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GrEEEn

Going GrEEEn for a sustainable future

GrEEEn

Cash for Work

Operational Guidelines



Unlocking Public and Private
Finance for the Poor

GrEEn

Cash for Work

Operational Guidelines



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Acronyms

CCMC	community case management committee	MESTI	Ministry of Environment, Science, Technology and Innovation
CfW	cash for work	MLGDRD	Ministry of Local Government, Decentralization and Rural Development
DACF	District Assemblies Common Fund	MMDAs	metropolitan, municipal and district assemblies
DPAT	District Performance Assessment Tool	MSMEs	micro, small and medium-sized enterprises
DPRCC	district public relations and complaint committee	PBCRG	performance-based climate resilience grant
E-DASH	Electronic Daily Attendance Sheet	PMC	project management committee
EPA	Environmental Protection Agency	SMEs	small and medium-sized enterprises
GrEEn	Boosting Green Employment and Enterprise Opportunities in Ghana	SNV	Netherlands Development Organisation (Stichting Nederlandse Vrijwilligers)
GPSNP	Ghana Productive Safety Net Programme	UNCDF	United Nations Capital Development Fund
GSOP	Ghana Social Opportunities Project		
LIPW	labour-intensive public works		
MELR	Ministry of Employment and Labour Relations		

Introduction and background

The European Union, the United Nations Capital Development Fund (UNCDF) and the Netherlands Development Organisation (SNV) are partnering to create jobs for at least 4,000 people in Ghana. The project, **Boosting Green Employment and Enterprise Opportunities in Ghana – GrEEn**, is a four-year effort aimed at creating greater economic and employment opportunities for youth, women and returning migrants by promoting and supporting sustainable green businesses. The project is being implemented in the Ashanti and Western regions of Ghana with funding support from the European Union Emergency Trust Fund for Africa.

1.1 Project results

The GrEEn initiative is geared to four key results:

- **Result 1:** Stimulating local economies and creating short-term job opportunities through green and climate-resilient investments
- **Result 2:** Improving the employability and entrepreneurship capabilities of youth, women and returning migrants for the benefit of green and climate-resilient local economies

- **Result 3:** Increasing access to and use of financial services leveraging remittances adapted to the needs of youth, women and returning migrants benefiting from cash-for-work (CfW) schemes as well as local communities and micro, small and medium-sized enterprises (MSMEs)
- **Result 4:** Incubating and accelerating small and medium-sized enterprises (SMEs), offering decent and sustainable jobs to youth, women and returning migrants to contribute to green and climate-resilient economies

Under Result 1, UNCDF will channel finance through performance-based grants to selected metropolitan, municipal and district assemblies (MMDAs) in Ghana. This will help them to develop and implement green and climate-resilient investments that foster employability for returnees, youth and women through CfW schemes and procurement from SMEs.

Under Result 2, the GrEEn project will simultaneously provide skills development support to CfW beneficiaries through UNCDF's partner, SOS Netherlands. Qualifying participants will benefit from more in-depth training in employability life skills and entrepreneurship as

well as technical training and will be supported by coaching, mentoring and job placement opportunities. This component of the project is being implemented by Ghana SNV, through its Opportunities for Youth Employment programme.

Under Result 3, CfW beneficiaries will be further supported by assistance aimed at facilitating their access to and use of financial services adapted to their needs. This result area will be implemented through cooperating financial institutions and financial technology companies contracted under the project.

Under Result 4, CfW beneficiaries may have the opportunity to transition to other forms of market employment and entrepreneurship with support from SNV.

1.2 The Performance-Based Climate Resilient Grant System

The performance-based climate resilient grant (PBCRG) system is a critical aspect of GrEEn implementation. It is anchored in Ghana's legal, policy and administrative environment and linked to the Government of Ghana's District Performance Assessment Tool (DPAT) and its compliance indicators and performance measures. As a matter of principle, GrEEn will have no specific compliance indicators but will draw on those of the DPAT. For its specialized focus on climate resilience, GrEEn has specific performance measures to be assessed.

The compliance indicators and performance measures will form the basis of yearly allocations to participating MMDAs. The PBCRG system requires that at least 40 per cent of its yearly allocations be used for CfW activities in delivering climate-resilient subprojects. This means that individual projects might have less than 40 per cent of expenditures on CfW, but that the totality of subprojects implemented in any given year should spend at least 40 per cent on CfW initiatives.

1.3 Purpose of the guidelines

The overall purpose of this document is to outline the standard procedures for implementing the GrEEn CfW initiative. It defines key processes and steps to be followed. The specific objective of the guidelines is to assist MMDAs in designing, implementing and monitoring CfW subprojects. It also details administrative and institutional structures as well as procedures for implementation.

The remainder of the document is structured in four parts:

- [Section 2](#): General context of GrEEn CfW implementation
- [Section 3](#): Steps for implementing the CfW initiative
- [Section 4](#): Institutional arrangements
- [Section 5](#): Capacity building

General context for GrEEEn CfW implementation

This section focuses on the general policy and administrative context for implementation of CfW initiatives. It also outlines some guiding principles and describes expected users of this manual and their roles in the initiative.

2.1 Policy and administrative environment

CfW initiatives in Ghana are guided by a range of legal, policy and administrative requirements. One of these is the Labour-Intensive Public Works (LIPW) Policy of 2016. The policy focuses on four broad areas – employment creation, poverty reduction, local economic development and capacity enhancement with employable skills development. These are all strongly linked to the GrEEEn CfW. The LIPW Policy sets out various approaches for labour-intensive projects, which provide context for the GrEEEn CfW effort and situates it in the national development landscape. Development of these guidelines has been informed by the LIPW Policy to ensure that GrEEEn is in line with government policy.

Another aspect of the policy environment is Ghana's experience, past and present, with CfW initiatives. Between 2010 and 2018, the Ghana Social Opportunities Project (GSOP) was implemented under the auspices of the Ministry of Local Government, Decentralization and Rural Development (MLGDRD). Based on its success, a subsequent project – the Ghana Productive Safety Net Project (GPSNP) 2019–2022 – was developed with World Bank funding. This project is jointly implemented by the Ministry of Gender, Children and Social Protection and the MLGDRD.

The GSOP and GPSNP experiences have provided relevant insights for the development of these guidelines. Building operational synergies between these projects and the GrEEEn CfW effort is important, as Ejura-Sekyedumase Municipality, Sekyere Afram Plains District and Offinso North District – all in the Ashanti Region – are currently benefiting from the GPSNP LIPW component and are also covered under GrEEEn.

2.2 Guiding principles

The GrEEEn CfW is underpinned by a range of guiding principles. As a first consideration, the guiding principles embrace **fairness, equality and avoidance of gender-based violence** as

paramount cross-cutting themes. Other guiding principles are described below.

National and local ownership. GrEEn implementation is under the auspices of the MLGDRD. The ministry will provide the needed leadership and steering to ensure cooperation with other national agencies, such as the Ministry of Environment, Science, Technology and Innovation (MESTI), the Environmental Protection Agency (EPA), the Ministry of Employment and Labour Relations (MELR), and the National Development Planning Commission, among others. Simultaneously, the MLGDRD, working together with UNCDF, will ensure that the regional coordinating councils and target MMDAs play their respective roles. MMDAs will be assisted to assume ownership and engage relevant communities in subproject implementation.

Health pandemic– (e.g. COVID-19) responsive decent work. The CfW initiatives should align with the Government of Ghana’s legal and regulatory framework on decent work which seeks to ensure that employment opportunities respect the fundamental rights of all people regarding work safety conditions, remuneration, and their physical and mental integrity in the execution of work. In response to COVID-19, for example, a working environment that is conducive to preventing the spread of the pandemic should be complied with. This means that each subproject implementation site should follow the Ghana Health Service COVID-19 Protocol, including use of personal protective equipment (PPE) by beneficiaries in the execution of tasks.

Sustainable livelihoods. Promoting sustainable livelihoods and green, climate-resilient investments in human and physical assets should help vulnerable communities to strengthen their resilience to adverse climate change impacts in the medium term and reduce the long-term effects of poverty. This can be achieved through the contribution of CfW activities to local

economic development and through linkages with SMEs and the microfinance sector.

Environmental sustainability. CfW initiatives should help prevent and reverse environmental degradation and assist communities in adapting to the negative impacts of climate change. Community-based infrastructure improvements undertaken as part of GrEEn should comply with all applicable environmental standards.

Graduation. The CfW initiative recognizes that it cannot support the graduation of its beneficiaries out of poverty on its own. Thus, links should be created with other development programmes and opportunities.

Gender equity. CfW activities shall respond equitably to the unique needs, interests and capabilities of men and women. Participation of both men and women should be promoted in the workforce and in decision-making structures. The proportion of men and women in the workforce shall be 2:3 and shall be reflected in decision-making.

Inclusion of persons with disabilities. CfW activities shall respond to the unique needs, interests and capacities of persons with disabilities. Such persons who present themselves for employment shall not be discriminated against insofar as they have the capacity to execute assigned tasks.

Employment of children. No child (i.e. person under the age of 18) shall be engaged in CfW activities. Poor households that should have benefited from the CfW initiatives but do not have members fit to participate shall be treated as labour-constrained households and shall be recommended for other social protection programmes.

Upholding human rights. Implementation of GrEEn CfW initiatives shall promote the realization and safeguarding of the human rights

of beneficiaries, including migrant returnees, women, youth and other vulnerable groups.

Pandemic-responsive participatory governance. CfW programme implementation shall be conducted in a participatory manner that ensures that the relevant community bodies are adequately involved in the various aspects of subproject roll-out, including targeting, enrolment, implementation and post-implementation processes. However, in light of COVID-19, measures such as social distancing and wearing of face masks shall be followed during public meetings, household engagements and verifications. In addition, participants will be educated not to discriminate against persons who have recovered from COVID-19.

Occupational health and safety standards.

An essential aspect of the CfW initiative shall be strict adherence to occupational health and safety standards. This shall be the first critical requirement to be complied with by SME contractors and CfW beneficiaries. Specific health and safety requirements shall be developed to reduce the number of on-site injuries and keep all beneficiaries safe and healthy during implementation of the subprojects. This shall include measures to reduce the spread of the COVID-19 pandemic.

2.3 Main users of the guidelines

These guidelines respond to the mandates of various actors expected to be involved in the planning and implementation of CfW subprojects. The specific roles of some key users, and how the GrEEn CfW guidelines address their needs, are outlined below.

MLGDRD. With the mandate of providing overall leadership and oversight for GrEEn implementation, the MLGDRD will be able to use the details of this document to better fulfil its responsibilities in steering and coordinating the project.

EPA. The EPA's role is to ensure that the subprojects comply with environmental requirements. The EPA thus has approving rights to ensure that the subprojects implemented fulfil the legal environmental requirements.

MESTI. MESTI is the government institution mandated with coordinating Ghana's Nationally Determined Contributions to climate change. These guidelines provide a frame of reference to track compliance with the government's climate change adaptation agenda.

MELR. The MELR has responsibility for ensuring that all employment opportunities comply with government labour-related policies. These guidelines will help enable it to assess compliance.

National Development Planning Commission.

Based on its mandate of issuing guidelines for the preparation and implementation of district medium-term development plans and annual action plans, the National Development Planning Commission will help ensure the integration of climate change adaptation activities into these strategic documents.

Regional coordinating councils. As regional coordinating bodies with the responsibility of monitoring, coordination and technical backstopping, the regional coordinating councils will use the guidelines to provide the needed backstopping to assist the MMDAs in complying with the planning, implementation and monitoring requirements of the CfW subprojects.

Participating MMDAs. The key actors at the forefront of implementation of the CfW initiatives are the 10 participating district assemblies. Implementation of the CfW initiative by the assemblies will be executed within the planning, budgeting, implementation and monitoring mandates of the district assemblies. Implementation will be executed in cooperation with the relevant decentralized and

deconcentrated arms of governments, including the district works department, the department of social welfare and community development, planning and budget units, and the sector department under which the subproject is to be implemented (this may be either decentralized or deconcentrated). These guidelines are a critical ingredient in supporting the MMDAs in the operational and implementation processes of the CfW subprojects.

GrEEn Project Office. GrEEn will have a project implementation office with field staff supporting the MMDAs to respond to operational and implementation requirements. This document will be a useful reference material for its efforts.

CfW project management committees (PMCs) at subproject sites. PMCs will be established at each subproject to manage the CfW beneficiaries during the execution process. The individual PMCs will find this document useful for delivery on their mandates.

Participating financial institutions. For GrEEn, OZÉ will be collaborating with Ecobank Ghana Ltd as the participating financial institution to bring its bookkeeping software to young

entrepreneurs, MSMEs and vulnerable groups in the Western and Ashanti regions to help them in their financial management. OZÉ and Ecobank Ghana will also support GrEEn efforts to provide financial education for CfW beneficiaries to complement financial services (payment, savings) adapted to their needs. OZÉ and Ecobank Ghana Ltd will test new approaches to blend digital and non-digital solutions to ensure proximity and assistance to CfW beneficiaries and their communities, bringing GrEEn into the digital era and leaving no one behind.

SOS. UNCDF is partnering with SOS Children's Villages Netherlands/Ghana to enrol CfW beneficiaries in life and employability skills training programmes and provide them with coaching and mentoring support. SOS will use this document to gain a better understanding of CfW experiences to design tailor-made skills development approaches.

Operational modalities for GrEEEn CfW initiatives

This section focuses on implementation processes for rolling out the CfW initiative and delivering CfW subprojects.

3.1 Overview of CfW mode of delivery

In line with the government's decentralization agenda, GrEEEn CfW activities will be implemented by the MMDAs in cooperation with their relevant departments and other deconcentrated agencies as well as the private sector. CfW subprojects will be developed based on the investment menu provided in [annex A](#). Some key considerations are:

- Physical implementation of subprojects will be executed during the agricultural slack period when labour demand is lowest.
- Beneficiaries will work for a maximum of 63 person-days (three months) per year.
- Participants should be between 18 and 65 years of age.

3.2 Annual GrEEEn planning and budget allocations for investment

Allocation of GrEEEn funds to the MMDAs for CfW initiatives will be determined in part based on the Government of Ghana's DPAT, which will account for 30 per cent of the annual pool. The remaining 70 per cent will be determined using GrEEEn performance measures, including an annual performance assessment. The allocations will be approved by the GrEEEn project Steering Committee under the leadership of the MLGDRD.

Using the performance-based grant mechanism, GrEEEn will draw on district medium-term development plans and annual action plans for the selection of CfW subprojects. UNCDF will provide technical assistance to the districts to ensure that subprojects are responsive to climate risk and vulnerability assessment.

From the allocations, MMDAs will be expected to spend a maximum of 40 per cent on CfW allowance payments to beneficiaries. Where necessary, UNCDF, in collaboration with the MLGDRD, will provide the needed capacity to

enable the MMDAs to adequately include the CfW aspects in their budgets.

3.3 Process for GrEEn CfW subproject roll-out

This subsection outlines the range of actions to be undertaken in the execution of CfW subprojects. The required activities and approaches are laid out in 10 steps (see figure 3.1). Steps 1–6 are preparatory activities to be carried out before actual implementation of CfW subprojects, specifically, stakeholder engagement, community sensitization and mobilization, subproject selection, subproject design and cost estimation, procurement of service providers, and beneficiary recruitment and selection. Steps 7–10 cover project implementation, beneficiary payment, subproject completion and maintenance.

Step 1: Stakeholder orientation and engagement

The MLGDRD, in collaboration with UNCDF, will engage with key stakeholders at the selected MMDA and regional levels to orient them on key aspects of implementing the CfW initiatives. At the MMDA level, the actors to be oriented will include the district chief executives, district coordinating directors, district finance officers, district budget officers, district planning officers, district works engineers, district community development officers, district social welfare officers and district internal auditors. This is to ensure the needed coordination in owning and managing CfW subprojects.

At the regional level, orientation will include key actors in the regional planning coordinating unit, namely the regional economic planning officer, the regional budget officer and the regional accountant with their assistants.

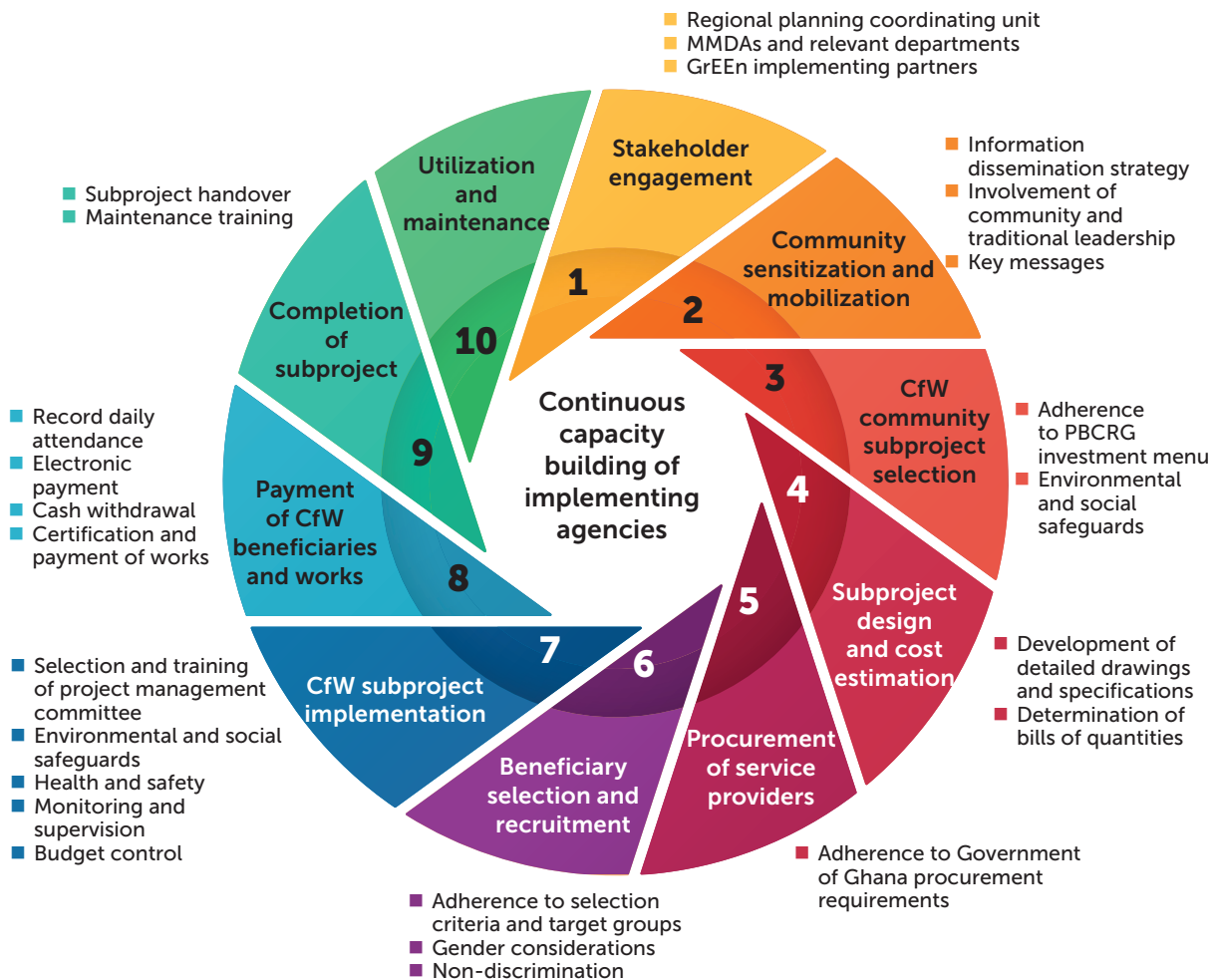
The focus of the orientation will be to present the PBCRG system with its indicators, which provide a foundation for CfW subproject implementation and operational processes as well as funding allocations.

Besides these initial orientations, there will also be annual engagement events of the districts and regions to review the previous year's performance and ensure that gaps are identified and addressed. These sessions will be facilitated jointly by the MLGDRD GrEEn Secretariat and UNCDF.

Step 2: Community sensitization and mobilization

Community sensitization and mobilization exercises are geared towards informing communities in the catchment area of the selected subprojects about the CfW approach and their roles in the process. The procedures for community sensitization and mobilization are as follows.

- Identify all communities in the catchment area of the selected subproject with the help of the physical planning and community development officers.
- Develop a plan of engagement with the community leaders that ensures the majority of inhabitants will be available for the meetings.
- Communicate the day, date and purpose of the visit to community elders in consultation with the responsible assembly member.
- Secure feedback from the community leaders or their assembly member regarding a confirmation of the request. Interfacing with community leadership (chiefs, subdistrict administrators, assembly member) promotes better mobilization and positions citizens to be responsive and attend the public meetings.

Figure 3.1 Steps in implementing CfW subprojects

Note: The above steps are not linear, as more than one of them can be carried out concurrently. Assemblies should therefore assess what is feasible and execute accordingly.

- Constitute a team of beneficiary assembly actors to visit and engage the communities for sensitization and mobilization events. This should include UNCDF field officers.
 - For each of the communities, consider the predominant inhabitants and ensure that the team undertaking the exercise is able to communicate in the native language.
 - The team should rehearse the topics to be discussed and assign responsibilities to members before embarking on the trips. The topics to be covered during the sensitization and mobilization are laid out in Box 3.1.
 - Ask the community leaders which venue they have chosen for the public event. The use of venues such as schools, churches and community centres is encouraged to ensure effective information dissemination and compliance with social distancing.
 - On the day of the engagement with the communities, the team should observe all local protocols as well as that for COVID-19 but keep the focus on the mission to be achieved and deliver it.
- The sensitization activities will enable eligible beneficiaries to make informed decisions as to

Box 3.1 Topics to be covered during GrEEn CfW sensitization and mobilization

- **Objectives of the GrEEn project.** Tell the community about the PBCRG program, CfW aspects and funding arrangements.
- **Target groups for GrEEn CfW initiatives.** Explain that the initiatives are aimed at very poor households, returnees, youth and women. The focus on very poor households means that households in government pro-poor interventions with eligible candidates will be prioritized first. Citizens have a role to play in identifying beneficiaries for CfW initiatives. Refer to the targets to be met under GrEEn as outlined in [“Expected outcomes of beneficiary selection process” on page 15.](#)
- **Eligibility criteria.** Note that 40 per cent of the beneficiaries are to be males, while 60 per cent are to be females; age eligibility ranges from 18 to 65 years. The physically challenged are eligible insofar as they are physically capable of executing the task to be assigned.
- **Duration of employment (short-term jobs).** Communities should be informed that the CfW is for a limited time frame and for a specific and limited purpose. Sensitization should ensure that there are no expectations from community members that the project will run indefinitely, nor should the project be regarded as a long-term source of employment.
- **Wage rate/entitlements.** Inform the community that the wage is not based on commercial rates but on the national minimum wage as published by the government.
- **Work enrolment arrangements.** Explain the range of approaches that will be used to enroll beneficiaries for the CfW initiatives, including the Electronic Daily Attendance Sheet (E-DASH) system for management of attendance, and registration by Ecobank Ghana to open bank accounts for beneficiaries through which monthly payments will be made.
- **Payment arrangements.** Outline the payment arrangements and the process of carrying out the tasks. The idea of paying monthly wages should be explained.
- **Entrepreneurship, technical and life skills training dimensions.** Explain to the community the advanced skills development training available through UNCDF’s partner, SOS, and the Opportunities for Youth Employment (OYE) programme implemented by SNV, an implementing partner of GrEEn.
- **Gender equality and avoidance of discrimination against women.** Inform the community that men and women have an equal opportunity to participate in the CfW initiatives and that there is no discrimination based on the ratio of 2:3.
- **Interest in developing a saving culture.** Explain that CfW efforts are aimed at instilling a saving culture among beneficiaries and the payment arrangements reflect this.
- **What is allowable under the CfW initiative.** Establish what can and cannot be done within the CfW environment. This may include establishing the lack of a role for political party favourites; that there is a fair, transparent selection process for beneficiaries that should be respected; and that payments are based on fulfilment of tasks rather than attendance alone.
- **Grievance handling procedures:** The process of addressing issues that arise on-site should be outlined.

whether to participate in the CfW community subproject work. Community sensitization and engagement will be an ongoing process.

Step 3: CfW subproject selection

The selection of subprojects for implementation is to be made from district medium-term development plans as the main reference document. However, the subprojects should also be responsive to the [Assessing Climate Change Adaptation Framework \(ACCAF\)](#) and the local information system for climate change adaptation (LISA). UNCDF will provide technical assistance and support to enable the districts to select subprojects using evidence-based climate-risk assessment, while building their capacities to update the LISA on an ongoing basis.

In addition to the requirements outlined above, selection of subprojects shall be in line with the investment menu provided in [annex A](#). Linked to the investment menu are a number of disallowed expenditures, including:

- Expenditures not related to climate change
- Investments outside of MMDA plans
- Purchase of cars
- Purchase of plants and equipment
- Acquisition of land
- Construction and furnishing of MMDA office and residential accommodations (central administration)
- Investments in loans, microcredit schemes and other securities
- Payment of allowance to assembly members and staff
- Investments in areas which are detrimental to the environment or where there are land disputes

Following the selection and approval of the subprojects from the district medium-term development plan based on climate responsiveness, the processes for design and procurement will commence.

Step 4: Subproject design and cost estimation

The district works engineer, in consultation with the appropriate district and regional technical departments and collaborating agencies, will lead the process of designing the subprojects. Design and budgeting should cover the following:

- Engineering design of the structures
- Cost estimation analysis
- Planning and scheduling of the subproject activities, including those for CfW

This will be done at the planning and budgeting stages to ensure that the subproject budgets reflect to the greatest extent possible the actual costs of implementation.

Step 5: Procurement of subprojects

Subprojects will be procured in two ways:

- The first is to follow **Government of Ghana procurement requirements** to deliver contract works. This involves traditional procurement processes based on (i) Public Procurement Act 663 of 2003, notably those provisions related to procurement rules (Part III), method of procurement (Part IV), tendering procedures (Part V), and methods and procedures to engage the services of consultants (Parts VI), and complaints and administrative reviews, and (ii) Public Procurement (Amendment) Act 914 of 2016, which amended some sections of Act 663. These provisions should be taken into

account by the MMDAs in executing their procurement mandate for CfW subprojects.

- The second is the **force account approach**, whereby a subproject may be delivered through community efforts with the assembly providing materials for skilled and unskilled labour to execute the construction. This approach is further elaborated on in Step 7 (see [“Force account” on page 17](#)) and Step 8 ([“Payment for works under force account” on page 23](#)). However, it is recommended that this approach only be used in exceptional cases since it requires the extensive involvement and availability of personnel in the district works department to supervise work on site.

Step 6: Beneficiary selection and recruitment

This subsection discusses processes for the selection and recruitment of CfW beneficiaries; also see figure 3.2.

Determining number to be selected by communities

It is important to know the geographical areas where the GrEEn CfW subproject will be implemented and establish the number of beneficiaries to be selected from each community. Where the subproject has a district-wide impact, communities within 5 kilometres from the point of implementation will be targeted. The apportionment of the number to be selected from each community will be based on the populations of the respective communities.

Application process

The process will involve the following:

1. The assembly will make announcements of the CfW job opportunity on local radio stations and at the community level using community public address systems

and information vans of the information services department.

2. The community facilitators (see [annex B](#) for procedures and criteria for selecting community facilitators) will also inform the communities in the catchment of the CfW opportunity.
3. Advertisements also will be placed in the catchment communities for the CfW subproject works through local media, posters, village meetings and community-based organizations.

Beneficiary selection

Any person who fits into the CfW target categories, is able and willing to work, finds the wage rate acceptable, and lives within the catchment location of 5 kilometres of the subproject is eligible to present him/herself for consideration. The three primary target groups are: youth (60–80 per cent), women (40–60 per cent) and returnees (up to 5–10 per cent). The CfW project beneficiaries will be selected through a combination of the following three selection mechanisms:

- Self-nomination
- Community-based selection
- Lottery system

Self-nomination

Based on the information received from the range of advertising avenues, individuals can establish their eligibility and present themselves for consideration. In this case, an individual's willingness to work and accept the subproject wage rate are the major criteria for participation in the subproject.

The process of self-nomination will be as follows:

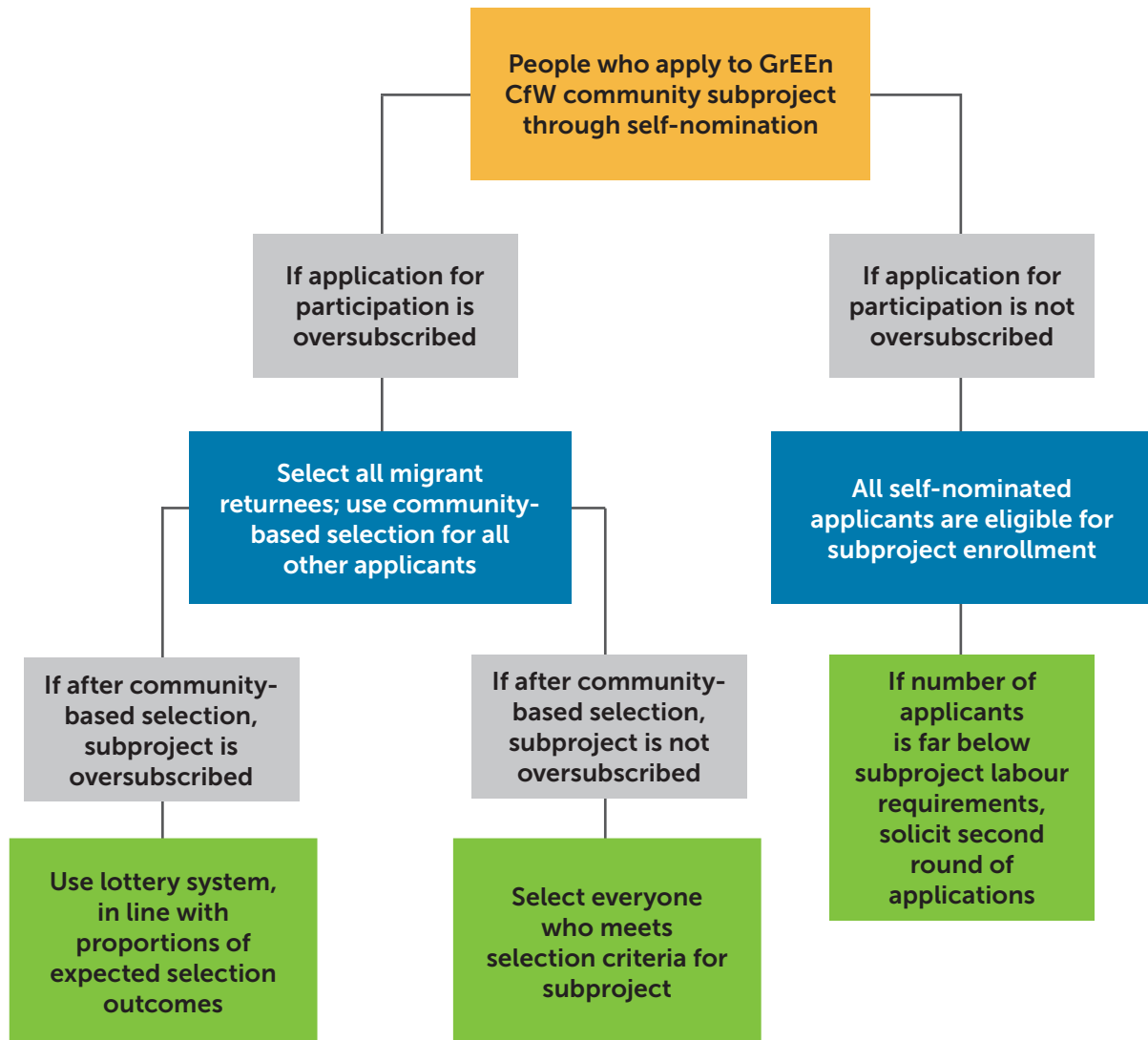
1. Interested individual/household presents themselves to be screened.

2. The prospective beneficiary will be verified by the assembly team to ensure that he/she is eligible.

Community-based selection

Community-based selection will be the main approach for beneficiary selection. The community-based selection process will be facilitated by the assembly, the UNCDF field officer and the community facilitator. They will determine the most deserving households/individuals in line with GrEEn targets using the following criteria:

- Migrant returnees
 - Vulnerable female-headed households
 - Non-labour-constrained households that have suffered a severe loss of assets (financial, employment, livestock, means of production, assets), especially if linked to climatic disasters, and are therefore unable to meet their basic requirements
 - Non-labour-constrained households without adequate family support or other means of social protection and support (e.g. households with members suffering from chronic illness, elderly-headed households caring for orphans etc., that are not labour constrained)
 - Non-labour-constrained households that are chronically food insecure, i.e. that have faced continuous food shortages
- The community facilitator must necessarily be neutral in this process for the community to make its decisions. To achieve this, there should be a forum where potential beneficiaries will elect a three-person community-level committee made up of representatives of the leadership of the community (the traditional authority) and other persons of high repute and integrity. The selection has to be carried out in such a manner as to ensure that the principles of fairness, equity and transparency are upheld. This is achieved through the following:
1. The exact number of persons required for the workforce distributed among the catchment communities should be disclosed during the sensitization forums.
 2. The process for arriving at the required number should be explained to all prospective participants and other community stakeholders.
 3. The screening should be done openly for all present to validate the outcome.
 4. Through a guided discussion, the community committee should assist the community members to establish their own definition of poverty and deprivation and establish factors/indicators that could be used. The following examples can be shared with the community:
 - Type of dwelling (e.g. cemented house, roofed with corrugated iron sheets, electricity in home, availability of a toilet/bathroom, availability of a kitchen, mud/thatch house roofed with raffia without basic amenities etc.)
 - Household assets
 - Female-headed households
 - Farm size of a household (e.g. small farm size could indicate high poverty and vice versa)
 - Ability to donate during funerals or other social functions
 - Ability to feed the family
 - Households with alternative means of income
 - Regular source of remittances
 - Proportion of aged persons in a household
 - Household dependency ratio
 - Annual harvest (e.g. quantity of yam or rice harvested annually etc.)
 - Number of breadwinners etc.

Figure 3.2 Beneficiary selection process

5. Care must be taken to ensure that all eligible households are given equal opportunity of representation during the selection.
6. In arriving at the final list for the workforce, priority must be given to migrant returnees and others from households with a high degree of vulnerability such as female-headed households, households with physically challenged persons, households dominated by the aged, orphans etc.
7. The shortlist of persons selected through the community-based selection process has to be publicized and an opportunity provided for those who think they have been unfairly treated to have their grievances addressed through consultations.
8. When the selection process is completed and the list arrived at exceeds the number required, a lottery system, as outlined below, should be employed as a last resort to obtain the required number.
9. The final list of persons obtained will be validated with the community before it is passed for enrolment and registration.

Lottery system

In the event that the demand for participation in a subproject exceeds the supply, or there are inadequate resources to conduct an exhaustive and transparent community-based selection process, the beneficiaries may be selected through a lottery method as a last resort. The lottery shall be conducted in full view of all applicants. Preferably, the age grouping discussed below (see [“Expected outcomes of beneficiary selection process” on page 15](#)) should be used for the lottery exercise to ensure that the project targets are met.

In the absence of this method of selection, a digital system could be explored and utilized for fairness.

1. Facilitators prepare cards labelled ‘Yes’ and ‘No’. The number of cards labelled ‘Yes’ should be equal to the targeted number of beneficiaries for enrolment.
2. The cards are shuffled in an open container (hat, bag, basket etc.).
3. Interested applicants take turns picking a card based on the sex and age groupings.
4. ‘Yes’ card holders automatically qualify for enrolment (since their poverty status would have been validated during the community-based selection process).

Considerations for gender and persons with disabilities during beneficiary selection

An important dimension of the CfW beneficiary selection process is the conscious effort to include women as direct beneficiaries (see [“Expected outcomes of beneficiary selection process” on page 15](#)). To ensure that women have the same opportunities to participate in and benefit from the GrEEn CfW community subprojects as their male counterparts, efforts should be made to improve awareness of the entitlements of women within the project. The design, packaging and management

of the beneficiary selection process should be affirmative for women’s participation. Specifically:

- The proportion of men to women for the CfW will be 2:3. Thus, women will form 60 per cent of the labour force and men 40 per cent.
- Pregnant women will qualify for selection as long as their pregnancy has not reached the stage of detention according to Ministry of Health requirements.
- Persons with disabilities that do not make them labour constrained should not be discriminated against in the beneficiary selection process.
- The principle of equal pay for work of equal value will apply. Both women and men as well as persons with disabilities doing the same type of work will be paid equally.
- Community facilitators should establish mechanisms for preventing gender-based violence and other forms of abuse of women in the selection process.

Expected outcomes of beneficiary selection process

All migrant returnees who have applied to participate in the community CfW subprojects should be selected for employment. Using the community-based selection criteria above, the remainder of the labour requirements after all migrant returnees have been absorbed will be allocated as follows:

- 25 per cent for young women (18–35 years) because they have a high propensity to migrate
- 25 per cent for young men (18–35 years) because they have a high propensity to migrate
- 25 per cent for women (35+ years)
- The remaining percentage is available to all people age 18 and older, with 10 per cent for women and 15 per cent for men.

These allocations may be varied depending on the pool of applicants and/or the community demographic structure, as well as the total workforce requirement of each subproject.

Beneficiary enrolment

The individuals selected will first have their personal details taken to assist with the management of their daily work attendance using the Electronic Daily Attendance Sheet (E-DASH) system. In addition, one more eligible adult will be enrolled as an alternate participant. In the event that the selected beneficiary is not available due to ill health, the alternate could work in his/her stead to guarantee continuous earnings for the household. However, payment for work carried out by either person will be paid into the account of the primary participant. If the primary participant misses work for 10 consecutive days, he/she loses the position as a CfW beneficiary on the specific subproject.

The registration process to electronically enrol the selected beneficiaries will be as follows:

1. Two eligible persons will be enrolled from each household, with one being the primary beneficiary and the other the alternate as explained above.
2. UNCDF will provide specified tablets to be used on each of the subproject sites for registering workers and recording attendance to work.
3. The data for both the primary and alternate will be captured for management of work attendance.
4. Ecobank Ghana will open an Ecobank Xpress account for each of the CfW beneficiaries. This will require only a phone with a registered SIM card. Where beneficiaries do not have SIM cards, other options will be explored. A [gh-link card](#) can be issued to all CfW account holders registered by Ecobank Ghana to offer more options to beneficiaries.

Step 7: CfW subproject implementation

Implementation of the subprojects will start with the procurement process, including the award of contracts and their execution at the designated sites with the required contract management systems and procedures. As already mentioned, the procurement of subprojects will be via either contract works or force account. This subsection outlines methods of execution for both.

Contract works

Beneficiary assemblies will procure service providers/contractors for the construction of the selected community subprojects using traditional procurement processes based on Public Procurement Act 663, as amended by Public Procurement (Amendment) Act 914, requirements to deliver contract works.

The process shall be as follows:

1. Bidding documents shall be prepared.
2. The tender shall be advertised locally, nationally or through the use of other competitive means, depending on the approved procurement method.
3. Bid opening and closing will be in accordance with provisions in the bidding documents.
4. Through its head or representative, the beneficiary assembly will formally empanel an evaluation team as per legal and administrative requirements.
5. Bids shall be evaluated, and an evaluation report submitted with recommendations for award of contract in accordance with published evaluation criteria to the entity head or his/her representative.
6. The approval of the evaluation report by the district tender committee shall be required.

7. The beneficiary assembly will then write to the successful bidder and all other bidders whose bids were opened.
8. The standstill period begins a day after issuance of the notification of the intention to award.
9. MMDAs will debrief contractors who submit complaints within the stipulated standstill period.
10. Once complaints (if any) from contractors have been addressed, the MMDA issues a letter of acceptance to the successful bidder using the format in the bidding document.
11. Four copies of contract documents should be prepared by the beneficiary assembly and signed with the contractor.
12. If required, site supervisors of the winning firms will undergo training in the use of labour-intensive methods for construction before commencing the works.
13. The beneficiary assembly should notify unsuccessful bidders and return their bid securities.
14. The beneficiary assembly should forward the award to the public procurement authority for publication.
15. The contractor will be issued a commencement letter to start the works.

Force account

Where the community intends to execute a subproject with technical guidance from skilled technicians, the beneficiary assembly will pay the services of the technician(s), but the actual materials and equipment to be used will be purchased and supplied by the assembly to the subproject site. Personnel of the district works department will have to be continuously on site to provide the needed technical guidance for execution of the subproject. Meanwhile, other labour for the execution of the subproject will be recruited using the CfW approaches. As recommended earlier, this approach should be

sparingly used due to the high level of supervisory input required to deliver a subproject.

For works carried out using the force account arrangement, the following process should be followed:

1. The design of the subproject will be considered at the planning and budgeting stage so that the mode of implementation based on the design can be factored into the assembly's budget.
2. Requests for quotations shall be submitted to at least three sources of potential suppliers for items and equipment to be procured for the works.
3. Evaluate and select the competitive bidder.
4. Submit the evaluation report to the district tender committee for approval.
5. Following report approval, award the contract to the recommended supplier(s).
6. The supplier accepts the award and supplies the goods.
7. The assembly acknowledges the supply of goods received through the district stores.
8. The assembly hires technician(s) and craftsmen as may be required in and around the communities where the subproject is to be implemented.
9. The district works engineer requests materials and goods to be issued from the stores based on consultations with the district GrEEEn focal person.
10. Copies of all quotations, reports and correspondence are to be kept in the specific subproject file.
11. Recruit CfW beneficiaries.
12. Execute the subproject.
13. The subproject is supervised on a daily basis by district works department personnel.

Pre-commencement meetings and site possession

After all the actors for subproject implementation have been identified and adequately prepared (briefed and trained), the district works engineer, together with district GrEEn focal person, will hold pre-commencement meeting(s) involving all key actors where the following issues would be discussed:

- Nature of the contract
- Roles and responsibilities of stakeholders
- Expected start date of the works
- Final works schedule
- Labour requirements
- Location of sources of locally available materials
- Payment arrangements
- Environmental and social compliance requirements to be met by the service provider/contractor
- Relevant arrangements for gender mainstreaming
- Social accountability
- Grievance redress mechanisms

The pre-commencement meeting should be followed, preferably on the same day, with site possession. The subproject site will be handed over to the service provider/contractor (in the case of contract works) or the lead technician (force account works) in full view of the beneficiary community. The site possession event should take place in the presence of the community leadership, and the rules of implementation of the subproject should be outlined.

First day on site

The district GrEEn focal person, working together with the district works engineer and community development officer, should undertake arrangements with the community

facilitator to hold a first day on the subproject site forum. The forum will involve all key stakeholders including the head of the district works department, the UNCDF field officer, the service provider/contractor, CfW beneficiaries and representatives from Ecobank Ghana. On the first day on site, the district works engineer and district GrEEn focal person will do the following:

- Introduce the service provider/contractor to the community and workforce.
- Introduce key field officers to the beneficiaries and the contractor.
- Identify the timekeeper and carry out his/her training on E-DASH software.
- Undertake registration for work attendance.
- Facilitate the election and establishment of a five-member PMC by the beneficiary work participants.
- In collaboration with the service provider/contractor, provide orientation training to the PMC.
- Confirm availability of selected beneficiaries for work through signing of the agreement form (see [annex C](#)).
- In collaboration with the service provider/contractor, confirm work and tasks to be performed and confirm wages and payment terms.
- Together with the beneficiaries, establish and confirm lines of communication and grievance management.

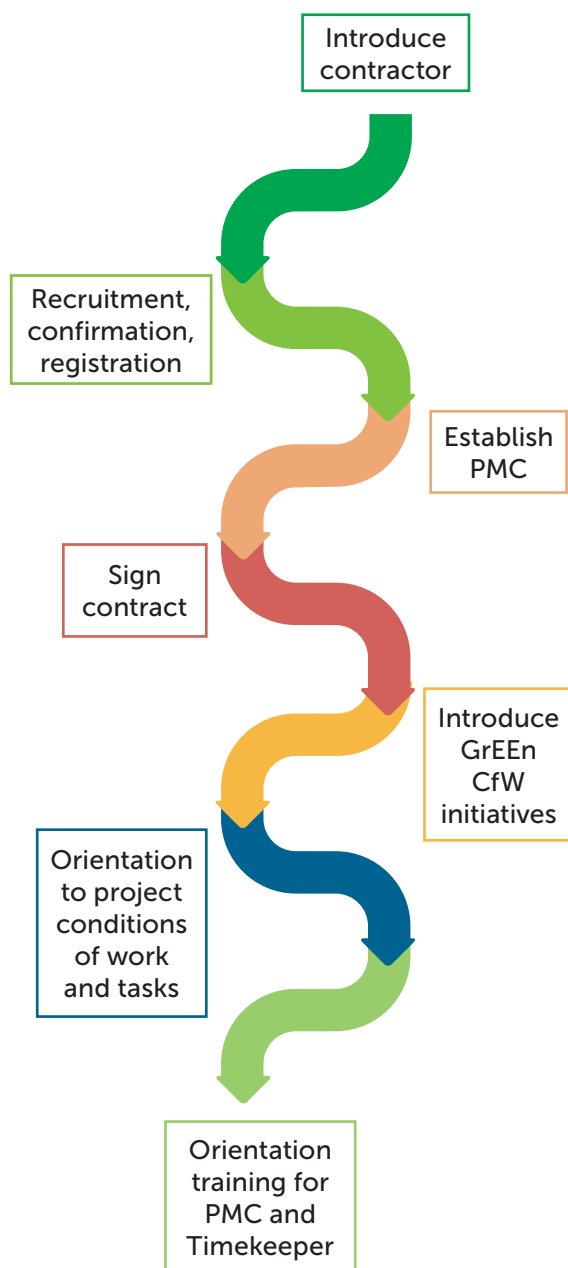
Ecobank Ghana will undertake registration for opening of accounts and offer orientation on basic savings tips, investment, how to prevent fraud on an account, and bank card usage as well as a detailed explanation of Ecobank's digital offerings.

The precise process is outlined in figure 3.3. The above may take two days to accomplish.

Training of the PMC

Once the CfW participants have been identified and enrolled, they are expected to select the members of the PMC through an open selection process. At least 60 per cent of PMC members should be women.

Figure 3.3 Initial site activities



Training of the PMC is the responsibility of the district GrEEen focal person/district works engineer and the service provider/contractor; they may be supported in this task by other assembly officials. Training of the PMC should be a day-long event to enable the members to fulfil day-to-day management duties of the subproject in the following areas:

- Site organization and distribution of tasks to participants
- Inclusive gender considerations and approaches
- Management of E-DASH system
- Technical monitoring of project works
- Safekeeping of tools and storage of materials

The PMC members shall not receive additional payments and benefits over and above the normal wage rate payable to all other beneficiaries.

Working hours

Beneficiaries shall work on task-based assignments instead of a specific number of hours per day. Hence, assignment of tasks should take this into account. Childcare will be provided at the subproject site to enable women with young children to participate in CfW activities. Where there are nursing mothers, provision should be made for an additional hand as part of the CfW beneficiaries to take care of the children. This person is to be paid the same wage rate as the other beneficiaries.

Working days per month and records management (CfW beneficiaries)

Beneficiaries shall work for a maximum of 21 days per month which should be recorded using E-DASH as it is being used under the Ghana Productive Safety Net Project.

Duration of employment

Initiatives carried out under GrEEn are expected to be mostly small contract works. In the case of CfW subprojects, the expected duration is three months. Based on this period of duration:

- CfW beneficiaries may be employed for a maximum of 63 days per year.
- The maximum duration of employment for each participating household in all GrEEn CfW schemes is three months in a given year.
- Where a subproject life span is more than three months and there are more prospective beneficiaries, the old hands shall be rotated out when they have completed their three months of work.
- In situations where community subprojects are experiencing labour shortages, the participation of existing beneficiaries may be extended to allow for the completion of the subproject, with every beneficiary being offered the same number of days of employment and the same level of benefits.

Gender considerations at the subproject site

Gender considerations for the subprojects should respond to women's needs, specifically:

- Women should constitute 60 per cent of the workforce where they are available.
- Women should be given equal pay to that of men.
- CfW subprojects should consider the welfare of breastfeeding mothers; therefore, a facility that allows for childcare and breastfeeding should be provided.
- Since in most cases for small works, contractors usually do not construct camp structures, nearby structures could be accessed with the help of the community facilitator for the purpose of childcare.

- Depending on the number of children in need of care at the subproject site, one or two CfW community subproject beneficiaries should be selected by the working mothers to provide care for their children.
- Breastfeeding mothers should be allowed time to breastfeed their children when at work.
- Separate places of convenience shall be provided for women and men.
- Pregnant women should not be made to work on plants or equipment that vibrate, or participate in other activities that are harmful to them in view of their condition.
- Advocacy should be carried out aimed at encouraging women to make use of the [Single Window Citizen Engagement Service](#) in reporting any form of infraction that they may suffer in the course of participating in CfW community subprojects.
- The rights and entitlements of female beneficiaries should be the subject of ongoing sensitization events on each subproject site.

Prevention of gender-based violence at the workplace

Empowering women economically is likely to be accompanied by a risk of gender-based violence and related issues emanating from culture and norms that militate against women becoming empowered relative to their male counterparts. The services of the Domestic Violence and Victim Support Unit of the Ghana Police Service will be sought to address sexual harassment and domestic violence. Notwithstanding, to ensure reduced risks of gender-based violence, all actors – including district officials and service providers who will be physically present at the community level – will have to commit to a gender-based violence code of conduct. This component will also use the Single Window Citizen Engagement Service to address any

gender-based violence complaints that are reported.

Occupational health and safety

The provision of occupational health and safety measures should be made a requirement of the bidding exercise, including on-site arrangements for COVID. Specifically, the service provider/contractor shall perform the following:

- Outline safety precautions on posters and pamphlets, with the kind of precautions depending on the type of subproject.
- Train the CfW beneficiaries on safety precautions that have to be observed on site.
- Have first aid kits available on the subproject sites.
- Ensure that all workers on the site have the needed personal protective equipment in their line of duty.
- Orient CfW beneficiaries on the basic health rules and regulations as defined by the Ghana Health Service (GHS) including those on COVID.

Environmental and social safeguards

GrEEn CfW subprojects should adhere to the environmental and social safeguards outlined in the DPAT Manual. These requirements should be considered at the project selection, design and implementation stages:

- GrEEn CfW subprojects should not result in environmental degradation.
- The assemblies should work closely with the EPA to ensure that their subprojects adhere to prescribed environmental requirements.
- Appropriate checklists for the identification of potentially negative environmental effects of subprojects will be used as an integral part of CfW initiatives. Any measures required to avoid or minimize negative social and

environmental impacts will be incorporated into the project design.

- Subprojects should only be sited on lands that have been properly acquired. Where applicable, there should be documentation of lands on which subprojects are situated.
- Arrangements/agreements for benefit sharing (in the case of climate change interventions such as community woodlots and irrigation schemes) should be documented and publicized.

Detailed guidelines on environmental and social safeguards are outlined in the DPAT Manual.

Step 8: Payment arrangements for CfW beneficiaries and works

The process of payment starts with recording attendance at work, processing the data and submitting requests for payments to be made. The method of recording attendance at work will leverage the E-DASH system in use under the GPSNP. Several GrEEn districts are already benefiting from the GPSNP using the system.

CfW payment process with E-DASH

The E-DASH system will be the primary source of data in the e-payment process. The following steps shall be followed:

1. At the end of each month, the community facilitator will be required to announce the number of days accrued by each beneficiary in the E-DASH system at a site forum and ensure that there is agreement, with any comments noted.
2. Once the site verification is done, the assembly will endorse and generate the payroll.
3. A payment authorization form will automatically be generated for the payroll.
4. The payroll will be approved by the district coordinating director and authorized by

the district chief executive by signing the authorization form before payment.

5. The payroll, with the accompanying evidence of authorization and approval, will then be transmitted electronically from the assembly to the financial controller of the MLGDRD and GrEEn desk officer of the MLGDRD.
6. The MLGDRD desk officer will secure the necessary approvals from the chief director that will empower the MLGDRD financial controller to release the funds for payment of the beneficiaries.
7. The MLGDRD financial controller will then transfer the funds into the accounts of the CfW beneficiaries through Ecobank Ghana with an electronic schedule – capturing the account name (beneficiary name), account number and respective amount to be paid – of CfW recipients. Ecobank Ghana will be required to provide the necessary details to the MLGDRD to confirm that the transactions have been made and the individual accounts credited.
8. Payment schedule and funds are expected to be received from the MLGDRD latest by the second working day after the end of the month. Payment will be credited to the beneficiary account within three working days after funds from the MLGDRD have been received by Ecobank Ghana.
9. Ecobank Ghana will then credit the accounts of beneficiaries with their earned wages. SMS notifications will be sent out to beneficiaries to confirm payments.
10. After the beneficiary accounts have been credited, beneficiaries will have multiple channels to cash out and access funds (gh-link card, dedicated Ecobank agency points, MoMo wallet). Ecobank ambassadors will also be available to assist beneficiaries on site. Ecobank Ghana will educate all beneficiaries to understand all the channels available and to use

their accounts effectively. Beneficiaries will have the opportunity to deposit part of their wages into an interest-bearing savings account and start accumulating assets for future opportunities.

Replacement of beneficiary gh-link cards

If a CfW beneficiary misplaces or damages his/her gh-link card, the following process should be followed to replace it:

1. The beneficiary will be required to make a formal report through the community facilitator and approval given for replacement by the district GrEEn focal person.
2. The beneficiary will then proceed to obtain a new card from Ecobank Ghana at his/her own expense.
3. Ecobank Ghana will, based on the new card issued, update the payment and accordingly inform the UNCDF field officer to update his/her records.

Procedure for redeeming earned wages of deceased beneficiaries

In the event that a CfW beneficiary dies during the course of implementation of a subproject with accrued wage earnings on his/her gh-link card, the steps outlined below shall be followed to access wages from the deceased's bank account:

1. The district GrEEn desk officer will receive a formal request from the designated next of kin (as captured at e-registration) through the community facilitator.
2. The next of kin will be required to submit valid identification (copy of National ID, National Health Insurance Scheme [NHIS] ID, voter ID etc.), a request letter signed by the assembly member and community as part of the request, and an accompanying gh-link card number.

3. The district GrEEEn desk officer will review the request, confirm eligibility and forward same to the district coordinating director for approval.
4. The district coordinating director will then inform the GrEEEn Secretariat at the MLGDRD for further action.
5. The MLGDRD GrEEEn desk officer will secure the necessary approvals for the MLGDRD financial controller to advise Ecobank Ghana to transfer unpaid wages funds into the account of the next of kin.
6. Once the transaction is made, Ecobank Ghana will notify the MLGDRD financial controller, who will then inform the MLGDRD desk officer to relay the information through the assembly to the community facilitator.

Transactional cost associated with beneficiary wage payment

Cash withdrawals from the opened accounts will come with service charges to be borne by the account holder. Ecobank Ghana will educate beneficiaries on how to minimize the cash-out service charges.

System of remuneration

Beneficiaries in all CfW subprojects under GrEEEn shall be paid an all-inclusive daily wage rate of 12.00 Ghana cedis (rounded to the nearest cedi) in return for completing a clearly defined quantity of work (task) to the specified quality in a day.

The daily work will be task-based rather than time-based; thus CfW beneficiaries will not be tied to working a specific number of hours per day.

Beneficiaries' wages will be paid electronically (e-payment) on a monthly basis as outlined above; see [“CfW payment process with E-DASH” on page 21.](#)

Payment for works under contract

Payments for works under contract will be in accordance with the conditions specified in the contract governing the execution of the subprojects. This means that the MMDA will need to apply Government of Ghana contract management procedures and requirements.

Payment for works under force account

Where a subproject initiative is to be implemented through force account, the following payment procedures shall be applied.

● Purchases

- All orders for purchases of goods (simple tools, cement, sand, chippings, roofing sheets, timber, iron rods, seedlings etc.) must be made in accordance with Government of Ghana procurement and payment requirements with the necessary approvals and documentation.

● Receipts

- All goods purchased for use on the CfW force account initiative, irrespective of their form, must be officially routed through the district assembly stores, with the supporting waybill(s).
- The district assembly's storekeeper, on receiving the goods and accompanying waybill(s), shall verify the quantities and specifications of items received and issue a store receipt advice (SRA) to acknowledge receipt of said items. The advice is to be countersigned by the district assembly staff who delivered the goods to the storekeeper to confirm the quantity and any other remarks indicated.

● Utilization

- A formal request, in the form of a memo to the district coordinating director, shall

be made by the district works engineer in consultation with the district GrEEn desk officer.

- The district coordinating director shall review and approve the request as well as sign a store requisition form for the storekeeper to issue items to the requesting officer.

The storekeeper shall release the goods in their types and quantities based only on the approved memo and requisition form and issue a stores release voucher to cover the release. Again, the voucher must be signed by both the storekeeper and the person authorized to receive the goods from the store.

Step 9: Closure of CfW subproject contracts

On completion of the community subproject in accordance with the provisions of the contract (in the case of contract works), the service provider/contractor does the final handover of the completed works to the beneficiary assembly. The following steps are to be taken to close a CfW subproject contract:

1. At practical completion, the contractor will inform beneficiaries that the work has come to a close and beneficiaries and all their contracts of work have been terminated.
2. The last payroll for payment of wages will be prepared for those beneficiaries who worked.
3. The technical department of the beneficiary assembly will carry out an inspection of the works as well as a detailed valuation of the works.
4. An interim handover ceremony will be held in the community to signify the substantial completion and start of the defects liability period.

5. The contractor will have to correct all defects identified during the practical completion inspection and any defect that may arise during the defects liability period. The latter is usually six months for CfW subprojects, or as stated under the conditions of the contract.
6. If beneficiaries assist the contractor in the correction of defects, their work attendance will be marked and payroll processed for wage payment in the same way as the normal execution of works. Once payment of wages is made, the amount will be deducted from the contractor's retention during preparation of the final certificate.
7. Final inspection and handover will be held when the defects liability period is over and when the contractor has addressed all defects identified.

Step 10: Subproject utilization and maintenance

When a subproject has been handed over to the assembly, it will either be handed over to a community or added to the assembly's portfolios, depending on the nature of the subproject. Where necessary, a maintenance committee will be established before the subproject is handed over. The relevant department of the assembly will provide training to the maintenance committee.

The beneficiary assemblies may use part of the annual District Assemblies Common Fund – Responsiveness Factor Grant (DACF-RFG) allocation for the maintenance of the infrastructure, backed up by a maintenance plan and budget as captured in the district medium-term expenditure framework (MTEF Item 2) and construction work (MTEF Item 3 Assets).

3.4 Grievance mechanism

Disputes may arise in the implementation of the CfW initiatives with regard to the appropriateness of subproject activities, beneficiary selection and geographical targeting of activities, among other things. In this regard, the CfW implementation framework provides for dispute settlement and appeal procedures.

Complaints procedures for communities

At the community level, the community facilitator will serve as a focal point for resolution of subproject-related grievances. He/she shall serve as the liaison between the community and the various levels and relevant interest groups in ensuring the speedy resolution of all cases that emerge.

To investigate and resolve minor cases that can be handled at the community level, a three-member case management committee will be appointed. This committee shall consist of the following:

- Representative of the traditional ruler
- Women's representative
- Male opinion leader (preferably a member of the unit committee/assembly or leader of the dominant religious sect)

Membership of this committee must be validated by the beneficiaries.

Community members who might have grievances with regard to the beneficiary selection process or decisions by the PMC may submit their grievances to the community case management committee (CCMC). The following is a list of possible complaints:

- Exclusion from participant list despite meeting criteria, or being more needy than others included on participant list
- Inclusion of community members who do not comply with selection criteria
- Household rotated off the programme before the end of the three-month period
- Physical or verbal abuse by officials or other beneficiaries

Guidelines for the handling of grievances by the CCMC are as follows.

1. Grievances may be submitted verbally or in writing in cases where written evidence is necessary.
2. Complainants will access the services of the CCMC free of charge, i.e. no fees or levies shall be charged by the committee.
3. Upon receipt of the complaint, the CCMC shall request the PMC chairperson to attend the hearing.
4. Hearing proceedings shall be recorded in writing by the CCMC secretary.
5. The final resolution to the dispute shall be by consensus.
6. Any party to the dispute aggrieved by the decision of the CCMC may appeal to the district public relations and complaint committee (DPRCC) and shall inform the CCMC about such an intention.
7. The CCMC shall make available the minutes of its hearing proceedings to the DPRCC through the district GrEEEn focal person.

DPRCC

As noted above, a community member who is not satisfied with the decision of the CCMC may appeal to the DPRCC. At the district level, the head of the social welfare and community development department will act as a focal point for GrEEEn CfW project-related cases. He/she

would be required to present all project-related complaints that must be addressed at the district level to the statutory DPRCC. The head of the social welfare and community development department will then ensure that the committee investigates the complaint, pursues adequate

resolution and communicates the feedback to the complainant. The full case and resolution should be documented by the head of the social welfare and community development department and submitted to the DPRCC for redress.

Institutional arrangements

For effective implementation and management of the CfW community subprojects, the following institutional arrangements shall be in place.

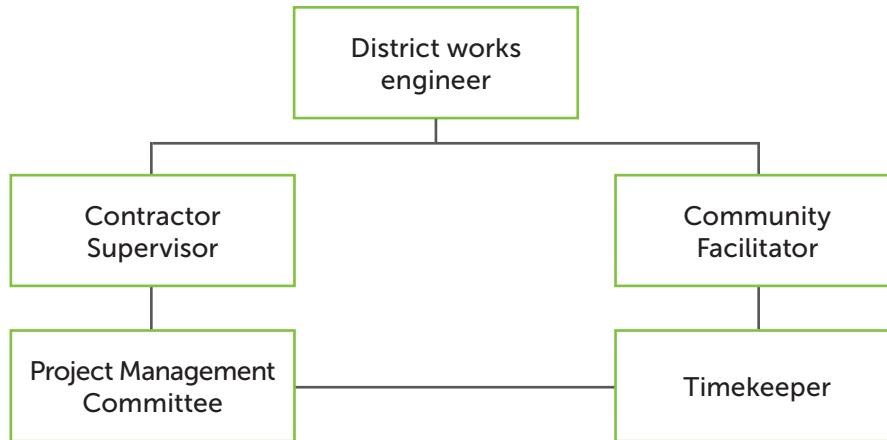
4.1 Key actors in the GrEEn CfW project delivery process

Various stakeholders are involved in the CfW subproject delivery process, as follows:

- District assemblies, which are the implementing agencies
- Collaborating institutions (technical line agencies), which provide technical support to the beneficiary assemblies
- Private service providers, such as small-scale contractors that assist the MMDAs in the delivery of works
- Ecobank Ghana and its partner OZÉ, which will register CfW beneficiaries and open accounts for them to receive their monthly earnings
- Regional coordinating council, which monitors activities of assemblies and CfW subproject delivery
- Target communities, which are the primary recipients of CfW benefits, i.e. wages and assets
- PMC, which is responsible for overall management of the implementation process at the community subproject level
- Community facilitator, who serves as a community mobilizer and mediates between beneficiaries/communities and other project stakeholders
- Target beneficiaries, who provide labour and earn income from the CfW subproject
- SOS, a partner of UNCDF, which provides fundamental skills training for CfW beneficiaries to prepare and equip them to identify and pursue economic opportunities

4.2 Monitoring and supervision for community subprojects

The CfW subproject shall establish a robust on-site supervision arrangement to ensure quality assets delivery. This will be mandatory and a pre-condition for the commencement of physical works. The structure of this arrangement is highlighted in figure 4.1.

Figure 4.1 Supervision arrangements for GrEEn CfW community subprojects

4.3 Roles of actors

District works engineer

The district works engineer is responsible for the following:

- Assisting the beneficiary district assembly in the design of prioritized subprojects
- Playing a key role in handing over the selected site to the contractor
- Assisting the contractor in preparing detailed work activity schedules and supervising these activities
- Ensuring that contractors work to specifications and meet the conditions of the governing contract
- Ensuring adherence to design standards and specifications
- Serving as liaison between the contractor and the beneficiary assembly
- Organizing site meetings and participating in assessment of works for certification
- Providing quality assurance monitoring of community subproject implementation
- Providing early warning signals to the client of any major anomaly detected in the CfW

subproject delivery process and ensuring a peaceful working environment

- Assisting the contract administration process by reviewing contractor's invoices, preparing certificates and ensuring that site meetings are held according to schedule
- Assisting in building the capacity of relevant staff of the various district works departments and technical line ministry agencies in the implementation of subprojects
- Providing support to the beneficiary district assembly in the maintenance of the created assets

Contractor supervisor

The roles and responsibilities of contractor supervisors are as follows:

- Executing the works according to specifications
- Serving as liaison between contractor and beneficiary assembly
- Ensuring observance of all safety and health standards for workers on site
- Participating in joint monitoring and site meetings

- In collaboration with the community facilitator and the district works engineer, ensuring a safe and peaceful working environment on the subproject site
- Providing early warning signals to the district works engineer of major anomalies detected in the subproject delivery process
- Keeping daily records data of all persons on site, including unskilled labour

PMC

On the first day on site, the district GrEEen focal person will facilitate the election of the PMC members, by open voting, from the selected beneficiaries. This will be the workers' committee and will serve as the liaison between the workers and the subproject supervisory team and the beneficiary assembly. The PMC will be present on site on a day-to-day basis and will generally be responsible for the following:

- Ensuring that the rights of the workforce are protected and the notion of decent work adhered to
- Ensuring the availability of sufficient labour force each day according to the labour schedule
- Ensuring that the contractor provides the needed tools and equipment and in the quantities required for each day's work
- Ensuring that personal protective equipment has been provided by the contractor and that beneficiaries are using it
- Assisting in the identification of and negotiations with landowners for the extraction of locally available materials
- Ensuring that work activities are being undertaken by contractors in an environmentally safe manner
- Ensuring healthy relations between the workforce and the entire community and other actors

- With the help of the beneficiary assembly, developing a sustainable mechanism for the use of the assets created, including community contributions towards maintenance

Community facilitator

The community facilitator shall perform the following, among others:

- Serving as a focal point for CfW community mobilization and sensitization
- Assisting in the selection of participants (targeting and registration)
- Ensuring that all records relating to the works are kept properly, especially the E-DASH system
- Submitting E-DASH to MMDA for processing
- Facilitating payment to CfW beneficiaries
- Serving as a liaison between the community workforce and other stakeholders
- Serving as the focal point for community-level case management by ensuring that all grievances are addressed expeditiously
- Ensuring community-level accountability meetings are held
- Ensuring the existence of a functional PMC

Timekeeper

The timekeeper is responsible for:

- Assisting CfW beneficiaries to record their attendance to work using E-DASH software
- Liaising with the community facilitator when any disputes arise regarding work attendance records
- Bringing to the attention of the contractor's supervisors the daily attendance of workers so it does not affect work execution

Beneficiary district assemblies

As clients, the beneficiary district assemblies are ultimately responsible for the following:

- Ensuring the availability of sites for the works
- Providing all information necessary for unhindered implementation, including sensitization and mobilization of the community workforce
- Ensuring the availability of the requisite number of participants required for the works
- Providing all logistical support to supervision teams to enable them to function effectively
- Coordinating and supervising the activities of the district works engineer
- Enforcing CfW labour standards
- Reviewing, approving and paying service providers/contractors
- Ensuring timely payment of wages to workforce and service providers
- Monitoring the works to ensure achievement of results
- Attending and participating in site meetings
- Assisting in resolving CfW project-related grievances and disputes

UNCDF field officers

The UNCDF field officers will undertake the following tasks:

- Under the guidance of the climate change expert and the Results 1 Lead, support beneficiary district assemblies in collecting and interpreting climate-related data and information, as well as undertaking local climate risk assessments, and mainstreaming climate change into local public planning and budgeting systems, particularly at the district level

- Support beneficiary district assemblies in the management, implementation and monitoring of PBCRGs and related activities, interventions, and investments and propose improvements through reviewed work plans, for instance
- Participate in and contribute to the annual performance assessment of beneficiary district assemblies
- Facilitate consultation and exchange of information, synergies, learning and know-how at the local level among partners and stakeholders
- Support the preparation of periodic technical and financial reports on the implementation of PBCRG activities and undertake regular monitoring, including through field visits
- In coordination with SOS:
 - Provide inputs to training opportunities and needs survey development
 - Help identify skills gaps and training needs for green jobs
 - Support the mapping of training providers and skill areas in target district assemblies
 - Facilitate consultations with beneficiary district assemblies on setting up of new training centres and roll-out of training services to target beneficiary communities
 - Provide inputs to curricula development and apprenticeship scheme activities in line with training priorities in the beneficiary district assemblies
 - Perform any other related duties as required by supervisor/management

Capacity building to support subproject implementation

In line with the Government of Ghana's decentralization programme, CfW implementation will build stakeholder capacity at the national, regional, district and local levels for effective execution of their roles. This will focus on the strengthening of capacity of all stakeholders involved in the implementation process, with a view to mainstreaming the CfW approach in MMDA development planning processes. Key aspects for capacity building are design and implementation of CfW information, education and communication components, and physical delivery of CfW subprojects.

5.1 Knowledge management and communication

Knowledge management and communication will be a key feature of the CfW initiative throughout the implementation period. This aspect will target both internal and external audiences with varied objectives. Specific tools to be used in internal and external communication are as follows.

● Internal communication

- GrEEen programme technical committee meetings
- Periodic briefing of the MLGDRD and regional coordinating councils
- Generation and circulation of periodic reports

● External communication

- Sensitization meetings
- Review meetings
- Workshops, seminars and exhibitions
- Production and dissemination of documentaries
- Use of electronic and mass media platforms
- Joint stakeholder field visits

The approach to knowledge management and communication will vary across levels. At the national and regional levels, it will focus on orientation of stakeholders and dissemination of results; at the district level, it will be principally aimed at improving implementation. At the community level, led by the community facilitator, the focus will be on sensitizing beneficiaries

and facilitating the CfW subproject enrolment process, improving implementation processes, and ensuring accountability and sustainability of investments.

5.2 Capacity building for stakeholders in GrEEn CfW project implementation

Continuous training of stakeholders on the CfW delivery process will be undertaken to enhance community subproject implementation and guarantee the quality and sustainability of same. The following suggested activities are to be carried out with respect to capacity building in support of the CfW implementation process.

Each CfW-related training of the people/groups who are key in the delivery process shall be preceded by a **training needs assessment** to determine the capacity gaps that need to be addressed. The key actors are as follows.

- **PMCs.** As an on-site body responsible for ensuring responsive labour management, PMCs will receive an orientation from the assembly regarding subproject management and the committee's role on each subproject site.
- **Timekeepers.** The timekeepers will be responsible for recording attendance at work on each subproject site. They will be oriented on the operation and management of the E-DASH software to be used for this purpose.
- **Community facilitators.** Community facilitators will be oriented on their tasks including the E-DASH to be used for record work attendance and payment to CfW beneficiaries.
- **Contractor supervisors:**
 - **Contractors/firms in CfW community subproject delivery.** Firms that win the bids will be engaged by the assembly to outline the operational methods for the CfW approach under GrEEn prior to commencement of contract execution. Contracted firms will only be allowed to assign oriented personnel as supervisors on any CfW community subproject site.
 - **Prequalified CfW contractors.** GrEEn will leverage contractors already pre-qualified under the GPSNP by requesting its beneficiary districts to liaise with GrEEn target districts for information.
 - **District works engineers.** District works engineers will be oriented to lead the execution of CfW initiatives at the district level by designing and supervising CfW community subprojects for its implementation.
 - **Regional planning coordinating unit members.** These persons are expected to assist with the monitoring of CfW subprojects.
 - **Project staff responsible for backstopping beneficiary assemblies in CfW implementation.**
 - **Climate change focal persons.** Climate change adaptation-related interventions will be a prominent feature in the project's investment menu. Hence, there will be a need to train the planning, budgeting, implementation and monitoring arms of participating assemblies, which in turn will provide technical guidance and support to beneficiary communities.

Other specific trainings will be provided by SOS, OZÉ and other partners of GrEEn in fulfilment of the outcomes of the project.

5.3 General capacity support to beneficiary assemblies in related areas

UNCDF will support Ghana's decentralization agenda by continuing to strengthen the technical and managerial capacities of the participating regional planning coordinating units, beneficiary assemblies and other relevant actors at the community level on a range of targeted topics, such as the following:

- Skills related to the green economy and climate change issues
- Executing climate risk and vulnerability assessment in connection with planning and budgeting processes
- PBCRG system and its compliance indicators and performance measures
- CfW concept and implementation requirements
- Mainstreaming of CfW as a labour-intensive approach to local investment projects feeding into local government planning and budgeting operations

Beneficiary assemblies will also be supported with training on participatory planning; group dynamics; fiduciary, procurement, monitoring and evaluation and information management system issues related to CfW delivery; among others.

PBCRG investment menu (GrEEEn)

The investment menu contains an indicative list of allowed investments for the MMDAs under the Performance-Based Climate Resilience Grants (PBCRG) and a short list of disallowed investments.

Table A.2 Indicative investment menu

Main area	Investments at MMDA level
Water management	<ul style="list-style-type: none"> ● Upgrade, renew and establish new water and sanitation facilities to ensure resilience against climate change ● Undertake initiatives to protect water supplies ● Provide water supply tanks for rain harvesting and other related facilities ● Provide more water intakes, sedimentation basins and storage tanks for drinking ● Creation and restoration of boreholes to ensure sufficient water supply despite shortening wet seasons and rising temperatures ● Improve water treatment facilities for service centres to ensure safe drinking water ● Drinking water supply systems (spring capping, tube-wells, deep and shallow wells, hand pumps etc.) made more robust ● Flood protection and protection of watersheds ● Protection of irrigation schemes against flash floods ● Strengthened or additional river/channel bank protection works and river training works ● Encourage behavioural changes to waste less water
Health	<ul style="list-style-type: none"> ● Enhance epidemiological surveillance and develop epidemic early warning systems that provide information on the likely incidence of climate-sensitive health outcomes ● Increase the capacity of health-sector institutions to respond to climate-sensitive health risks based on early warning information ● Undertake disease prevention measures such as malaria epidemic prevention through awareness raising, apps for reporting incidences of disease, an alert system ● Awareness raising campaigns on the impacts of climate change on health ● Increase access to health facilities

Main area	Investments at MMDA level
Disaster risk reduction	<ul style="list-style-type: none"> ● Develop accessible early warning systems for flood and drought ● Flood protection and upgrade of water supply plants, facilities etc. ● Awareness raising on environmental hazards, climate risk and uncertainty ● Develop fire management mechanisms
Infrastructure	<ul style="list-style-type: none"> ● Build defences to protect against sea-level rise ● Improve the quality of road surfaces ● Check dams and gates and make necessary improvements ● Improve market drainage facilities ● Improve drainage for buildings ● Rehabilitate and upgrade social service facilities such as primary schools, hospitals and health facilities
Waste	<ul style="list-style-type: none"> ● Conduct an evidence-based review on the impact of past weather events on waste infrastructure ● Undertake a vulnerability assessment of current and planned waste management sites to physical climate impacts ● Undertake activities to engage with and raise awareness across the waste sector of the potential impacts of climate change ● Engage with waste facility managers on topics such as waste use in the sector ● Extend facility contingency and recovery plans to include weather events if they do not already ● Introduce measures to enhance site-level management of climate risks ● Monitor the site impacts on the surrounding environment regularly to ensure gas and wastewater emissions do not cause more damage in climate scenarios such as heavy flooding ● Develop community waste management and sanitation infrastructure
Agriculture and food security	<ul style="list-style-type: none"> ● Promote agroforestry systems such as multipurpose trees, fodder, legumes ● Create small-scale community fodder banks ● Demonstrate the benefits of crop rotation and diversification so crops with varying temperature and precipitation limits are grown, so that risk to an entire harvest is minimized ● Encourage uptake of climate-resilient seed varieties for flooding and drought ● Grow vegetative barriers to increase infiltration and improve soil moisture ● Reinforce sheds for livestock that are impacted by extreme weather ● Provide training to farmers on optimal planting and harvesting practices, and methods to improve soil fertility and conservation ● Upgrade and develop new irrigation schemes ● Implement measures for erosion control (gabions) ● Bioengineering (vegetation plantation) for erosion protection around infrastructure ● Climate-proof storage facilities for agricultural produce ● Develop livestock vaccination pens

Main area	Investments at MMDA level
Natural resource management	<ul style="list-style-type: none"> ● Riverbank restoration ● Preservation and restoration of forests, wetlands and mangroves ● Plant mangrove belts to provide flood protection ● Landscaping for fire management ● Reforestation and/or afforestation of stress-tolerant, multi-use and fast-growing tree species ● Provide skills and capacity building in climate-resilient livelihoods so that communities have alternative sources of income, such as beekeeping, bamboo farming, soap making etc. ● Promote community-based forest management ● Provide alternative skills training for fishing communities
Transport	<ul style="list-style-type: none"> ● Build motorable bridges resilient to extreme weather events such as flooding (including buttresses and gabions) ● Build resilient suspension bridges ● Construct and/or reinforce drains and pavements ● Increase the size of drainage channels and the height of bridges ● When developing unpaved feeder intra-district roads and drainage system, ensure they are resilient to future extreme weather events ● Stronger culverts and improved fords ● Pedestrian bridges (including buttresses and gabions) made resilient ● Roads (rehabilitation, construction, drainage) made more resilient to climate change
Energy	<ul style="list-style-type: none"> ● Promote and encourage uptake of renewable energy sources to those both on and off grid, such as solar panels, wind, small and mini-hydro plants and other alternative energy sources ● Increase awareness of energy use and management to support people to use and waste less energy. Perhaps provide incentives for achieving certain levels of energy efficiency. ● Ensure households including those off-grid have sustainable access to energy ● Undertake a feasibility study on the potential for the diversification of livelihoods through the productive use of energy ● Carry out workshops with community members, particularly women, on energy technology that they require to improve their adaptive capacities ● Co-develop community-led energy projects

Community facilitator resources

B.1 Procedure and criteria for selection of community facilitators

Selection of community facilitators is carried out by the districts assemblies through local competitive selection based on the following criteria. The community facilitator must:

- Be at least a senior high school (SHS) graduate or holder of middle school leaving certificate (MSLC)
- Possess and be proficient in the use of a smartphone (he/she will be managing the tablet for the E-DASH system with the timekeeper)
- Have a means of transport, i.e. motorbike or bicycle
- Be a person known and accepted by the community, stable in and planning to remain in the community
- Be a credible person and have high integrity

- As much as possible, be apolitical (must not be an active member or lead activist of any political party)
- Should, as much as possible, be neutral to the CfW delivery process (should not be seen in the position as directly profiting from the proceeds of the CfW intervention e.g. input supplier, landowner)
- Should not have a history of involvement in/lead any community-level conflict

B.2 Appointment letter

Based on the above, the most qualified candidate is then selected and issued an appointment letter (see sample on next page) and is provided with the necessary orientation to commence work.

B.3 Reporting format

A community facilitator is expected to produce monthly reports as per the template provided.

Dear Sir/Madam,

Appointment as Community Facilitator for _____ (insert name of CfW subproject)

The _____ District/Municipal Assembly is pleased to inform you of your appointment as the Community Facilitator for the implementation of the _____ subproject in _____ community for the entire duration of physical works execution.

As Community Facilitator you will be required to deliver on the following responsibilities as they relate to activities on the site:

1. Serve as a focal point for CfW community mobilization and sensitization
2. Assist in the selection of participants (targeting & registration)
3. Ensure that the rights of the workforce are protected and tenets of decent work adhered to
4. Ensure that all records relating to CfW beneficiaries' work attendance are kept properly
5. Facilitate payment to participants
6. Supervise the work of the Timekeeper at the subproject site
7. Serve as a liaison between the community workforce and other stakeholders
8. Serve as the focal point for community-level case management and ensure that all grievances are addressed expeditiously
9. Ensure the existence of a functional project management committee

You will be required to report directly to the GrEEen Desk Officer at the District/Municipal Assembly in the performance of your duties. You will be entitled to an initial monthly allowance of GHC 358.00 (detailed in Table 1 attached) meant for your field expenses but this is subject to the submission of a monthly report based on the format attached.

Thank you.

Yours faithfully,

Name

Table B.1 Details of Community Facilitator's Allowance

Breakdown of monthly allowance	Remarks
Monthly allowance = @ HC13.53 X 22 days = GHC297.66 Fuel = 2 gals @ GHC25.00 = GHC50.00 Stationery = GHC10.00 Communication = GHC10.00 Total monthly allowance = GHC358.00	This allowance is <u>not</u> to be viewed as 'statutory entitlement' but strictly tied to output. In a particular month that you do not provide any service at all in respect of the subproject you are responsible for, or do not submit your report, you will not be entitled to any allowance.

REPORTING FORMAT FOR COMMUNITY FACILITATORS

Region..... District..... Community.....

Subproject Name/Title.....

Name of Facilitator..... Reporting Period:/20..... To/20.....

Activities/ Issues worked on within Reporting Period:

Activity	Date	Location	No. of Persons			General Remarks
			M	F	Total	
Sensitization						

Activity	Date	No. of Days	Location(s)	No. of Persons			Remarks
Targeting				M	F	Total	



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Activity	Date	No. of Days	Location/Meeting Place	No. of Persons Registered			Remarks
				M	F	Total	
Facilitation of e-registration							

Activity/ Issue	Has the No. of days worked by each Beneficiary been	Work Attendance Data (E-DASH) for the last monthly period submitted to DA	Date of Last Payment	Date of Submission of Work	Remarks

	announced in a public forum? (Please Tick)					
Management of work attendance	Yes	No	Yes	No		

Issue	No. of Complaints Received Within the Reporting Month	Nature of Complaints	No. of Persons Involved			Status of Resolution of Complaints	Remarks
			M	F	Total		
Complaints		Loss of source of livelihood					
		Unfair work conditions (overtasking/lack of tools)					
		Delayed payment					



CfW participant agreement form

Cash for Work (CfW) Participants' Agreement Form

Name and Address of District Assembly:

1. AGREEMENT

This Agreement is made on the.....day of.....in the year 202.... between theDistrict/Municipal Assembly and the CfW Participants of..... community for the provision of unskilled labour for the construction/rehabilitation of.....at.....

2. SCOPE OF WORKS

The works consists of.....

3. EXPECTED START OF WORK

The work is expected to start on.....

4. EXPECTED COMPLETION OF WORK

The work is expected to be completed within..... from the date of signing of this labour agreement.

5. SYSTEM OF REMUNERATION

The Task Work System (*where a participant is given a piece of work to complete for a day's wage*) will be used.

6. WAGE RATE

The daily wage rate for a completed task is **GHS 13.53**. This will change with the adjustment of the National Minimum Wage of Ghana.

7. SCHEDULE OF PAYMENTS

Participants will be paid their wages on monthly basis via the PFI Interest Bearing Saving Account.

8. SIGNATURES

Name and Designation of District/Municipal Assembly Rep: _____

Signature: _____ Date,

Witness (Rep of Project Management Committee): _____



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GrEEEn

Going GrEEEn for a sustainable future

Signature: _____ Date,

Names and Signatures/Thumbprints of Participants (as enclosed)

BOOSTING GREEN EMPLOYMENT & ENTERPRISE OPPORTUNITIES IN GHANA PROJECT (GrEEn) CFW PARTICIPANTS' AGREEMENT FORM				
MUNICIPAL/DISTRICT				
SUBPROJECT				
NO.	UNIQUE ID/ACCOUNT NUMBER	NAME OF PARTICIPANT	SEX M/F	SIGNATURE/THUMBPRINT



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Going GrEEn for a sustainable future

The UN Capital Development Fund makes public and private finance work for the poor in the world's 46 least developed countries (LDCs).

UNCDF offers "last mile" finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development.

UNCDF's financing models work through three channels: (1) inclusive digital economies, which connects individuals, households, and small businesses with financial eco-systems that catalyze participation in the local economy, and provide tools to climb out of poverty and manage financial lives; (2) local development finance, which capacitates localities through fiscal decentralization, innovative municipal finance, and structured project finance to drive local economic expansion and sustainable development; and (3) investment finance, which provides catalytic financial structuring, de-risking, and capital deployment to drive SDG impact and domestic resource mobilization.

For more information:

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