Project Appraisal Document and would be tracked in relation to the respective components and overall project objective (sections shaded yellow are directly linked to the PI component whiles those shaded pink linked to the LIPW component). A full results framework for this component, to include additional intermediate indicators that the RDCU elects to use to monitor project implementation, will be developed to form a comprehensive LIPW and PI results framework. This will be done by the M&E officer and submitted as part of the first project quarterly report. This comprehensive results framework will include the reporting frequencies, timing and responsibilities as outlined in the core Results Framework (Annex A). The performance on indicators in the Results Framework shall be updated and reported as part of the quarterly and annual progress reports of the Project.

## Monitoring

1. The objective of monitoring is to ensure satisfactory implementation of the components’, progress towards the achievement of objectives and results, and tracking of concerns as they arise This will be achieved through verification, analysis and reporting on the progress of implementation and outcomes in relation to work-plans in order to send early signals for redress that will ensure efficiency and effectiveness. Through field visits, actors at the various levels should be able to discover immediate challenges and initiate action to mitigate them, as well as other anticipated difficulties that would be encountered if preparations towards the next steps have not been adequately made.
2. Monitoring activities shall cover all the various aspects and processes of implementation of both PI and LIPW activities. A participatory process of outcome assessment is recommended to ensure greater involvement and ownership by beneficiaries.
3. A process monitoring framework shall be used to guide or inform monitoring activities. The monitoring framework is expected to be developed through brainstorming of all the implementation processes by Project Implementers and agreeing on critical activities and steps that need to be carefully tracked and the relevant process indicators in respect of both the PI and LIPW components.

## Monitoring Responsibilities across Levels

1. The responsibility for tracking at various levels of implementation, verifying that the processes are on track and the means for measuring the processes would be well synchronized and synergised to avoid duplication and ensure efficiency.
2. The specific monitoring responsibilities of the key actors at the various levels of implementation are as follows:

**National Level**

1. National level monitoring and reporting shall focus much more on the analysis of the trends in component implementation and intermediate impacts and shall therefore keep a close eye on the section of the Comprehensive Results Framework relevant to the PI and LIPW components.
2. The RDCU led by the M&E Officer shall coordinate M&E activities of the ZCOs and DAs. Snapshot field visits will be undertaken periodically by the various Specialist and M&E officer stationed at the RDCU when triggered by field reports.
3. The RDCU shall prepare implementation-process management tables in relation to LIPW procurement, physical implementation and Safeguards issues, led by the relevant unit heads.
4. The PPME Directorate of the MLGRD may also directly get involved in national level monitoring to track progress and obtain first-hand information for its operations.
5. Other national level actors that may be involved in monitoring are the POC and PTC which may be interested in finding out on the efficacy of project policies and progress towards the attainment of outcomes and intended impacts.

**Zonal / Regional Level**

1. ZCOs with assistance from RPCUs will collect the relevant data that they are responsible for under the Comprehensive Results Framework. Other tasks include:
2. Coordinate M&E data activities of the different DAs and Specific Collaborating Agencies and collect data to generate required implementation and outcome reports.
3. Facilitate video documentation of implementation at communities with commentary.
4. Document any relevant information that may require in-depth assessment.
5. Engage DAs and Communities in Participatory Monitoring and Evaluation with support from the RDCU
6. Provide summary Monitoring and Supervision (M&S) reports or back to office reports based on the sample formats in Annex C.

A Summary of M&S reports should be prepared as part of ZCO quarterly report.

**District Level**

 ***PI Monitoring at the DA level***

1. In the case of the PI monitoring at the DA level, the Business Advisory Centres (BACs), acting as the focal points for PI implementation within their Districts, shall lead in M&E data collection. This includes collecting the relevant data that they are responsible for under the Comprehensive Results Framework. The BAC Officers with the support of other members of the DCIT will carry out some analysis on PI data emanating from the field in relation to the Results Framework indicators and report on same monthly to their respective RCCs and ZCOs (through the DA) who will then conduct peer reviews to facilitate feedback for needed improvements. The analysis shall provide an outlook of the performance of interventions in the District based on the indicators in the Results Framework.

 ***LIPW Monitoring at the DA level***

1. For LIPW monitoring, District Engineers or any person who will be assigned as the DA focal person shall lead in LIPW M&E data gathering. The said focal person with the support of responsible Agricultural Extension Officers, Forestry Officers, District Social Welfare and Community Development Officers, Field Supervisors shall will collect the relevant data that they are responsible for under the Comprehensive Results Framework. This will be done through paying visits to LIPW sites and ensuring that quality of works is adhered to. Presence at the site is expected to be at least once weekly per sub-project while on-going.
2. The DAs will carry out some analysis of LIPW data in relation to the Results Framework indicators and report monthly to the ZCOs who will conduct peer reviews to facilitate feedback for needed improvements. The analysis shall provide an outlook of the performance of LIPW subprojects in the District based on the indicators in the Results Framework. The designated District Project Desk Officer or Focal person shall be responsible for ensuring reporting within 10 calendar days after the end of month has elapsed.
3. Other details required in the district PI and LIPW reports shall include the following:
4. Planned activities, achievements and explanation of any variances for the reporting month
5. Incidents/accidents and un-scheduled stoppages of activities and actions taken;
6. Record of official visitors to subproject sites;
7. Grievances/Complaints sent to the SWCES, redressed at the Community/District level and those referred to the regional and zonal levels for redress; and
8. No. of sensitization/re-sensitization meetings held in the month and issues discussed etc.

**Community Level**

1. Monitoring at the community level is critical to the success of the interventions particularly when a large group of beneficiaries are involved. At the community level the Community Facilitator (CF) assigned to a particular community shall among other duties be responsible for collecting basic data that they are responsible for under the Comprehensive Results Framework to feed the Project M&E system.

## Monitoring Tools

1. The following are some of the tools that shall be employed under the Comprehensive Results Framework to monitor the project:
2. ***Field monitoring report formats*** (as provided in Annex C) are to be used by all field officers at the RDCU, ZCOs, RCCs and DAs to ensure harmony in reporting relevant information, effecting corrective action and giving feedback. Issues requiring immediate redress at the field level must be immediately handled by the field officers in collaboration with the relevant community level structures i.e. Unit Committees, Community Grievance Committee. If beyond them, then communicate the issue to the DAs through the Desk Officer for redress or the ZCO as the case may be.
3. ***Field Visit Schedule****:* Field visits should be scheduled during physical implementation by the DAs, ZCOs and supporting institutions such that at least an officer is available each week in the beneficiary communities to ensure adherence to implementation guidelines and specifications and obtain feedback on the progress in relation to expectations.
4. ***Picture and Video Documentation***: DAs and ZCOs should make video documentation with commentary at the start of every intervention or stage of activity to give a baseline impression. The commentary should give information on: the type of intervention, district and beneficiary communities, the potential number of beneficiaries, and impressions by a few of them on their expectations. This should not exceed 3 minutes to enable internet upload. The video documentary should also be done mid-way into implementation and at the end, during which relevant bits of post completion focus group evaluations, could be recorded. Video documentation should be done for a sample of communities for each type of intervention, and for peculiar/extra-ordinary situations that can form the basis of case studies.
5. ***Reports from the Database Software:*** TheProject Team shall facilitate the development of IT based reports that will enhance analysis of project performance and tracking of implementation. In line with this, summary tables for management use, reporting formats, checklists etc. shall be determined in line with the project Results Framework and the process monitoring framework.
6. ***Community Social Accountability Fora*:** Community level duty bearers, DAs field staff and ZCOs should be empowered to carry out participatory discussions involving beneficiaries within the context of **Social Accountability**. These sessions where necessary may be facilitated by non-community level actors to ensure neutrality and engender transparent and open discussions.
7. ***Third Party Monitoring***: As part of the M&E arrangements under the Project, MLGRD through the RDCU shall either fall on the various RPCUs or commission Third Parties to carry out Independent Monitoring in selected Project Districts and Communities. These Third Party monitoring, which may employ either quantitative or qualitative methods or both shall be aimed at providing direct and early feedback from beneficiaries on key aspects of the intervention to inform necessary adjustments in the implementation processes. The Third Party Monitoring, as will be carried out shall also serve as a tool for validating Project internally generated-field monitoring data to be obtained from the various Zones and Districts so as to guide a decision on the “hot-spots” to focus attention on.

## Mid-Term Review

1. A Mid-Term Review (MTR) will be conducted jointly by the Government (facilitated by MLGRD and MoGCSP) and the Bank during which the progress of the project will be examined towards meeting the PDO and propose any modifications thereof.
2. At mid-term, an in-depth review of the physical and financial aspects of project implementation, and in particular, the relevance of the indicators in assessing the developmental impact of the project will be undertaken.
3. The RDCU will prepare a comprehensive LIPW Mid-Term Review report covering the implementation period which will be delivered to the Bank prior to the MTR.

## Evaluation

1. The following are some of the activities that will be carried out in the course of implementation in relation to Project Evaluation

## Intermediate Outcome Assessment

1. Assessment of intermediate outcomes of PI and LIPW components is the direct internal responsibility of the Ministry (as implementing agency). In this regard, the RDCU will track implementation data for individual beneficiaries and groups and sustainability signals through the collection and analysis of data in relation to implementation as well as intermediate level outcomes as spelt out in the Project’s Results Framework (Annex A)

## Impact Evaluation

1. The impacts of the PI and LIPW components shall be assessed as part of the larger Impact Evaluation that will be carried out on all aspects of GPSNP to be coordinated by the SP directorate of MoGCSP and the RDCU of MLGRD under Component Four (4) of the Project.
2. The LIPW impact evaluation will be conducted together with the LEAP impact evaluation to (i) promote efficiency given that most of the beneficiaries are the same; (ii) identify impacts of SP sector more coherently and holistically; and (iii) promote cost savings. The impact evaluation will be informed by the project design and therefore rolled out during the first year of implementation, and over set periods of time during the project. The World Bank, together with other Development Partners, as has been done in the past, will support GoG in conducting the impact evaluation. Local researchers will also be employed to participate in these evaluations in order to develop national capacity and ownership of these projects.
3. ***Evaluation of PI Component:*** Given the fact that Productive Inclusion is relatively new in Ghana, and that the previous pilot did not include an impact evaluation, a separate impact evaluation will be conducted for the CLASS sub-component to identify lessons for scaling up this work. The intended PI evaluation will in main assess whether the PI program produced positive impacts on household socioeconomic welfare and individual economic returns from income generating activities undertaken by program beneficiaries. The evaluation will also assess the cost-effectiveness of the program. Data for the evaluation will be collected using surveys of individuals, households, and communities, before the program is initiated (baseline) and after sufficient implementation time has elapsed (end line). The surveys will be complemented by focus structured group discussions at midline. Program costs data will be drawn from program administrative data and through questions in the surveys on direct, indirect, and opportunity costs borne by beneficiaries.
4. To allow for a rigorous evaluation, a phase-in design is proposed. Communities selected for the program will be randomly assigned into three groups (group 1, group 2, and group 3). Random assignment is expected to produce groups that have similar average characteristics and outcomes prior to the program; any differences in average characteristics and outcomes after program onset are then attributed to the program, provided certain conditions are met. In group-1 communities, the implementation of the PI program can be initiated after participating District Assemblies and MLGRD led by the RDCU are ready to implement the program. Group-2 and group-3 communities constitute the evaluation sample, where the baseline, midline, and endline data collection activities will be conducted. Implementation of the PI program can be initiated in group-2 communities (evaluation program communities) after the baseline survey is conducted, while implementation of the PI program can be initiated in group-3 communities (evaluation non program communities) after the endline survey is conducted which is expected to be a much later date after the baseline survey is conducted and the onset of PI (with provision for sufficient time for the activities of beneficiaries from the treatment group/communities to start bearing fruits/yielding results). Within group-2 and group-3 communities, individuals selected for the program will be tracked over time for the evaluation.
5. ***Tracer study*:** Additionally, another study that is being proposed specific to the PI component is a tracer study on beneficiaries of the pilot PI program carried out under the predecessor Ghana Social Opportunities Project that informed the design and implementation of the PI program under the Ghana Productive Safety Nets Project. The tracer study will assess the individual economic returns from the income generating activities undertaken by a sample of program beneficiaries across a representative set of pilot PI program districts and communities. Data will be gathered from sample program beneficiaries through surveys and from community members (beneficiaries and no beneficiaries) in sample pilot PI program communities through structured focus group discussions. It is expected that the outcomes of the tracer study will go a long way in helping to shape the implementation of PI activities under the Project.
6. In all situations, efforts will be made to either engage or, at minimum, involve local researchers in the various evaluations in order to develop national capacity and engender ownership

## Beneficiary Assessment Studies

1. Where necessary, Beneficiary Assessments and other related studies may be carried out on the PI and the LIPW component under Component 4 to determine the efficiency and effectiveness of the implementation processes; how positively the interventions have altered the vulnerabilities of the groups; and the sustainability signals that may have emerged.

## Reporting

1. In the course of implementation, reports will emanate from the community level through the district and zonal to the national level.
2. At the Community level, the CFs shall be responsible for reporting and in order to ensure standardization and uniformity of reports emanating from the various intervention communities, the latter, will be provided with simple templates with which they will be required to compile monthly data and submit same to the DA for analysis and collation into a monthly report. The CFs will be required to send electronic version of these monthly submissions (via whatsapp) to the ZCO as evidence of their work and it is on the basis of this that they will be paid their monthly allowance.
3. At the DA level, the Focal persons for the PI and LIPW components working through the DPCU/DCACT (with the DCD as head) shall be responsible for reporting. The former shall ensure that monthly DA reports are submitted to the ZCO and the RCC within 10 working days after the month has elapsed. Details required in the reports shall include the following:
4. Achievements vis a vis planned activities for the reporting month and explanation of any variances
5. Grievances/Complaints received, redressed, at the Community and District level
6. Outlook for the ensuing month

## Quarterly Reports

1. The ZCO shall in turn collate inputs from the various Implementing DAs on the components into a quarterly progress report and submit same to the RDCU as a part of the entire Zonal Report within 20 days after the expiration of the quarter.
2. From the Quarterly Reports received from the Zones, the RDCU led by the M&E Officer shall compile national quarterly reports on the technical and financial aspects of the project and submit to the MLGRD and may share same with the SPD of MoGCSP.
3. The reports shall include the overall performance of the components as against planned; general component administration and efficiency in the use of resources; financing (sources of funds during the period of the report and expenditures against proposed); and procurement management.
4. The quarterly progress report shall also include intermediate outcomes in the Results Framework, rates of achievement; reasons for variations between planned and actual achievements; and a summary of impact evaluations and other studies that may have been carried out at the time.
5. Quarterly progress reports shall be submitted to the World Bank through the Chief Director of MLGRD at most 30 days after the end of the quarter.

## Annual Reports

1. Similarly, Annual Project Reports encapsulating PI and LIPW implementation shall be prepared and submitted (within 45 days after the year has ended) to the Minister of MoGCSP for harmonisation and consolidating (together with other component reports) into an overall Project Report and submitted to the World Bank.
2. ***Where applicable IT will be employed relying on the Projects’ MIS software to generate reports at the various levels.***

## Implementation Completion Report

An Implementation Completion Report (ICR) summarizing the achievements of the various components of the Project and its impacts vis-a-vis its objectives will be submitted by the Government to the Bank not later than six months after the completion of the project. The ICR should be prepared jointly by the Government and the Bank.

## ANNEXES

## Annex A: Ghana Productive Safety Net Project (GPSNP) Results Framework

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| **Project Development Objective(s)** |
| To support the Government to strengthen safety net systems that improve the productivity of the poor |

| **RESULT\_FRAME\_TBL\_PDO** |  |  |  |
| --- | --- | --- | --- |
| **Project Development Objective Indicators** |  |  |  |
| **Indicator Name** | **DLI** | **Baseline** | **End Target** |
| **To strengthen safety net systems that improve the productivity of the poor**  |
| Percent of beneficiaires who initiated or expanded a household enterprise (Percentage)  |  | 0.00 | 70.00 |
| Average annual earnings of unskilled workers in LIPWs (cedi) (Number)  |  | 0.00 | 600.00 |
| Percent of respondents reporting that the assets (sub-projects) created through LIPW improved their livelihoods (Percentage)  |  | 0.00 | 70.00 |
| Percent of beneficiaries who are identified as extremely poor according to targeting criteria (Percentage)  |  | 0.00 | 70.00 |
| Percent of LIPW payments and LEAP grants made on time to beneficiaires (Percentage)  |  | 0.00 | 75.00 |

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| **Intermediate Results Indicators by Components** |

| **RESULT\_FRAME\_TBL\_IO** |  |  |  |
| --- | --- | --- | --- |
| **Indicator Name** | **DLI** | **Baseline** | **End Target** |
| **Component 1: Productive Inclusion**  |
| Beneficiaries receiving a start-up grant under the CLASS subcomponent (Number)  |  | 0.00 | 25,000.00 |
| Beneficiaires receiving entrepreneurship training (Number)  |  | 0.00 | 25,000.00 |
| LEAP and LIPW beneficiaries in areas where GCAP operates referred to agricultural activities (Percentage)  |  | 0.00 | 30.00 |

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| **Component 2: LIPW**  |
| LIPW sub-projects with operations and maintence arrangements in place (Percentage)  |  | 0.00 | 85.00 |
| LIPW beneficiaries participating for two consecutive years (Percentage)  |  | 0.00 | 65.00 |
| Beneficiaries of social safety net programs (CRI, Number)  |  | 0.00 | 30,000.00 |
| Beneficiaries of social safety net programs - Female (CRI, Number)  |  | 0.00 | 18,000.00 |
| Beneficiaries of Safety Nets programs - Cash-for-work, food-for-work and public works (number) (CRI, Number)  |  | 0.00 | 30,000.00 |
| **Component 3: LEAP**  |
| LEAP Beneficiaires selected using the GNHR (Percentage)  |  | 0.00 | 75.00 |
| Beneficiaries of social safety net programs (CRI, Number)  |  | 1,100,000.00 | 1,540,000.00 |
| Beneficiaries of social safety net programs - Female (CRI, Number)  |  | 561,000.00 | 924,000.00 |
| Beneficiaries of Safety Nets programs - Unconditional cash transfers (number) (CRI, Number)  |  | 1,100,000.00 | 1,540,000.00 |
| Percentage of beneficiaries of the LEAP Program enrolled onto the NHIS (Percentage)  |  | 0.00 | 90.00 |
| **Component 4: SP Systems**  |
| Single Window Citizens Service System established and functional (Yes/No)  |  | No | Yes |
| Grievance cases resolved through the Single Window within the stipulated timeframe (disaggregated by gender) (Percentage)  |  | 0.00 | 75.00 |
| Social Protection Monitoring and Evaluation System established and functional (Yes/No)  |  | No | Yes |
| Regions that have data collected on poor households through the GNHR (Number)  |  | 2.00 | 10.00 |
| Beneficiaries with a bank account (Percentage)  |  | 0.00 | 100.00 |

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| **Monitoring & Evaluation Plan: PDO Indicators** |
| **Indicator Name** | **Definition/Description** | **Frequency** | **Datasource** | **Methodology for Data Collection** | **Responsibility for Data Collection** |
| Percent of beneficiaires who initiated or expanded a household enterprise | This refers to the number of CLASS beneficiaries (subcomponent 1.1) who either expand an existing microenterprise or initiate a new one through this project. | Quarterly | CLASS Magagement Information System (MIS) | Regular monthly Project Monitoring | Rural Development Coordinating Unit |
| Average annual earnings of unskilled workers in LIPWs (cedi) | This refers to the average value of earnings of unskilled workers of LIPW each year (per session) | Quarterly | Labor-intensive Public Works project MIS | Regular monthly Project Monitoring | Rural Development Coordinating Unit |
| Percent of respondents reporting that the assets (sub-projects) created through LIPW improved their livelihoods | This refers to the share of LIPW beneficiaries, as well as community members who live in LIPW communities that report that the LIPW program has improved their livelihood. | Fixed intervals | Satisfaction survey by third-party | Baseline/mid-term/ Endline evaluation | Rural Development Coordinating Unit - through an independent consultant or consulting firm |
| Percent of beneficiaries who are identified as extremely poor according to targeting criteria | This indicator refers to the results of a retroactive sampling of LEAP and LIPW beneficiaries to determine their poverty status. | Fixed intervals | Impact Evaluation Survey | Baseline/ Midline/ Endline Evaluation Data | Rural Development Project Coordinating Unit and LEAP Management Secretariat through an independent consulting firm. |
| Percent of LIPW payments and LEAP grants made on time to beneficiaires | This refers to the share of payments to LEAP and LIPW beneficiaries that are made on time during each calender year | Yearly | LEAP and LIPW MIS | Regular Monthly Project Monitoring | Rural Development Coordinating Unit and LEAP Management Secretariat |

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| **Monitoring & Evaluation Plan: Intermediate Results Indicators** |
| **Indicator Name** | **Definition/Description** | **Frequency** | **Datasource** | **Methodology for Data Collection** | **Responsibility for Data Collection** |
| Beneficiaries receiving a start-up grant under the CLASS subcomponent | This indicator refers to the number of CLASS beneficiaries that successfully complete the component requirements and receive both tranches of cash grants for their microenterprise. | Quarterly | CLASS MIS | Regular monthly Project monitoring | Rural Development Coordinating Unit |
| Beneficiaires receiving entrepreneurship training | This indicator refers to the number of CLASS beneficiaries that successfully complete all the component's microenterprise training modules as defined in the POM. | Fixed intervals (reporting upon completion of training) | CLASS MIS | Regular Monthly Project Monitoring | Rural Development Coordinating Unit |
| LEAP and LIPW beneficiaries in areas where GCAP operates referred to agricultural activities | This indicator refers to the share of LEAP and LIPW beneficiaries who are linked to the GCAP project through the referral process defined in the POM. | Quarterly | Labor-intensive Public Works (LIPW) MISLivelihood Empowerment Against Poverty (LEAP) MIS | Regular monthly project monitoring | Rural Development Coordinating Unit and LEAP Management Secretariat |
| LIPW sub-projects with operations and maintence arrangements in place | This indicator refers to the share of completed LIPW sub-projects that have the requirements to ensure continuous operations and maintenance of the assets from the District Assembly and community after the support from this component, as defined in the POM | Yearly | Labor-intensive Public Works (LIPW) MIS | Regular monthly project monitoring | Rural Development Coordinating Unit |
| LIPW beneficiaries participating for two consecutive years | This indicator refers to the share of completed LIPW sub-projects that have the requirements to ensure continuous operations and maintenance of the assets from the District Assembly and community after the support from this component, as defined in the POM | Yearly | Labor-Intensive Public Works (LIPW) Program MIS | Regular monthly project monitoring | Rural Development Coordinating Unit |
| Beneficiaries of social safety net programs |  | Quarterly | Labor Intensive Public Works MIS | Regular Monthly Program Monitoring | Rural Development Coordinating Unit |
| Beneficiaries of social safety net programs - Female |  | Quarterly | Labor Intensive Public Works MIS | Regular Monthly Program Monitoring | Rural Development Coordinating Unit |
| Beneficiaries of Safety Nets programs - Cash-for-work, food-for-work and public works (number) |  | Quarterly | Labor Intensive Public Works MIS | Regular Monthly Program Monitoring | Rural Development Coordinating Unit |
| LEAP Beneficiaires selected using the GNHR | This indicator refers to the share of LEAP beneficiaries that are selected using the GNHR household data | Quarterly | Regular project monthly monitoring | LEAP MIS | LEAP Management Secretariat |
| Beneficiaries of social safety net programs |  | Quarterly | LEAP MIS | Regular Monthly Program Monitoring | LEAP Management Secretariat |
| Beneficiaries of social safety net programs - Female |  | Quarterly | LEAP MIS | Regular Program Monthly Monitoring | LEAP Management Secretariat |
| Beneficiaries of Safety Nets programs - Unconditional cash transfers (number) |  | Quarterly | LEAP MIS | Regular Monthly Program Monitoring | LEAP Management Secretariat |
| Percentage of beneficiaries of the LEAP Program enrolled onto the NHIS | This indicator will measure the percent of LEAP beneficiaries who are also enrolled in the National Health Insurance Scheme of the Government. | Quarterly | LEAP MIS | Regular project monitoring | LEAP Management Secretariat |
| Single Window Citizens Service System established and functional | This indicator refers to the completion of a functional case management system for social protection as defined in the POM | Yearly | Ghana National Household Registry | Regular monthly project monitoring | Social Protection Directorate |
| Grievance cases resolved through the Single Window within the stipulated timeframe (disaggregated by gender) | This indicator refers to the share of cases received through the Single Window that are resolved within the stipulated timeframe as defined in the POM | Quarterly | Ghana National Household Registry | Regular project monthly monitoring | Social Protection Directorate |
| Social Protection Monitoring and Evaluation System established and functional | Social Protection Directorate has worked with stakeholders to develop a monitoring and evaluation system for tracking social protection in Ghana. Details on the functioning system will be detailed in the POM. | Yearly | Social Protection Directorate | Regular program monthly monitoring | Social Protection Directorate |
| Regions that have data collected on poor households through the GNHR | Ghana National Household Registry (GNHR) data collection activities completed by region. | Quarterly | Ghana National Household Registry MIS | Regular program monthly monitoring | Ghana National Household RegistrySocial Protection Directorate |
| Beneficiaries with a bank account | This indicator refers to the share of beneficiaries of CLASS (Component 1.1), LIPW (Component 2) and LEAP (Component 3) who are paid through the electronic payment platform | Quarterly | Labor Intensive Public Works MISLEAP MIS | Regular monthly Project Monitoring | Rural Development Coordinating UnitLEAP Management Secretariat |

Key:

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| --- | --- |
|  | PI related Results |
|  | LIPW related Results |

## Annex B: TORS for all Key Staff

**NATIONAL COORDINATOR**

The National Coordinator shall report to the Chief Director through the Director of Policy, Planning, Monitoring and Evaluation (PPME) of the Ministry.

**Key Responsibilities**

Specifically, the National Coordinator is expected to;

1. Provide strategic directions for the overall management of LIPW and PI Components of the Project through the RDCU
2. Provide leadership and guidance in establishing and implementing the planning, organization and control of project activities
3. Ensure the preparation, coordination and collation of Annual Workplans and Budgets (AWPB) by the project implementing units and ensure their timely submission to the World Bank
4. Oversee and supervise all procurement activities in accordance with the World Bank Procurement System and Guidelines
5. Review and provide guidance for the timely and effective execution of all LIPW and PI activities and have direct responsibility for the day to day operations of the RDCU
6. Oversee the development and maintenance of the MIS for the tracking and management of LIPW and PI activities and processes including LIPW Daily Work Attendance and processing of beneficiaries wages.
7. Oversee the implementation of an effective Monitoring and Evaluation (M&E) system including reporting on status and key performance indicators as relating to process, results and objectives
8. Exercise oversight responsibility for financial management of the Project in accordance with the World Bank Financial Management and Disbursement Guidelines and Country’s Financial Management Systems and Regulations
9. Ensure strict adherence to the provisions of environmental and social safeguards in accordance with the Project’s Environment and Social Management Framework (ESMF) and Resettlement Policy Framework (RPF) including effective Case Management
10. Ensure the effective execution of services by Service Providers engaged on the Project
11. Ensure the existence of the necessary institutional arrangements needed for the effective implementation of the Project
12. Act as liaison between the RDCU and the Ministry of Gender, Children and Social Protection for coordination and reporting on the Project Oversight Committee and Project Technical Committee
13. Represent the project in its relationships and engagements with external parties and Development Partners
14. Ensure the prudent use of Project resources and assets for their intended purposes
15. Responsible for maintaining high staff performance at all levels
16. Oversee the preparation and consolidation of quarterly and annual progress reports
17. Perform any other duty as may be assigned by the Ministry.

**Desired Qualifications**

1. A minimum of Master’s Degree in Project Management, Engineering, Business Management, Social Sciences or related program
2. At least 15 years working experience
3. Minimum of 7 years of proven managerial and implementation experience in a large public programme
4. Strong organisational skills and the ability to plan, develop and carry out annual work program and schedule of technical implementation support, project administration and reporting on activities
5. Proven ability to apply knowledge and skills effectively to solving practical problems.
6. Good interpersonal communication skills, especially ability to work with teams, maintain effective dialogue with a range of beneficiaries and stakeholders, and liaise effectively with diverse array of local and international clients.
7. Have a good working knowledge of the Social Protection and Safety Nets Programmes as well as Ghana’s Local Government System
8. Experience in working on donor funded Projects will be an added advantage
9. Excellent working skills in Microsoft Word, Excel, Power point, etc.
10. Must be fluent in English with excellent writing and oral communication skills

**NATIONAL ENGINEER**

The National Engineer will report directly to the National Coordinator and will provide direct leadership in terms of technical/engineering support to the Zonal Coordinating Offices and MDAs in the execution of the various community assets.

**Key Responsibilities**

The National Engineer is specifically expected to;

1. Advise the National Coordinator and Zonal Staff on all technical issues as and when they occur and to provide backup support to the zones on all rural engineering matters
2. Co-ordinate the technical/engineering functions and work programmes of the Zones, in particular, the development of the annual work plans and budgets for subprojects from District Medium Term Development Plans and other relevant project activities which will be financed under the project
3. Provide guidelines for the identification, selection, and design of suitable subprojects to ensure adequate labour content
4. Assist in undertaking work studies towards establishment and review of task rates for subprojects implementation
5. Assist the Procurement Specialist in the procurement for LIPW activities.
6. Provide backstopping support in evaluation of the capacities of construction/consulting firms and NGOs to ensure adequate institutional capacity for the delivery of subprojects
7. Assist in establishing procedures for achieving set targets, and also ensuring compliance with proper codes of conduct and standards in technical transactions
8. Act as the RDCU’s technical liaison with all stakeholder departments/organizations such as Department of Feeder Roads (DFR), Ghana Irrigation Development Authority (GIDA), Ministry of Food and Agriculture (MoFA), Environmental Protection Agency (EPA), Forestry Services Division (FSD), relevant Tertiary and Research Institutions, etc.
9. Assist in the assessment of training needs and advising on the training requirements for Implementing and Collaborating Agencies technical staff and Service Providers for effective implementation of their infrastructural development programmes
10. Assist in the effective organization and development of engineering related training programmes consistent with project objectives
11. Ensure adequate supervision and effective site management arrangements on all LIPW Sites
12. Ensure the delivery of Quality Assets/Infrastructure under both the LIPW and PI components of the Project
13. Ensure the attainment of overall Labour Content as prescribed in the Project’s Operational Manual and all other legal documents
14. Develop simple reporting formats/templates to be used in collecting data by the Site Supervisors, Zonal Coordinating Offices (ZCOs), DAs and Community Actors which will be compatible with the Project MIS software
15. Perform any other duties that may be assigned by the National Coordinator.

**Desired Qualifications**

1. The National Engineer should possess a good first degree in Civil Engineering or related Engineering programme.
2. A Second Degree in an engineering-related field will be an advantage.
3. Minimum of ten (10) years relevant post qualification experience in the development of rural infrastructure and project management
4. Ability to plan, develop and carry out annual work program and schedule of technical implementation support and reporting on activities
5. Ability to apply knowledge and skills effectively to solving practical problems
6. Good interpersonal communication skills and ability to work in a team
7. Member of the Ghana Institution of Engineers
8. Excellent working skills in Microsoft Word, Excel, Power point, etc.

**INSTITUTIONAL AND CAPACITY DEVELOPMENT SPECIALIST**

The Institutional and Capacity Development Specialist (ICDS) who will report directly to the National Coordinator, will be responsible for all Project-related Capacity Development, Institutional Strengthening and Information Communication and Education activities.

 **Key Responsibilities**

Specifically, the Institutional and Capacity Development Specialist is expected to;

1. Provide leadership and direction for all capacity building activities and initiatives in relation to the LIPW and PI components of the Project.
2. Advise the National Co-ordinator on matters relating to Institutional Strengthening and Capacity Building as regards the LIPW and PI components of the Project.
3. Assess the capacities (needs assessment) of all stakeholders for the delivery of the LIPW and PI components and design intervention towards addressing these gaps.
4. Coordinate and facilitate the planning and design of the capacity building mandates of all lead MDAs responsible for the LIPW and PI components of the project.
5. Co-ordinate the implementation of required capacity building support for all beneficiary districts and their sub-structures.
6. Ensure that capacity for operation and maintenance of investments has been developed and sustained at all levels.
7. Monitor, co-ordinate and ensure strong and sustained Information Education Communication (IEC) programmes throughout the life of the Project.
8. Monitor and evaluate training activities and the performance of supporting agencies, NGOs and other Service Providers.
9. Ensure the development and update of manuals and training modules for all LIPW and PI-related training activities in collaboration with the appropriate training institutions and agencies
10. Assist the Zonal Offices and participating districts in the review, pre-qualifications and qualifications of Capacity Building Agencies, NGOs, and Consultants.
11. Ultimately ensure the existence of adequate capacity and institutional arrangements across all levels for mainstreaming of Project activities.
12. Perform any other duties that may be assigned to him/her by the National Co-ordinator.

**Desired Qualifications**

1. A good First Degree in Project Management, Development Planning, Social Sciences or any related field
2. Must have second degree in a related field and be a member of a relevant and recognised professional body
3. Must have a minimum of ten (10) years’ working experience in Project Management and Social Work at the management level, preferably with regional experience/exposure
4. Must have a minimum of five years’ experience in developing capacity building modules and their implementation
5. Excellent writing and oral communication skills in English
6. Good interpersonal skills and ability to work in a team
7. Must be computer literate and proficient in MS Office applications

**PRODUCTIVE INCLUSION SPECIALIST**

The Productive Inclusion Specialist shall report to the National Coordinator and will be responsible for providing technical guidance in ensuring that the various activities of the PI component are delivered in accordance with provisions of the Project’s Financing Agreement and Operational Manual.

The Specialist will provide technical assistance to departments of the DAs such as the Business Advisory Centres, Service Providers and beneficiaries in entrepreneurship development and micro enterprise establishment to enable Project beneficiaries pursue growth for their businesses.

**Key Responsibilities**

Specifically, the Productive Inclusion Specialist is expected to;

1. Provide guidance and assist the Procurement Specialist in the selection of qualified Service Providers (State Institutions/Private Sector, Civil Society Organizations, Non-governmental Organizations) that would be engaged to assist with implementation
2. Serve as liaison between the Project and collaborating agencies/institutions in providing technical support and formulating strategies and policies for use by the various actors on the Project
3. Carry out capacity needs assessment to determine capacity gaps in PI implementation and evolve strategies to address the gaps so identified
4. Develop and maintain appropriate training Modules and accompanying Teaching and Learning Aids for all aspects of the PI component.
5. Have oversight for the determination/selection of viable enterprise activities to be supported by the project in various beneficiary districts
6. Provide technical support in the identification and selection of beneficiaries
7. Facilitate the development of targeted sensitization and educational programmes geared towards human capital development and behavioral change around savings
8. Ensure the prompt review and processing of beneficiaries grant applications
9. Ensure the timely disbursement of Grants and other required treatments to beneficiaries
10. Develop and maintain suitable monitoring mechanisms of the process of implementation from beneficiary selection to marketing
11. Ensure gender mainstreaming
12. Provide leadership in the introduction of appropriate technology and innovation towards optimizing the outputs and outcomes of beneficiaries’ enterprise activities
13. Facilitate access to research data and linkages to boost beneficiaries’ operations and marketing
14. Develop strategies and guidelines to ensure the sustainability of beneficiaries’ business activities
15. Provide leadership in establishment of a mechanism for linking LIPW and LEAP beneficiaries to key government agricultural projects
16. Perform any other duty the National Coordinator may assign.

**Desired Qualifications**

1. The Consultant should possess a minimum of a good first degree in Business Management, Economics, Agricultural Economics or a related field.
2. Should have ten (10) years of working experience, five (5) of which should have been in the area of small/micro enterprises development.
3. A second degree or recognised Professional training in Small Scale Enterprise Development will be an advantage
4. Excellent writing and oral communication skills in English
5. Good interpersonal skills and ability to work in a team
6. Must be computer literate and proficient in MS Office applications

**PROCUREMENT SPECIALIST**

The Procurement Specialist shall report to the National Coordinator and provide general procurement support to the RDCU, Zonal Coordinating Offices and District Assemblies.

**Key Responsibilities**

Specifically, the Procurement Officer is expected to;

1. Establishment of a procurement management system at the RDCU based on the regulations and procedures for the conduct of procurement under World Bank (WB) funded Projects for the procurement of Goods, Works and Services
2. Prepare and update RDCU Procurement Plans in STEP, detailing contract packages, procurement selection methods and processing times till completion of each procurement activity and obtain the necessary approvals
3. Oversee the procurement of works at all levels of implementation related to the LIPW component of the GPSNP and in accordance with the World Bank Procurement Regulations and the Public Procurement Act 2003 (Act 663) amended in 2016, per Act 914
4. Prepare specific procurement notices and expression of interest
5. Establish a register of qualified service providers with detailed technical and commercial capabilities, and periodically update this register per advertisements and request for expression of interest
6. Assist the RDCU in preparing Terms of References for the preparation of Request for Proposals on consulting assignments and Technical Specifications for the supply of goods as may be required on the Project
7. Assist in bid opening sessions at the RDCU and Ministry, evaluation of bids and ensure that the appropriate evaluation criteria are followed to arrive at the recommendation for award in favour of suppliers, consultants and contractors
8. Facilitate the dispatch of procurement documents to relevant agencies and departments and follow-up accordingly in cases where ‘No-Objection’ is required (prior review procurement actions)
9. Assist the RDCU to establish a performance monitoring database for all service providers and ensure efficiency and timeliness in the delivery of outputs from Service Providers
10. Provide backstopping support to the Zonal Offices and participating Districts in all Procurement related activities.
11. Keep records of all Procurement related activities that will be carried out under the RDCU
12. Undertake yearly post-reviews and audits of procurement activities at all levels of implementation
13. Perform any other duties that may be assigned by the National Coordinator.

**Desired Qualifications**

1. The Procurement Specialist should have a minimum of first degree in Procurement Management/ Procurement and Supply Chain Management/ Logistics and Supply Chain Management and other related field
2. Must have recognized professional qualification in Procurement Management such as CIPS, GIPS, CILT etc.
3. Must have ten (10) years post qualification practical experience in Procurement and Contract Management of which five (5) years must be on World Bank funded Project(s).
4. Excellent writing and oral communication skills in English
5. Good interpersonal skills and ability to work in a team
6. Must be computer literate and proficient in MS Office applications.

**MANAGEMENT INFORMATION SYSTEMS SPECIALIST**

The Individual Consultant will report to the National Coordinator and be responsible for the development, operationalization and management of Management Information Systems (MIS) modules for the LIPW and PI Components of the Project.

**Key Responsibilities**

The MIS Specialist is expected to;

1. Set up and maintain a functional MIS for effective and efficient Project implementation
2. Design and operationalize all needed MIS Software and related electronic-based tools for Project delivery (i.e. Electronic-Payment, Electronic-Daily Work Attendance Recording, Dashboard, etc.)
3. Provide suitable specifications for all IT equipment to be acquired for Project delivery and confirm same upon delivery to ensure value for money
4. Assist the Procurement Specialist in the conduct of evaluations on computer hardware and accessories and offer solutions where needed
5. In close collaboration with the M&E Officer, design reporting formats based on operational requirements by the RDCU, ZCOs Collaborating Agencies and District Assemblies (DAs)
6. Facilitate training for all staff and other users on developed MIS modules and provide periodic updates to the user manuals
7. Provide back-up support to the ZCOs and DAs in the management of the LIPW and PI MIS systems
8. Review data on LIPW and PI uploaded by users into the project MIS software and ensure periodic update of same
9. In collaboration with the M&E Officer ensure data quality through frequent reviews and analysis
10. Generate LIPW and PI reports from the MIS software for; the preparation of periodic reports, work-plans and budget and IEC purposes.
11. Assist in the periodic review of LIPW and PI processes and related procedures, reporting formats, and make necessary arrangements for improvement of the database software.
12. Ultimately ensure prompt response to all IT needs of the Project and easy access to Project related data by all relevant actors
13. Ensure efficient management of Project website and other social media networks
14. Perform any other duties that may be assigned by the National Coordinator.

**Desired Qualification**

1. The MIS Specialist shall have a good first degree in Computer Science or related field
2. A minimum of 7 years relevant working experience in Software Development and Management
3. A postgraduate degree in Management Information Systems will be an added advantage
4. Two (2) years’ experience in Project related MIS
5. Good interpersonal skills and ability to work in a Team
6. Excellent writing and oral communication skills in English.

**PROJECT ACCOUNTANT**

The Project Accountant, as leader of the finance unit of the RDCU, will be responsible for management of the Project accounts in accordance with the requirements of World Bank Financial Management Guidelines and Regulations. He/she will work under the guidance of the Financial Controller at the MLGRD but report directly to the National Coordinator. The Accountant will also be required to maintain a working relationship with the Head of Accounts Unit of Ministry of Gender, Children and Social Protection (MoGCSP) to ensure effective coordination.

**Key Responsibilities**

Specifically, the Project Accountant is expected to;

1. Facilitate the development and installation of GIFMIS for capturing of project transactions and reporting.
2. Support in the preparation of the Annual Work Plan and Budget (AWPB) and generate monthly budget monitoring report from the GIFMIS
3. Prepare quarterly cash forecasts and submit withdrawal applications for initial advance and subsequent replenishments into the Designated Account
4. Ensure compliance with GoG and World Bank financial procedures and guidelines by all implementing Units
5. Provide technical backstopping to the Zonal Accountants
6. Ensure timely and accurate recording of all transactions on the GIFMIS and other relevant book of accounts to meet the GOG and World Bank requirement and in the form appropriate for auditing
7. Design and implement a system of internal Controls in line with best practices in the processing of payments and expenditure management
8. Institute internal controls to ensure the prudent use of project resources
9. Oversee the implementation of the LIPW and PI e-payment processes to ensure that benefits (grants and wages) are delivered to beneficiaries in a timely manner and with the appropriate documentation and reports.
10. Ensure prompt payment to all Service Providers who provide service on the LIPW and PI components of the Project
11. Ensure that the project is adequately reflected in the Audit Plan of the MLGRD Internal Auditor and that internal audit is carried out in accordance to plan
12. Facilitate the timely initiation and completion of Audits of the Project and ensure that Audit Reports produced are in compliance with audit requirement of GOG and World Bank.
13. Ensure compliance with Audit recommendations.
14. Follow up on the action points agreed in the project legal documents during World Bank supervision Missions, Aide memoires and the recommendations of External and Internal Auditors
15. Perform any other duties the National Coordinator may assign.

**Desired Qualifications**

1. The Project Accountant should be a Certified Public Accountant (Chartered Accountant)
2. A second degree in a Business-related field is an advantage
3. Additionally, the Project Accountant should have ten to fifteen (10-15) years’ Senior Management experience in financial control and management
4. Experience in working on World Bank funded projects will be an added advantage
5. Must have good interpersonal skills and ability to work in a team
6. Excellent writing and oral communication skills in English
7. Must be proficient in MS Office applications

**MONITORING AND EVALUATION OFFICER**

The M&E Officer shall report to the National Coordinator. The said Officer will provide leadership in the development, operationalization and implementation of the Monitoring and Evaluation systems for the two components of the Project towards the achievement of Project objectives.

**Key Responsibilities**

Specifically, the M&E Officer will be required to;

1. Lead in the development of the M&E Systems of the LIPW and PI components of the Project and ensure that appropriate monitoring and evaluation procedures are established, implemented and coordinated in accordance with the Project’s Results Framework
2. Guide Project Staff, collaborating agencies, departments and other relevant stakeholders to understand the Project’s M&E system and their roles therein
3. Provide relevant M&E input for the development of the Project’s database software such that it adequately captures data and generates the needed reports for implementation management and performance analysis
4. Provide guidance for monitoring and documentation of Project implementation processes, procedures, achievements, challenges, lessons and outcomes/results at the various levels of implementation in relation to the performance milestones outlined in the M&E system
5. Assist in the preparation, coordination and collation of Annual Work plans/Budgets by the project implementing units and ensure their timely submission
6. Develop simple reporting formats to be used in collecting data by ZCOs, DPCUs and communities which will be compatible with the available MIS software
7. Track all aspects of LIPW and PI delivery and generate data to inform management decision implementation
8. Institute mechanism for detecting anomalies in the LIPW and PI delivery process and provide early warning on same to the National Co-ordinator
9. Ensure the timely preparation of all Project related Progress/Status Reports
10. Assist the National Coordinator to provide secretarial services to the Project Technical Committee (PTC)
11. Provide data on key elements of the LIPW and PI components for project IEC
12. Liaise with the SP Directorate of MoGCSP in facilitating the various Impact Evaluation Studies to be carried out on the Project
13. Perform any other duty that may be assigned by the National Coordinator.

**Desired Qualifications**

1. The Monitoring and Evaluation Officer should have a 1st Degree in Social/ Physical Science discipline or related field and a recognized qualification in Monitoring and Evaluation
2. A Master’s degree will be an advantage
3. She/he must have a minimum of 5 years of progressively responsible experience in Monitoring and Evaluation
4. Demonstrated experience in project planning, monitoring and evaluation in a donor funded project is highly desirable
5. Must have excellent analytical skills along with strong organizational ability and must be able to obtain, analyse, evaluate data and information and interpret/present such in a meaningful manner to provide solid basis for decision-making
6. Excellent interpersonal and team working spirit desired
7. Excellent writing and oral communication skills required.

**SAFEGUARDS AND CASE MANAGEMENT OFFICER**

Reporting to the National Coordinator, the Safeguards and Case Management Officer (SCMO) will provide leadership and technical guidance in the implementation of Environmental and Social Management Framework (ESMF) and the Resettlement Policy Framework (RPF) and also ensure effective Case Management on the Project.

**Key Responsibilities**

Specifically, the Safeguards and Case Management Officer is expected to;

1. Provide leadership and technical guidance in implementation of social and environmental safeguards policies and regulations pertaining to the LIPW and related PI components of the Project
2. Ensure statutory safeguards approvals for all project activities and investments
3. Liaise with the Institutional and Capacity Development Specialist (ICDS) to ensure the existence of the requisite capacity across all the levels for safeguard enforcement and adherence
4. Lead in the establishment of an effective and efficient Case Management and Grievance Redress System taking into account the requirements of the Single Window Citizen Engagement Service (SWCES) to be established under Component 4 (Social Protection Systems Strengthening) of GPSNP
5. Ensure speedy redress of all LIPW and PI related grievances to achieve a high degree of beneficiary satisfaction
6. Provide technical backstopping to the Zonal Offices, Beneficiary Districts and Collaborating Institutions in safeguard enforcement and the implementation of mitigation measures
7. Ensure disclosure of all safeguard related instruments (ESMF RPF, MOUs, Benefit Sharing Arrangements, Hotlines, etc.) and engagement of beneficiaries and all relevant stakeholders in Project delivery
8. Ensure adherence to the key tenets of “Decent Work” in LIPW and PI delivery in all participating District Assemblies and communities
9. Serve as liaison between the Project and safeguards related Ministries, Departments and Agencies to ensure a healthy relationship between same
10. Perform any other duties assigned by the National Coordinator.

**Desired Qualification**

1. The Safeguards and Case Management Officer should have a sound first degree in Social/ Physical Science Discipline or related field
2. A minimum of three(3) years relevant experience in Safeguards compliance on World Bank funded projects is required
3. A second degree in Environmental Management/Science, Development Studies or related Field would be an advantage.
4. Have the ability to analyse, understand and articulate, both orally and in writing, technical issues related to safeguards and case management in relation to rural development and social protection
5. Proven ability to apply knowledge and skills effectively to solving practical problems
6. Good interpersonal skills, especially ability to work with teams, maintain effective dialogue with a range of beneficiaries and stakeholders, and liaise effectively with a diverse array of clients
7. Must be computer literate and proficient in MS Office applications

**ZONAL COORDINATOR**

The Zonal Coordinator will report directly to the National Coordinator and oversee the work of all Zonal Staff including the Productive Inclusion Officer, Zonal Engineer, Zonal Accountant and other support staff.

**Key Responsibilities**

Specifically, the Zonal Coordinator is expected to;

1. Coordinate the implementation of the LIPW and PI components of the Project in District and Communities as well as the day-to-day administration of the Zonal Office
2. Ensure that timely project assistance is given to the RCCs, DPCUs, Communities, and all Service Providers
3. Exercise overall responsibility over the management of Project Accounts at the Zonal level
4. Supervise Zonal staff and ensure that they focus on building capacity within the RCC, Districts and the sub-district units in preparation towards the mainstreaming of the Project
5. Provide a high degree of technical and other relevant support to the Project and ensure beneficiary satisfaction with project delivery
6. Ensure the integrity of subproject delivery processes
7. Ensure effective co-ordination with other components of the Project (LEAP and GNHR) within his/her area of jurisdiction
8. Collate Project Annual Work plans from participating Districts in the Zone and forward same to the RDCU for harmonization into the Project Annual Work plan.
9. Monitor implementation of the LIPW and PI activities within the District to ensure implementation is carried in line with provisions in the AWPB
10. Ensure the engagement of relevant and appropriate Service Providers (State Agencies/Private Sector, Civil Society Organizations Non-governmental Organizations etc. assist District Assemblies in the implementation of the LIPW and PI component within the Zone.
11. Ensure that disbursement of funds to the Districts for LIPW and PI activities are expeditiously and in accordance with the country’s legal provisions on Financial Administration and the World Bank Financial Management Guidelines
12. Ensure that the Project MIS is used to capture and analyse Project information and data at District and Zonal levels
13. Ensure the preparation and submission of Quarterly Progress Reports to the National Co-ordinator and the RCCs within the Zone
14. Advise the National Coordinator on Project-related issues within his/her area of jurisdiction
15. Ensure effective collaboration with Project Stakeholders within his/her jurisdiction
16. Ensure that all established procedures and policies of the RDCU and its Zonal offices including those governing staff rules, financial management, internal controls, etc. are adhered to.
17. Efficiently manage all assets of the Zonal Office and ensure that they are used for the purpose for which they were procured
18. Conduct performance appraisals of all Zonal Staff and report on same to the National Co-ordinator on an Annual basis or as and when it is required.
19. Perform any other duty assigned by the National Coordinator

**Desired Qualifications**

1. The Zonal Coordinator should possess a minimum of 2nd degree in Engineering, Development Studies, Planning, any Social Science discipline or related field
2. A minimum of twelve (12) years working experience, seven (7)of which should be in Project Management and Social Work at the management level (regional experience/exposure is preferable)
3. Strong organisational skills and the ability to plan, develop and carry out annual work program and schedule of technical implementation support, project administration and reporting on activities
4. Proven ability to apply knowledge and skills effectively to solving practical problems
5. Good interpersonal communication skills, especially ability to work with teams, maintain effective dialogue with a range of beneficiaries and stakeholders, and liaise effectively with diverse array of clients.
6. Have a good working knowledge of the Social Protection and Safety Nets Programmes as well as Ghana’s Local Government System
7. Experience in working on donor funded Projects will be an added advantage
8. Excellent working skills in Microsoft Word, Excel, Power point, etc.
9. Must be fluent in English with excellent writing and oral communication skills

**ZONAL ENGINEER**

The Zonal Engineer will report directly to the Zonal Coordinator and provide Engineering backstopping support to beneficiary District Assemblies (DAs) and Partner Institutions/Agencies in the execution of LIPW and PI sub-projects within his/her operational Zone.

**Key Responsibilities**

Specifically, the Zonal Engineer is expected to;

1. Coordinate the technical/engineering functions and work programmes of the DAs and beneficiary communities in the Zone, particularly, in the development of the LIPW and PI annual work plans and budgets for sub-projects which will be financed under the Project and all implementation assistance related to such activities
2. Assist in the procurement of works, goods and services at the DA and community levels
3. Assist in the Appraisal of sub-projects
4. Assist in review of designs, cost estimates for sub-projects, preparation of tender documents and compilation of list of sub-projects for use by the DAs
5. Assist DAs and beneficiary groups/communities in the engagement of service providers such as collaborating institutions, consultants small scale contractors and trainers for effective LIPW and PI delivery
6. Assist staff of the RCCs within their jurisdiction and relevant line Agencies such as GIDA, DFR and MoFA in providing timely and efficient backstopping to DAs
7. Act as the ZCO's technical liaison with all the other relevant departments working within the operational region
8. Ensure effective contract management practices on various LIPW sites i.e. application of the appropriate work methods and documentation of site work
9. Ensure the existence of needed capacity for LIPW delivery at both the DA and Community/Site levels within his/her Zone
10. Ensure adequate supervision and effective site management arrangements on all LIPW Sites
11. Ensure the delivery of Quality Assets/Infrastructure under both the LIPW and PI components of the Project within his/her Zone
12. Ensure the attainment of requisite Labour Content for the various subjects that will be implemented under his/her jurisdiction as prescribed in the Project’s Operational Manual
13. Perform any other duties that may be assigned by the Zonal Co-ordinator

**Desired Qualifications**

1. The Zonal Engineer should have a good 1st degree in Civil Engineering or Agricultural Engineering
2. A second degree in a related field would be an advantage
3. Must be a member of a recognized Professional Body (e.g. Ghana Institution of Engineers,)
4. Have not less than seven (7) years working experience in Rural Infrastructure delivery and Project Management
5. Proven knowledge of the use of Labour Intensive Methods for construction is an added advantage
6. Excellent working skills in Microsoft Word, Excel, Power point, etc.
7. Must be fluent in English with excellent writing and oral communication skills

**ZONAL PRODUCTIVE INCLUSION OFFICER**

The Zonal Productive Inclusion Officer shall report to the Zonal Coordinator and will be responsible for providing technical guidance and direct supervision in ensuring that the various activities of the PI component are delivered within his/her operational areas in accordance with provisions of the Project’s Financing Agreement and Operational Manual.

The Officer will provide direct technical assistance and support to departments of the DAs within his/her zone such as the Business Advisory Centres, Service Providers and beneficiaries in entrepreneurship development and micro enterprise establishment to enable Project beneficiaries pursue growth for their businesses.

**Key Responsibilities**

Specifically, the Zonal Productive Inclusion Officer is expected to;

1. Assist in the selection of qualified Service Providers (State Institutions/Private Sector, Civil Society Organizations Non-Governmental Organizations) that would be engaged to assist with implementation
2. Serve as liaison between the Project’s Zonal Office and collaborating/implementing agencies/institutions and facilitate the work of various actors in the delivery of the PI component of the Project within his/her zone
3. Carry out capacity needs assessment to determine capacity gaps of beneficiaries and other key actors in PI delivery and take the necessary steps to address these gaps
4. Oversee the implementation of all PI related training programmes and ensure the quality and timeliness of these trainings at all times
5. Have oversight for the selection of viable enterprise activities to be supported by the project in various beneficiary districts within his/her area of jurisdiction
6. Facilitate targeted sensitization and educational programmes geared towards human capital development and behavioral change around savings
7. Supervise the mobilization, targeting and selection of PI beneficiaries within the Zone in line with guidelines provided in the Operational Manual
8. Ensure the prompt review and processing of beneficiaries grant applications
9. Ensure the timely disbursement of Grants and other required treatments to beneficiaries
10. Develop and maintain suitable monitoring mechanisms of the process of implementation from beneficiary selection to marketing
11. Ensure gender mainstreaming in PI delivery
12. Provide leadership in the introduction of appropriate technology and innovation and other strategies such as improved packaging market linkages etc. to boost beneficiaries enterprises
13. Implement strategies and guidelines to ensure the sustainability of beneficiaries’ business activities and investment within the Zone
14. Facilitate the linking of LIPW and LEAP beneficiaries to key government agricultural projects
15. Perform any other duty the Zonal Coordinator may assign.

**Desired Qualifications**

1. The Zonal Productive Inclusion Officer shall have a minimum of a good first degree in Business Management, Economics, Agricultural Economics or a related field
2. Must have seven (7) years working experience, five (5) of which should have been in the area of small/micro enterprises development within the rural setting
3. A second degree or recognised Professional training in Small Scale Enterprise Development will be an advantage
4. Excellent working skills in Microsoft Word, Excel, Power point, etc.
5. Ability to work in a team and maintain effective dialogue and liaison with a range of beneficiaries and stakeholders
6. Ability to understand and work with Rural/Financial institutions such as Rural Banks, NGOs, Farmers Groups etc.
7. Must be fluent in English with excellent writing and oral communication skills

**ZONAL ACCOUNTANT**

The Zonal Accountant will be responsible for financial management activities in the Zone. She/he will report directly to the Zonal Coordinator and work closely with the District Finance Officers of the beneficiary districts and Accountants of the various Regional Coordinating Councils in the Zone. The Zonal Accountant will deliver backstopping support to beneficiary District Assemblies to ensure prudent financial management and the adherence to laid down disbursement procedures.

**Key Responsibilities**

Specifically, the Zonal Accountant is expected to;

1. Ensure that GIFMIS is maintained at the ZCO and at the beneficiary District Assemblies for capturing and reporting on GPSNP transactions
2. Provide technical support and assistance to District Assemblies and other implementing Agencies
3. Design and implement a system of internal controls in line with best practices in the processing of payments and expenditure management at the Zonal level.
4. Manage the Project’s accounting reporting system at the Zonal level, advise the Zonal Coordinator on matters relating to financial management and effective accounting of Project activities
5. Maintain all accounting records in line with the country’s legal provisions on Financial Administration and the World Bank Financial Management Guidelines and in a form appropriate for regular auditing
6. Ensure effective financial management training programmes for district and sub-district actors
7. Manage and report on the use of petty cash in accordance with approved procedures
8. Monitor DA disbursements to ensure availability of funds at all times for Project delivery
9. Maintain a well-organised and up to date filing system for accounting and financial records as well as fixed assets labelling system
10. Ensure efficient and effective delivery of e-payment to both LIPW and PI beneficiaries within the Zone
11. Ensure prompt payment to all Service Providers who provide service on the LIPW and PI components within the Zone
12. Facilitate the carrying out of statutory Financial Audits and ensure compliance with Audit recommendations.
13. Perform any other duties that may be assigned by the Zonal Coordinator.

**Desired Qualifications**

1. The Zonal Accountant shall possess a good first degree in Accounting or equivalent
2. Must have at least 7 years working experience in a related field of which 5years is in managing donor-funded project accounts
3. Must have good interpersonal skills and ability to work in a team
4. Excellent writing and oral communication skills in English
5. Excellent working skills in Microsoft Word, Excel, Power point, etc.

##

## Annex C1: Field Monitoring Reporting Format for PI (CLASS) Activities

1. Name of officer undertaking field monitoring visit
2. Designation:
3. Period (Start & finish dates):
4. District, Community etc. visited):

|  |  |  |
| --- | --- | --- |
|  | **Purpose of visit (** make reference to indicators and expected work-plan achievement**)**  |  |
|  | **Observations**  |  |
| **7.** | **Remarks**1. Corrective actions made on the spot/immediately if any
2. Follow-up actions recommended
3. Person /Agency/Dept responsible for follow up
 |  |

***Follow up***

*A copy of this report* ***signed*** *should be sent to the responsible person (s) or IA) for remedial action. The responsible ZCO will be expected to document the date remedial action was effected by the person or agency responsible (from the feedback).*

## Annex C2: Field Monitoring Visit Reporting Format for LIPW Activities

**Reference Number**: GPSNP/ FMVR No.\_\_\_\_\_\_\_\_\_\_

1. **Name of officer undertaking field monitoring visit:**
2. **Designation:**
3. **Period (Start & finish dates):**
4. **Scope of visit (District, Community/Agency/etc visited):**
5. **Purpose of visit (reference to indicators and milestones)***(State the specific monitoring indicator that informs the exercise. (Specific work-plan milestone expected to be achieved) with respect to 3 key areas:*
	* Adherence to time schedules;
	* quality of works
	* cost efficiency,
6. **Field observations**
	* Is there an implementation work plan? (Yes, No) give reasons.
	* Adherence to planned times of execution? Commencement date versus planned, Is activity on track? Is activity likely to delay subsequent activities? What the level of completion and variance from expected milestone achievement?
	* What is the quality of service/works rendered relative to specifications?
	* What were your observations in terms of resource use?
	* What are your observations on community level self-monitoring activities? (site inspection, meetings etc)
7. **Remarks**
* What accounts for the observations you made on the field?
* What corrective actions were made on the spot/immediately?
* What follow-up actions are recommended?
* Whose responsibility is it to follow up?

**Follow up:** *A copy of this report* ***signed*** *should be sent to the responsible person (s) or IA) for remedial action. ZCOs are to document the date remedial action was effected by the person, unit or agency responsible (from the feedback).This should be sent with a covering letter from the ZCOs to the responsible IAs*