



**MINISTRY OF LANDS AND NATURAL RESOURCES**

Ghana Forest Investment Program:  
Enhancing Natural Forests and Agroforest Landscapes  
[Project Identification No. P148183]

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# **PROJECT IMPLEMENTATION MANUAL (2015-2020)**

*Dated  
22-Sep-19*

**LIST OF ABBREVIATIONS**

AAC	- Annual Allowable Cut	LC	- Lands Commission
CBO	- Community Based Organization	MC	- Minerals Commission
CFC	- Community Forestry Committee	M&E	- Monitoring and Evaluation
CHED	- Cocoa Health Extension Division	MDB	- Multilateral Development Bank
CIF	- Climate Investment Fund	MESTI	- Ministry of Environment, Science, Technology and Innovation
COCOBOD	- Ghana Cocoa Board	MLNR	- Ministry of Lands and Natural Resources
CREMA	- Community Resource Management Area	MTR	- Mid - Term Report
CRIG	- Cocoa Research Institute of Ghana	MoFA	- Ministry of Food & Agriculture
CSM	- Chainsaw Milling	MoF	- Ministry of Finance
CSO	- Civil Society Organization	MoP	- Manual of Procedures
DA	- District Assembly	NCRC	- Nature Conservation Research Centre
DGM	- Dedicated Grant Mechanism	NPV	- Net Present Value
EMP	- Environmental Management Plan	NREG	- Natural Resources and Environmental Governance Programme
ENFALP	- Enhancing Natural Forests and Agro-forest landscape Project	NTFP	- Non-Timber Forest Product
EPA	- Environmental Protection Agency	NDPC	- National Development Planning Commission
ESIA	- Environmental and Social Impact Assessment	PA	- Protected Area
ESMP	- Environmental and Social Management Plan	PAD	- Project Appraisal Document
ESMF	- Environmental and Social Management Framework	PCU	- Project Coordination Unit
EU	- European Union	PF	- Process Framework
FAO	- Food and Agriculture Organization	PIM	- Project Implementation Manual
FC	- Forestry Commission	PMP	- Pest Management Plan
FCPF	- Forest Carbon Partnership Facility	PMU	- Project Management Unit
FIP	- Forest Investment Program	PPR	- Project Preparation Report
FLEGT	- Forest Law Enforcement, Governance and Trade	PROFOR	- Program for Forests
FORIG	- Forest Research Institute of Ghana	REDD+	- Reducing Emission from Deforestation and Forest Degradation
FR	- Forest Reserve	RMSC	- Resource Management Support Center
FSC	- Forest Stewardship Council	SCF	- Strategic Climate Fund
FSD	- Forest Services Division	SESA	- Strategic Environmental and Social Assessment
GFIP	- Ghana Forest Investment Program	SPU	- Seed Production Unit
GHG	- Green House Gases	TA	- Traditional Authority
GPS	- Global Positioning System	TCC+	- Technical Coordinating Committee Plus
HFZ	- High Forest Zone	TIDD	- Timber Industry Development Division
ICR	- Implementation Completion Results Report	TOR	- Terms of Reference
IFR	- Interim Feasibility Reports	VPA	- Voluntary Partnership Agreement
IM	- Independent Monitor	WD	- Wildlife Division
ISO	- International Standards Organization		
JMRM	- Joint Monitoring Review Mechanism		
LAS	- Legality Assurance System		
LBC	- Licensed Buying Companies		

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## EXECUTIVE SUMMARY

The Government of Ghana acknowledging the threats of climate change and the growing cost of natural resource degradation (10 per cent of GDP) adopted an integrated approach to a long-term goal of achieving sustainable development by aligning the country's natural resource management and economic development strategies. Subsequently, Ghana applied to the Climate Investment Fund (CIF), and got approval for the implementation of a Forest Investment Program (FIP) in November 2012. The program is to finance upfront investments to tackle the underlying causes of deforestation and forest degradation through transformative approaches in the high forest zone (HFZ). The FIP is one of the three programs under the Strategic Climate Funds (SCF), within the framework of the Climate Investment Fund (CIF).

The overall goal of FIP-financed activities in Ghana is to reduce greenhouse gas (GHG) emissions from deforestation and forest degradation, while reducing poverty and conserving biodiversity. Based on a technical and consultative process, FIP investments will focus on the High Forest Zone in the Western and the Brong Ahafo regions, where deforestation rates and carbon stocks are high. Ghana's FIP aims to (i) ensure the integrity, restoration, and sustainable management of forest reserves by introducing more inclusive management practices and benefit sharing models, financial incentives, and investments; (ii) restore forest cover in off-reserve areas by securing tree tenure and benefits, forest plantations and landscape restoration, and rehabilitation of degraded forest land; (iii) increase trees and enhance carbon stocks in the farming system by promoting sustainable cocoa and agriculture practices; and (iv) develop viable alternative livelihoods for local communities by addressing a broad range of technical, financial and market incentives, to reduce pressure on existing forests.

The project *"Enhancing Natural Forests and Agro-forest Landscapes"* is one of the three projects of the Ghana Forest Investment Program financed by the Strategic Climate Fund through the World Bank. The selected locations for field activities in the Western and Brong Ahafo Regions include communities within the cocoa and agroforestry landscapes and a number forest reserves.

The project development objective is to improve forest and tree management practices by cocoa farmers, CREMA communities and forest reserve managers to reduce forest loss and degradation in selected landscapes in Ghana's High Forest Zone. The project aims to reduce degradation in both forest reserves and off-reserve areas, which will also contribute to reducing emissions and enhancing carbon stocks. It seeks to enhance and increase social benefits and community empowerment by focusing on groups that depend on natural resources. Additionally, the project will finance the strengthening of government organizations in policy implementation, improvements in management practices in the field, capacity building, and communication. Part of the project interventions is to promote the CREMA concept as an alternative model for devolving more rights and responsibilities to communities and farmers in the management of resources.

The project has four main components with a total budget of USD32.5 million. The project

components cost and financing is shown in table 1.

**Table 1 Project Component Costs and Financing**

<b>Project Components</b>	<b>Project cost</b>	<b>Grant Financing</b>	<b>GoG Financing (in-kind)</b>
Component 1: Policy Reforms and Institutional Strengthening	3,000,000	2,500,000	500,000
Component 2: Pilot Investments for Improved Forest and Landscape Management	22,935,000	20,935,000	2,000,000
Component 3: Innovation, Capacity Building, and Communications	2,800,000	2,600,000	200,000
Component 4: Project Management, Monitoring and Coordination	3,765,000	3,465,000	300,000
<b>Total Costs</b>	<b>32,500,000</b>	<b>29,500,000</b>	<b>3,000,000</b>

The project will be executed by the Ministry of Lands and Natural Resources which has the responsibility for policy and legislation formulation and for monitoring and evaluation of forest sector projects and programmes. A project management unit is to be set up under the direction of the Technical Director in charge of Forestry at MLNR. Field activities will however be managed by the Ghana Forestry Commission, Ghana Cocoa Board and the Forestry Research Institute of Ghana. Other collaborating institutions include the Ministry of Environment Science Technology and Innovation (MESTI), Ministries of Finance, Ministry of Food and Agriculture and the Ministry of Local Government and Rural Development. At the district level in the pilot areas, the Traditional Authorities, District Assemblies, Civil Society Organizations (CSOs) and CREMA institutions will be key in implementing the project.

In assessing the long term value of the project, a cost-benefit analysis and economic opportunity cost analysis have been undertaken. The project provides net benefit and emerges as a best alternative within the prevailing circumstances. Preliminary estimates for carbon stocks and emissions avoided indicate that the project will produce benefits well in excess of its costs (B/C ~2.0). This analysis focused on the readily quantifiable benefit streams.

In order to ensure the successful implementation of the project, the Ministry has prepared this Project Implementation Manual (PIM) in close collaboration with the Forestry Commission, Ghana Cocoa Board, Forestry Research Institute of Ghana and key stakeholders to establish the framework for co-ordination, implementation and monitoring of all project activities, and to



provide information and guidance to all implementing agencies concerned with the project.

The PIM contains eight (8) sections dealing with the project background, significance and national strategies; project structure and components; institutional arrangements for implementation; project financial management arrangements; procurement procedures and guidelines; project monitoring and evaluation arrangements project reporting systems and social and environment safeguards. Technical work plans and cost tables for the first 18 months of the project has also been incorporated.

The overall risk of the project was rated as moderate at appraisal. MLNR has a fully functioning finance unit, and a dedicated project accounts team, and as such the overall financial management residual risk for the project is rated as Moderate. Environmental and social issues related to natural resources use were rated substantial as such, appropriate mitigation measures have been prescribed in the implementation arrangement and safeguard instruments for the project.

This edition of the PIM is a working document and will be subjected to changes and modifications especially during joint Government of Ghana and Multilateral Development Banks supervision mission, implementation experiences and field observations.

## SECTION 1: BACKGROUND TO THE PROJECT

### 1.1 Country Context

#### *1.1.1 Sectoral and Institutional Context*

1.1 Ghana loses about 2 percent of its forest cover annually representing a loss of 135,000 hectares per year. Recent assessments of forest resources revealed that deforestation rates in the Brong Ahafo and the Western Regions are increasing at alarming rates. Sadly, almost half the forest lost is estimated to be the closed forest<sup>1</sup>. Cumulatively, Ghana has lost half of her forest cover as at the year 2000, and data indicates that only 4.6 million hectares of closed forests remained in 2011 with 1.6 million hectares being forest reserves.

1.2. The major direct causes of deforestation as summarized in Ghana's Readiness Preparation Proposal (R-PP, 2010) are: (i) agricultural expansion, particularly for cocoa and other cash crop production; (ii) unsustainable harvesting of wood for firewood and charcoal production, illegal logging, uncontrolled wildfires and biomass burning; (iii) population and infrastructure development pressure; and (iv) mining and mineral exploitation.

1.3. Inherently, the complex tree tenure and benefit sharing regimes in the country fails to provide incentives to communities to protect trees especially those on farms. Thus, in spite of the high demand for timber, there is very limited investment in new production of the needed plantations, because the enabling conditions are not conducive for private sector engagement. The domestic timber market is supplied primarily by informal sources using inefficient and unsustainable practices which accounts for 85 percent of timber production. This production level far exceeds the annual allowable cut.

1.4. Agricultural expansion, due to cash crop (cocoa oil palm, and rubber) and food crop (cassava, plantain, cocoyam, etc.) productions accounts for about half of the deforestation and degradation processes. Cocoa production occupies about 1.6 million ha (7 percent of all productive land), and it is estimated that there are about 800,000 producers (most of them small farmers). Recent expansion of cocoa farms has been greatest in the Western Region which now accounts for over half of production. Increasingly, farmers are shifting from shaded cocoa cultivation (under primary or secondary forests) to open cocoa cultivation, as well as encroaching into forested lands.

1.5. The high forest zone (HFZ), where deforestation rates and carbon stocks are highest is at the highest risk. This is connected to the fact that the HFZ is also a core cocoa production area with significant degradation. In spite of recent development concerning the reduction in subsidies for fertilizers there is good potential to move toward more sustainable forest and land

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<sup>1</sup> Under this project, Forest is defined as land measuring at least 1 hectare, with a minimum canopy cover of 15 per cent and tree canopy at least 5 meters. Closed forests have a canopy cover of at least 60 percent, with open forests having canopy cover of 15 – 59 percent

management (and reduce emissions and store carbon) by enhancing policy implementation, incentives, and management practices for better stewardship and productivity.

### 1.1.2 Ghana Forest Invest Program (GFIP)

1.6. Recognizing the threats of climate change and the growing costs of natural resource degradation, Ghana applied to the Climate Investment Fund (CIF), and got approval for the implementation of a Forest Investment Program (FIP) in November 2012. Subsequently, the FIP was approved to finance transformative co-management and benefit sharing approaches in the HFZ. The FIP is part of the Strategic Climate Fund (SCF), within the framework of the Climate Investment Funds (CIF).

1.7. The overall goal of FIP-financed activities in Ghana is to reduce greenhouse gas (GHG) emissions from deforestation and forest degradation, while reducing poverty and conserving biodiversity. The Ghana FIP finances three inter-related projects to be implemented by three Multilateral Development Banks (MDBs) as shown in table 2:

**Table 2 Summary of Ghana Forest Investment Program**

Project	MDB	FIP Allocation
Engaging Local Communities in REDD/Enhancing Carbon Stocks	African Development Bank (AfDB)	US\$10m (FIP) US\$5m (ADF)
Enhancing Natural Forest and Agro-forest Landscapes	World Bank (WB)	US\$30m (FIP)
Engaging Private Sector in REDD	International Finance Corporation (IFC)	US\$10m (FIP)

1.8. The project “**Enhancing Natural Forest and Agroforest Landscapes**” will finance the strengthening of government organizations in policy implementation, improvements in management practices in the field, capacity building, and communication. The project will also pilot investments in the forest and agro-forestry landscapes to reduce emissions and enhance carbon stocks. It will also build on the policy and capacity activities of the NREG TA effort (approved in June 2013) and the consultation and measurement work that began under the FCPF.

1.9. The project is in line with Ghana’s Medium Term Development Framework, Ghana Shared Growth and Development Agenda II (GSGDA, 2014-2017). The GSGDA is structured around seven thematic pillars, the most relevant of which is the number three (3) “*Accelerated Agricultural Modernization and Sustainable Natural Resources Management*”. The project further contributes to the country’s National Climate Change Policy Framework (NCCPF) whose objectives are: (i) adaptation to and reduction of vulnerability to impacts of climate change; (ii) mitigation of the impacts of climate change; and (iii) low carbon growth. The NCCPF targets reductions in carbon emissions and enhancement of carbon stocks through Land Use and Land

Use Change and Forestry (LULUCF) interventions. The project will also contribute to the achievement of the objectives of the Ghana Forest and Wildlife Policy 2012.

### ***1.1.3 Higher Level Objectives to which the Project Contributes***

1.10. The project will support interventions toward more sustainable management practices for forests, agroforests and cocoa landscapes by enhancing policy implementation, incentives, and stewardship. The project aims to reduce degradation in both forest reserves and off-reserve areas, which will also contribute to reducing emissions and enhancing carbon stocks. It aims to enhance and increase social benefits and community empowerment by focusing on groups that depend on natural resources, build social capital, and empower communities and their institutions, including women. The project expects to contribute to economic benefits, and help to reduce poverty by creating opportunities for revenue generation and job creation through empowerment of community-based resource management institutions, improvements in the cocoa landscape, forest restoration, and plantation and agroforestry development.

### ***1.1.4 Project Implementation Manual preparation***

1.11. In order to ensure the successful implementation of the project, extensive consultations were made with the MLNR, MOFA, MESTI, MOF (COCOBOD) and the Ministry of Local Government & Rural Development and their respective implementing agencies in the preparation of this Project Implementation Manual (PIM) in order to:

- i.) establish the framework for co-ordination, implementation and monitoring of all project activities, and
- ii.) provide information and guidance to all implementing agencies concerned with the project on procurement, implementation arrangements social and environmental safeguards and progress reporting.

1.12. This edition of the PIM is a working document and will be subjected to changes and modifications during joint supervision missions, implementation experiences and field observations. The Project Management Unit in collaboration with all stakeholders will update the manual whenever the need arises. Against this background, the development of the PIM took into consideration series of conclusions drawn from the implementation of previous projects and seeks to achieve maximum stakeholder ownership. The document builds on coordination opportunities and processes, address complexity realistically, and provide long term perspectives to the expected changes. Service delivery and consultation will be the key actions whilst ensuring that local people benefit directly from pilots.

## SECTION 2: PROJECT DESCRIPTION

### Project Development Objective

2.1. The project development objective of the project is to improve forest and tree management practices by cocoa farmers, CREMA communities and forest reserve managers to reduce forest loss and degradation in selected landscape corridors in Ghana's High Forest Zone.

#### *Specific objectives*

2.2. The project seeks to enhance natural forest and agroforest landscapes by financing improvements in policy implementation, improvements in management practices in the field, capacity building, and communication. This will be done by piloting community based planning and management and testing alternative models for devolving more rights and responsibilities to communities and farmers. Accordingly, the specific objectives of the intervention are:

- (i) ensure the integrity, restoration, and sustainable management of forest reserves by introducing more inclusive management practices and benefit sharing models, financial incentives, and investments;
- (ii) restore forest cover in off-reserve areas by securing tree tenure and benefits, forest plantations and landscape restoration, and rehabilitation of degraded forest land;
- (iii) increase trees and enhance carbon stocks in the farming system by promoting sustainable cocoa and agriculture practices; and
- (iv) develop viable alternative livelihoods for local communities by addressing a broad range of technical, financial and market incentives, to reduce pressure on existing forests.

#### *Project development objective indicators*

2.3. To measure the progress made towards the attainment of the project specific objectives, the following key indicators have been developed:

- i. People in targeted forest and adjacent communities with increased monetary or non-monetary benefits from forests (number), of which female (number)
- ii. (ii)Area under improved CREMA management and climate smart cocoa management practices in targeted landscapes due to Project interventions (ha), disaggregated by CREMA management and climate smart cocoa management practices
- iii. Area of forest in targeted landscapes (ha), disaggregated by closed forest, open forest, and crop land
- iv. Total greenhouse gas emission reductions plus enhancement of carbon stocks, estimated in tons of carbon dioxide equivalent (tCO<sub>2</sub>e/year) (relative to 2012 reference level based on Ghana's REDD+ MRV system)
- v. Direct project beneficiaries (number), of which female (percentage)

## **Main project activities**

2.4. The summary of main activities to be executed under this project will include the following:

- promoting tree plantation-on reserve
- legislating on tree tenure and carbon rights
- enrichment planting on reserve
- providing enabling conditions and demarcations for tree plantation development- off reserve
- establishing model forest plantation and nurseries for native species
- promoting climate smart cocoa and agriculture practices
- landscape planning for corridors
- cocoa marketing incentives and sustainability production
- plantation field trials/ models/ innovations on reserve
- improvement in law enforcement on forest reserve encroachment
- surveying, demarcation and pillaring of admitted farms in selected reserves.
- Building capacity of government institution to enhance service delivery

## **Project Beneficiaries**

2.5. The main beneficiaries of Enhancing Natural Forests and Agroforests Landscapes Project (ENFALP) are the communities who manage agricultural landscapes and forests for their livelihoods. These small scale farmers and tenant farmers, including women will gain access to new skills, opportunities and markets. Landowners and traditional authorities will gain from the greater productivity of their lands and the improved management practices and clearer policies put in place. The Ministries, Departments and Agencies (MDA) in charge of natural resources and environmental management will also benefit from improved policies, capacity development programs, and outreach and communication programs. Other stakeholders, including the private sector and civil society, will benefit through improved institutional norms and improved resource management practices in the HFZ. Large and small investors and communities will gain from the clarification of rules and processes needed to promote investment in landscapes, trees and timber that will contribute to Ghana's development in the future.

## **Description of Project Components**

2.6. The project has four components, as indicated in table 3.

**Table 3 Summary of Project Component and costs**

<b>Component Name</b>	<b>Cost in US\$</b>
Comp. 1: Policy Reforms and Institutional Strengthening	3,000,000
Comp. 2: Pilot Investments for Improved Forest and Landscape Management	22,935,000

Comp. 3: Innovation, Capacity Building, and Communications	2,800,000
Comp. 4: Project Management, Monitoring and Coordination	3,765,000
<b>TOTAL</b>	<b>32,500,000</b>

### **Component 1: Policy Reforms and Institutional Strengthening**

2.7. This component consists of efforts to advance implementation of reformed policies, improve the enabling environment, and strengthen the institutional means to achieve sustainable landscape and forest management. This will involve three main sets of activities: improvements to policy practice and incentives, improvements to the institutional guidance and procedures for implementation and support for multi-stakeholder governance platforms and consultative processes.

### **Component 2: Pilot Investments for Improved Forest and Landscape Management**

2.8 This component will establish and demonstrate improved forest and landscape management practices and draw on their potential for wider replication of results. It aims to establish and demonstrate improved forest and landscape management practices, while building the case for wider replication in terms of results. Two pilots demonstration activities will be implemented in two main landscape areas: on farms and in communities in a specific landscape corridor and on forest reserves.

### **Component 3: Innovation, Capacity Building and Communications.**

2.9. This component will support communication, capacity building, and monitoring activities to support innovation, engage communities, and provide information relevant for improved landscape management practices. It will support the field demonstration activities described above by supplying information, improved approaches, and training materials needed to achieve improved outcomes. Activities in support of innovation will involve consolidation of economic, environmental and social assessments to provide knowledge and specific cultivation techniques to improve the acceptability and uptake of native trees in landscapes and in plantations.

### **Component 4: Project Management, Monitoring and Coordination**

2.10. This component will support project management and oversight, project monitoring and evaluation system, and wider coordination of the range of FIP-financed activities, including reporting at the international level. It provides support to the GoG in regular communication and coordination among FIP-financed interventions and related activities, to promote synergies among all FIP projects (WB, AfDB, IFC, DGM), as well as information and knowledge sharing with other FIP countries. The activities to be financed include project coordination, financial management, procurement management, contract management equipment and supplies, and Monitoring and Evaluation.

## Locations of Project Field Activities.

2.11. The target forest reserves and the communities are shown in figure 1 and detailed in Annex B. The map was based on 2010 Landsat imagery and illustrates the geographic separation of the activities within the landscape. The area marked out in pink show the corridors where the CREMAs and climate smart agriculture will be implemented, while the forest reserves marked red are those whose boundaries are to be surveyed, pillared and planted. The areas mapped out light green are degraded forest reserves which have both admitted farms and are areas expected to be demarcated for plantation development (through public private partnerships not financed under this project).

2.12. The map further shows all the proposed locations for field activities in the Western and Brong Ahafo Regions, including work with communities on cocoa and agroforestry in the corridor. The total area of intervention is 538,732 hectares made up of: a) Forest Reserves in Western and Brong Ahafo regions (458,732 ha); b) Wildlife Park in Western Region (30,000 ha); and c) CREMAs (50,000 ha).

## 2.4 Project Targets

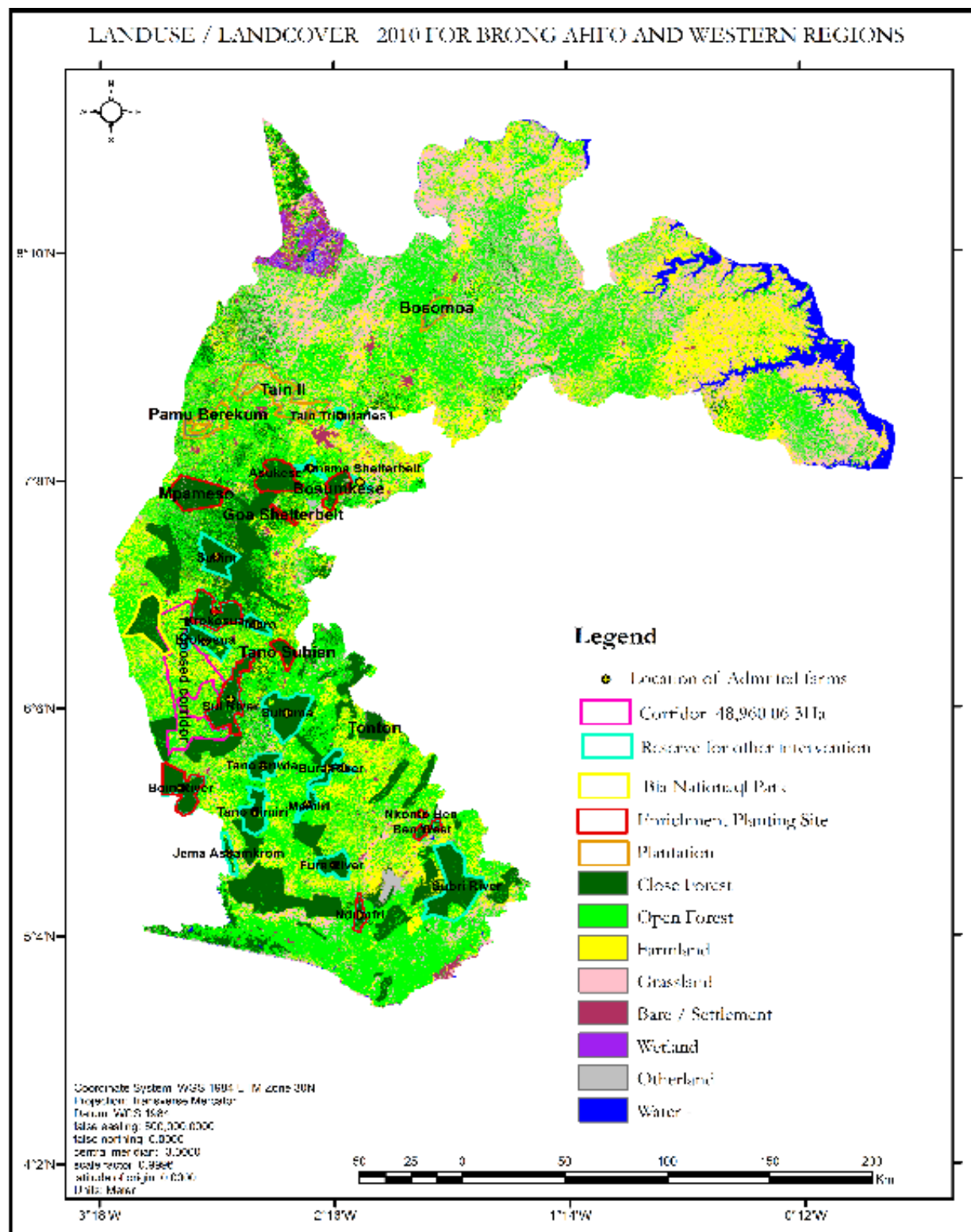
2.13. The project targets as agreed by the stakeholders are summarized in table 4.

**Table 4: Project Targets**

Key Project Interventions	Target	Unit Of Measurement	Remarks
<b>ON-RESERVE</b>			
Enrichment Planting	2,500	ha/year	Starts from the second year
300 ha model plantation	300	Ha	
Admitted Farm boundary planting (807 km) 5m interval	400	Ha	
Trees-on-Farm / Climate Smart Cocoa in Admitted Farms	1,500	Ha	
External Boundary planting (5m interval)	1,200	Ha	
<b>OFF-RESERVE (CORRIDOR)</b>			
Climate-Smart Cocoa	30,000	Ha	
Trees-on-Farm	6,000	Ha	
Planting of watersheds	500	Ha	
Plantations, Amenity planting, etc.	2,000	Ha/year	



Figure 1 Map of the Project Area



## 2.5 Project Cost and Financing

2.14. The project component cost and financing is shown in table 5.

**Table 5: Project Cost and Financing**

Project Components	Project cost	Grant Financing	GoG Financing (in-kind)
Component 1	3,000,000	2,500,000	500,000
Component 2	22,935,000	20,935,000	2,000,000
Component 3	2,800,000	2,600,000	200,000
Component 4	3,765,000	3,465,000	300,000
<b>Total Costs</b>	<b>32,500,000</b>	<b>29,500,000</b>	<b>3,000,000</b>

### 2.5.1 Ghana Government Contributions.

2.15 The Government will be supplying in-kind office space and supplies, logistical support, management time and oversight, plus the staff time and resources for the staff positions defined here. This contribution is estimated at \$3 million.

## 2.6 Duration of the project

2.16. The project has duration of five years after the signature of the Agreement. The effective commencement date is May 2015 and expected to end by June 2020.

## SECTION 3: PROJECT IMPLEMENTATION FRAMEWORK

### 3.1 Institutional and Implementation Arrangements

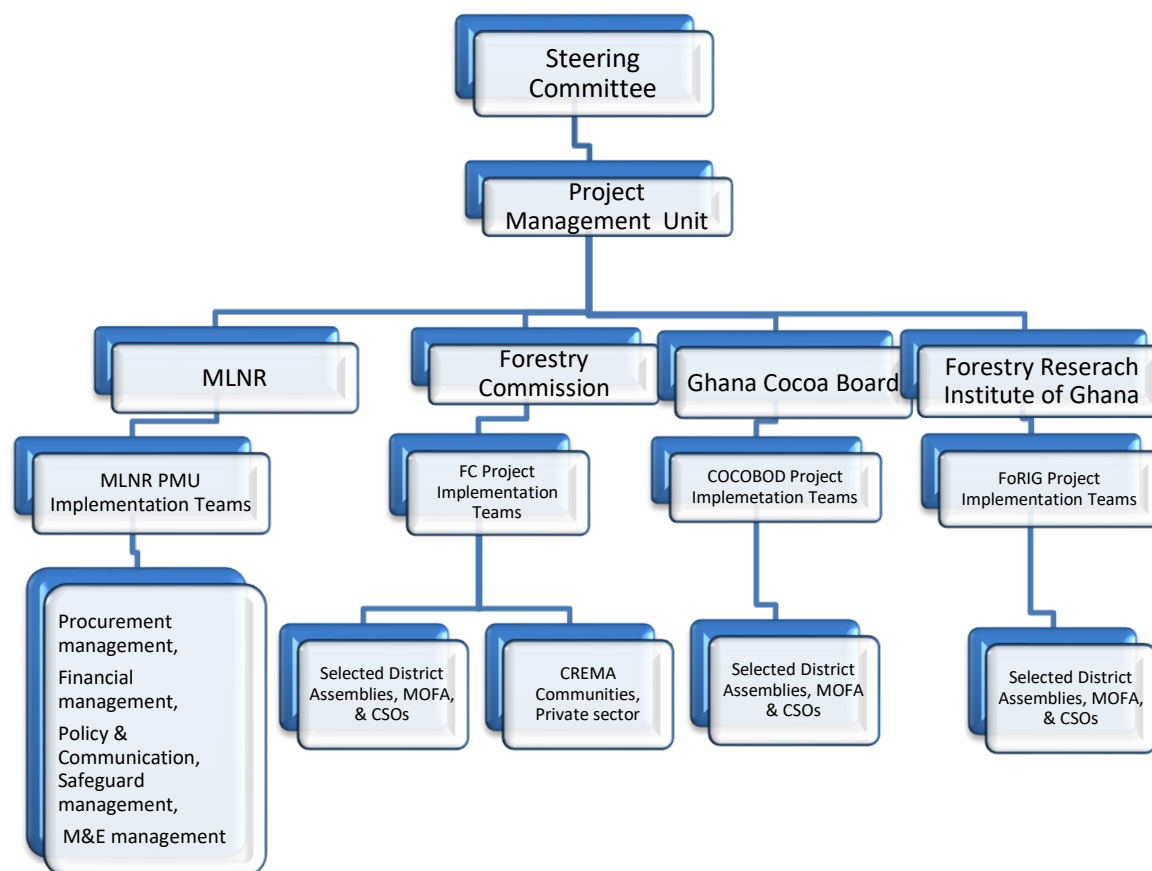
3.1. The Ministry of Lands and Natural Resources (MLNR) will be the main executing agency of the project with the Forestry Commission (FC), Ghana Cocoa Board (COCOBOD) and the Forestry Research Institute of Ghana (FORIG) being the Implementing Agencies (IAs). The roles of each agency in the project implementation are outlined in next sections.

#### 3.1.1 Ministry of Lands and Natural Resource

3.2. The MLNR will have the dual role of having the overall responsibility for preparing and supervising the implementation of the project activities and leading the implementation of component 1, component 4 and some aspects of component 3. As the supervising institution, the Ministry will maintain and service the Natural Resources and Environmental Governance Technical Coordinating Committee Plus (NREG TCC+) as the Project Steering Committee, Project Management Unit (PMU) and the MLNR Project Implementation Teams. The Ministry will assign dedicated team of technical staffs to be responsible for the management of the project including: Procurement, Financial, Policy and Communication, Safeguard management and

Monitoring and Evaluation of the project. The project implementation organogram at the ministerial level is shown in figure 2.

**Figure 2: Project Implementation Organogram**



### **3.1.1.1 Project Steering Committee.**

3.3. The Project Steering Committee (PSC) has the overall oversight for the project. For purposes of policy coordination, resources and priorities, the existing Natural Resources and Environmental Governance Technical Coordination Committee Plus (NREG TCC+) will be the Steering Committee for the ENFALP. However due to the expanded activities, additional representations from other Ministries, Department and Agencies, and relevant Civil Society Organizations and Women's groups will be added to the Technical Coordination Committee (TCC+) to steer the Project. The composition of the TCC+ will include:

- (i) Chief Director of the Ministry of Finance (MoF); Chair
- (ii) Chief Director of Ministry of Lands and Natural Resources ,Co-Chair ;
- (iii) Chief Executives (FC & MC)

- (iv) Executive Director, EPA
- (v) Technical Directors , Forestry & Mines (MLNR),
- (vi) Director, Environment (MESTI)
- (vii) Project Manager (MLNR, ENFALP)
- (viii) NREG Coordinator (MoF)
- (ix) NREG Policy Focal persons from MLNR, MC, MESTI & EPA;
- (x) Representative of the National Development Planning Commission (NDPC),
- (xi) Representative of Ministry of Energy,
- (xii) Representative of Lands Commission;
- (xiii) Representative of Dedicated Grant Mechanism (DGM),
- (xiv) Representative of Ministry of Food and Agriculture
- (xv) Representative of Ministry of Local Government and Rural Development
- (xvi) Representative of Ghana Cocoa Board
- (xvii) Representative of Forestry Research Institute of Ghana
- (xviii) One Representative of Civil Society
- (xix) One representative of Traditional Authority
- (xx) One representative of the Private Sector
- (xxi) One representative of the Women's Group

3.4. The Project Manager will act as Member Secretary to the PSC, and will prepare the agenda and documentation for, and attend PSC meetings.

3.5. The PSC will meet twice in a year. Special meetings of the PSC can be convened as and when the need arises.

### **Functions of the Project Steering Committee**

3.5. The PSC will provide oversight responsibility over the ENFALP. They will provide strategic advice, review progress made towards achievement of project objectives and make recommendations to enhance the implementation of the project. The PSC will approve Annual Workplans and Budgets (AWPs) before they are submitted to the World Bank as indicated in the Grant Agreement.

#### **3.1.1.2 Project Management Unit (PMU)**

3.8. The PMU is responsible for overall project coordination and management. The existing Forest Investment Program Management Unit at MLNR will constitute the PMU under the Technical Director (Forestry) as the Project Coordinator. The PMU will be staffed with a Project Coordinator, Project Manager, Procurement Manager, M&E Manager, Safeguards Focal Person, Policy and Communications Manager, Financial Manager and the various Support Teams. The terms of reference for the PMU is summarised in Box 1.

3.9. The management approach and budget allocated for the project is based on the premise that MLNR is determined and capable to build capacity and ownership of the project activities

and results. This will contribute to sustaining the impact of the project into the future. The Ministry will assign and develop capacity of existing staff to fill Project Management, Financial Management, Procurement, Safeguards, Monitoring and Evaluation, Policy and Communication aspects of the project as indicated in Annex F. The approach will be to use existing staff where expertise is available within the Ministry or engage short term consultancies to fill gaps. The PMU will engage Procurement and Safeguard Specialists for the initial period of the project to support the implementation of procurement and safeguard components and train officers to take over.

3.10. The PMU staff resources will be supplemented from time to time, as may be needed, with short term consulting expertise. Each staff position will be assigned roles and responsibilities. The MLNR will ensure that the assigned staff members have time allocations sufficient to accomplish the aims of the post. Management will ensure that the staff members have the necessary access and communication lines to senior levels to raise concerns and have them addressed (e.g. regarding safeguard or procurement issues).

### **Project Coordinating Unit**

3.11. The Focal Persons for all the Implementing Agencies and the MLNR Implementing Teams will form the Project Coordinate Unit (PCU). The PMU will keep regular contact with the Focal Persons of the Implementing Agencies. The PCU will be the direct link to address immediate concerns affecting implementation of the project. The PCU will meet monthly to discuss status of implementation from the various IAs. Each Focal Person will be required to prepare and present a report to the PMU based on the format provided in the PIM at the monthly meetings. The PCU will meet on the first Tuesday of every month.

#### **Box 1 Terms of Reference for PMU**

- a. As Secretariat to the PSC, the PMU has overall responsibility for project implementation at the operational level, developing project policies and procedures, and convening key stakeholders at the central level:
  - I. Complete, maintain and as necessary coordinate the update of the Project Implementation Manual, including administrative procedures and required reporting formats based on lessons learnt.
  - II. Ensure compliance with project procedures and in particular with legal agreements and obligations, and issues related to environmental and social safeguards, fiduciary management, and assurance of implementation quality and results.
  - III. Set up all technical and operational aspects of project accounting and implementation (i.e ensure that funds are available in relevant accounts as required to meet payment for project expenditure and ensure maintenance of project accounts and timely preparation of interim evaluations and financial statements).
  - IV. Lead the management of relationships with external partners at the national and international levels.
- b. Ensure adequate project reporting and timely provision of documentation to the PSC and World Bank:

<ul style="list-style-type: none"> <li>I. Collate inputs from all project implementing agencies, based on standard formats, to prepare overall project reports including (i) comprehensive annual progress and monitoring reports, and work plans, (ii) semi-annual implementation reports, and (iii) quarterly financial statements.</li> <li>II. Establish a detailed M&amp;E framework and standardized procedures for collation of data and reporting under the project.</li> </ul> <p>c. Maintain overall fiduciary responsibility for the project:</p> <ul style="list-style-type: none"> <li>I. Manage the US\$ Project Account and replenishments in compliance with World Bank Financial Management Guidelines.</li> <li>II. Ensure maintenance of adequate accounting systems throughout the project and the execution of an annual external project audit.</li> <li>III. Oversee sound management of project assets according.</li> </ul>
d) Prepare and monitor annual project procurement plans and manage the procurement process of goods and services and selection of consultants.
<ul style="list-style-type: none"> <li>I. Review all available project documents to enhance procurement procedures for the Project.</li> <li>II. Consolidate all procurement plans in collaboration with the IAs and submit periodic procurement plans to WB for approval and incorporation into the PIM.</li> <li>III. Manage the procurement process from step one to the completion of assignment including monitoring contracts.</li> </ul> <p>e) Ensure the implementation of all safeguard policies under the project as stated in the Environmental and Social Management Framework; Pest Management Plan, and Process Framework.</p> <p>.</p>

### **3.1.1.3 MLNR Implementation Teams**

- 3.11. Whilst the overall responsibility for implementation of the project is held by the Project Coordinator, specific project activities will be delegated to respective managers at the PMU. Annex J shows the various membership compositions of the PMU for project implementation. The terms of reference for the MLNR /PMU implementation teams is summarised in Box 2.

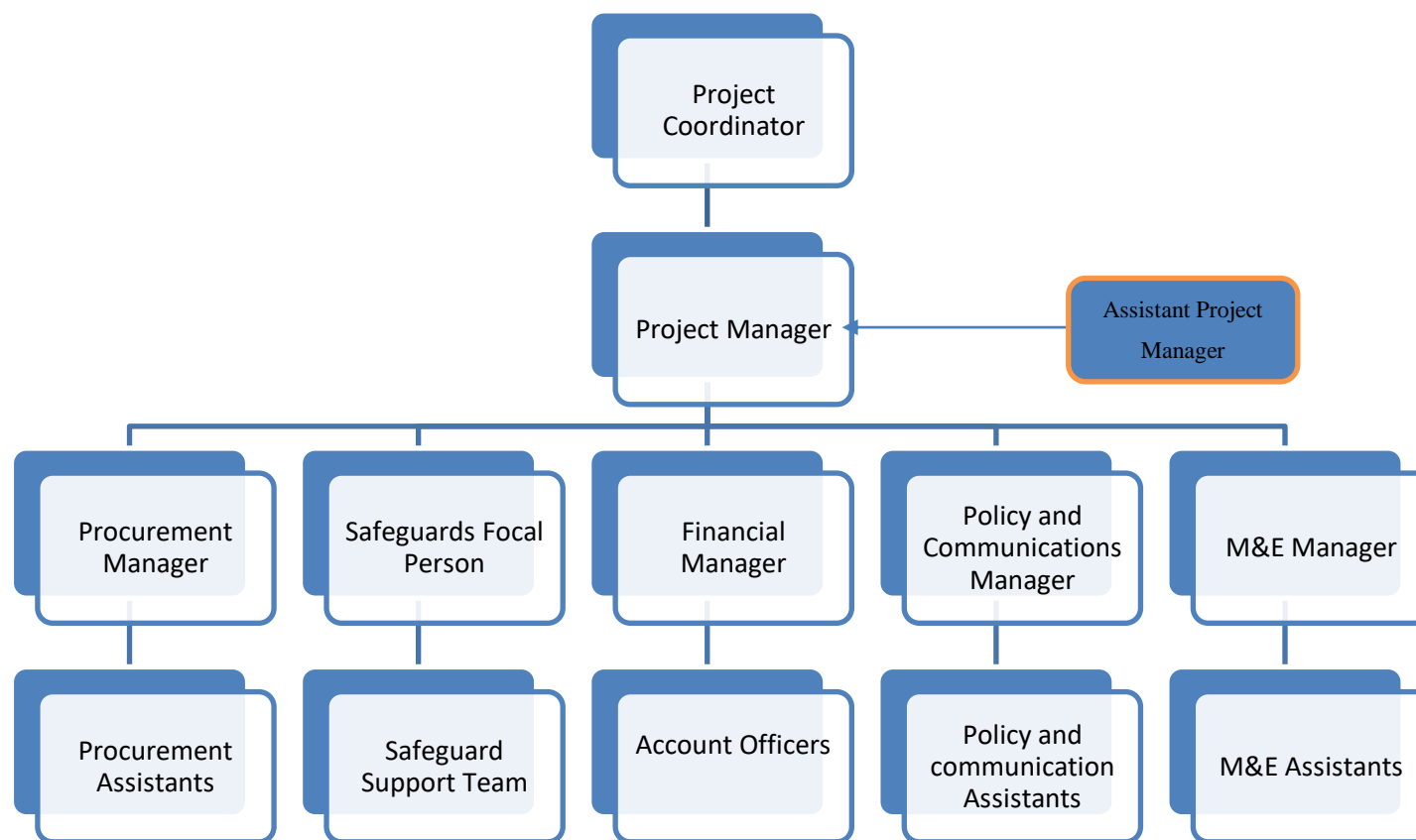
**Box 2: Terms of Reference for MLNR/PMU Implementation Teams**

Specifically, the Implementation Teams' Terms of Reference (TORs) would include:

- Implement agreed upon actions
- Ensure timely and successful completion of activities specified in the Work Plans and other relevant documents, and for delivery of agreed objectives;
- Ensure participation of civil society, local communities and other stakeholders in the project implementation;
- Ensure the project is innovative, constantly learning and adapting to experience;
- Ensure capacity building takes place at all levels of the project;
- Undertake detailed project planning based on the Work Plans;
- Ensure resources are mobilised to complete work programmes;
- Undertake regular monitoring of progress and evaluation of results;
- Based on monitoring & evaluation, propose adjustments to the project design as required;
- Prepare semi-annual and financial reports quarterly as required by the standard progress reporting frequency of the World Bank;
- Share results as widely as possible, e.g., prepare technical papers, organise and encourage local debates and exchange visits to demonstration sites.

The organizational structure of the project management unit is shown in figure 3.

Figure 3 Structure of the Project Management Unit





## 3.2 Implementing Agencies (IAs).

3.12. Sound implementation will require strong coordination and regular exchange of information with the Implementing Agencies. The Project will be implemented by the MLNR, the Forestry Commission, Ghana Cocoa Board, Forestry Research Institute of Ghana operating through key stakeholders including District Assemblies, CREMA Institutions, Communities, Civil Society Groups, License Buying Companies, and Farmer Groups.

### 3.2.2 Forestry Commission (FC).

3.13. The Forestry Commission is the key implementing agency for the project. The FC will assign staff to work specifically to achieve the project objectives and targets. The Chief Executive Officer of the FC will be the Project Director and assisted by the FIP Focal Person. The Focal Person will coordinate the activities of the Project Team Leaders (Executive Directors) from the Forest Services and Wildlife Divisions and the Support Team from the Forestry Commission. The Support Team includes the Climate Change Unit, Corporate Planning Monitoring and Evaluation, Resource Management Support Centre and Finance and Administration. The Team Leader of FSD will supervise the Regional and District Coordinators of FSD (Western and Brong Ahafo Regions) whilst the Team Leader for WD will also supervise the Regional and Park Coordinators of Western Region to implement the project activities in the field.

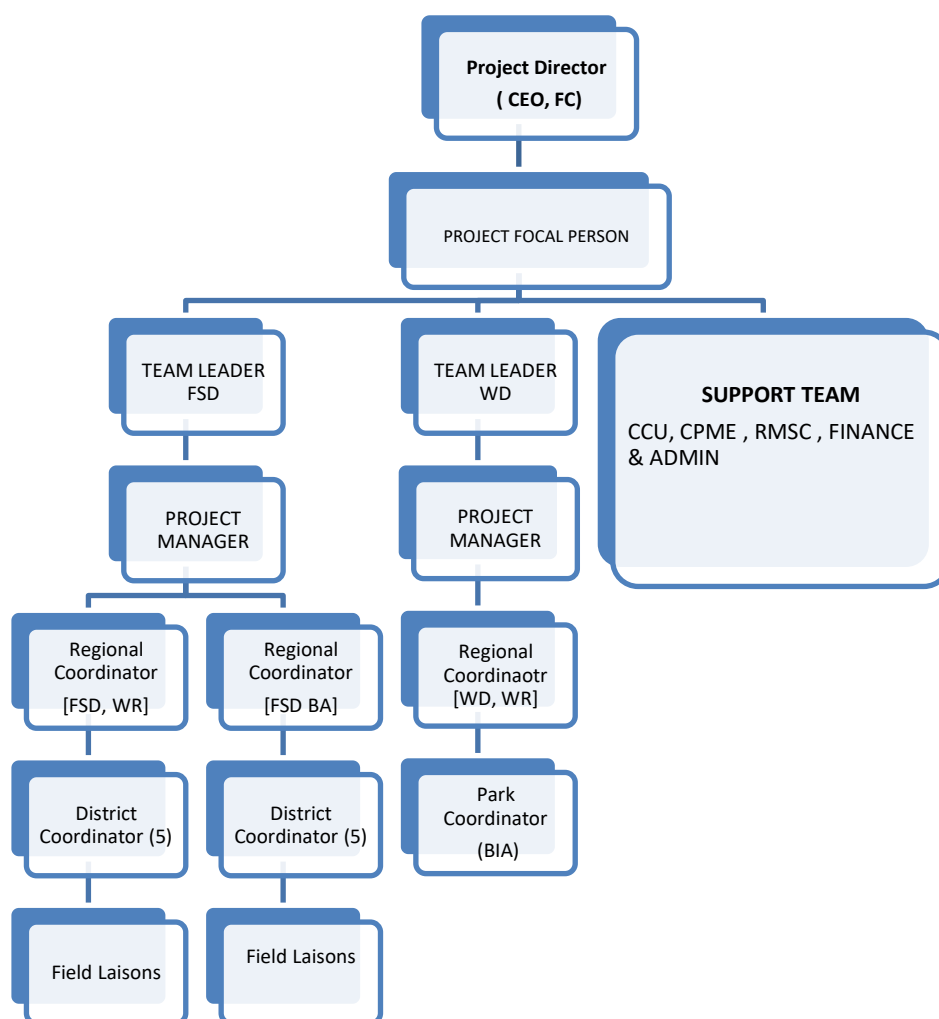
3.14. By the provisions of this PIM, the FC will be guided by the Terms of Reference specified in this document for IAs in the execution of their activities. Specifically, the FC will be responsible for regulation, control and management of forest resources, and will implement most of the field activities under the guidance and supervision of MLNR.

#### 3.15 Key Responsibilities of Forestry Commission, Head Office

- Provide oversight of, and technical backstopping and fiduciary management support to field implementation by the Forest Service Division Regional offices Western and Brong Ahafo regions and Wildlife Division in the Western Region.
- Oversee the formation of project implementation teams at the Regional and District Levels which would include community liaison officers with special interest in the implementation of safeguard policies as outlined in the three safeguard documents for the project.
- Manage a Cedi project account in accordance with established project procedures to support operational expenses related to the work of the FC under the project.
- Submit to the PMU, timely inputs to annual plans and reports, 6-monthly updates and quarterly financial reports according to formats provided.
- Ensure sound management of project assets in line with procedures laid out.

3.16 The Implementation Structure of the FC is shown in fig 4.

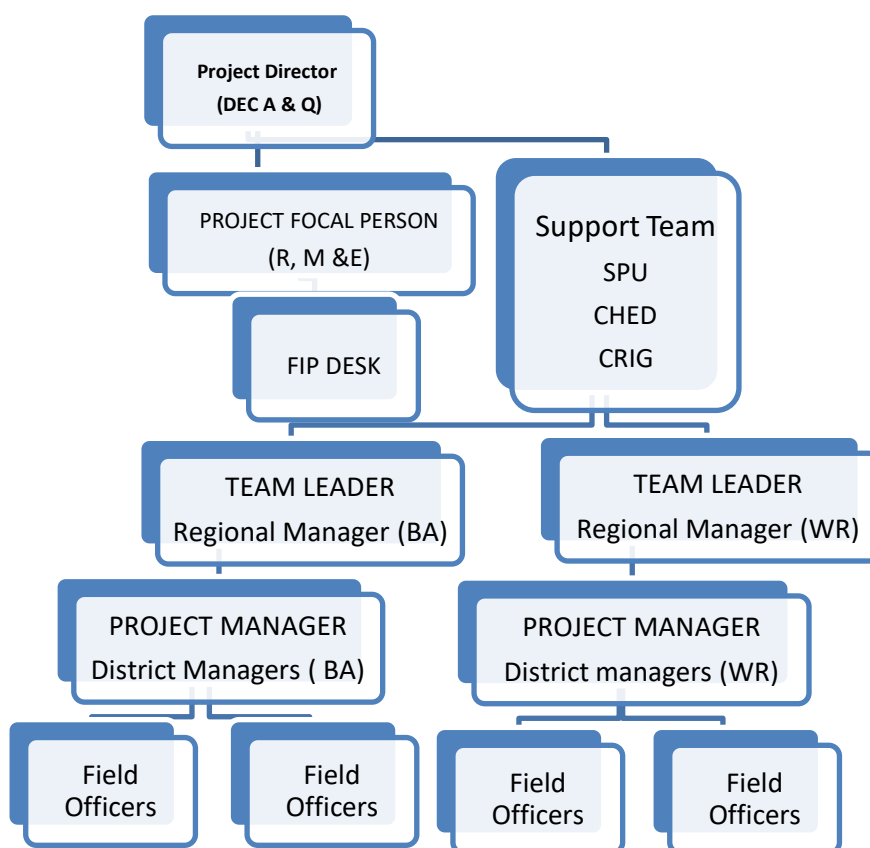
Figure 4 FC organogram for project implementation



### 3.2.3 Ghana Cocoa Board (COCOBOD).

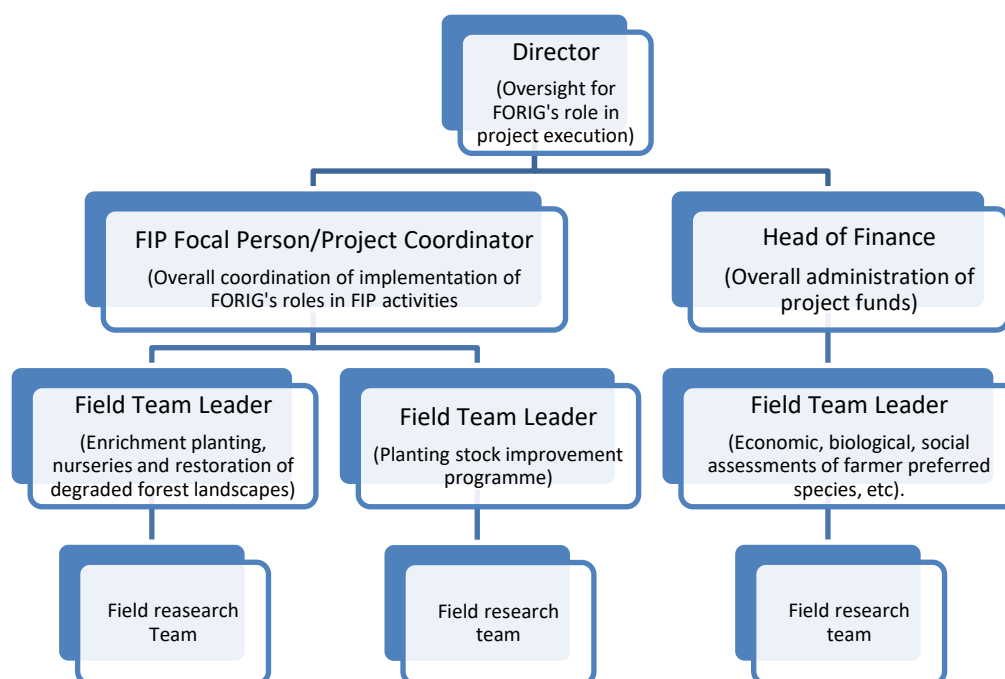
3.17. COCOBOD is the leading player in the cocoa landscape across the country. COCOBOD will enter into a Memorandum of Understanding with the Ministry of Lands and Natural Resources to lead the implementation of specific activities and collaborate with other implementing agencies as indicated in the five year work plan. COCOBOD will execute the project through the Deputy Chief Executive officer in charge of Agronomy, and Quality Control. COCOBOD has constituted a Project Coordinating Unit headed by the Director (Research, Monitoring & Evaluation) and supported by the Executive Directors of Seed Production Unit (SPU), Cocoa Health and Extension Division (CHED), and Cocoa Research Institute of Ghana (CRIG). There will be a close link between the Ghana Cocoa Platform (GCP) and the Project Management Unit to sensitize farmers and create awareness about the project. COCOBOD implementation structure is shown in Fig 5.

Figure 5: COCOBOD FIP IMPLEMENTATION STRUCTURE



### 3.2.3 Forestry Research Institute of Ghana (FoRIG).

3.18 The Forestry Research Institute of Ghana (FoRIG) will undertake forestry research and advice on seedling quality. They will collaborate with FC in the pilot areas to raise indigenous seedling. FoRIG will assign staff to work on the innovation and research aspects of the project. The implementation structure for FoRIG is shown in fig 6. FoRIG will work closely with the PMU and the other IAs. They will be guided by the Terms of Reference for IAs as per this PIM.

**Figure 6: FORIG FIP Implementation Structure**

## 4 Participation and Consultative Processes.

3.19. Ghana has been engaged in a REDD+ readiness process since March 2010, when the R-PP was approved by the FCPF Participants' Committee, after extensive stakeholder consultations. The Project will continue to collaborate with relevant NGOs, District Assemblies and Communities. In addition, the project will implement the Environmental and Social Management Framework (ESMF) and the Process Framework (PF) which details steps in engaging communities and stakeholders in the development of sub-projects and restoration of livelihoods under the project. The project will use participatory monitoring and evaluations processes and organize a stakeholder consultation workshop to validate annual project reports before submitting to the appropriate institutions.

3.20 Each IA will lead all participatory and consultation process related to activities earmarked for their institution under the project. In the event where the activity or the purpose of the consultation or workshop cuts across issues directly affecting another IA, all the affected IA will be represented at the workshop to provide their inputs into the discourse. To track activities and to monitor social and environmental safeguard issues, all IAs undertaking major consultation or workshops would have to include the PMU in the workshop or process.

## Project Sustainability

3.22. Four important factors will contribute to sustaining the results and outcomes after the

project period, namely: changes in skills and practices at ground level; changes in management responsibilities and authorities for local institutions; changes in policies and institutional norms and revised tree tenure arrangement. For farmers and communities, improved climate-smart cocoa production practices and other agroforestry management practices will help to improve yields and boost incomes, while also helping farms to become more resilient and adaptable. With evidence of tangible benefits, improved practices should be taken up and shared more widely between farmers. Institutional networks and cocoa supply chain players will contribute to further replication and dissemination. Improved communication products and links to knowledge and service providers should continue to allow farmers to access new knowledge, inputs, and markets after the project period.

3.23 Policy reforms and implementation practices will also have a positive and sustainable effect on people's lives and land uses. Changes in policy implementation and institutional practices, embedded in guidance documents and training, will last long after the project life. Also, capacity development will build skills and help to instil new organizational ways of working, including improving relations and outreach to local communities, which will be a long term sustainable change and benefit to local resource users. Through these pathways, the project design and interventions should contribute to financial and social sustainability.

## **SECTION 4: PLANNING AND FINANCIAL MANAGEMENT**

### **4.1 Planning Work Program Activities**

4.1. To ensure that the main tasks set for the project are completed on time and the agreed objectives achieved, a basic set of Activity Work Plans and Budget (AWPBs) will be prepared, reviewed by the project's oversight committees and executed by project Implementing Agencies (IAs). The IAs, in collaboration with relevant stakeholders would prepare the AWPBs. Both the planning and execution of the AWPBs are expected to be informed by experience on the ground as observed by implementers and beneficiaries and reflected in monitoring and evaluation reports. Each IA, per their terms of reference will submit their AWPBs to the PMU. The FC, COCOBOD and FoRIG will submit to the PMU, addressed specifically to the Office of the Project Coordinator by the 3<sup>rd</sup> quarter of the year (End of September). The AWPBs will be consolidated by the PMU, presented to the Steering Committee for approval after which it will be submitted to the Bank for No Objection. Annex D is the composite Activity Work plan and budget for the first 18 months of the project.

### **4.2 Annual Training Schedules**

4.2 The IAs are required to submit detailed training program to the Project Coordinator as an annual training schedule. The FC, COCOBOD and FoRIG must submit to the PMU, (specifically to the Office of the Project Coordinator), their annual training schedule by the third quarter of the year (end of September) together with the AWPBs. The Project Coordinator will then prepare a composite ENFALP Annual Project Training Schedule. The composite training schedule will specify all training activities, meetings, seminars, conferences study tour and

workshops (both Local and International) to be carried out. The format for the training schedule is attached as **Annex C**. The Annual Training Schedule will be consolidated as part of the AWPBs for the approval of the PSC and the World Bank in accordance with the timelines in the PIM.

### 4.3 Financial Management and Disbursement Arrangements

4.3. The overall financial management will be handled by the Project Account Section (PAS) which is headed by the Financial Controller of MLNR. The PAS reports to the Project Coordinator through the Project Manager. The responsibility of the Financial Controller is to ensure that throughout implementation there are adequate financial management systems in place which can report adequately on the use of project funds. The Financial Controller shall assign a dedicated Project Accountant who will be responsible for the operational and day-to-day transaction processing and collation of financial reports from implementing agencies. The Financial Controller would interact frequently with Accountants at the various implementing agencies to ensure timely submission of imprest reports and transfers of reimbursements to these agencies.

4.4. There will be two on-site visits in each year of implementation by WB Financial Management Team to ascertain adequacy of systems, supplemented by desk reviews of IFR and audit reports. The first visit will be at the end of the first six (6) months of implementation of the ENFALP. The second mission will be at the end of the first year of implementation. The Financial Management supervision missions will ensure that strong financial management systems are maintained for the project throughout project tenure. The terms of reference for the project Accounting Session (PAS) is summarised in Box 4:

#### **BOX 4: Terms of Reference for the Project Accounting Section (PAS)**

- Prepare, monitor and control annual budgets.
- Prepare a quarterly cash budget for the entire project.
- Assist other implementing entities on all budget matters.
- Prepare on a quarterly basis, the project's Interim Financial Reports and for submission to the Bank based on timelines agreed in the Project Legal Agreement.
- Produce the Periodic Project's Financial Statements.
- Ensure that accounting ledgers and papers are well maintained.
- Liaise with External Auditors for the timely auditing of the ENFALP Accounts by providing general advice.
- Prepare documents and information needed for audits and financial oversight.
- Follow through on Auditors' recommendations in relation to the accounts.
- Supervise Implementing Agencies in the maintenance of financial records and the preparation of financial budgets.
- Oversee to, and ensure proper use of the Manual of Procedures.
- Implement a strong internal control system.
- Any other duties to be assigned from time to time by the Project Coordinator.

**Box 5 Terms of Reference for Financial Units of Implementing Agencies (IAs)**

- Submit monthly financial reports to the Project Account Section of the PMU.
- Prepare, monitor and control annual budgets for Agency.
- Prepare a quarterly cash budget for the entire Agency's activities.
- Liaise with the PAS of the PMU to prepare on a quarterly basis, the project's Interim Financial Reports.
- Provide inputs into the Periodic Project's Financial Statements.
- Ensure that accounting ledgers and papers are well maintained at the Agency Level.
- Coordinate with External Auditors for the timely auditing of the ENFALP Accounts by providing general advice.
- Prepare documents and information needed for audits and financial oversight at the Agency Level.
- Follow through on Auditors' recommendations at the Agency Level.
- Oversee to, and ensure proper use of the Manual of procedures at the Agency Level
- Perform a strong internal control system at the Agency Level
- Any other duties to be assigned from time to time by the Project Coordinator.

**4.4 Disbursement Arrangements****4.4.1 Special Account.**

4.5. The proposed arrangement is to use a single US Dollar denominated Designated Account (DA) under the direct responsibility of the Project Coordinator but managed and operated by the Financial Controller of the MLNR. The MLNR will maintain a separate Bank Account and Record for the ENFALP. To facilitate disbursement, the Project Preparatory Grant Account opened by the Ministry will be used to disburse the US\$29.5 million Strategic Climate (SCF) Fund Grant. Upon Grant Effectiveness Date, proceeds of the grant will be used by the project for eligible expenditures as defined in the grant agreement and further detailed in the respective 18 Month AWPBs. The initial disbursement and ceiling will be based on the expenditure forecast for the first six months (but not to exceed US\$3,000,000). This arrangement to use a Central Account is important to ensure that the PMU of the MLNR has oversight responsibilities over transfers and payments related to the implementation of programme activities.

4.6. To ensure timely release of funds to undertake activities under the project, Project Coordinator shall have the mandate to approve expenditure. The Project Coordinator will ensure that copies of expenditure approved for payment are made available for the information of the Chief Director of MLNR.

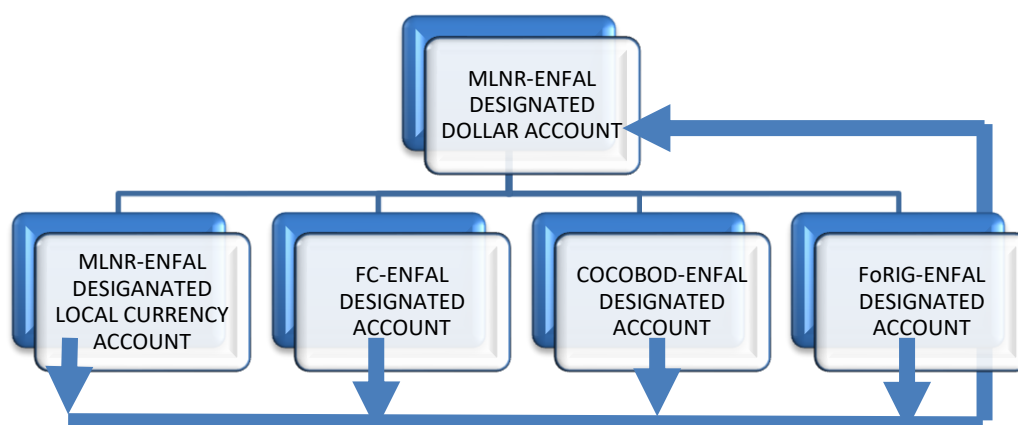
**4.4.2 Disbursement of Funds to Implementing Agencies.**

4.6 Each Implementing Agency will operate a separate account to receive funding from the project to implement activities. Disbursement of funds to FC, COCOBOD and FoRIG will be triggered by a proof that a separate account has been designated to receive project funds.

Replenishment of funds will be based on monthly submission of satisfactory Statement of Expenditure and Returns.

4.7 Financial management staffs at the IAs will operate Project Accounts on an imprest basis. The ceiling for the imprest will be determined by the PMU based on the agreed AWPBs of each agency under the project, with the initial advance not exceeding the budget for the first six months. These funds would be used to pay only for expenditures as per the approved work plan for the agency. Payment for Goods, Consultancy Service and Works will be effected at the PAS of the PMU for this project. Figure 7 shows the Fund Flow under the ENFALP.

**Figure 7: Funds Flow under ENFALP**



## 4.5 Project Auditing

4.8 All accounts are subject to internal and external annual audits by the Auditor General and independent external auditors selected by the Auditor General and acceptable to the World Bank in keeping with the terms of project agreement. The PMU will submit quarterly Interim Unaudited Financial Reports (IUFRs) to the Bank, 45 days after the end of the quarter. Auditor's reports are furnished to the World Bank (WB) within six months of the close of the fiscal year. Selection of external auditors shall be on a competitive basis in accordance with the World Bank's regulations and guidelines.

## 4.6 Project Management Reports

4.9. A Financial Management Initiative (FINMI), which requires projects to prepare quarterly Project Management Reports (PMRs) in the areas of finance, procurement including contract details and project progress and which has been formally launched in Ghana will be complied with. The MLNR will update the Sun accounting system and use it for the implementation of the project. This Accounting system has the capacity to generate the PMRs.



## SECTION 5: PROCUREMENT PROCESS AND GUIDELINES

### 5.1 Procurement Principles

5.1 This section introduces the Policies and Principles that will guide procurement under the ENFAL Project as stipulated by the Ghana Public Procurement Act, 2003 (Act 663) and the World Bank Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers and Procurement of Goods, Works and Non-Consulting Services, under IBRD Loans and IDA Credits and Grants by World Bank Borrowers.

5.2 The overall objective of the national public procurement system is to provide value for money to the government by ensuring that public funds are spent in transparent, efficient and fair manner. The World Bank's Principles on procurement of Goods, Works and Non-consulting Services are

1. The need for economy and efficiency in the implementation of the project, including the procurement of goods, works and non-consulting services;
2. The Bank's interest in giving all eligible bidders from developed and developing countries the same information and equal opportunity to compete in providing goods, works and non-consulting services financed by the Bank
3. The importance of transparency in the procurement process

5.3 The World Bank's Principles on procurement of Consulting Services are

1. The need for high-quality services
2. The need for economy and efficiency
3. The need to give all eligible consultants an opportunity to compete in providing the services financed by the Bank and
4. The need for transparency in the selection process

### 5.2 Procurement Procedures

5.4 The specific rules and procedures for procurement will be carried out in accordance with Government of Ghana Public Procurement Act, 2003 (Act 663) and the World Bank's:

- i. "Guidelines: Procurement of Goods, Works and Non-Consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers" dated January 2011, revised July 2014;
- ii. "Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers" dated January 2011, revised July 2014, and the provisions stipulated in the Legal Agreement; and (iii) "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated October 15, 2006, as revised in January 2011 and the provisions stipulated in the Legal Agreement.

5.5 For each contract to be financed by the Grant, the specific procurement method, or consultant selection method, estimated cost, option for prior or post review and lead times for each package would be agreed between GoG and the Bank in the Procurement Plan.

### 5.3 Procurement Arrangements

5.6 Procurement will be centralized at the level of the Executing Agency i.e. Ministry of Lands and Natural Resources. The Project Management Unit (PMU) will have overall responsibility for procurement management and oversight. The identification of procurement packages from the Annual Work Plans of each Implementing Agency (IA) i.e. Forestry Commission, Forestry Research Institute of Ghana and Ghana Cocoa Board, will be led by the Head of Procurement, MLNR. Subsequently, the identified procurement packages will be consolidated into the successive Annual Procurement Plan of the ENFAL Project.

5.7 However, the procurement unit of each IA will prepare the initial draft specifications of Goods and draft terms of reference for respective Consultancies for further review by MLNR.

### 5.4 Procurement of Goods

#### 5.4.1 *Procurement of Goods under Shopping*

5.8 Goods with estimated contract values of below US\$100,000.00 and approved for procurement under Shopping procedures will be undertaken as follows:

- Confirmation that the specific procurement package has been approved in the relevant Procurement Plan with clear indication of method, review process, standard lead times, estimated contract value and final approving authority.
- Request for quotation documents, detailing the specifications and required quantities, will be handed to eligible bidders that will be selected from the database of registered suppliers as regularly updated by the procurement unit. Selected bidders will be given a maximum of ten (10) calendar days to respond. On the day of bid closure, received bids will be officially and publicly opened.
- The lowest evaluated bidder as recommended by the evaluation panel and duly approved by the approving authority i.e. the Ministry's Entity Tender Committee or Ministerial Tender Review Board as the case may be, will be awarded the contract.
- All Shopping packages will be subjected to the World Bank's Post Review.

**Table 6 Procurement of Goods (shopping) - Post Review**

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	<b>1 Day</b>		
2	Preparation of Specifications	Implementing Agency (FC, ForIG, Cocobod)	<b>2 weeks</b>	IA (FC, ForIG, Cocobod) Entity Tender Committee (ETC)	<b>2 weeks</b> after preparation of specifications
3	Preparation of procurement document (Request for Quotation)	Executing Agency (MLNR) Chief Director/Project Director	<b>1 week</b> after receipt of specifications	MLNR Entity Tender Committee (ETC)	<b>1 week</b> after preparation of the procurement documents
4	Shortlist eligible suppliers	Head of Procurement (MLNR)	<b>3 days</b> after ETC approval of procurement documents	Executing Agency (MLNR) Chief Director/Project Director	<b>2 days</b> after approval of shortlist
5	Invite quotations	Executing Agency (MLNR) Chief Director/Project Director	<b>3 days</b> after approval of shortlist		
6	Bid opening	Executing Agency (MLNR) Chief Director/Project Director	<b>Maximum of 14 days</b> after invitation for quotations	Executing Agency (MLNR) Chief Director/Project Director	
7	Evaluation of received bids	Evaluation Panel	<b>2 weeks</b> after bid opening/closing	Executing Agency (MLNR) Chief Director/Project Director	Evaluation Panel constituted during shortlisting of suppliers
8	Presentation of Evaluation Report	Head of Procurement (MLNR)	<b>1-2 week</b> after completion of bid evaluation	MLNR Entity Tender Committee/Ministerial Tender Review Board	<b>1 week</b> after review by ETC/MTRB
9	Award Notice	Chief Director Executing Agency (MLNR)	<b>1 week</b> after approval by ETC/MTRB		
10	Contract Signature	Chief Director Executing Agency (MLNR))	<b>2 weeks</b> after award notice and posting of performance bond prior to release of bid security		
11	Inspection and Acceptance of Goods	MLNR Team of relevant IAs, Stores and Internal Audit representatives	<b>1 week after delivery of Goods</b>		
12	Contract closure	Executing Agency	<b>After final</b>		

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
		(MLNR) Chief Director/Project Director	acceptance of Goods		
13	Complete Procurement Plan	Executing agency (MLNR)	Head of Procurement		

#### **5.4.2 Procurement of Goods under National Competitive Bidding**

5.9 Goods with estimated contract values greater than US\$100,000.00 but not exceeding US\$3,000,000 that have been approved under NCB procedures will be procured as follows:

- Confirmation that the specific procurement package has been approved in the relevant Procurement Plan with clear indication of method, review process, standard lead times, estimated contract value and final approving authority.
- Bids will be solicited from eligible bidders through Invitation for Bids publication in the National Dailies, the website of the Ghana Public Procurement Authority and the MLNR website. The invitation for bids will span Thirty (30) calendar days. On the day of bid closure, received bids will be officially and publicly opened.
- The lowest evaluated bidder as recommended by the evaluation panel and duly approved by the approving authority i.e. the Ministerial Tender Review Board or Central Tender Review Board, as the case may be will be, will be awarded the contract.
- Generally, NCB packages will be subjected to the World Bank's Post Review. However, the procurement of Vehicles, Heavy-duty Trucks and Tractors will be subjected to the World Bank's Prior Review. Prior Review packages will be approved solely by the World Bank without recourse to the national procurement system.
- Thus, the Head of Procurement (MLNR) will collate the specifications and prepare the bidding documents. After consideration by the Entity Tender Committee (not approval), the bidding documents will be forwarded to the World Bank for review and approval. The standard procedures of invitation for bids, closing of bids, opening of bids and evaluation of tenders follows. However, unlike the Post Review process where the ETC would review the evaluation report and perhaps refer to MTRB or CTRB as stipulated under the national procurement system, under the Prior Review process, MLNR will submit the evaluation immediately to the Bank for review. On the basis of the Bank's approval, MLNR will award and sign the contract.

**Table 7 Procurement of Goods (National Competitive Bid) -Post Review**

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	<b>1 Day</b>		
2	Preparation of Specifications	Implementing Agency (FC, FoRIG, Cocobod)	<b>2 weeks</b>	IA (FC, FoRIG, Cocobod) Entity Tender Committee (ETC)	<b>2 weeks</b> after preparation of specifications
3	Preparation of procurement documents (Bidding documents)	Executing Agency (MLNR) Chief Director/Project Director	<b>1 week</b> after receipt of specifications	MLNR Entity Tender Committee (ETC)	<b>1 week</b> after preparation of the procurement documents
4	Preparation of draft Invitation for Bids	Head of Procurement (MLNR)	<b>1 week</b> after ETC approval of procurement documents	Executing Agency (MLNR) Chief Director/Project Director	<b>1 week</b> after preparation of draft publication
5	Publication of NCB	Head of Procurement (MLNR)	<b>1 week</b> after approval of draft publication		
6	Bidding	Executing Agency (MLNR) Chief Director/Project Director	<b>Minimum of 28 days period till bid closing</b>		
7	Evaluation of received bids	Evaluation Panel	<b>3 weeks</b> after bid closing	Executing Agency (MLNR) Chief Director/Project Director	Evaluation Panel constituted during preparation of bidding documents
8	Presentation of Evaluation Report	Head of Procurement (MLNR)	<b>1-2 week</b> after completion of bid evaluation	MLNR Entity Tender Committee/Ministerial Tender Review Board/Central Tender Review Board	<b>1 week</b> after review by ETC/MTRB/CTRB
9	Award Notice	Chief Director Executing Agency (MLNR)	<b>1 week</b> after approval by ETC/MTRB/CTRB		
10	Contract Signature	Chief Director Executing Agency (MLNR))	<b>2 weeks</b> after award notice and posting of performance bond prior to release of bid security		
11	Inspection and Acceptance of Goods	MLNR Team of relevant IAs, Stores and Internal Audit representatives	<b>1 week after delivery of Goods</b>		

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
12	Contract closure	Executing Agency (MLNR) Chief Director/Project Director	After final acceptance of Goods		
13	Complete Procurement Plan	Executing agency (MLNR)	Head of Procurement		

Table 8 Procurement of Goods (National Competitive Bid) - Prior Review

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	1 Day		
2	Preparation of Specifications	Implementing Agency (FC, ForIG, Cocobod)	2 weeks	IA (FC, ForIG, Cocobod) Entity Tender Committee (ETC)	2 weeks after preparation of specifications
3	Preparation of procurement documents (Bidding documents)	Executing Agency (MLNR) Chief Director/Project Director	1 week after receipt of specifications	The World Bank	1 week after submission of procurement documents
4	Preparation of draft Invitation for Bids	Head of Procurement (MLNR)	1 week after ETC approval of procurement documents	Executing Agency (MLNR) Chief Director/Project Director	1 week after preparation of draft publication
5	Publication of NCB	Head of Procurement (MLNR)	1 week after approval of draft publication		
6	Bidding	Executing Agency (MLNR) Chief Director/Project Director	Minimum of 28 days period till bid closing		
7	Evaluation of received bids	Evaluation Panel	3 weeks after bid closing	Executing Agency (MLNR) Chief Director/Project Director	Evaluation Panel constituted during preparation of bidding documents
8	Review of Evaluation Report	The World Bank	1-2 week after completion of bid evaluation	The World Bank	
9	Award Notice	Chief Director Executing Agency (MLNR)	1 week after approval by The World Bank		
10	Contract Signature	Chief Director Executing Agency (MLNR)	2 weeks after award notice and posting of performance bond prior to release of bid security		
11	Inspection and Acceptance of Goods	MLNR Team of relevant IAs, Stores and Internal Audit representatives	1 week after delivery of Goods		

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
12	Contract closure	Executing Agency (MLNR) Chief Director/Project Director	<b>After final acceptance of Goods</b>		
13	Complete Procurement Plan	Executing agency (MLNR)	<b>Head of Procurement</b>		

## 5.5 Procurement of Works

5.10 The selection of a Consultant for the design and supervision of works packages will precede the selection of the Contractor for the main works.

### 5.5.1 Procurement of Works under Shopping

5.11 Confirmation that the specific procurement package has been approved in the relevant Procurement Plan with clear indication of method, review process, standard lead times, estimated contract value, and final approving authority. Works with estimated contract values of below US\$100,000.00 and approved for procurement under Shopping procedures will be undertaken as follows:

- Request for quotation documents, detailing the bill of quantities, will be handed to eligible bidders that will be selected from the database of registered Contractors as regularly updated by the procurement unit. Selected bidders will be given a maximum of fourteen (14) calendar days to respond. On the day of bid closure, received bids will be officially and publicly opened.
- The lowest evaluated bidder as recommended by the evaluation panel and duly approved by the approving authority i.e. the Ministry's Entity Tender Committee or Ministerial Tender Review Board as the case may be will be, will be awarded the contract.
- All Shopping packages will be subjected to the World Bank's Post Review.

**Procurement of Works (Shopping) – Post Review**

<b>No.</b>	<b>Activity</b>	<b>Responsible Agency</b>	<b>Timeline for Responsible Agency</b>	<b>Approving Authority</b>	<b>Timeline for Approving Authority</b>
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	<b>1 Day</b>	Executing Agency (MLNR) Chief Director/Project Director	<b>3 days</b>
2	Preparation of Bill of Quantities (BOQ)	Consultant selected for design and supervision	<b>2 weeks</b>	IA (FC, FoRIG, Cocobod) Entity Tender Committee (ETC)	<b>2 weeks</b> after preparation of BOQ
3	Preparation of procurement documents (Request for Quotations)	Consultant + MLNR Procurement Unit	<b>2 weeks</b> after receipt of BOQ	MLNR Entity Tender Committee (ETC)	<b>1 week</b> after preparation of the procurement documents
4	Request for Quotations	Executing Agency (MLNR) Chief Director/Project Director	<b>1 week</b> after ETC approval of procurement documents		
5	Bidding	Executing Agency (MLNR) Chief Director/Project Director	<b>Maximum of 14 days period till bid closing</b>		
6	Evaluation of received bids	Evaluation Panel including Consultant	<b>2 weeks</b> after bid closing	Executing Agency (MLNR) Chief Director/Project Director	Evaluation Panel constituted <b>during preparation of bidding documents</b>
7	Presentation of Evaluation Report	Head of Procurement (MLNR) + Consultant	<b>1-2 week</b> after completion of bid evaluation	MLNR Entity Tender Committee/Ministerial Tender Review Board	<b>1 week</b> after review by ETC/MTRB
8	Award Notice	Chief Director Executing Agency (MLNR)	<b>1 week</b> after approval by ETC/MTRB/CTRB		
9	Contract Signature	Chief Director Executing Agency (MLNR))	<b>2 weeks</b> after award notice and posting of performance bond prior to release of bid security		
10	Payments	Certificates issued by Consultants, confirmation by EA and IAs	<b>As agreed in timelines of the contract</b>	Executing Agency (MLNR) Chief Director/Project Director	
11	Contract management and administration	Executing Agency (MLNR) Chief Director/Project Director	<b>Agreed timelines in the contract</b>	MLNR Team of relevant IAs & Consultant	



No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
12	Contract closure	Executing Agency (MLNR) Chief Director/Project Director	Agreed timelines in the contract		
13	Complete Procurement Plan	Executing agency (MLNR)	Head of Procurement		

### 5.5.2 Procurement of Works under National Competitive Bidding

5.12 Works with estimated contract values greater than US\$100,000.00 but not exceeding US\$5,000,000 that have been approved under NCB procedures will be procured as follows:

- Confirmation that the specific procurement package has been approved in the relevant Procurement Plan with clear indication of method, review process, standard lead times, estimated contract value and final approving authority.
- Bids will be solicited from eligible bidders through Invitation for Bids publication in the National Dailies, the website of the Ghana Public Procurement Authority and the MLNR website. The invitation for bids will span Thirty (30) calendar days. On the day of bid closure, received bids will be officially and publicly opened.
- The lowest evaluated bidder as recommended by the evaluation panel and duly approved by the approving authority i.e. the Ministerial Tender Review Board or Central Tender Review Board, as the case may be will be, will be awarded the contract.
- Generally, NCB packages will be subjected to the World Bank's Post Review. However, in the event that a Works package will be subjected to the World Bank's Prior Review, that package will be approved solely by the World Bank without recourse to the national procurement system.

**Table 9: Procurement of Works (National Competitive Bidding) - Post Review**

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	<b>1 Day</b>	Executing Agency (MLNR) Chief Director/Project Director	<b>3 days</b>
2	Preparation of Bill of Quantities (BOQ)	Consultant selected for design and supervision	<b>2 weeks</b>	IA (FC, FoRIG, Cocobod) Entity Tender Committee (ETC)	<b>2 weeks</b> after preparation of BOQ
3	Preparation of procurement documents (Bidding documents)	Consultant + MLNR Procurement Unit	<b>2 weeks</b> after receipt of BOQ	MLNR Entity Tender Committee (ETC)	<b>1 week</b> after preparation of the procurement documents
4	Preparation of draft Invitation for Bids	Head of Procurement (MLNR)	<b>1 week</b> after ETC approval of procurement documents	Executing Agency (MLNR) Chief Director/Project Director	<b>1 week</b> after preparation of draft publication
5	Publication of NCB	Head of Procurement (MLNR)	<b>1 week</b> after approval of draft publication		
6	Bidding	Executing Agency (MLNR) Chief Director/Project Director	<b>Minimum of 28 days period till bid closing</b>		
7	Evaluation of received bids	Evaluation Panel including Consultant	<b>3 weeks</b> after bid closing	Executing Agency (MLNR) Chief Director/Project Director	Evaluation Panel constituted during preparation of bidding documents
8	Presentation of Evaluation Report	Head of Procurement (MLNR) + Consultant	<b>1-2 week</b> after completion of bid evaluation	MLNR Entity Tender Committee/Ministerial Tender Review Board/Central Tender Review Board	<b>2 week</b> after review by ETC/MTRB/CTRB
9	Award Notice	Chief Director Executing Agency (MLNR)	<b>1 week</b> after approval by ETC/MTRB/CTRB		
10	Contract Signature	Chief Director Executing Agency (MLNR)	<b>2 weeks</b> after award notice and posting of performance bond prior to release of bid security		
11	Payments	Certificates issued by Consultants, confirmation by EA and IAs	<b>As agreed in timelines of the contract</b>	Executing Agency (MLNR) Chief Director/Project Director	
12	Contract closure	Executing Agency (MLNR) Chief Director/Project Director	<b>As agreed in timelines of the contract</b>		
13	Complete Procurement Plan	Executing agency (MLNR)	<b>Head of Procurement</b>		

## 5.6 Procurement of Non-Consulting Services

### 5.6.1 Procurement of Non-Consulting Services under Shopping

5.13 Non-Consulting Services with estimated contract values of below US\$100,000.00 and approved for procurement under Shopping procedures will be undertaken as follows:

- Confirmation that the specific procurement package has been approved in the relevant Procurement Plan with clear indication of method, review process, standard lead times, estimated contract value and final approving authority.
- Request for quotation documents, detailing the specifications and description and scope of assignment, will be handed to eligible bidders that will be selected from the database of registered Service Providers as regularly updated by the procurement unit. Selected bidders will be given a maximum of ten (10) calendar days to respond. On the day of bid closure, received bids will be officially and publicly opened.
- The lowest evaluated bidder as recommended by the evaluation panel and duly approved by the approving authority i.e. the Ministry's Entity Tender Committee or Ministerial Tender Review Board as the case may be will be, will be awarded the contract.
- All Shopping packages will be subjected to the World Bank's Post Review.

**Table 10: Procurement of Non-consulting Services (Shopping) - Post Review**

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	<b>1 Day</b>		
2	Preparation of Scope of services	Implementing Agency (FC, FoRIG, Cocobod)	<b>2 weeks</b>	IA (FC, FoRIG, Cocobod) Entity Tender Committee (ETC)	<b>2 weeks</b> after preparation of scope of services
3	Preparation of procurement document (Request for Quotation)	Executing Agency (MLNR) Chief Director/Project Director	<b>1 week</b> after receipt of scope of services	MLNR Entity Tender Committee (ETC)	<b>1 week</b> after preparation of the procurement documents
4	Shortlist eligible Service Providers	Head of Procurement (MLNR)	<b>3 days</b> after ETC approval of procurement documents	Executing Agency (MLNR) Chief Director/Project Director	<b>2 days</b> after approval of shortlist
5	Invite quotations	Executing Agency	<b>3 days</b> after approval		

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
		(MLNR) Chief Director/Project Director	of shortlist		
6	Bid opening	Executing Agency (MLNR) Chief Director/Project Director	<b>Maximum of 14 days</b> after invitation for quotations	Executing Agency (MLNR) Chief Director/Project Director	
7	Evaluation of received bids	Evaluation Panel	<b>2 weeks</b> after bid opening/closing	Executing Agency (MLNR) Chief Director/Project Director	Evaluation Panel constituted during shortlisting of Service Providers
8	Presentation of Evaluation Report	Head of Procurement (MLNR)	<b>1-2 week</b> after completion of bid evaluation	MLNR Entity Tender Committee/Ministerial Tender Review Board	<b>1 week</b> after review by ETC/MTRB
9	Award Notice	Chief Director Executing Agency (MLNR)	<b>1 week</b> after approval by ETC/MTRB		
10	Contract Signature	Chief Director Executing Agency (MLNR))	<b>2 weeks</b> after award notice and posting of performance bond prior to release of bid security		
11	Inspection and Acceptance of Services	MLNR Team of relevant IAs and Internal Audit representatives	<b>1 week after completion of services</b>		
12	Contract closure	Executing Agency (MLNR) Chief Director/Project Director	<b>After final acceptance of services</b>		
13	Complete Procurement Plan	Executing agency (MLNR)	<b>Head of Procurement</b>		

### **5.6.2 Procurement of Non-Consulting Services under National Competitive Bidding**

5.14 Non-Consulting Services with estimated contract values greater than US\$100,000.00 but not exceeding US\$3,000,000 that have been approved under NCB procedures will be procured as follows:

- Confirmation that the specific procurement package has been approved in the relevant Procurement Plan with clear indication of method, review process, standard lead times, estimated contract value and final approving authority.
- Bids will be solicited from eligible bidders through Invitation for Bids publication in the National Dailies, the website of the Ghana Public Procurement Authority and the MLNR website. The invitation for bids will span Thirty (30) calendar days. On the day of bid

closure, received bids will be officially and publicly opened.

- The lowest evaluated bidder as recommended by the evaluation panel and duly approved by the approving authority i.e. the Ministerial Tender Review Board or Central Tender Review Board, as the case may be will be, will be awarded the contract.

5.15 Generally, NCB packages will be subjected to the World Bank's Post Review.

**Table 11: Procurement of Non-consulting Services (national Competitive Bidding) Post Review**

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	<b>1 Day</b>	Executing Agency (MLNR) Chief Director/Project Director	<b>3 days</b>
2	Preparation of Scope of Services	Implementing Agency (FC, FoRIG, Cocobod)	<b>2 weeks</b>	IA (FC, FoRIG, Cocobod) Entity Tender Committee (ETC)	<b>2 weeks</b> after preparation of Scope of Services
3	Preparation of procurement documents (Bidding documents)	Head of Procurement (MLNR)	<b>2 weeks</b> after receipt of Scope of Services	MLNR Entity Tender Committee (ETC)	<b>1 week</b> after preparation of the procurement documents
4	Preparation of draft Invitation for Bids	Head of Procurement (MLNR)	<b>1 week</b> after ETC approval of procurement documents	Executing Agency (MLNR) Chief Director/Project Director	<b>1 week</b> after preparation of draft publication
5	Publication of NCB	Head of Procurement (MLNR)	<b>1 week</b> after approval of draft publication		
6	Bidding	Executing Agency (MLNR) Chief Director/Project Director	<b>Minimum of 28 days period till bid closing</b>		
7	Evaluation of received bids	Evaluation Panel	<b>3 weeks</b> after bid closing	Executing Agency (MLNR) Chief Director/Project Director	Evaluation Panel constituted during preparation of bidding documents
8	Presentation of Evaluation Report	Head of Procurement (MLNR)	<b>1-2 week</b> after completion of bid evaluation	MLNR Entity Tender Committee/Ministerial Tender Review Board/Central Tender Review Board	<b>2 week</b> after review by ETC/MTRB/CTRB
9	Award Notice	Chief Director Executing Agency (MLNR)	<b>1 week</b> after approval by ETC/MTRB/CTRB		
10	Contract Signature	Chief Director Executing Agency (MLNR)	<b>2 weeks</b> after award notice and posting of performance bond prior to release of bid security		
11	Contract Management & Payments	Executing Agency (MLNR) Chief	<b>As agreed in timelines of the</b>	Executing Agency (MLNR) Chief Director/Project	

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
		Director	contract	Director	
12	Contract closure	Executing Agency (MLNR) Chief Director/Project Director	As agreed in timelines of the contract		
13	Complete Procurement Plan	Executing agency (MLNR)	Head of Procurement		

## 5.7 Procurement of Consulting Services

5.16 Confirmation that the specific procurement package has been approved in the relevant Procurement Plan with clear indication of selection method, type of contract, estimated contract value, review process, final approving authority and standard lead times. For consulting services, the Terms of Reference (ToRs) of the assignment shall be reviewed and approved by the World Bank. When necessary, the respective Request for Proposals (RFPs) shall also be reviewed and approved by the World Bank prior to issuance to the short-listed Consultants. The main selection methods are Quality and Cost Based Selection (QCBS), Consultants Qualification Selection (CQS), Least Cost Selection (LCS) and Fixed Budget Selection (FBS)

### 5.7.1 Quality and Cost Based Selection (QCBS)

5.17 QCBS considers the quality of the proposals and the cost of the services in the selection process. Following the publication of Request for Expression of Interest (REOI) in the national newspapers, the short-listed consultants are issued with the RFPs. The evaluation report of the Technical Proposals will be reviewed by the relevant approving authority prior to the public opening of the Financial Proposals. The Financial Proposals of Consultants that fall short of minimum technical scores will be returned unopened. The highest scoring consultant in terms of the combined weighted average score of the Technical and Financial evaluation will be recommended for award of contract. A contract will be signed following successful negotiations.

5.18 The above procedures will apply to Services that have been determined to be Post Review. Those determined to be Prior Review would be solely cleared and approved by the Bank at each stage of the process.

**Table 12: Procurement of Consultants Services (Quality, Cost Based Selection) \_ Post Review**

<b>No.</b>	<b>Activity</b>	<b>Responsible Agency</b>	<b>Timeline for Responsible Agency</b>	<b>Approving Authority</b>	<b>Timeline for Approving Authority</b>
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	<b>1 Day</b>	Executing Agency (MLNR) Chief Director/Project Director	<b>3 days</b>
2	Preparation of Terms of Reference (ToRs)	Implementing Agency (FC, FoRIG, Cocobod)	<b>2 weeks</b>	IA (FC, FoRIG, Cocobod) Entity Tender Committee (ETC)	<b>2 weeks</b> after preparation of ToRs, clearance should be sought from the World Bank
3	Preparation of procurement documents (Request for Proposals)	Head of Procurement (MLNR)	<b>2 weeks</b> after receipt of ToRs	MLNR Entity Tender Committee (ETC)	<b>1 week</b> after preparation of the procurement documents
4	Review of ToRs and RFP	The World Bank	<b>1 week</b> after ETC approval of procurement documents	The World Bank	<b>1 week</b> after submission
5	Publication of REOI	Head of Procurement (MLNR)	<b>1 week</b> after approval of draft publication		
6	Bidding	Executing Agency (MLNR) Chief Director/Project Director	<b>Minimum of 28 days period till bid closing</b>		
7	Shortlist Consultants after REOI	Evaluation Panel	<b>2 weeks</b> after closing date	Executing Agency (MLNR) Chief Director/Project Director	<b>2 weeks</b> after evaluation of Eols
8	Issue RFP to shortlisted Consultants	Executing Agency (MLNR) Chief Director/Project Director	<b>2 weeks</b> after approval of shortlist		
9	Evaluation of received Technical Proposals	Evaluation Panel	<b>3 weeks</b> after bid closing		
10	Presentation of Evaluation Report on Technical Proposals	Head of Procurement (MLNR)	<b>1-2 week</b> after completion of evaluation	MLNR Entity Tender Committee/Ministerial Tender Review Board/Central Tender Review Board	<b>2 week</b> after evaluation
11	Public opening of Financial Proposals of qualified consultants	Executing Agency (MLNR) Chief Director/Project Director	<b>4 weeks</b> after review of Technical evaluation report		
12	Review of Combined Technical and Financial Report	Head of Procurement (MLNR)	<b>2 weeks</b> after financial opening	MLNR Entity Tender Committee/Ministerial Tender Review Board/Central Tender Review Board	
13	Contract Negotiations	Executing Agency (MLNR) Chief Director/Project Director	<b>2 weeks</b> after ETC/MTRB approval		
14	Award Notice	Chief Director	<b>1 week</b> after approval		

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
		Executing Agency (MLNR)	by ETC/MTRB/CTRB		
15	Contract Signature	Chief Director Executing Agency (MLNR)	<b>2 weeks</b> after award notice		
16	Contract management and payments	EA and IAs	<b>As agreed in timelines of the contract</b>	Executing Agency (MLNR) Chief Director/Project Director	
17	Contract closure	Executing Agency (MLNR) Chief Director/Project Director	<b>As agreed in timelines of the contract</b>		
18	Complete Procurement Plan	Executing agency (MLNR)	<b>Head of Procurement</b>		

### 5.7.2 Consultants' Qualification Selection (CQS)

5.19 A higher number of the consulting services under the ENFAL Project are very small assignments which fall within CQS. Following the publication of Request for Expression of Interest (REOI) in the national newspapers, Consultants will be shortlisted based on experience and competence relevant to the assignment. The selected consultant with the most appropriate qualification and references shall be requested to submit a combined Technical and Financial proposal. A contract will be signed following successful negotiations.

5.20 Services determined as CQS are generally subjected to Post Review.

**Table 13: Procurement of Consulting Services (Consultants Qualification Selection) \_ Post Review**

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	<b>1 Day</b>	Executing Agency (MLNR) Chief Director/Project Director	<b>3 days</b>
2	Preparation of Terms of Reference (ToRs)	Implementing Agency (FC, ForIG, Cocobod)	<b>2 weeks</b>	IA (FC, ForIG, Cocobod) Entity Tender Committee (ETC)	<b>2 weeks</b> after preparation of ToRs, clearance should be sought from the World Bank
3	Review of ToRs / RFP	The World Bank	<b>1 week</b> after ETC approval	The World Bank	<b>1 week</b> after submission
4	Publication of REOI	Head of Procurement (MLNR)	<b>1 week</b> after World Bank approval		
5	Bidding	Executing Agency (MLNR) Chief Director/Project Director	<b>Minimum of 28 days period till bid closing</b>		
6	Shortlist Consultant after REOI	Evaluation Panel	<b>2 weeks</b> after closing date	MLNR Entity Tender Committee	<b>2 weeks</b> after evaluation of Eols



No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
7	Issue RFP to shortlisted Consultant	Executing Agency (MLNR) Chief Director/Project Director	<b>2 weeks</b> after approval of shortlist		
8	Evaluation of received Technical Proposals	Evaluation Panel	<b>3 weeks</b> after bid closing		
9	Presentation of Evaluation Report on Technical Proposals	Head of Procurement (MLNR)	<b>1-2 week</b> after completion of evaluation	MLNR Entity Tender Committee/Ministerial Tender Review Board	<b>2 week</b> after evaluation
10	Opening of Financial Proposals	Executing Agency (MLNR) Chief Director/Project Director	<b>2 weeks</b> after ETC/MTRB approval		
11	Contract Negotiations	Executing Agency (MLNR) Chief Director/Project Director	<b>2 weeks</b> after opening of financial proposals		
12	Award Notice	Chief Director Executing Agency (MLNR)	<b>2 weeks</b> after negotiations		
13	Contract Signature	Chief Director Executing Agency (MLNR)	<b>2 weeks</b> after award notice		
14	Contract management and payments	EA and IAs	<b>As agreed in timelines of the contract</b>	Executing Agency (MLNR) Chief Director/Project Director	
15	Contract closure	Executing Agency (MLNR) Chief Director/Project Director	<b>As agreed in timelines of the contract</b>		
16	Complete Procurement Plan	Executing agency (MLNR)	<b>Head of Procurement</b>		

### 5.7.3 Least Cost Selection (LCS)

5.21 A number of the services under the ENFAL Project that have been determined as standard and routine in nature particularly audit and design of non-complex works will be undertaken through LCS. Under this method a minimum qualifying mark for the quality is established. Proposals to be submitted in two envelopes are invited from a shortlist. Technical envelopes are opened first and evaluated. Those securing less than the minimum are rejected and the financial envelopes of the rest are opened in public. The firm with the lowest price shall then be selected. Under this method the qualifying minimum mark shall be established keeping in view that all proposals above the minimum compete only on cost. The minimum mark shall be stated in the RFP. A contract will be signed following successful negotiations.

**Table 14: Procurement of Consultant Services (Least Cost Selection) - Post Review**

No.	Activity	Responsible Agency	Timeline for Responsible Agency	Approving Authority	Timeline for Approving Authority
1	Confirmation of procurement package in the Procurement Plan and initiation of process	Head of Procurement (MLNR)	<b>1 Day</b>	Executing Agency (MLNR) Chief Director/Project Director	<b>3 days</b>
2	Preparation of Terms of Reference (ToRs)	Implementing Agency (FC, FoRIG, Cocobod)	<b>2 weeks</b>	IA (FC, FoRIG, Cocobod) Entity Tender Committee (ETC)	<b>2 weeks</b> after preparation of ToRs
3	Review of ToRs / RFP	The World Bank	<b>1 week</b> after ETC approval	The World Bank	<b>1 week</b> after submission
4	Publication of REOI	Head of Procurement (MLNR)	<b>1 week</b> after World Bank approval		
5	Bidding	Executing Agency (MLNR) Chief Director/Project Director	<b>Minimum of 28 days period till bid closing</b>		
6	Shortlist Consultants after REOI	Evaluation Panel	<b>2 weeks</b> after closing date	MLNR Entity Tender Committee	<b>2 weeks</b> after evaluation of Eols
7	Issue RFP to shortlisted Consultants	Executing Agency (MLNR) Chief Director/Project Director	<b>2 weeks</b> after approval of shortlist		
8	Evaluation of received Technical Proposals	Evaluation Panel	<b>3 weeks</b> after bid closing		
9	Presentation of Evaluation Report on Technical Proposals	Head of Procurement (MLNR)	<b>1-2 week</b> after completion of evaluation	MLNR Entity Tender Committee/Ministerial Tender Review Board	<b>2 week</b> after evaluation
10	Public Opening of Financial Proposals of qualified Consultants	Executing Agency (MLNR) Chief Director/Project Director	<b>2 weeks</b> after ETC/MTRB approval		
11	Contract Negotiations	Executing Agency (MLNR) Chief Director/Project Director	<b>2 weeks</b> after opening of financial proposals		
12	Award Notice	Chief Director Executing Agency (MLNR)	<b>2 weeks</b> after negotiations		
13	Contract Signature	Chief Director Executing Agency (MLNR)	<b>2 weeks</b> after award notice		
14	Contract management and payments	EA and IAs	<b>As agreed in timelines of the contract</b>	Executing Agency (MLNR) Chief Director/Project Director	
15	Contract closure	Executing Agency (MLNR) Chief Director/Project Director	<b>As agreed in timelines of the contract</b>		
16	Complete Procurement Plan	Executing agency (MLNR)	<b>Head of Procurement</b>		

## 5.8 Contract Administration

5.22 The PMU will be responsible for contract administration. When necessary the PMU will be supported by experts, professionals, representatives of relevant trades associations in the examination of specifications of supplied goods and review of consultants' reports. With respect to Works contracts, Consultants engaged for the design and supervision will perform the duties as agreed. However, PMU will undertake periodic monitoring of both contractors and consultant's assignments.

### 5.8.1 Contract Administration: (Goods)

5.23 Following award of contract, the successful bidder is required to post a performance guarantee valued at 10% (from a bank) of the contract price or a performance bond valued at 30% (from an Insurance firm). After contract signature, the bid security will be released to the successful bidder.

5.24 The PMU will ensure that the delivery schedule as indicated in the contract agreement are met within very minimal deviations. The Head of Procurement will follow-up the successful Suppliers and facilitate the processing of any Advance Mobilization when required. The MLNR Procurement Unit will make regular follow-up contacts to the Supplier to facilitate timely delivery while addressing any bottlenecks in the process. Inspection of delivered Goods will be carried out by PMU team consisting of representatives from Stores, Internal Audit, Procurement Units and any other co-opted officers.

5.25 The Procurement Unit will prepare a delivery completion report that will support payment to the Supplier as agreed in the contract. Payment terms and options will be agreed with the Supplier.

5.26 Particularly, the PMU will ensure that the Project takes full advantage and benefits from after-sales services and warranty provisions in the contract. Following the completion of the contract, the Performance Guarantee or Bond will be released to the Supplier leading the signing of the contract closure documentation.

#### 5.8.1.1 Change Control

5.27 Due to probable changes in field conditions, implementation of contracts in accordance with specifications and quantities may require revisions during contract implementation. Variations will be required to make these revisions. It may lead to an increase or decrease in quantities of items to be supplied. Variations, if such changes occur, after being signed by the Supplier and the Employer become a legally binding document just as the original contract.

### **5.8.1.2 Charges and Cost Monitoring (control, verification and certification of invoices)**

5.28 All Goods must be inspected before acceptance by the Employer to ensure that they are in accordance with the specifications. Payment to the Supplier for the supplies delivered is the obligation of the Employer/Purchaser under the contract. A format for invoicing prepared at the early stage of the contract, will facilitate quick processing of subsequent invoices.

### **5.8.1.3 Ordering Procedures (channel, processes and clearance)**

5.29 Upon delivery, Goods will be accompanied by Waybills from Suppliers to the Stores Department of the EA / IAs that will receive the Goods as indicated in the contract. The Stores Department will issue Stores Receipt Advice to Management which will prompt the constitution of inspection team to examine the supplied Goods and report on their status relative to the Contract prior to the issuance of Acceptance Certificates.

### **5.8.1.4 Payment Procedures (channel, processes and clearance)**

5.30 The Head of Procurement will compile all relevant supporting documents including Inspection and Completion certificates, certification of quality of deliverables by user department, and thereafter submit a recommendation for payment for consideration by the Chief Director/Project Director on the basis of the payment terms as agreed in the contract.

## **5.8.2 Contract Administration: (Works)**

5.31 Following award of contract, the successful contractor is required to post a performance guarantee valued at 10% (from a bank) of the contract price or a performance bond valued at 30% (from an Insurance firm). After contract signature, the bid security will be released to the successful contractor.

5.32 The PMU will oversee the work of the consultant contracted to supervise the contractors' responsibilities. Contractors will be paid respective percentage of contract price after issuance of certificates by the consultants followed by the confirmation of work done by Procurement Unit and Internal Audit at every stage earmark in the contract documents. Advance Mobilization payments will be effected after contract signature and at about 10% or preparatory stage of the work is completed.

5.33 The Head of Procurement will ensure organization of monthly site meetings by regularly prompting the Consultant. The Head of Procurement shall ensure all stakeholders of the Works are invited to and fully represented at the monthly site meetings. The Head of Procurement shall ensure that all minutes of site meetings are properly circulated according to the agreed communication schedule of the Works. The Consultant shall raise the relevant certificates and the Head of Procurement shall facilitate the processing of such certificates.

5.34 Particularly, the PMU will ensure that the Project takes full advantage and benefits from defects liabilities provisions in the contract. Following the completion of the contract, the Performance Guarantee or Bond will be released to the Contractor. Both Contractor and Consultant will thereafter sign the contract closure documentation.

#### **5.8.2.1      *Change Control***

5.35 Due to probable changes in field conditions, implementation of contracts in accordance with plans, designs, and bill of quantities may require revisions during contract implementation. Variations, if such changes occur, after being signed by the Contractor and the Employer become a legally binding document just as the original contract.

#### **5.8.2.2      *Charges and Cost Monitoring (control, verification and certification of invoices)***

5.37 For Works and Installation contracts, all designs, drawings must be reviewed and approved by the EAs/IAs. Regular inspection must be undertaken by the EAs/IAs before acceptance of certificates for payments to ensure that they are in accordance with the bill of quantities and drawing. Payment to the Contractor for the works done is the obligation of the Employer/Client under the contract. A format for invoicing worked out at the early stage of the contract, will facilitate quick processing of subsequent invoices.

#### **5.8.2.3      *Payment Procedures (channel, processes and clearance)***

5.38 The Head of Procurement will compile all relevant supporting documents including Inspection and Completion certificates and Consultant's reports and thereafter submit a recommendation for payment for consideration by the Chief Director/Project Director on the basis of the payment terms as agreed in the contract

#### **5.8.2.4      *Monitoring, inspection and accepting performance (kick off meetings, progress meetings, closure/handing over meetings, etc.)***

5.39 **Kick off meeting** will be held before the commencement of contract. This is to help all parties achieve a clear and mutual understanding of the contract requirements. The meeting will also outline the roles and responsibilities of the employers' officials who will administer the contract. The following issues; Organizational Structures, Contact names and numbers, reporting method and progress meetings are normally discussed at the meeting.

5.40 **Handing Over meeting** will be held at the beginning of Projects to hand over sites where the works will be undertaken done to the Contractor and also held at the completion of the project to hand over to the Employer.

5.41 **Progress meetings** at regular intervals will be held to monitor the progress of the

contract implementation. The itinerary of the meeting will be to discuss Contract implementation progress and compared with the contract implementation schedule coupled with Implementation problems which includes ways forward. The objective is to ensure that the contract will be completed with requisite quality, on time and within budget

### **5.8.3 Contract Administration: (Non-Consulting Services)**

5.42 Following award of contract, the successful bidder is required to post a performance guarantee valued at 10% (from a bank) of the contract price or a performance bond valued at 30% (from an Insurance firm). After contract signature, the bid security will be released to the successful bidder.

5.43 The PMU will ensure that the time lines for delivery of specific services as indicated in the contract agreement are met within very minimal deviations. The Head of Procurement will follow-up the successful Service Provider and facilitate the processing of any Advance Mobilization when required. The MLNR Procurement Unit will make regular follow-up contacts to the Service Provider to facilitate timely commencement of work with reference to the agreed scope of works. When necessary, the PMU will invite a technical person to assist in the assessment of level of services delivered.

5.45 Following the completion of the contract, the Performance Guarantee or Bond will be released to the Supplier leading the signing of the contract closure documentation.

#### **5.8.3.1 Change control**

5.46 Due to probable changes in field conditions, implementation of contracts in accordance with scope of work may require revisions during contract implementation. Variations, if such changes occur, after being signed by the Service Provider and the Employer become a legally binding document just as the original contract.

#### **5.8.3.2 Charges and cost monitoring (control, verification and certification of invoices)**

5.47 All Non-consulting services will be verified in accordance with the scope of works before acceptance by the Employer. Payment to the Service Provider for the service is the obligation of the Employer/Purchaser under the contract.

#### **5.8.3.3 Payment procedures (channel, processes and clearance)**

5.48 The Head of Procurement will compile all relevant supporting documents including verification and periodic certificates. The Head of Procurement will then submit a recommendation for payment for consideration by the Chief Director/Project Director on the

basis of the payment terms as agreed in the contract

#### **5.8.4 Contract Administration: (Consulting Services)**

5.49 Following award of contract, the selected Consultant will be given a minimum of two (2) weeks to submit an Inception Report that will detail the agreed ToRs, work schedule and responsibilities with timelines, findings of preliminary studies and challenges encountered, methodology and further procedures.

5.50 The PMU will arrange a platform for the review of the Inception Report which will involve the Consultant making a PPT presentation that will be reviewed by the team constituted by the Ministry. Upon acceptance of the Inception Report and as agreed under the payment schedule, the Head of Procurement will facilitate processing of any corresponding proportion of the contract value to the Consultant.

5.50 The Head of Procurement will make continuous follow-up to ensure the Consultant meets the remaining reporting schedules. As the case may be, an Interim Report or draft Final Reports may be reviewed prior to the submission of the Final Report. Normally, the submission of the Interim and draft final reports and subsequent review and acceptance triggers agreed proportion of payments. Similar to the process of the review of the Inception Report, the Interim and draft reports will be reviewed by the Technical team put together by the Ministry.

5.51 Following the completion of the consultancy and acceptance of the Consultant's Final Report, the contract will be closed.

##### **5.8.4.1 Change control (variation orders)**

5.52 Due to probable changes in field conditions, implementation of contracts in accordance with scope of work of the TORs may require reviews. Such reviews become legally binding documents after the relevant approvals have been obtained, just as the original contract.

##### **5.8.4.2 Charges and cost monitoring (control, verification and certification of invoices)**

5.53 **Monitoring and supervision** of contracts will ensure that all the terms of the contract are being implemented as stated in the agreement. Proper monitoring will ensure that potential sources of disputes are identified and rectified.

## **5.9 Contract closure**

5.54 Contract closure will begin after all the Goods have been supplied and accepted, the Works have been completed and handed over, the service provider has provided the relevant Non-consulting service and when the Consultant final report has been accepted.

5.55 After all disputes have been settled, all administrative issues including all payments have been made, the Supplier, Contractor, Service Provider or Consultant will sign the contract closure certificate signaling the closure of the contract.

5.56 Best practice requires the need for evidence that the contract has been completed to the satisfaction of all parties. This is normally carried out in two stages; **Firstly**, to ascertain internally that there are no outstanding matters and, **secondly**, to secure agreement from supplier(s) that, apart from agreed ongoing liabilities, the contract(s) has ended.

**5.57 General procedures include:**

- ensure completion of all administrative matters;
- record that all technical issues have been completed;
- determine the extent of any liquidated damages to be deducted from the contract price;
- record the end of the retention and guarantee periods and the date of the final inspection carried out;
- record the date of release of retention and/or bank guarantees;
- to agree a statement of specific limits on continuing contractual obligations after completion of work and any ongoing obligations following the end of guarantees or maintenance periods;
- record any materials reconciliation;
- transfer any assets, including data and intellectual property, and any loan items;
- record the process of final contract payments and a summary of the financial payments received;
- summarize claims made against or received from the supplier;
- ensure the retention of records relating to the contract to counter any subsequent claims that may be brought;
- On completion of this activity, agreement should have been reached on all technical and commercial aspects of the contract;
- The agreement should require the signature of the parties to a document which records the acceptance of the work or service, the obligations fulfilled and the price paid.

**5.10 Minimum Documentation Requirement (Documents Filing)**

5.58 The Minimum Documentation Requirement (Documents Filing) relating to all Procurement Processes (Goods, Works, Non-Consulting Services and Consulting Services), Contract Award, and Contract Management under the ENFAL Project for Auditing and Procurement Management and Reporting purposes will be as follows:

**(1) Goods (National Shopping)**



G-Sh-MDR-1	Copy of the relevant page of the cleared procurement plan
G-Sh-MDR-2	Solicitation letters with technical specifications sent to at least three bidders
G-Sh-MDR-3	Quotations received from Suppliers
G-Sh-MDR-4	Quotation Evaluation Report
G-Sh-MDR-5	Signed Contract or Purchase Order
G-Sh-MDR-6	Delivery Receipt/Waybill
G-Sh-MDR-7	Completion Certificate
G-Sh-MDR-8	Inspection Certificate
G-Sh-MDR-9	Store Receipt Advice
G-Sh-MDR-10	Complaints from bidders and resolution documents
G-Sh-MDR-11	Payment documents

## **(2) Goods (National Competitive Bidding Method)**

### **(i) Bidding Stage**

G-NCB-MDR-1	Copy of the relevant page of the cleared procurement plan
G-NCB-MDR-2	Bank no objection to draft bidding document (where applicable; thus prior review approvals)
G-NCB-MDR-3	Specific procurement notice in at least one national newspaper
G-NCB-MDR-4	Final bidding document issued to bidders
G-NCB-MDR-5	Clarifications by bidders and project response
G-NCB-MDR-6	Minutes of pre-bid meeting (if applicable)
G-NCB-MDR-7	Modifications or addenda to bidding document
G-NCB-MDR-8	Minutes of Bid Opening

### **(ii) Bid Evaluation and Award Stage**

G-NCB-MDR-9	Evidence of composition of Evaluation Committee
G-NCB-MDR-10	Bid Evaluation Report
G-NCB-MDR-11	Bank Analysis/comments of review of bid evaluation report (where applicable; thus prior review approvals)
G-NCB-MDR-12	No Objection to award (where applicable; thus prior review approvals)
G-NCB-MDR-13	Notification and acceptance by the bidder
G-NCB-MDR-14	Copy of signed contract
G-NCB-MDR-15	Publication of award in at least one national newspaper

### **(iii) Contract Management**

G-NCB-MDR-16	Contract Amendments/Variation Orders (if any) and pertinent documents
G-NCB-MDR-17	Bank's no objection to contract amendment (when applicable)

G-NCB-MDR-18	Goods Inspection Certificate
G-NCB-MDR-19	Acceptance Certificate
G-NCB-MDR-20	Delivery Papers / Waybills /Stores Receipt certificates
G-NCB-MDR-21	Payment Certificates
G-NCB-MDR-22	Copies of Performance Guarantee and Bid Securities
G-NCB-MDR-23	Claims and disputes (liquidated damages if any)
G-NCB-MDR-24	All documents on complaints and resolution

### **(3) Works (National Shopping)**

W-Sh-MDR-1	Copy of the relevant page of the cleared procurement plan
W-Sh-MDR-2	Solicitation letters with Bill of Quantities sent to at least three bidders
W-Sh-MDR-3	Quotations received from Contractors
W-Sh-MDR-4	Quotation Evaluation Report
W-Sh-MDR-5	Signed Contract
W-Sh-MDR-6	Interim Certificates
W-Sh-MDR-7	Completion Certificate
W-Sh-MDR-8	Inspection certificate
W-Sh-MDR-9	Complaints from bidders and resolution documents
W-Sh-MDR-10	Payment documents

### **(4) Works (National Competitive Bidding Method)**

#### **(i) Bidding Stage**

W-NCB-MDR-1	Copy of the relevant page of the cleared procurement plan
W-NCB-MDR-2	Bank no objection to draft bidding document (where applicable; thus prior review approvals)
W-NCB-MDR-3	Specific procurement notice in at least one national newspaper
W-NCB-MDR-4	Final bidding document issued to bidders, including bill of quantities and drawings
W-NCB-MDR-5	Clarifications by bidders and project response (when applicable)
W-NCB-MDR-6	Minutes of pre-bid meeting (if applicable)
W-NCB-MDR-7	Modifications or addenda to bidding document
W-NCB-MDR-8	Minutes of Bid Opening

#### **(ii) Bidding and Contract Award Stage**

W-NCB-MDR-9	Evidence of composition of Evaluation Committee
W-NCB-MDR-10	Bid Evaluation Report
W-NCB-MDR-11	All documents on complaints, if any
W-NCB-MDR-12	Bank Analysis/comments of review of bid evaluation

report

W-NCB-MDR-13	Confirmation of arithmetic correction of errors.
W-NCB-MDR-14	No Objection to award
W-NCB-MDR-15	Notification and acceptance by the bidder
W-NCB-MDR-16	Copies of complaints from bidders
W-NCB-MDR-17	Copy of signed contract
W-NCB-MDR-18	Publication of award in at least one national newspaper

**(iii) Contract Management**

W-NCB-MDR-19	Contract amendments/Variation Orders (if any) and pertinent document
W-NCB-MDR-20	Bank's no objection to contract amendment (when applicable)
W-NCB-MDR-21	Contract supervision reports
W-NCB-MDR-22	Change Orders
W-NCB-MDR-23	Payment Certificates
W-NCB-MDR-24	Completion certificates ("provisional" and "final" acceptance)
W-NCB-MDR-25	Copies of Bid Securities and guarantees
W-NCB-MDR-26	Claims and Disputes (liquidated damages if any)
W-NCB-MDR-27	All documents on complaints and resolution

**(5) Non-Consulting Services (National Shopping)**

NCS-Sh-MDR-1	Copy of the relevant page of the cleared procurement plan
NCS-Sh-MDR-2	Solicitation letters with technical specification/scope of work sent to at least three bidders
NCS-Sh-MDR-3	Quotations received from Service Providers
NCS-Sh-MDR-4	Quotation Evaluation Report
NCS-Sh-MDR-5	Signed Contract or Purchase Order
NCS-Sh-MDR-6	Delivery Receipt/Waybill
NCS-Sh-MDR-7	Completion Certificate
NCS-Sh-MDR-8	Inspection certificate
NCS-Sh-MDR-9	Store Receipt Advice
NCS-Sh-MDR-10	Complaints from bidders and resolution documents
NCS-Sh-MDR-11	Payment documents

**(6) Non-Consulting Services (National Competitive Bidding Method)**

**(i) Bidding Stage**

NCS-NCB-MDR-1	Copy of the relevant page of the cleared procurement plan
NCS-NCB-MDR-2	Bank no objection to draft bidding document (where

NCS-NCB-MDR-3	applicable; thus prior review approvals)
newspaper	Specific procurement notice in at least one national
NCS-NCB-MDR-4	Final bidding document issued to bidders, including scope
of work	
NCS-NCB-MDR-5	Clarifications by bidders and project response (when
applicable)	
NCS-NCB-MDR-6	Minutes of pre-bid meeting (if applicable)
NCS-NCB-MDR-7	Modifications or addenda to bidding document
NCS-NCB-MDR-8	Minutes of Bid Opening

**(ii) Bidding and Contract Award Stage**

NCS-NCB-MDR-9	Evidence of composition of Evaluation Committee
NCS-NCB-MDR-10	Bid Evaluation Report
NCS-NCB-MDR-11	All documents on complaints, if any
NCS-NCB-MDR-12	Bank Analysis/comments of review of bid evaluation
report	
NCS-NCB-MDR-13	Confirmation of arithmetic correction of errors.
NCS-NCB-MDR-14	No Objection to award, when applicable
NCS-NCB-MDR-15	Notification and acceptance by the bidder
NCS-NCB-MDR-16	Copies of complaints from bidders
NCS-NCB-MDR-17	Copy of signed contract
NCS-NCB-MDR-18	Publication of award in at least one national newspaper

**(iii) Contract Management**

NCS-NCB-MDR-19	Contract amendments/Variation Orders (if any) and
pertinent document	
NCS-NCB-MDR-20	Bank's no objection to contract amendment (when
applicable)	
NCS-NCB-MDR-21	Contract supervision reports
NCS-NCB-MDR-22	Change Orders
NCS-NCB-MDR-23	Payment Certificates
NCS-NCB-MDR-24	Completion certificates ("provisional" and "final"
acceptance)	
NCS-NCB-MDR-25	Copies of Bid Securities and guarantees
NCS-NCB-MDR-26	Claims and Disputes (liquidated damages if any)
NCS-NCB-MDR-27	All documents on complaints and resolution

**(7) Consultant Services:**

**(i) Quality and Cost Based Selection (QCBS)**

**(a) Terms of Reference**

CS-QCBS-MDR-1	Copy of the relevant page of the cleared procurement plan
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CS-QCBS-MDR-2	Draft Terms of Reference
CS-QCBS-MDR-3	No Objection to Terms of Reference

**(b) Shortlist**

CS-QCBS-MDR-4	Request for Expression of Interest with Publication date (dgMarket and national dailies where applicable)
CS-QCBS-MDR-5	Expression of Interests (Eols) received
CS-QCBS-MDR-6	Analysis of Eols
CS-QCBS-MDR-7	Any other documentation provided with the Eols
CS-QCBS-MDR-8	Evaluation of Eols
CS-QCBS-MDR-9	Banks No objection to Eol Evaluation Report (where applicable; thus prior review approvals)

**(c) Proposal Stage**

CS-QCBS-MDR-10	Comments/no objection from the Bank to proposed short list
CS-QCBS-MDR-11	Draft Request for Proposal reviewed by the Bank
CS-QCBS-MDR-12	Copies of RFP Invitation letters to shortlisted Consultants
CS-QCBS-MDR-13	Technical Evaluation Report
CS-QCBS-MDR-14	All documents on Complaints (if any)
CS-QCBS-MDR-15	Bank's No Objection, where applicable
CS-QCBS-MDR-16	Minutes of Financial Proposal opening, where applicable
CS-QCBS-MDR-17	Combined Technical and Financial Evaluation Report
CS-QCBS-MDR-18	Technical and Financial Evaluation Reports sent to Bank for information only

**(d) Award Stage and Contract Administration**

CS-QCBS-MDR-19	Invitation for negotiation
CS-QCBS-MDR-20	Minutes of contract negotiation
CS-QCBS-MDR-21	Bank's no objection of draft negotiated contract (where applicable; thus prior review approvals)
CS-QCBS-MDR-22	Signed Contract Agreement
CS-QCBS-MDR-23	Contract Amendments (if any)
CS-QCBS-MDR-24	Bank's no objection to contract amendment (when applicable)
CS-QCBS-MDR-25	Evidence of deliverables, according to their schedules
CS-QCBS-MDR-26	Certification of quality of deliverables by user department
CS-QCBS-MDR-27	Payment documents
CS-QCBS-MDR-28	Complaints (if any) and Resolution Documents

**(ii) Quality Based Selection (QBS & FBS)****(a) Terms of Reference**

CS-FBS-MDR-1	Copy of the relevant page of the cleared procurement plan
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CS-FBS-MDR-2	Draft TOR sent to TTL
CS-FBS-MDR-3	Bank's NO for the TOR,

**(b) Shortlist**

CS-FBS-MDR-4	Request for Expression of Interest and evidence of dissemination
CS-FBS-MDR-5	Evaluation of expressions of interest and shortlist
CS-FBS-MDR-6	Bank's NO for shortlist, where applicable

**(c) Request for Proposal**

CS-FBS-MDR-7	Draft Request for Proposal
CS-FBS-MDR-8	Bank's no objection (when applicable)
CS-FBS-MDR-9	Evidence of dissemination of RFP

**(d) Evaluation of Proposals**

CS-FBS-MDR-10	Technical and Financial Proposals received
CS-FBS-MDR-11	Technical Evaluation Report
CS-FBS-MDR-12	Bank's No Objection for TER (when applicable)
CS-FBS-MDR-13	Minutes of Opening of Financial Proposals (calculate corrected price; reject proposals whose corrected price exceeds budget under FBS)

**(e) Award Stage and Contract Administration**

CS-FBS-MDR-14	Minutes of negotiation with highest ranking technical proposal
CS-FBS-MDR-15	Bank's NO for contract award
CS-FBS-MDR-16	Signed contract
CS-LCS-MDR-17	Bank's no objection to contract amendment (when applicable)
CS-FBS-MDR-18	Evidence of deliverables, according to their schedules
CS-FBS-MDR-19	Certification of quality of deliverables by user department
CS-FBS-MDR-20	Payment documents
CS-FBS-MDR-21	Complaints (if any) and Resolution Document

**(iii) Least Cost Selection Method(LCS)****(a) Terms of Reference**

CS-LCS-MDR-1	Copy of the relevant page of the cleared procurement plan
CS-LCS-MDR-2	Draft TOR
CS-LCS-MDR-3	NO from TTL for TOR

**(b) Shortlist**

CS-LCS-MDR-4	Request for Expression of Interest and evidence of dissemination
CS-LCS-MDR-5	Evaluation of expressions of interest and shortlist
CS-LCS-MDR-6	Bank's No Objection for shortlist, when applicable

**(c) Request for Proposal (RFP)**

CS-LCS-MDR-7	Draft RFP
CS-LCS-MDR-8	No Objection for RFP (when applicable)
CS-LCS-MDR-9	Evidence showing dissemination of RFP

**(d) Evaluation of Proposals**

CS-LCS-MDR-10	Technical and Financial Proposals received
CS-LCS-MDR-11	Technical Evaluation Report
CS-LCS-MDR-12	Bank's No Objection for TER (when applicable)
CS-LCS-MDR-13	Minutes of public opening of Financial Proposals of firms whose technical score is above the minimum technical score; calculate corrected price

**(e) Award Stage and Contract Administration**

CS-LCS-MDR-14	Minutes of negotiation with lowest corrected price proposal
CS-LCS-MDR-15	Bank's No Objection for contract award (where application)
CS-LCS-MDR-16	Signed contract
CS-LCS-MDR-17	Bank's no objection to contract amendment (when applicable)
CS-LCS-MDR-18	Evidence of deliverables, according to their schedules
CS-LCS-MDR-19	Certification of quality of deliverables by user department
CS-LCS-MDR-20	Payment documents
CS-LCS-MDR-21	Complaints (if any) and Resolution Documents

**(iv) Consultant Qualification (CQS)****(a) Terms of Reference**

CS-CQS-MDR-1	Copy of the relevant page of the cleared procurement plan
CS-CQS-MDR-2	Draft TOR
CS-CQS-MDR-3	NO from TTL for TOR

**(b) Shortlist**

CS-CQS-MDR-4	Request for Expression of Interest and evidence of dissemination
CS-CQS-MDR-5	Evaluation of expressions of interest and shortlist
CS-CQS-MDR-6	Bank's NO for shortlist, where applicable

**(c) Request for Proposal (RFP)**

CS-CQS-MDR-7	Evidence of RFP issued to the highest ranked firm
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**(d) Evaluation of Proposals**

CS-CQS-MDR-8	Technical and Financial Proposals received
CS-CQS-MDR-9	Technical & Financial Evaluation Report

**(e) Award Stage and Contract Administration**

CS-CQS-MDR-10	Minutes of negotiation of contract
CS-CQS-MDR-11	Signed contract
CS-CQS-MDR-12	Evidence of deliverables, according to their schedules
CS-CQS-MDR-13	Certification of quality of deliverables by user department
CS-CQS-MDR-14	Payment documents
CS-CQS-MDR-15	Complaints (if any) and Resolution Documents

**(v) Single Source Selection (SSS)**

CS-SSS-MDR-1	Copy of the relevant page of the cleared procurement plan
CS-SSS-MDR-2	Draft TOR
CS-SSS-MDR-3	NO from TTL for TOR
CS-SSS-MDR-4	Justification for SSS
CS-SSS-MDR-5	NO for SSS, where applicable
CS-SSS-MDR-6	RFP issued to consultant
CS-SSS-MDR-7	Technical and financial proposals received
CS-SSS-MDR-8	Combined technical and financial evaluation report
CS-SSS-MDR-9	Minutes of negotiation and draft negotiated contract
CS-SSS-MDR-10	NO for contract award, where applicable
CS-SSS-MDR-11	Signed contract
CS-SSS-MDR-12	Bank's no objection to contract amendment (when applicable)
CS-SSS-MDR-13	Evidence of deliverables, according to their schedules
CS-SSS-MDR-14	Certification of quality of deliverables by user department
CS-SSS-MDR-15	Payment documents
CS-SSS-MDR-16	Complaints (if any) and Resolution Documents

**(vi) Individual Consultants (IC)**



CS-IC-MDR-1	Draft TOR
CS-IC-MDR-2	NO from TTL for TOR
CS-IC-MDR-3	Shortlist
CS-IC-MDR-4	Copies of CVs of at least three Individuals
CS-IC-MDR-5	Evaluation report of the CVs
CS-IC-MDR-6	Minutes of contract negotiation
CS-IC-MDR-7	Contract Agreement es
CS-IC-MDR-8	Bank's no objection to contract amendment (when applicable)
CS-IC-MDR-9	Evidence of deliverables, according to their schedules
CS-IC-MDR-10	Certification of quality of deliverables by user department
CS-IC-MDR-11	Payment documents
CS-IC-MDR-12	Complaints (if any) and Resolution Documents

## **SECTION 6 ENVIRONMENTAL & SOCIAL SAFEGUARDS**

### **6.1 Overview**

6.1 This section provides guidance to MLNR and the Forestry Commission on procedures to be followed and standards to be met in implementing the safeguard instruments. The three main safeguard instruments which will be used under the project are:

- I. Environmental and Social Management Framework (ESMF)
- II. Pest Management Plan (PMP)
- III. Process Framework (PF)

Each of the three documents has detailed steps and procedures necessary for a successful implementation of the social and environmental aspects of the project.

The three documents are available on the Forestry Commission website ([www.fcghana.org](http://www.fcghana.org)) and all the implementing Regions and Districts are required to make copies available at their offices at all times during the implementation of the project.

6.2 The main responsibility for implementing the safeguard instruments rests with the MLNR and the Forestry Commission. MLNR would assign a staff to oversee the implementation of the instruments. The Forestry Commission will have a safeguard focal person at the corporate headquarters. The Regional Managers of Brong Ahafo and Western Regions will lead the implementation of the safeguard instruments on the field. The District Managers at the project districts will be responsible for ensuring that field activities are implemented in line with the social and environmental safeguard instruments.

6.3. The PMU will engage the services of a Safeguard Specialist on a short term basis to lead the implementation of the safeguard instruments and train staff of the Ministry, Forestry Commission, Regional and District Managers in that capacity.

The PMU will organize quarterly field visits to project implementation sites to monitor and evaluate the status of implementation of safeguard instruments. Reporting on safeguards will form part of the reports which will be submitted to the Bank.

6.4. The Regional FSD in collaboration with the PMU and FC will organize the regional and district orientation and training for the District FSDs and the various government departments likely to be involved in the implementation of project. The regional FSD will submit timely and regular reports on safeguard issues through the Forestry Commission to the PMU.

6.5. The Regional and District FSD through the District Assembly, which is the local

administrative authority, will ensure that Communities are properly and adequately informed about the project and also their rights and options relating to their properties that may be affected by the project.

The Regional and District Offices of the Forestry Services Division of the Forestry Commission will serve as a client service unit where community members can report their grievances. The Regional and District office will record the grievances and use the systems provided for in the safeguard instruments to resolve the grievance.

The Regional FSD through the District Assembly, will coordinate activities between different communities implementing restoration or compensation schemes.

The Regional and District FSD Officers will ensure timely implementation of plans and provision of compensation and attend to any grievances submitted by the affected persons/ communities in line with the three safeguard instruments for the project.

6.6. The District FSD through the Community Leaders and CREMAs will engage and involve all sections of the community in discussions on the activities which will affect the livelihood of community members. They will schedule open meetings to ensure that all community members are informed and they are fully aware of their rights and options regarding the restoration activity identify impacts on lands and assets and the members of the community to be affected and to what extent they will be affected

## 6.2. Sequencing of implementation of Environmental and Social sensitive Activities

The sequence of implementation of activities and responsibilities is summarized in the table 15.

The Regional and District FSD will lead the implementation of social and environmental safeguard activities in close collaboration with the PMU and the FC safeguard focal person.

**Table 15**      **Sequence of implementation tasks and institutions**

No	Task	Institutions
1.0	Identification of sub project and preparation of plans for plantation development and other sub projects	FSD/
2.0	Preliminary assessment of restoration issues	regional FSD
3.0	Assessment of the need to re- design sub project	Regional and district FSD/ community
4.0	Re- design of sub- project	
6.0	Confirm need for restoration/compensation actions	Regional and district FSD/ community/
7.0	Assess the restoration options	Regional and district FSD/ community/

No	Task	Institutions
		/District Land Valuation Board
8.0	Assess the number of affected persons	District FSD/ Community
9.0c	Prepare Action Plan for World Bank approval.	Consultant/District and Regional FSD
10.0	Use RP to trigger the process required to undertake land acquisition and compensation payments, if any (Annex 1)	Regional and district FSD/ FC/ District Land Valuation Board/ DA
11.0	Review Plans	Regional and district FSD/ FC/DA
12.0	Budgeting of costs	FC/ Regional FSD
13.0	Confirm arrangements for managing funds	FC/ Regional FSD
14.0	Implement Plans	Regional and district FSD/ community

## SECTION 7: MONITORING AND EVALUATION

### 7.1 Monitoring and Evaluation Framework

7.1. One of the critical success factors in project management is effective monitoring and evaluation system put in place and made functional. Accordingly, the monitoring and evaluation aspects of the project would be treated as distinct tasks, with specific staffs designated to work in the unit. The primary objective of the monitoring and evaluation (M&E) therefore is to develop an organized system for capturing and disseminating information needed for measuring the impact of project interventions.

7.2. Under this project, the monitoring process will involve the continuous assessment of actual progress in implementation against planned progress using the indicators as the basis. The purpose is to keep the programme on track, on time and within budget. Evaluation is concerned with ensuring that the completed activities are producing the desired results.

7.3. Upon the effectiveness date of the grant, the PMU will engage a consultant in the third quarter (Q3) to lead the alignment of the ENFALP Results Framework (RF) to the sector M&E framework which in turn communicates to the National M&E system. Under the national framework reporting to the National Development Planning Commission (NDPC), each sectoral ministry, including MLNR, is responsible for sector M&E. Section 10 of the National Development Planning (Systems) Act, 1994 (Act 480) requires the Ministries to monitor the implementation of their Sector Medium-Term Development Plans (SMTDPs) and submit reports at intervals in prescribed formats to the NDPC. The indicators for the ENFALP will be incorporated into the Ministry's results framework for NDPC thereby reporting on the project achievements at the national level through the NDPC system. The PMU will procure M&E software as indicated in the Procurement Plan (Annex E). Information generated will be fed into the system to generate the reports.

7.4. The project M&E will be carried out at two (2) levels - PMU level and IA Level. The PMU will be in charge of the overall monitoring and evaluation of the project while the IAs will

monitor activities based on their approved AWPBs. The baseline studies conducted under this project will provide benchmarks for evaluation. The system would allow an effective evaluation of: (a) the effectiveness of the project's delivery mechanisms and procedures; (b) the impact of the field activities on the basis of stated objectives, and input, output and impact indicators identified in the Project Design Summary (see Section 2); and the replication of the *in-situ* and *ex-situ* activities at a wider national scale.

7.5. Within One (1) Month of signing the ENFALP Grant Agreement, each IA would be required to submit the name and contact details of their M&E focal person to the PMU. Quarterly reports must be submitted by IAs to the Office of the Project Coordinator within two (2) weeks after the end of every quarter. In addition to the quarterly reports, all IAs are required to submit semi-annual reports to the PMU with 20 days after the end of the period. The PMU will in turn collate the semi - annual reports and submit to the Bank within 45 days after the end of the period.

The terms of reference for the M & E Unit of PMU is described in Box 6.

**Box 6: Terms of Reference for M&E Unit of the PMU**

- Support the PMU in the planning, co-ordinating, monitoring and evaluation of the Project based on the lessons learnt from the review of the FIP's Monitoring and Evaluation System.
- Establish an effective monitoring and evaluation system for FIP-Project
- Work with appropriate institution/stakeholder to develop indicators for AWPBs.
- Maintain partnerships with civil society organizations to assist in the monitoring and evaluation of the project
- Lead in the generation and preparation of annual reports on quarterly and annual basis for onward submission to the National Steering Committee, the Bank and the FIP Subcommittee.
- Prepare annual monitoring reports on all aspects of project implementation.
- Support staff of implementing agencies including regional staff in the monitoring and evaluation of the project
- Supervise data collation, entry and generation of analysed data and information on all M&E activities of the project.
- Ensure that all service provider contracts include specifications for internal monitoring and reporting, and the penalties for failure to report as specified.
- Ensure that, project monitoring arrangements comply with the project grant agreement and, in particular, the provisions of this agreement are fully observed in the design of project M&E.
- Undertake regular visits to the field to support implementation of M&E and to identify where adaptations might be needed
- Guide the regular sharing of the outputs of M&E findings with project staff, Implementing Agencies and primary stakeholders
- Provide guidance to its Divisions, offices and Units at headquarters and offices at the district level on how to implement their sector M&E Plans

**Box 7 Terms of Reference for M&E Units at IAs**

- Lead the planning, co-ordinating, monitoring and evaluation of the Project at the Agency Level.
- Establish an effective monitoring and evaluation system for the ENFALP
- Work with the PMU and appropriate institution/stakeholder to develop indicators for AWP.
- Maintain partnerships with civil society organizations to assist in the monitoring and evaluation of the project
- Lead in the generation and preparation of annual reports on quarterly and annual basis for submission to the PMU.
- Prepare annual monitoring reports on all aspects of project implementation and submit to the PMU.
- Supervise data collation, entry and generation of analysed data and information on all M&E activities of the project at the Agency Level
- Responsible for monitoring contracts signed under the project for the IA.
- Ensure that, project monitoring arrangements comply with the project grant agreement and, in particular, the provisions of the ENFAL project agreement are fully observed in project M&E.
- Undertake periodic visits to the field to monitor project activities

## 7.2 Project Results Framework

7.6. Based on the project results framework, the project targets and yearly targets are summarized in tables 16 & 17.

**Table 16: Approved Results Framework**

These results are at	Project Level						
Project Development Objective Indicators							
Indicator Name	Baseline	Cumulative Target Values					
		Year 1 (June 2016)	Year 2 (June 2017)	Year 3 (June 2018)	Year 4 (June 2019)	Year 5 (June 2020)	End Target
Indicator One (Core): People in targeted forest and adjacent communities with monetary/non-monetary benefits from forest (Number)	0	n/a	n/a	45,000	n/a	87,500	87,500
• People in forest and adjacent community with benefits from forest- <b>female</b> (Number)	0	n/a	n/a	27,000	n/a	45,000	45,000

<b>Indicator Two:</b> Area under improved CREMA management or climate smart cocoa management practices in targeted landscapes due to project intervention (ha)	0	0	10,000	40,000	50,000	50,000	50,000
• including under CREMA management (Hectare (ha))	0	0	10,000	40,000	50,000	50,000	50,000
• including under climate smart cocoa management practices (Hectare (ha))	0	0	10,000	20,000	30,000	30,000	30,000
<b>Indicator Three:</b> Area of forest in targeted landscapes (Hectare (ha))	303,885	n/a	n/a	374,121	n/a	412,064	412,064
• including closed forest	132,312	n/a	n/a	135,818	n/a	139,298	139,298
• including open forest	171,573	n/a	n/a	238,303	n/a	272,765	272,765
<b>Indicator Four:</b> Total greenhouse gas emissions reductions plus enhancement of carbon stocks, estimated in tons equivalent CO <sub>2</sub> e/year	0	n/a	n/a	483,349	n/a	1,038,262	1,038,262
• including greenhouse gas emission reductions – Closed Forest	0	n/a	n/a	247,937	n/a	484,454	484,454
– Open Forest	0	n/a	n/a	112,262	n/a	362,189	362,189
• including enhancement of carbon stock – Closed forest – Open Forest	0 0	n/a	n/a	34,150 89,000	n/a	50,620 141,000	50,620 141,000
<b>Indicator Five (Core):</b> Direct project beneficiaries (Number)	0	2,110	4,352	6,711	9,180	9,501	9,501
• Female beneficiaries (Percentage)	0	45	46	47	49	49	49

Intermediate Results Indicators							
Indicator Name	Baseline	Cumulative Target Values					
		Year 1 (June 2016)	Year 2 (June 2017)	Year 3 (June 2018)	Year 4 (June 2019)	Year 5 (June 2020)	End Target
Component 1. Policy Reforms and Institutional Strengthening							
Indicator One ( Core): Reforms in forest policy, legislation or other regulations supported (Yes/No)	No	Yes	Yes	Yes	Yes	Yes	Yes
Indicator Two (Core): Government institutions provided with capacity building to improve management of forest resources (Number)	0	23	23	23	23	23	23
Component 2. Pilot Investments for Improved Forest and Landscape Management with Communities							
Indicator Three: Community-based natural resources management institutions provided with access to improved management practices for sustainable landscape management (Number)	0	0	1	3	5	5	5
Indicator Four: Farmers / participants provided with capacity building support to improve management practices for tree planting or nurseries (Number)	0	50	450	1,050	1,650	2,200	2,200
• including female (Number)	0	33	283	633	983	1,283	1,283
Indicator Five (Core): Area restored or re/afforested (ha)	0	2,550	5,250	8,000	10,750	13,500	13,500
• Area restored (ha) [through enrichment planting]	0	2,500	5,000	7,500	10,000	12,500	12,500



• Area re/afforested (ha)	0	50	250	500	750	1,000	1,000
<b>Indicator Six:</b> Farmers / participants in targeted landscapes reporting satisfaction with service delivery or benefits received under the project (Number)	0	25	325	725	1,125	1,475	1475.00
• Including Female (Number)	0	15	190	415	640	840	840
<b>Indicator Seven (Core):</b> New areas outside protected areas managed as biodiversity-friendly (ha)	0	0	10,000	40,000	50,000	50,000	50,000
<b>Component 3. Innovation, Capacity Building and Communications</b>							
<b>Indicator Eight (Core):</b> Forest users trained (Number)	0	100	500	1,000	1,500	1,600	1,600
• Forest users trained – Female	0	60	310	580	850	910	910
<b>Indicator Nine:</b> Government officials / extension agents and service providers trained (Number)	0	60	150	250	350	450	450
• including female	0	18	48	85	126	171	171
• including agricultural / cocoa extension agents / service providers	0	18	45	75	105	135	135
• including local government officials	0	6	15	25	35	45	45
• including Forestry Commission staff	0	36	90	150	210	270	270

Table 17: Project Indicator description

Project Development Objective Indicators				
Indicator Name	Description (indicator definition etc.)	Frequency	Data Source / Methodology	Responsibility for Data Collection
<b>Indicator One:</b> People in forest & adjacent community with monetary/non-monetary benefit from forest	This indicator measures the extent to which local people have seen improved livelihood as a result of the intervention. This may cover both monetary income and non-monetary benefits like improved and easier access to fuelwood as well as cultural and spiritual services. The baseline value is expected to be zero.	Project Mid Term and Completion	National M&E system and Project reports	MLNR
• People in targeted forest and adjacent community with benefits from forest-female				
<b>Indicator Two:</b> Area under improved CREMA management or climate smart cocoa management practices in targeted landscape corridors due to project intervention	Measures the area which, as a result of Bank project, has been brought under management by CREMA to protect and enhance forests and trees in the landscape. Includes area for which certified cocoa management schemes have been prepared, endorsed and are also in the process of implementation.	Annual	Project activity reports, field assessments	FC
• including under CREMA management				
• including under climate smart cocoa management practices				
<b>Indicator Three:</b> Area of forest in targeted landscapes	Measures total area of forest in targeted landscapes including closed and open forest. The baseline is established based on the FPP data provided by the RMSC. The forest cover is expected to decrease during the Project period but to a lesser degree than in the without-project scenario. Ghana's definition of forest is: as an area of land greater than or equal to 1.0 hectare, with more than 15% tree canopy cover and a minimum tree height of 5 meters at maturity.	Project Mid Term and Completion	National MRV system	FC

• including closed forest	Closed forest is defined as an area of land greater than or equal to 1.0 ha with a minimum tree height of 5 meters at maturity and a canopy cover exceeding 60%			
• including open forest	Open forest is defined as an area of land greater than or equal to 1.0 ha with a minimum tree height of 5 meters at maturity and a canopy cover between 15% and 60%			
<b>Indicator Four:</b> Total greenhouse gas emissions reductions plus enhancement of carbon stocks, estimated in tons equivalent CO <sub>2</sub> e/year	Calculated from forest area change, relative to 2012 reference level based on Ghana's REDD+ MRV system	Project Mid Term and Completion	National MRV system	FC
• including greenhouse gas emission reductions				
– Closed Forest				
– Open Forest				
• including enhancement of carbon stock				
– Open forest				
– in CREMA areas				
<b>Indicator Five (Core):</b> Direct project beneficiaries	Direct beneficiaries are people or groups who directly derive benefits from an intervention	Annual	National M&E system, project activity reports, field assessments	MLNR
• Female beneficiaries	Based on the assessment and definition of direct project beneficiaries, specify what percentage of the beneficiaries are female.			
<b>Intermediate Results Indicators</b>				
Indicator Name	Description (indicator definition etc.)	Frequency	Data Source / Methodology	Responsibility for Data Collection
<b>Component 1. Policy Reforms and Institutional Strengthening</b>				
<b>Indicator One:</b> Reforms in forest policy, legislation or other regulations supported	Based on the policy reforms supported under Component 1 aimed at changing the interpretation of the way policies are deployed on the ground and incentives (including delivery of	Annual	National M&E system, project activity reports	MLNR

	services, capacity, inputs, and information) to improve the enabling environment for sustainable landscape and forest management			
<b>Indicator Two:</b> Government institutions provided with capacity building to improve management of forest resources	The Government institutions targeted include: MLNR, FC, FORIG, COCOBOD, MESTI, EPA, MOFA, MOF, MOLRG, 6 District Assemblies in Western Region and 8 District Assemblies in Brong-Ahafo Region	Annual	Project activity reports	MLNR
<b>Component 2. Pilot Investments for Improved Forest and Landscape Management with Communities</b>				
<b>Indicator Three:</b> Community-based natural resources management institutions provided with access to improved management practices for sustainable landscape management	Measures number of institutions (CREMAs, CBOs, Farmer Groups) receiving specific information, training, and outreach products.	Annual	Project activity reports, field assessments	FC
<b>Indicator Four:</b> Farmers / participants provided with capacity building support to improve management practices for tree planting or nurseries	Measures capacity building efforts aimed at improving skills in plantation development, tree establishment and nursery supply and management. Training needs to be targeted to specific audiences, not general awareness campaigns. Do not double count same individuals participating in a series of training events.	Annual	Project activity reports, field assessments	FC
• including female				
<b>Indicator Five (Core):</b> Area restored or re/afforested	This indicator measures the land area targeted by the Bank intervention that has been restored or reforested/ afforested. The baseline value is expected to be zero.	Annual	Project activity reports, field assessments	FC
• Area restored	Measures area restored through enrichment planting			
• Area re/afforested	Target value includes 300 ha in model plantations and 700 ha in CREMA areas			
<b>Indicator Six:</b> Farmers / participants in targeted landscape corridors reporting satisfaction with service delivery or benefits received	Indicates the result of changed behaviors and practices of MLNR / FC officials in interactions with communities and landscape users. Surveys would be designed and implemented regularly among	At Project Mid Term and Completion	Periodic community level surveys	MLNR

under the project	affected people			
• Including Female				
<b>Indicator Seven (Core):</b> New areas outside protected areas managed as biodiversity-friendly	This indicator measures the number of terrestrial hectares outside protected areas where, as a result of the World Bank operation, the site is managed at least in part to obtain biodiversity gains	Annual	Project activity reports, field assessments	FC
<b>Component 3. Innovation, Capacity Building and Communications</b>				
<b>Indicator Eight (Core):</b> Forest users trained	This measures the number of forest users and community members that have received capacity building through training as a result of the project. The baseline value is expected to be zero.	Annual	Training Activity Completion Reports	FC
Forest users trained - Female				
<b>Indicator Nine:</b> Government officials / extension agents and service providers trained	Measures capacity building efforts aimed at strengthening government officials and extension agents to improve service provision and community relations / responsiveness. Training needs to be targeted to specific audiences, not general awareness campaigns.	Annual	Training activity completion reports	MLNR, FC and COCOBOD
• including female				
• including agricultural / cocoa extension agents / service providers				
• including local government officials				
• including Forestry Commission staff				

Source: GHANA FOREST INVESTMENT PROGRAM - ENHANCING NATURAL FOREST AND AGROFOREST LANDSCAPES PROJECT.  
REPORT NO: PAD1008. FEB 2015

## SECTION 8: PROJECT PROGRESS REPORTING

### 8.1 Overview of the Progress Reporting System

8.1. The system of reporting under this project is designed to enable the participating ministries, agencies, funding agencies and other stakeholders keep track of progress on implementation. The main elements of the reporting system are Quarterly and Semi-Annual Progress Reports, Aide Memoirs agreed between Government of Ghana, the World Bank during monitoring missions, Project Mid Term Review Reports and the Implementation Completion

Report to be prepared at the end of ENFAL Project

## **8.2 Quarterly and Semi-Annual Progress Reports**

8.2. The AWPBs describe the activities to be carried out by the PMU and IA in each quarter of the project. On a quarterly basis, the PMU will prepare a report for describing progress on each of the activities scheduled in the AWPBs and on Key Performance Indicators (KPI). The Quarterly Reports will be used by the PMU to assess the project to see if there are particular areas of the project that needs immediate attention. Implementing Agencies and Implementation Teams will submit the quarterly report to the PMU within Fourteen (14) Days after the end of the quarter in the format provided for in this PIM. The quarterly reports will form the basis of the Semi-Annual Reports. Format for the Semi-Annual Report is provided for in this PIM and each IA is required to submit the Semi-Annual Reports within Twenty Days (20) after the end of the period. The PMU will collate the Semi-Annual Reports and submit to the World Bank in line with the Grant Agreement

8.3. Implementing Agencies and Implementation Teams are required to submit 3 hard copies of all reports and a soft copy on a flash drive which will be provided by the project. The PMU shall synthesize the individual reports into the Project Annual Report which will be presented to the Project Steering Committee for approval.

## **8.3 Multilateral Development Bank and Government of Ghana Joint Missions**

8.4. The progress towards project outcome would be evaluated during project support or assistance mission. There will be one joint mission within the first three months of the effectiveness date of the ENFAL Project. The Joint Mission will be made up of GoG team, WB, African Development Bank, the International Finance Corporation and relevant stakeholders. The Second Mission will be after the end of the first Year of implementation. The Lead MDB which is the World Bank will be responsible for the Planning of the Joint Mission and it is the Responsibility of the Bank to ensure the participation of the other MDBs. The Bank will have to inform the GoG team two weeks in advance before the kick-off of the Mission.

## **8.4 Aide Memoire**

8.5. At the end of all monitoring missions of the project, an aide memoire will be prepared and endorsed by the visiting mission and the Project Coordinator of the ENFAL project. The aide memoire will report on the objective of the mission which will include assessment of progress of implementation. All missions shall have a kick-off meeting and a wrap up meeting. The Lead MDB (WB) will be responsible for drafting the Aide Memoire. The Draft Aide memoire must be circulated to mission participants for comments, review and adoption at the wrap up meeting of the mission.

## 8.5 Mid-Term Project Review (MTR)

8.6. The PMU shall prepare all documentation needed for conducting the project MTR and facilitate the carrying out of joint Government-MDBs Mid-Term Review. The MTR is an important marker in assessing project progress, ascertaining reasons for under-performance and determining solutions to address implementation issues. It also affords an opportunity to revisit project development objectives, to restructure the project in view of emerging needs, and reset output and outcome indicators realistically based on lessons learned. The PMU will contract a consultant to prepare the Mid-Term Report. The Consultant will be required to carry out social economic survey to ascertain the number of people directly or indirectly benefiting from the project interventions. Each implementing agency will prepare its own mid-term review report in a format supplied by the PMU which will be made available to the Consultant to undertake the assignment. The finalized report will be submitted to the PMU before submitting to the WB and relevant stakeholders after a workshop to validate the report.

## 8.6 Implementation Completion Report (ICR)

8.7 At the end of the ENFALP, the PMU will produce Implementation Completion Report in line with the FIP Subcommittee and WB guidelines. The ICR will assess and evaluates the project components from design through implementation to closing. The PMU will be responsible for the GoG ICR and will contract a consultant to prepare the document in accordance with Bank rules and regulations. The ICR must be undertaken in the third quarter of the final year of the ENFAL Project. The Bank's ICR mission will take place at the last month of the fourth quarter of the final project year to allow completion of the report, its review by GoG, and its submission to the Bank's Board of Executive Directors within six months of the closing date. The Bank's ICR should be prepared by Bank staff or consultants, but finalized by the Task Team Leader.

## 8.7 Dissemination of Project Results and Lessons Learnt

8.8 In order to maximize the impact of the ENFALP, results and experiences emanating from Project would be shared as widely as possible. Each IA should make its own arrangements for sharing the results of its work and for establishing a system to ensure that documents are referenced and retrievable. In addition, the PMU will make provision for publishing, referencing, distributing and storing project documents centrally. Sharing results is a critical element of implementation for numerous reasons, including:

- capacity building among implementers;
- increased understanding by civil society of resource management issues;
- encouragement, validation of ideas;
- building a culture of learning and innovation;
- ensuring accountability and transparency;
- mistakes are shared, understood and not repeated;
- successes are built upon; and

- saving time and resources.

8.9. The use of electronic mail (e-mail) facilities, where available, will be encouraged in order to facilitate communication and the exchange of documents between agencies and to reduce costs. Internet web sites established for dissemination of issues relating to the programme under FIP Project 1 will be sustained. The Team Leaders would forward to the PMU, copies of all Technical Reports, Evaluations, Manuals and Workshop proceedings as attachments to Progress Reports, so as to ensure a copy is lodged at the MLNR Documentation Centre. This is particularly important in the case of documents that will be used to verify the achievements of key performance indicators and triggers for the subsequent phases of FIP Project 1. Sub-committees would encourage field staff and members of rural communities to document relevant experiences.

8.10 The PMU of FIP Project 1 will establish and sustain the FIP Newsletter to be funded by project under component 3. Responsibility for production of a regular newsletter would be contracted to a professional outfit. Responsibility for contributions would rest with the Implementation Teams, and PMU. In addition, the PMU will issue a set of Information Leaflets on FIP. The library at the Ministry of Lands and Natural Resource will be used to keep and share all Progress Reports, Technical Papers and Manuals which will be developed under the project.

## 8.8 Timelines for submission of reports

For the ENFALP the times lines in the table 14 below will be followed by the PMU and all IAs.

**Table 18 Reporting Time lines**

Description	Submitted by	Submitted to	Timeline
Submission of AWP, Training Schedule and procurement plans to PMU	FC, Cocobod FoRIG & MLNR	Project Coordinator	End of September
Submission of AWP, Training Schedule and procurement plans to Steering Committee	Project Coordinator	Chair Person	Mid-October
Submission of AWP, Training Schedule and procurement plans to World Bank	Project Coordinator	Task Team Leader	End of October
Submission of semi-annual Reports to PMU	FC, Cocobod MLNR & FoRIG	Project Coordinator	20 Days after the end of period
Submission of Annual Reports to Steering Committee	Project Coordinator	Chairperson	Mid February
Submission of semi-annual Reports to World Bank	Project Coordinator	Task Team Leader	45 Days after the end of period
Submission of Quarterly Financial Reports to PMU	FC, Cocobod MLNR & FoRIG	Project Coordinator	10 Days after the end of period
Submission of Quarterly Financial	Project	Task Team	20 Days after the



Description	Submitted by	Submitted to	Timeline
Reports to World Bank	Coordinator	Leader	end of period
Submission of Statement of Expenditure and Returns to PMU	FC, Cocobod MLNR & FoRIG Implementation Teams	Project Coordinator	Within 14 Days after completion of assignment
Submission of Statement of Expenditure and Returns to World Bank	Project Coordinator	Project Coordinator	As and when there is the need for replenishment of accounts
Auditing of Project Accounts	PMU	Task Team Leader	Within Six Month after the end of the fiscal year
Submission of quarterly interim unaudited financial report (IUFR) to the World Bank.	Project Coordinator	Task Team Leader	45 Days after the end of the quarter

**ANNEX A1: FORMAT FOR MONTHLY PCU MEETING REPORTING**

<p style="text-align: center;">MINISTRY OF LANDS AND NATURAL RESOURCES          ENHANCING NATURAL FOREST AND AGROFOREST LANDSCAPES PROJECT          FORMAT FOR PMU MEETING REPORTS</p>	
Month	
Component	
Prepared (IA)	
Submitted to	
Date Submitted	
1. Progress on Activities Scheduled for the Month	
2. Participation and Local feedback	
3. Challenges	
4. Recommendations	
5. Attachments (reports/MoV/etc.)	

**ANNEX A2: FORMAT FOR QUARTERLY REPORTS**

MINISTRY OF LANDS AND NATURAL RESOURCES ENHANCING NATURAL FOREST AND AGROFOREST LANDSCAPES PROJECT FORMAT FOR QUARTERLY REPORTS							
Quarter							
Component							
Prepared by (IA)							
Submitted to							
Date of Submission							
Activity Reference Code	Activity	Target for Month	Budget	Expenditure	Progress (achievement)	Means of Verification	Remarks

**ANNEX A3: FORMAT FOR SEMI-ANNUAL REPORTS**

MINISTRY OF LANDS AND NATURAL RESOURCES ENHANCING NATURAL FOREST AND AGROFOREST LANDSCAPES PROJECT FORMAT FOR SEMI-ANNUAL REPORTS							
Quarter							
Component							
Prepared by (IA)							
Submitted to							
Date of Submission							
Activity Reference Code	Activity	Target for Month	Budget	Expenditure	Progress (achievement)	Means of Verification	Remarks

## ANNEX B: PROJECT AREAS: [RESERVES AND COMMUNITIES]

### BRONG-AHAFO REGION

#### 1. Sunyani Forest District

	Forest Reserve	Political District	Total Area Of Forest Reserve (Ha)	No. Of Farms	Area (Ha)	Perimeter of Admitted farms(Km)	Enrichment Planting	Replacement Of External Boundary Pillars
1	Amama Shelterbelt	Sunyani Municipal Assembly, Tano North	4,403	5	6.17	1.9	No	Yes
2	Tain II	Jaman North & South, Sunyani West, Berekum Municipal	50,920	38	1053.11	44.08	No	Yes
3	Tain I	Sunyani West	3,060	3	3.15	1.2	No	Yes
4	Asukese	Wamfie, Sunyani Municipal	26500	2	1.71	1.05	Yes	
Total			84,883	48	1064.14	48.23		

#### 2. Bechem Forest District

	Forest Reserve	Political District	Total Area Of Forest Reserve (Ha)	No. Of Farms	Area (Ha)	Perimeter of admitted farms (Km)	Enrichment Planting	Replacement Of External Boundary Pillars
5	Bosomkese	Tano North, Asutifi	13,831	24	48.75	12.93	Yes	Yes
6	Aparapi Shelterbelt	Tano North	1,917	32	99.65	21.72	No	Yes
Total			15,748	56	148	35		

#### 3. Dormaa-Ahenkro Forest District

	Forest Reserve	Political District	Total Area Of Forest Reserve (Ha)	No. Of Farms	Area (Ha)	Perimeter of admitted farms (Km)	Enrichment Planting	Replacement Of External Boundary Pillars
7	Pamu-Berekum	Dormaa Municipal & West District Assembly	18,910	8	18.88	5.15	No	Yes
8	Mpameso	Dormaa	32,250	14	36.92	8.2	Yes	Yes

		Municipal						
Total			51,160	22	55.80	13.35		

## 4. Kintampo Forest District

	forest reserve	political district	total area of forest reserve (ha)	no. of farms	area (ha)	Perimeter of admitted farms(km)	enrichment planting	replacement of external boundary pillars
9	Bosomoa	Kintampo South	15,025	51	906.6	88.3	No	Yes

## 5. Goaso Forest District

	Forest Reserve	Political District	Total Area Of Forest Reserve (Ha)	No. Of Farms	Area (Ha)	Perimeter of admitted farms (Km)	Enrichment Planting	Replacement Of External Boundary Pillars
10	Subim	Asunafo North Municipal	23,830	37	156.74	22.49	No	Yes
11	Goa Shelterbelt	Asutifi North District Assembly	2,380	-	-	-	Yes	Yes
Total			26,210.00	37.00	156.74	22.49		
<b>Brong Ahafo Total</b>			<b>193,026.00</b>	<b>214.00</b>	<b>2,331.68</b>	<b>207.02</b>		

## WESTERN REGION

## 1. Juaboso Forest District

	forest reserve	political district	total area of forest reserve (ha)	no. of farms	area (ha)	Perimeter of admitted farms (km)	enrichment planting	replacement of external boundary pillars
1	Krokosua	Juabeso	48,170	38	2,579.7	88.8	Yes	Yes

## 2. Sefwi-Wiawso Forest District

	forest reserve	political district	Total area of forest reserve (ha)	no. of farms	area (ha)	Perimeter of admitted farms (km)	enrichment planting	replacement of external boundary pillars
2	Sui River	Sefwi Wiawso Municipal, Akontombra	33,590	58	844.14	81.07	Yes	Yes

3	Tano Suhien	Sefwi Wiawso	8,442	4	22.69	2.87		No
4	Muro	Akontombra	6,350	7	42.93	5.99		Yes
5	Suhuma	Sefwi Wiawso Municipal, Akontombra	35,850	25	711.93	38.52		Yes
Total			84,232	94	1621.69	128.45		

## 3. Asankragua Forest District

	forest reserve	political district	total area of forest reserve (ha)	no. of farms	area (ha)	Perimeter of admitted farms (km)	enrichment planting	replacement of external boundary pillars
6	Bura	Amenfi West	10,310	5	9.27	2.56		Yes
7	Angoben	Amenfi East	3,471	7	26.21	5.89		Yes
8	Fure River	Amenfi West, Bogoso Prestea Huni Valley	15,820	18	87.68	15.57		Yes
9	Tonton	Amenfi East, Upper Denkyira	14,630	17	69.94	10.18		Yes
10	Mamiri	Amenfi West	4,533	4	225.05	7.85		Yes
Total			48,764	51	418.15	42.05		

## 5. Enchi Forest District

	forest reserve	political district	total area of forest reserve (ha)	no. of farms	area (ha)	Perimeter of admitted farms (km)	enrichment planting	replacement of external boundary pillars
11	Jema Asemkrom	Aowin Suaman	6,605	10	33.78	17.64		Yes
12	Tano Nimiri		20,590	17	27.72	8.29		Yes
13	Tano Anhwia		15,310	23	179.82	24.66		Yes
14	Boin River		27,765	3	28.97	2.95	Yes	Yes
Total			70,270	53	270.29	53.54		

## 6. Tarkwa Forest District

	forest reserve	political district	Total area of forest reserve (ha)	no. of farms	area (ha)	Perimeter of admitted farms (km)	enrichment planting	replacement of external boundary pillars
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								ary pillars
15	Ndumfri River	Tarkwa Nsuaem Municipal Assembly	7,250	2	2.83	0.63	Yes	Yes
16	Nkontoben	Prestea Huni Valley	1,450	3	10.4	0.96	Yes	Yes
17	Ben West	Prestea Huni Valley,	5,570	3	254	17.65	Yes	Yes
<b>Total</b>			<b>14,270</b>	<b>8</b>	<b>267.</b>	<b>19</b>		
<b>Total Western</b>			<b>265,706.00</b>	<b>244.00</b>	<b>5,157.06</b>	<b>332.08</b>		
<b>Grand Total (Brong Ahafo &amp; Western)</b>			<b>458,732</b>	<b>458.00</b>	<b>7,488.74</b>	<b>539.10</b>		

## WILDLIFE PARKS

Region	Wildlife Park	Political District	Total area of park (ha)	Enrichment planting	Replacement of external boundary pillars
Western	Bia National Park	Juabuso Bia	30,000	Yes	Yes
<b>Total</b>			<b>30,000</b>		







**ANNEX D: COMPOSITE 18 MONTH ACTIVITY WORK PLAN AND BUDGET**

Refer ence Code	Planned Activity	Project Duration																		Budget (US\$)	IMPLEMENTING AGENCY		
		2015									2016										LEAD	COLLABOR ATOR	
		May	Jun	Jul	Au g	Se p	Oc t	Nov.	Dec	Ja n	Fe b	M ar	Apr	May	Ju n	Jul	Au g	Sep	Oc t				
1	COMPONENT 1: POLICY AND INSTITUTIONAL REFORMS																						
1.1	Create a Stakeholder Forum (Traditional Authorities, Civil society groups, local communities and public sector institutions) to select and validate preferred tree tenure options based on NREG TA studies.																						
1.1.1	Assess current stakeholder platforms and identify and select appropriate platform for stakeholder engagement.																			5000	MLNR	FC,COCOBOD, FORIG	
1.1.2	Provide training for platforms to effectively engage in the FIP policy reforms process.																			75000	MLNR	FC,COCOBOD, FORIG	
1.1.4	Undertake focused group discussions to select preferred policy option for tree tenure.																			50000	MLNR	FC,COCOBOD ,FORIG	
1.3	Build policy consensus on benefit sharing for commercial plantation, MTS, Trees on farms and carbon																			0			
1.3.1	Review existing benefit sharing schemes (MTS, Commercial Plantation, Trees on Farms, Carbon) and undertake focused group discussions to select preferred options.																			30000	MLNR	FC,COCOBOD, FORIG	
1.3.2	Organize Zonal consultation workshops to select preferred Benefit sharing option																			70000	MLNR	FC,COCOBOD, FORIG	
1.6	Develop policy guidelines for operationalizing the National																			0			

Refer ence Code	Planned Activity	Project Duration																		Budget (US\$)	IMPLEMENTING AGENCY		
		2015								2016											LEAD	COLLABOR ATOR	
		May	Jun	Jul	Au g	Se p	Oc t	Nov.	Dec	Ja n	Fe b	M ar	Apr	May	Ju n	Jul	Au g	Sep	Oc t				
	Plantation Strategy																						
1.6.1	Recruit Consultant to develop policy guidelines of operationalization of the National Plantation Strategy																				35000	MLNR	FC,COCOBOD,FORIG
1.7	Support the implementation of components of the forest and wildlife policy (development of manuals, dissemination workshops)																				0		
1.7.1	Recruit Consultant to develop implementation Manuals for wildfire management.																				35000	MLNR	FC,COCOBOD,FORIG
1.7.2	Engage appropriate NGOs to undertake awareness creations on the forest and wildlife policy																				65000	MLNR	FC,COCOBOD,FORIG
1.8	Conduct extensive education, awareness creation and dissemination of the new consolidated Wildlife law (which gives legal backing to CREMAs, etc.) after Parliamentary ratification.																				0		
1.8.1	Develop and print targeted communication material for CREMA																				30000	MLNR	FC,COCOBOD,FORIG
1.8.2	Organize community durbars to discuss the legal regimes for CREMAs																				50000	MLNR	FC,COCOBOD,FORIG
1.8.3	organize Radio Programmes at community level to discuss the legal regime for CREMAs																				20000	MLNR	FC,COCOBOD,FORIG
1.9	Develop guidelines for the implementation and dissemination of the DoMLNRc Wood Supply Policy and the Wood Procurement Policy																				0		
1.9.1	Engage a consultant to develop guidelines for the implementation of the DoMLNRc																				30000	MLNR	FC,COCOBOD,FORIG

Refer ence Code	Planned Activity	Project Duration																		Budget (US\$)	IMPLEMENTING AGENCY	
		2015								2016											LEAD	COLLABOR ATOR
		May	Jun	Jul	Au g	Se p	Oc t	Nov.	Dec	Ja n	Fe b	M ar	Apr	May	Ju n	Jul	Au g	Sep	Oc t			
	Wood supply Policy																					
1.9.2	publish and print copies of the implementation guidelines for the DoMLNRc Wood Supply Policy and the Wood Procurement Policy for distribution																			10000	MLNR	FC,COCOBO D,FORIG
1.9.3	organize awareness creation workshops for the DoMLNRc Wood Supply and Wood Procurement Policy																			60000	MLNR	FC,COCOBO D,FORIG
1.1	Organize consultative workshops in collaboration with relevant stakeholders to review compensation schemes of payment for crop damages during timber harvesting																			0		
1.10.1	Organize consultative workshops with key government institutions on payment of damages to crop during timber harvest.																			50000	MLNR	FC,COCOBO D,FORIG
1.10.2	undertake focused group discussions with farmers on payment of damages to crops during timber harvest																			40000	MLNR	FC,COCOBO D,FORIG
1.11	Conduct stakeholder analysis and review roles of various actors in resource management																			0		
1.11.1	Engage a consultant to conduct stakeholder analysis and review roles for various actors in resources management																			45000	MLNR	FC,COCOBO D,FORIG
1.11.2	Organize stakeholders workshop to discuss their role and responsibilities in resource management																			45000	MLNR	FC,COCOBO D,FORIG
2.0	Pilot Investments for Improved Forest and Landscape Management																					

Refer ence Code	Planned Activity	Project Duration																		Budget (US\$)	IMPLEMENTING AGENCY	
		2015									2016										LEAD	COLLABOR ATOR
		May	Jun	Jul	Au g	Se p	Oc t	Nov.	Dec	Ja n	Fe b	M ar	Apr	May	Ju n	Jul	Au g	Sep	Oc t			
2.1	Securing and Enhancing Trees in Key Landscapes/Corridors with communities																					
2.1.1	Establish FIP-CREMAS and inaugurate FIP-CRMCs																					
2.1.1 a	Delineate area into 1 FIP-CREMA Areas, prepare Boundary Schedules and Maps																			10000	FC	MLNR,COC OBOD,FORI G
2.1.1 b	Support the registration of FIP-CREMA members and monitor election of Executives																			20000	FC	MLNR,COC OBOD,FORI G
2.1.1. c	Develop code of conduct/constitution for FIP-CREMAS																			20000	FC	MLNR,COC OBOD,FORI G
2.1.1 d	Design and Print code of conduct/constitution for FIP-CREMAS																			30000	FC	MLNR,COC OBOD,FORI G
2.1.1 e	Design and Print 1,000 No. T-shirts for FIP-CREMA members and I. D. cards, insignia, letterheads for FIP-CREMA executives																			5000	FC	MLNR,COC OBOD,FORI G
2.1.1f	Inaugurate Five (1) FIP-CREMAS																			15000	FC	MLNR,COC OBOD,FORI G
2.1.1 g	Monitor establishment of FIP-CREMAS																			7500	FC	MLNR,COC OBOD,FORI G
2.1.2	Sensitize and create awareness on management of FIP-CREMAS, planting trees on farm, forest plantation development, incentives for reporting of forest offences for forest users																			0		
2.1.2 a	Develop information package for dissemination																			20000	FC	MLNR,COC OBOD,FORI G
2.1.2 b	Undertake awareness campaigns within identified FIP-CREMAS																			20000	FC	MLNR,COC OBOD,FORI G

Refer ence Code	Planned Activity	Project Duration																		Budget (US\$)	IMPLEMENTING AGENCY	
		2015								2016											LEAD	COLLABOR ATOR
		May	Jun	Jul	Au g	Se p	Oc t	Nov.	Dec	Ja n	Fe b	M ar	Apr	May	Ju n	Jul	Au g	Sep	Oc t			
2.1.2c	Organize Workshops/Durbars within CREMA communities																			25000	FC	MLNR,COC OBOD,FORI G
2.1.3	<b>Train and provide logistics to FIP-CREMA groups</b>																			0		
2.1.3 a	Undertake training for FIP- CREMA groups																			20000	FC	MLNR,COC OBOD,FORI G
2.1.3 b	Procure logistics for the FIP- CREMA groups																			120000	FC	MLNR,COC OBOD,FORI G
2.1.3c	Distribute logistics to FIP-CREMA groups																			20000	FC	MLNR,COC OBOD,FORI G
2.1.3 d	Support the construction of offices for FIP-CREMA groups																			10000	FC	MLNR,COC OBOD,FORI G
2.1.3 e	Construct Offices for FIP-CREMA groups																			20000	FC	MLNR,COC OBOD,FORI G
2.1.4	<b>Develop and Publish field guide for implementation of FIP- CREMA activities within Ecological Corridor</b>																			0		
2.1.4 a	Develop field guides																			20000	FC	MLNR,COC OBOD,FORI G
2.1.4 b	Organize Workshops on field guides																			15000	FC	MLNR,COC OBOD,FORI G
2.1.4c	Publish (print and delivery) of field guide (1,000 copies of publication)																			17500		MLNR,COC OBOD,FORI G
2.1.7	<b>Undertake Planting in important watersheds within Ecological Corridor</b>																			0		
2.1.7 a	Consult, identify and select key degraded watersheds within the corridor																			15000	FC	MLNR,COC OBOD,FORI G

Refer ence Code	Planned Activity	Project Duration																		Budget (US\$)	IMPLEMENTING AGENCY	
		2015									2016										LEAD	COLLABOR ATOR
		May	Jun	Jul	Au g	Se p	Oc t	Nov.	Dec	Ja n	Fe b	M ar	Apr	May	Ju n	Jul	Au g	Sep	Oc t			
2.1.7 b	Survey and map selected degraded areas within the watershed																			40000	FC	MLNR,COC OBOD,FORI G
2.1.7c	provide tools and protective clothing																			20000	FC	MLNR,COC OBOD,FORI G
2.1.7 d	Undertake planting of identified degraded watersheds																			40000	FC	MLNR,COC OBOD,FORI G
2.1.7 e	Monitor/supervise survey and planting activities																			12500	FC	MLNR,COC OBOD,FORI G
2.1.8	Undertake maintenance of Planting Sites within Ecological Corridor																			0		
2.1.8 a	Provide tools and protective clothing																			27000	FC	MLNR,COC OBOD,FORI G
2.1.9	Develop a system for registration and documentation of planted trees on farms																			0		
2.1.9 a	Development of software for registration of farms/ farmers/trees on farms																			21000	FC	MLNR,COC OBOD,FORI G
2.1.9 b	Training of FSD staff on database management																			9000	FC	MLNR,COC OBOD,FORI G
2.1.1 0	Register farms/farmers and document planted trees on farm																			0		
2.1.1 0a	Procurement of GIS software and hardware for data capture, storage, retrieval and display																			40000	FC	MLNR,COC OBOD,FORI G
2.1.1 0b	Register farms/farmers and trees on farms																			60000	FC	MLNR,COC OBOD,FORI G



Refer ence Code	Planned Activity	Project Duration																		Budget (US\$)	IMPLEMENTING AGENCY	
		2015									2016										LEAD	COLLABOR ATOR
		May	Jun	Jul	Au g	Se p	Oc t	Nov.	Dec	Ja n	Fe b	M ar	Apr	May	Jun	Jul	Au g	Sep	Oc t			
2.1.1 1	Provide training in extension services for FSD Field Staff and key implementing agencies related to plantation development, planting and maintenance of trees within the off-reserve landscape/Corridor																			0		
2.1.1 1a	Develop and pretest training manual for FSD field staff and other implementing agencies on extension services																			25000	FC	MLNR,COC OBOD,FORI G
2.1.1 1b	Design and print forestry extension training manuals																			20000	FC	MLNR,COC OBOD,FORI G
2.1.1 1c	Provide training in extension services for FSD Field Staff and key implementing agencies																			105000	FC	MLNR,COC OBOD,FORI G
2.1.1 2	Distribute tree seedlings to farmers, communities, plantation developers, etc. within ecological corridor																			0		
2.1.1 2a	Distribution of tree seedlings to farmers, communities, plantation developers, etc. within ecological corridor by work gangs																			60000	FC	MLNR,COC OBOD,FORI G
2.1.1 2b	Monitor distribution of tree seedlings to farmers, communities, plantation developers, etc. within ecological corridor																			10000	FC	MLNR,COC OBOD,FORI G
2.1.1 2	Facilitate the provision of farmer support services on climate smart cocoa production/innovative extension support																					
2.1.1 2a	Organize training for cocoa farmers on Good Agricultural Practices (Climate Smart Cocoa)																			50000	COCOB OD	FC,MLNR

Refer ence Code	Planned Activity	Project Duration																		Budget (US\$)	IMPLEMENTING AGENCY	
		2015									2016										LEAD	COLLABOR ATOR
		May	Jun	Jul	Au g	Se p	Oc t	Nov.	Dec	Ja n	Fe b	M ar	Apr	May	Ju n	Jul	Au g	Sep	Oc t			
2.1.1 2b	Organizing Farmer Business Schools for cocoa farmers																			60000	COCOB OD	FC,MLNR
2.1.1 2c	Organize Radio Sensitization Programmes for Farmers on the Importance of Plant Shade Trees on Cocoa Farms																			40000	COCOB OD	FC,MLNR
2.20	2.2 Enhancing trees and smart cocoa practices in admitted farms within forest reserves																					
2.2.3	Train Admitted Farm Owners in the planting and maintenance of trees on farm																			15000	FC	MLNR,COC OBOD,FORI G
2.2.4	Provide Improved varieties of cocoa seedlings to farmers																			0		
2.2.4 a	produce improved varieties of cocoa hybrid seedlings in collaboration with communities																			90000	COCOB OD	FC, MLNR
2.2.4 b	distribute seedlings to farmers in the project areas																			40000	COCOB OD	FC, MLNR
2.2.5	Facilitate the supply of key inputs to cocoa farmers																			15000		
2.2.5 a	Provide Transportation for the supply of inputs to farmers																			20000	COCOB OD	FC, MLNR
2.2.5 b	procure 4X4 Station Wagon vehicle to facilitate the supply of inputs to cocoa farmers in the project areas																			75000	COCOB OD	
2.2.5c	procure Computer and Accessories for COCOBOD Project Management Unit																			8000	COCOB OD	
2.2.5 d	Procure Laptop computers for COCOBOD Project Management Unit																			3000	COCOB OD	
2.2.5 e	Supply of plantain suckers to farmers to aid seedling establishment																			17000	COCOB OD	

Refer ence Code	Planned Activity	Project Duration																		Budget (US\$)	IMPLEMENTING AGENCY	
		2015									2016										LEAD	COLLABOR ATOR
		May	Jun	Jul	Au g	Se p	Oc t	Nov.	Dec	Ja n	Fe b	M ar	Apr	May	Ju n	Jul	Au g	Sep	Oc t			
2.2.6	Facilitate coordination between cocoa farmers and Licensed Buying Company's (LBCs) on certification and climate smart cocoa production																			60000		
2.2.6 a	Organize training on Cocoa certification for farmers																			80000	COCOB OD	FC, MLNR
2.2.6 b	organize regional stakeholder meetings on harmonization of certification standards																			40000	COCOB OD	FC, MLNR
2.2.6c	organize periodic consultation workshops between cocoa farmers and LBCs on certification processes																			40000	COCOB OD	FC, MLNR
2.3	Support Integrated Landscape Level Planning in Support of Community Based Resource Use Decisions																					
2.3.1	Establish platforms at the community and district level to undertake participatory land use planning																			0	FC	
2.3.1a	Establish community/district platforms																			20000	FC	MLNR,COC OBOD,FORI G
2.3.1b	Inaugurate platforms																			50000	FC	MLNR,COC OBOD,FORI G
2.3.2	Provide training and resource support to local platforms and key stakeholder institution for effective engagement and planning																					
2.3.2a	Engage a Facilitator to support the Training of Local Platforms and Key Stakeholder institutions in effective engagement and planning																			150000	MLNR	FC,COCOBO D,FORIG

2.3.2b	Provide Computer and Accessories for Local Platforms & Key Institutions to facilitate engagement and planning																		50000	MLNR	FC,COCOBO D,FORIG
2.4	<b>Reducing further degradation of permanent forest estates</b>																		0		
2.4.1	<b>Sensitize and create awareness on forest protection and management of Admitted Farms for forest-fringe communities</b>																		0		
2.4.1a	Develop information package for sensitization and awareness creation																		20000	FC	MLNR,COC OBOD,FORIG
2.4.1b	Print information materials (t-shirts, handouts, banners, flyers, etc.)																		25000	FC	MLNR,COC OBOD,FORIG
2.4.1c	Undertake sensitization and awareness campaigns																		90000	FC	MLNR,COC OBOD,FORIG
2.4.1d	Organize workshops on awareness and sensitization																		15000	FC	MLNR,COC OBOD,FORIG
2.4.2	<b>Hold consultations with Admitted Farm Owners</b>																		0		
2.4.2a	Undertake consultations with Admitted Farm Owners																		35000	FC	MLNR,COC OBOD,FORIG
2.4.3	<b>Update information on Admitted Farms</b>																		0		
2.4.3a	Collate available information																		35750	FC	MLNR,COC OBOD,FORIG
2.4.3b	Retrieve Archival data on Admitted Farms																		19250	FC	MLNR,COC OBOD,FORIG
2.4.4	<b>Register and document current owners of Admitted Farms</b>																		0		
2.4.4a	Procure equipment/materials for registration																		20000	FC	MLNR,COC OBOD,FORIG
2.4.4b	Undertake registration of admitted farm owners																		45000	FC	MLNR,COC OBOD,FORIG
2.4.5	<b>Survey, demarcate and map Admitted Farms</b>																		0		

2.4.5a	Survey, demarcate and map Admitted Farms																		85000	FC	MLNR,COC OBOD,FORI G
2.4.5b	Monitoring/Supervision of survey and demarcation of admitted farms																		15000	FC	MLNR,COC OBOD,FORI G
2.4.6	<b>Pillar Admitted Farms boundaries</b>																		0		
2.4.6a	Design and supervise the construction and erection of Admitted Farm pillars																		10000	FC	MLNR,COC OBOD,FORI G
2.4.6b	Pillaring of Admitted Farm boundaries																		175000	FC	MLNR,COC OBOD,FORI G
2.4.6c	Monitor/Supervise pillaring of Admitted Farm boundaries																		15000	FC	MLNR,COC OBOD,FORI G
2.4.7	<b>Identify and replace missing/broken/defaced Forest/Wildlife Reserve Boundary Pillars</b>																		0		
2.4.7a	Identification of missing/broken/defaced External Boundary pillars																		30000	FC	MLNR,COC OBOD,FORI G
2.4.7b	Design and supervise the construction and erection of FRBPs																		12000	FC	MLNR,COC OBOD,FORI G
2.4.7c	Replacement of missing/broken/defaced FRBPs																		100000	FC	MLNR,COC OBOD,FORI G
2.4.7d	Supervision of erection of FRBPs																		20000	FC	MLNR,COC OBOD,FORI G
2.4.8	<b>Carry out planting and maintenance of Forest/Wildlife Reserve boundaries</b>																		0		
2.4.8a	Procure protective clothing, tools and equipment																		32000	FC	MLNR,COC OBOD,FORI G
2.4.8b	Distribution of protective clothing, tools and equipment																		10000	FC	MLNR,COC OBOD,FORI G
2.4.8c	Planting of forest reserve boundaries																		120000	FC	MLNR,COC OBOD,FORI G

2.4.8e	Monitor/supervise work gangs for planting and maintaining planted trees along forest reserve boundaries																			10000	FC	MLNR,COC OBOD,FORI G
2.4.9	<b>Develop guidelines/code of conduct for CBOs involved in forest resource management.</b>																			0		
2.4.9a	Development of guidelines/code of conduct for CBOs																			30000	FC	MLNR,COC OBOD,FORI G
2.4.9b	Workshops and training on the CBO guidelines/code of conduct																			20000	FC	MLNR,COC OBOD,FORI G
2.4.9c	Print guidelines/code of conduct for CBOs																			10000	FC	MLNR,COC OBOD,FORI G
2.4.10	<b>Train CBOs (CFCs, CBAGs, and Fire Volunteers, etc. ) on fire prevention, pre-suppression and suppression strategies</b>																			0		
2.4.10 b	Procure protective clothing, tools and equipment																			55000	FC	MLNR,COC OBOD,FORI G
2.4.10 c	Training of CBOs																			30000	FC	MLNR,COC OBOD,FORI G
2.4.10	<b>Train CBOs (CFCs, CBAGs, and Fire Volunteers, etc. ) on fire prevention, pre-suppression and suppression strategies</b>																					
2.4.10 a	Development of training manuals and information package on fire prevention, pre-suppression and suppression strategies																			25000	FC	MLNR,COC OBOD,FORI G
2.4.10 b	Training of CBOs																			30000	FC	MLNR,COC OBOD,FORI G
2.4.10 c	Design and print training manuals																			30000	FC	MLNR,COC OBOD,FORI G
2.4.11	<b>Provide support for alternative livelihood options to fringe communities</b>																					
2.4.11 a	Engage CBOs to identify Alternative Livelihood Options for Fringe Communities																			35000	MLNR	FC,COC OBOD,FORI G

2.4.11 b	Recruit NGO to organize Training for Fringe Communities on Identified Livelihood Options																		40000	MLNR	FC,COCOBO D,FORIG
2.4.12	<b>Resource/equip FC Field Teams for effective protection and monitoring of Forest/Wildlife Reserves</b>																		200000 0	FC	MLNR,COC OBOD,FORI G
2.4.13	<b>Review and publish existing Harvesting Manual and MoP D</b>																		0		
2.4.13 a	Review of existing Harvesting Manual and MoP D																		35000	FC	MLNR,COC OBOD,FORI G
2.4.13 b	Consultations on reviewed Harvesting Manual and MoP D																		25000	FC	MLNR,COC OBOD,FORI G
2.4.13 c	Design and print reviewed Harvesting Manual and MoP D																		40000	FC	MLNR,COC OBOD,FORI G
2.5	<b>Enhancing Carbon Stocks through Facilitation of Plantation Investment in Severely Degraded Landscapes</b>																		0		
2.5.2	<b>Identify, survey and map suitable lands within forest reserves for commercial plantation development</b>																		0		
2.5.2a	Identify suitable lands within forest reserves for commercial plantation development																		20000	FC	MLNR,COC OBOD,FORI G
2.5.2b	Survey and map identified suitable lands within forest reserves for commercial plantation development																		80000	FC	MLNR,COC OBOD,FORI G
2.5.2c	Monitor surveys																		16000	FC	MLNR,COC OBOD,FORI G
2.5.4	<b>Develop and maintain a system (for the FC) to update a register on degraded lands available for plantation development (on and off-reserve)</b>																		0		
2.5.4a	System development																		20000	FC	MLNR,COC OBOD,FORI G
2.5.4b	Maintenance of database																		4000	FC	MLNR,COC OBOD,FORI G

2.5.5	<b>Review existing Plantation MoPs (A,B,C) and consolidate into one user friendly document</b>																		0		
2.5.5a	Review of existing Plantation MoPs (A,B,C) and consolidation into one user friendly document																		25000	FC	MLNR,COC OBOD,FORI G
2.5.5b	Workshops and training on the consolidated MOPs																		25000	FC	MLNR,COC OBOD,FORI G
2.5.6	<b>Design and print reviewed Plantation MoP/Guidelines</b>																		20000	FC	MLNR,COC OBOD,FORI G
2.5.7	<b>Development of 300 ha model mix plantations to demonstrate best practices through private sector and community partnership</b>																		0		
2.5.7a	Visit potential sites in 3 Forest Reserves to assess suitability (soil, access, topography etc.)																		10000	FC	MLNR,COC OBOD,FORI G
2.5.7b	Undertake soil tests/analysis to confirm sites																		5000	FC	MLNR,COC OBOD,FORI G
2.5.7c	Construct 24km of fire rides (8m wide)																		72000	FC	MLNR,COC OBOD,FORI G
2.5.7d	Procure tools and equipment for plantation development																		40000	FC	MLNR,COC OBOD,FORI G
2.5.7e	Establishment of Model plantations																		100000	FC	MLNR,COC OBOD,FORI G
2.5.7f	Monitoring and Supervision of model plantation establishment																		20000	FC	MLNR,COC OBOD,FORI G
2.5.8	<b>Maintain model plantations</b>																		0		
2.5.8a	Procurement of tools and equipment for maintenance of established plantation																		50000	FC	MLNR,COC OBOD,FORI G
2.5.9	<b>Facilitate forest plantations management and chain of custody certification (FSC, PEFC,etc.)</b>																		0		
2.5.9a	Undertake scoping study and design a program for certification of private commercial forest																		30000	FC	MLNR,COC OBOD,FORI G



	plantations																			
2.5.9b	Workshops/capacity building for private plantation developers on forest certification																	40000	FC	MLNR,COC OBOD,FORIG
2.5.10	<b>Develop and publish Forest Plantation Investor Handbook</b>																	0		
2.5.10a	Develop draft Forest Plantation Investor Handbook																	60000	FC	MLNR,COC OBOD,FORIG
2.5.10b	Workshops on draft Forest Plantation Investor Handbook																	20000	FC	MLNR,COC OBOD,FORIG
2.5.10c	Design and print Forest Plantation Investor Handbook																	20000	FC	MLNR,COC OBOD,FORIG
2.5.11	<b>Facilitate the establishment of a specialized market for the trading of forest plantation stands</b>																	0		
2.5.11a	Development of proposal/blueprint for establishment of specialized market																	50000	FC	MLNR,COC OBOD,FORIG
2.5.12	<b>Design and implement capacity-building and specialized certificate programmes for private sector plantation contractors to upgrade skills and knowledge to maintain high operational standards within industry</b>																	0		
2.5.12a	Design capacity-building and specialized certificate programs for private sector plantation contractors to upgrade skills and knowledge to maintain high operational standards within industry (curriculum and training manual)																	60000	FC	MLNR,COC OBOD,FORIG
2.5.15	<b>Establish and facilitate platform for periodic meetings and information dissemination among commercial private plantation developers</b>																	0		
2.5.15	Establish and coordinate																	8000	FC	MLNR,COC

[illegible]

	coordinates, compartment numbers etc.)																			
2.6.3d	Develop database of <b>selected</b> tree species																	20000	FC	MLNR,COC OBOD,FORI G
2.6.4	<b>Collect and distribute seeds from plus trees</b>																	0		
2.6.4a	Procure jute sacks, tarpaulin, tree climbing gear, etc.																	15000	FC	MLNR,COC OBOD,FORI G
2.6.4b	Undertake seed collection from Plus trees																	35000	FC	MLNR,COC OBOD,FORI G
2.6.4c	Distribute seeds to selected nurseries																	7500	FC	MLNR,COC OBOD,FORI G
2.6.5	<b>Develop protocols and mass production of genetically superior planting material of selected tree species</b>																	0		
2.6.5a	Identify key species for genetic improvement program																	5000	FC	MLNR,COC OBOD,FORI G
2.6.5b	Develop protocols for mass production of selected genetically superior planting material of selected tree species																	35000	FORIG	MLNR,COC OBOD,FC
2.6.5c	Undertake mass production of genetically superior planting material of selected tree species																	40000	FORIG	MLNR,COC OBOD,FC
2.6.6	Procure nursery materials (chemicals, fungicides, substrate, soil, fertilizer, protective clothing, nursery tools etc.)																	60000	FC	MLNR,COC OBOD,FORI G
2.6.7	Raise seedlings of desired native tree species [from seeds and vegetatively] (500,000 seedlings/nursery/yr.)																	60000	FC	MLNR,COC OBOD,FORI G
2.6.8	<b>Train community and private nursery operators</b>																	0		
2.6.8a	Identify community and private nursery operators within BA and WR																	10000	FC	MLNR,COC OBOD,FORI G

2.6.8b	Organize training programs to build capacity																		60000	FC	MLNR,COC OBOD,FORI G
2.6.9	<b>Procure locally useful and valuable tree seedlings from selected private/community nurseries (approximately 2 million/yr.)</b>																		0		
2.6.9b	Support communities and contract operators to produce and supply seedlings																		500000	FC	MLNR,COC OBOD,FORI G
2.6.9c	Coordinate the production and delivery of seedlings to designated points																		30000	FC	MLNR,COC OBOD,FORI G
2.6.9d	Certify quality and quantity of delivered seedlings for payment																		20000	FC	MLNR,COC OBOD,FORI G
2.6.10	<b>Develop and publish Manual of Procedures for Enrichment Planting</b>																		0		
2.6.10 a	Develop draft MOP for Enrichment Planting																		45000	FC	MLNR,COC OBOD,FORI G
2.6.10 b	Organize Workshops to solicit inputs of key stakeholders and validate document																		25000	FC	MLNR,COC OBOD,FORI G
2.6.10 c	Design and Print MOP																		10000	FC	MLNR,COC OBOD,FORI G
2.6.11	<b>Carry out ground truthing to identify areas within Forest/Wildlife reserves in the Western and Brong-Ahafo regions requiring enrichment planting</b>																		0		
2.6.11 a	Identify and prioritize degraded compartments/areas within forest/wildlife reserves requiring enrichment planting																		30000	FC	MLNR,COC OBOD,FORI G
2.6.11 b	Undertake groundtruthing of identified sites to assess and confirm suitability for intervention																		17000	FC	MLNR,COC OBOD,FORI G
2.6.12	<b>Transport and distribute (head-carrying) seedlings to planting sites</b>																		0		

2.6.12 a	Mobilize members of the communities to transport seedlings from Delivery Points to various planting sites																		110000	FC	MLNR,COC OBOD,FORI G
2.6.13	<b>Undertake Enrichment Planting in poorly stocked Forest/Wildlife Reserves with native species (2,500ha (20 compts) /yr.)</b>																		0		
2.6.13 a	Procure protective clothing, equipment and tools for enrichment planting																		60000	FC	MLNR,COC OBOD,FORI G
2.6.13 b	Engage community work gangs to undertake enrichment planting																		200000	FC	MLNR,COC OBOD,FORI G
2.6.13 c	Supervise and Monitor enrichment planting activities																		25000	FC	MLNR,COC OBOD,FORI G
2.6.14	<b>Undertake maintenance of Enrichment Planting sites</b>																		0		
2.6.14 a	Procure protective clothing, equipment and tools for enrichment planting																		40000	FC	MLNR,COC OBOD,FORI G
3	<b>COMPONENT 3 :INNOVATION, CAPACITY BUILDING AND COMMUNICATION</b>																		0		
3.1	<b>Training</b>																		0		
3.1.1	support Masters Training Programme in Related Field																		100000	MLNR	FC,COCOBO D, FORIG
3.1.2	support Short Courses in Related Fields																		70000	MLNR	FC,COCOBO D, FORIG
3.1.4	support training on Financial Management for key project staff																		25000	MLNR	FC,COCOBO D, FORIG
3.1.5	support training on Safeguards for key project staff																		50000	MLNR	FC,COCOBO D, FORIG
3.1.6	support training on Procurement for Key Project Staff																		25000	MLNR	FC,COCOBO D, FORIG
3.1.7	Support training M&E for Key Project Staff																		25000	MLNR	FC,COCOBO D, FORIG
3.2	<b>Implementation and mainstreaming of safeguards in</b>																		0		

	Project																					
3.2.1	provide orientation for safeguard officers at the PMU and Project Sites																			30000	MLNR	FC,COCOBO D, FORIG
3.2.2	undertake field visits to selected project sites to ascertain the preparedness of officers to implement safeguard policies																			30000	MLNR	FC,COCOBO D, FORIG
3.2.3	Undertake field visits to selected project sites to have focused group discussions with beneficiaries on safeguard policies on the project.																			30000	MLNR	FC,COCOBO D, FORIG
3.2.4	periodic monitoring of the implementation of the Safeguard Policies of the Project																			40000	MLNR	FC,COCOBO D, FORIG
3.3	<b>Communication</b>																			0		
3.3.4	Organize a National and Regional launch of Project 1 of the FIP																			80000	MLNR	FC,COCOBO D, FORIG
3.3.1	recruit consultant to Review and upgrade existing communication strategy and capacity needs within MLNR, FC ,COCOBO D and relevant institutions at all levels																			50000	MLNR	FC,COCOBO D, FORIG
3.3.2	engage consultant to develop and print communication material on the objectives and components of the FIP																			30000	MLNR	FC,COCOBO D, FORIG
3.3.3	Develop and print copies of a newsletter on the FIP to stakeholders																			40000	MLNR	FC,COCOBO D, FORIG
3.3.5	organize community durbars on the objectives and goals of Project 1 of the FIP																			20000	MLNR	FC,COCOBO D, FORIG
3.4	<b>Innovation</b>																					
3.4.1	Conduct economic, biological, ecological and social assessments for introduction of farmer preferred tree species to enrich existing portfolio of tree species																			70000	FORIG	MNLR. FC,COCOBO D
3.4.2	Develop a Planting Stock Improvement program																			45000	FORIG	MNLR. FC,COCOBO D

3.4.3	Conduct field investigations of superior varieties of indigenous tree species for enrichment, nurseries, trees on farms and plantations.																		40000	FORIG	MNLR, FC, COCOBOD
4	<b>COMPONENT 4: PROJECT MANAGEMENT MONITORING &amp; COORDINATION</b>																		0		
4.1	Procurement of Goods																		0		
4.1.1	Procure Computer and Accessories for PMU																		35000	MLNR	
4.1.3	Procure Laptop Computers for PMU																		10000	MLNR	
4.1.4	Procure Vehicles for PMU																		400000	MLNR	
4.1.5	Procure Office Facilities and Furniture for PMU																		25000	MLNR	
4.1.6	Procure LCD Projectors for PMU																		10000	MLNR	
4.1.7	Procure Photocopier Machines for PMU																		30000	MLNR	
4.1.8	Procure Tablets, Mobile Phones and Accessories for PMU																		15000	MLNR	
4.1.9	Procure Internet and Mobile Wi-Fi for PMU																		6000	MLNR	
4.1.10	Procure Printers for PMU																		15000	MLNR	
4.1.11	Procure Stationary and Provisions for PMU																		70000	MLNR	
4.2	Procurement Process																		0		
4.2.1	Prepare Bidding Documents																		10000	MLNR	FC, COCOBOD, FORIG
4.2.2	Advertise procurement packages																		10000	MLNR	FC, COCOBOD, FORIG
4.2.3	Undertake Bid Opening and Evaluation																		10000	MLNR	FC, COCOBOD, FORIG
4.2.4	Organize procurement approval meetings (Entity Tender Committee, Tender Review Board, and Central Tender Review Board)																		10000	MLNR	FC, COCOBOD, FORIG
4.2.5	Contract Signing and Contract supervision																		10000	MLNR	FC, COCOBOD, FORIG
4.3	<b>Financial Management</b>																		0		

4.3.1	Recruit a Consultant to Upgrade Sun Accounting System																			30000	MLNR	FC,COCOBO D, FORIG
4.3.2	Engage a Consultant to Design and print Accounting Manuals																			10000	MLNR	FC,COCOBO D, FORIG
4.3.3	Conduct periodic visits to implementing agencies to reconcile Project Accounts																			30000	MLNR	FC,COCOBO D, FORIG
4.3.4	Undertake Annual Audit of Project Accounts																			50000	MLNR	FC,COCOBO D, FORIG
4.4	<b>Project Monitoring and Evaluation System.</b>																			0		
4.4.1	Organize consultation workshops to review M&E framework for implementing agencies																			50000	MLNR	FC,COCOBO D, FORIG
4.4.2	undertake regular field visits to project sites to monitor project activities																			90000	MLNR	FC,COCOBO D, FORIG
4.4.3	Organize national workshop to validate M&E report before submission to FIP Subcommittee																			80000	MLNR	FC,COCOBO D, FORIG
4.5	<b>Project Coordination</b>																			0		
4.5.1	Organize Monthly PMU Meetings to review progress of project implementation																			60000	MLNR	FC,COCOBO D, FORIG
4.5.2	Organize Project Steering Committee meetings																			40000	MLNR	FC,COCOBO D, FORIG
4.5.3	Organize Gog/MDBs Coordination meetings to review progress of project implementation																			75000	MLNR	FC,COCOBO D, FORIG
4.5.4	Participate in FIP pilot Country Meetings to report on progress of project implementation																			100000	MLNR	FC,COCOBO D, FORIG
4.6	<b>PMU Consultants and Assistant Consultants</b>																			0		
4.6.1	Engage Procurement Consultant to Assist and Train the Procurement Units																			24000	MLNR	FC,COCOBO D, FORIG
4.6.2	Engage a Safeguard Specialist to support implementation and Train Safeguard Officers																			24000	MLNR	FC,COCOBO D, FORIG
4.6.3	Engage Project Management Assistants to support project management and coordination																			9000	MLNR	



4.6.4	Engage Procurement Assistants to support the Procurement Manager																			30000	MLNR	
4.6.5	Undertake PMU vehicle and equipment maintenance																			30000	MLNR	
																				10966500		

## ANNEX F: MEMBERS OF PROJECT MANAGEMENT UNIT

### Project Management Team

No.	Designation	Position in the PMU	Role
1	Technical Director (Forestry)	Project Coordinator	Overall responsibility over the implementation of the project.
2	Principal Planning Officer	Project Manager	Coordinate the day to day running of the project. Collect and collate all reports regarding the project. Ensure that all managers are working.
3	Financial Controller	Head of Financial Management	Oversee financial disbursement and accounting of project funds. Supervise the work of the project accountant
4	Principal Planning Officer	Procurement Manager	Manage the procurement of the project. Collate annual procurement plans. Undertake all procurement needs of the project taking into cognizance WB procedures as well as GoG procedures.
5	Director (PPMED)	M&E Manager	Responsible for the monitoring of project activities. Collation of M&E Plans
6	Principal Planning Officer	Policy and Communications Manager	Responsible for, communication and the implementation of policy related activities of the project.
7	Chief Accountant	Project Accountant	Responsible for day to day management of project financials. Preparation of disbursement and financial reporting
8	Planning Officer	Safeguards focal Person	Ensure that safeguard policies are implemented.

### PMU Support Teams

Project Coordination Team	Procurement Management	Financial Management	Policy and Communication management	Safeguards Management	M&E management Team
Project Coordinator	Procurement Manager	Financial Controller	Policy and Communication Manager	Project Coordinator	M&E Manager
Project Manager	Assistant Director	Project Accountant	Project Manager	Safeguard Specialist	Project Manager
Planning Officer (I)	Procurement Assistant (1)	Accounts Officer(1)	PRO MLNR	Project Manager	Planning Officer
Planning Officer (II)	Procurement Assistant (II)	Accounts Officer (II)	Planning Officer (I)	Planning Officer	M&E Assistant Consultant
PMU Assistant Consultant	Procurement Consultant		Planning Officer (II)		

## **ANNEX G TERMS OF REFERENCE FOR STAFF TO BE RECRUITED**

### **8.8.3 PROCUREMENT SPECIALIST**

#### **Duties and responsibilities**

Under the overall guidance of the Project Co-ordinator develop and implement a procurement management system for the project that adheres to the project management information needs and implementation requirements in accordance with the Government of Ghana/World Bank

#### **Guidelines.**

The Specialist, shall, inter alia, undertake the following:

- Review all available project documents to enhance procurement procedures for the management and implementation of the project already in place;
- Monitor procurement implementation and update the procurement plans prepared at the beginning of the project, for the procurement of goods, and the procurement of consultants services, annually and whenever it becomes necessary to do so;
- Participate in selection of the Evaluation Panel, and assume the role of the Panel's Secretary in recording the minutes of the meetings;
- Ensure timely receipt of the Goods and consultant's monthly status reports; confirming acceptability of goods delivered, and also acceptability of consultants' reports as reviewed, and recommending payments to the services providers, i.e. suppliers and consultants, as they fall due;
- Provide support and training to the various IAs staff involved in the Project on the operation of procedures outlined in the Project Implementation Manual (PIM);
- Provide training to address:
  - ✓ staff weaknesses that may be identified as part of the supervision;
  - ✓ training needs expressed by the users of the PIM. Basic procurement training will also be provided to Members of the Tender Committee on how to review bids and proposal evaluation reports, in response to the Public Procurement Act of Ghana; and
  - ✓ Carry out any other relevant periodic duties that may be assigned by the Project Coordinator, from time to time.

#### **Qualification and experience**

- A First Degree in relevant discipline, e.g. Business Law, Administration, Procurement, etc. with a minimum of 8 years Post Graduate experience in Procurement, and Contract Management in the public sector.
- Must have good knowledge of procurement policies and procedures of multilateral financial institutions (e.g. the World Bank) and Development Co-operation Agencies, as well as a good knowledge of the institutional, technical, and commercial aspects of procurement.
- Must have demonstrated procurement experience in previous positions (as procurement staff) in an international environment.
- Must be computer literate.
- Excellent skills in Project Management demonstrated in previous jobs.
- Proven track record in working effectively within multidisciplinary teams.

## **8.8.4 SAFEGUARD CONSULTANT**

### ***Duties and Responsibilities***

The Safeguard Consultant will support the Project Management Unit to ensure that the overall project environmental and social due diligence are observed under the project. The Consultants duties will include: a) ensuring the development of background information related to environmental and social application requirements; b) supporting the development of checklists and manuals for implementation of safeguards; c) promoting public dissemination of all environmental and social requirements at appropriate forums; d) assisting the Forestry Commission in ensuring that sub projects are screened and reviewed according to the requirements for environmental and social safety.

The Consultant responsibilities shall include:

- hold discussions with the Forestry Commission head office, regional and district Focal Points concerning the environmental and social requirements of the project intervention;
- provide technical advice, on an as needed basis to Focal Points on provisions in the environmental and social management plans and any other such issues;
- monitoring subproject progress as it relates to the adherence of environmental and social management plans requirements and associated guidelines;
- resolving implementation bottlenecks, and ensuring that the overall environmental and social subproject implementation, proceeds smoothly;
- collecting and managing environmental and social information relevant to the subproject and accounts (i.e. environmental monitoring and audit reports); and developing the annual environmental and social reports.

The Consultant will be recruited and retained on part time basis pending determination by the FC on the work requirements per year. In addition, the Consultant will provide technical advice on environmental management and mitigation during the life of the FIP. He/she will enhance the environmental and social provisions of the project by:

- developing series of Technical Planning Guidelines (including manuals and checklists) specific to the FIP and the types of subprojects that build upon the checklists and environmental and social other Guidelines provided under the environmental and social management plan.
- liaise with the appropriate Focal Points to share knowledge and explain the objectives and environmental and social management framework requirements for approved subprojects in the Districts
- raise awareness among stakeholders on environmental and social issues related to the FIP, and
- lead the delivery of capacity-building programmes for relevant stakeholders

### **Qualification and experience**

- A Postgraduate Degree in relevant Environmental Science/Management with a minimum of 8 years Post Graduate experience in environmental management in the public/private sector.
- Must have good knowledge of environmental and social policies and guidelines of the Environmental Protection Agency and the World Bank.
- Must have demonstrated environmental and social management planning experience in previous positions (as Environmental/Safeguard staff) in an international environment.
- Must be computer literate.
- Excellent skills in Project Management demonstrated in previous jobs.
- Proven track record in working effectively within multidisciplinary teams.

## **ANNEX H: UNSIGNED MOU BETWEEN MLNR AND COCOBOD**

The Memorandum of Understanding is made on the ..... Day of ..... AD

Between, the Ministry of Lands and Natural Resources (through its Ghana Forest Investment Programme (GFIP) herein called the Client and, the Ghana Cocoa Board (COCOBOD) herein called the Collaborator

WHEREAS

### **1.0 Background**

Ghana has sought support from the Forest Investment Programme (FIP), which is one of the three programmes of the Strategic Climate Fund set up under the 'Climate Investment Funds' (CIFs) through Multilateral Development Banks (MDBs), to further implement its national REDD<sup>+</sup> strategy.

The purpose of the FIP is to mobilize policies and measures as well as significantly increased funding to facilitate the reduction of deforestation and forest degradation and to promote sustainable forest management, which shall result in emission reductions, the protection of forest carbon stocks and poverty reduction.

The FIP supports developing countries in their efforts to reduce emissions from deforestation and degradation of forests (REDD) and promotes sustainable forest management to reduce GHG emissions and protect the carbon reservoirs.

The FIP intends to develop, pilot and validate replicable and up-scalable participatory forest resources management models in cocoa and agricultural landscapes in and off forest reserves within the Western and Brong-Ahafo Regions of the country.

### **Objective of the MoU**

The main objective of the MoU is to collaborate with COCOBOD to Reduce GHG emissions from deforestation and forest degradation, while reducing poverty and conserving biodiversity in Natural Forests and Cocoa Landscapes.

### **2.0 Scope of Assignment**

The Ghana Cocoa Board (COCOBOD) will be expected to work closely with the PMU in the following areas:

a. Lead the implementation of the under listed activities as specified in the PIM and Annual Work Plan:

- Provide improved varieties of cocoa seedlings to farmers.
- Facilitate the supply of key inputs to cocoa farmers
- Facilitate the coordination between cocoa farmers and LBCs in certification and smart agricultural practices, climate smart cocoa production
- Facilitate the provision of farmer support services on climate smart cocoa production/ innovative extension support

b. Collaborate with other Implementing Agencies i.e. MLNR, Forestry Commission, FoRIG to implement specific activities as indicated in the PIM and Annual Work Plan

- c. Submit to the PMU timely input to annual plans and reports and monthly update according to format provide in the PIM;
- d. Ensure sound management of project assets in line with procedures laid out in the PIM;
- e. Report on activities performed under the project

### **3.0 Outputs of Assignments**

- Increased number of trees on Cocoa Farms i.e. 18 trees per hectare on cocoa farms.
- Timely supply and delivery of inputs to cocoa farmers in project sites by COCOBOD.
- Enhanced farmer support services and innovative extension service delivered to cocoa farmers.
- Farmers trained in Cocoa Certification and Climate Smart Cocoa.
- Cocoa Farms registered by COCOBOD in collaboration with the Forestry Commission in Pilot areas

### **4.0 Reporting Formats**

Special, quarterly and annual reports detailing activities carried out, outputs realized, recommendations generated and lessons learnt should be promptly submitted to the Coordination Unit of the Project.

### **5.0 Duration of the Assignment**

The assignment shall commence after the official signing of the MoU. The assignment will be running on annual basis, renewable after a result-based performance evaluation. There will be regular review of implementation in conjunction with the Project Coordination and Management Unit. This will help evaluate performance and identify strength and weaknesses and mark out strategies for improvements

The Client has requested the Collaborator to perform the following tasks required (herein called the services’):

The Collaborator undertakes to perform the services (herein called the ‘Client’s services’) in accordance with the General Conditions and the Work Plan and Budget of the project.

Now therefore the parties hereby agree as follows:

#### **(A) THE COLLABORATOR SHALL:**

1. Execute its duties as spelt out in the approved Terms of Reference
2. Prepare for approval by the Client annual work plans, procurement plans and budgets in accordance with: (a) the formats provide in the Project Implementation Manual; and (b) with the World Bank Anti-Corruption Guidelines, Procurement Guideline and Consultant Guidelines (all as will be defined in the SCF Grant Agreement).

3. During the period of Project, use the works, goods and consultants' services provided by the Client, only for the purpose of the Project pursuant to the Terms of reference referred to in Appendix 2 of this MoU.
4. Oversee the implementation of the Terms of Reference of the respective consultants and staff assigned to work on the Project within the framework of this MoU.

(B) THE CLIENT SHALL:

1. Provide in accordance with approved work plan resources required for the purpose of the Project including : (a) carrying out the procurement of works, goods and consultants' as will be required from time to time during the period of the Project; and (b) directly make available to cooperation, operating cost (operating costs) in an amount anticipated at around 10% of the total amount of the SCF Grant allocated to the Part of the Project under the subject to the Terms of Reference in Appendix 2 of this MoU
2. In addition, the Client shall be responsible for the periodic monitoring and evaluation of the Collaborator's activities in relation to the approved work plans.

In WITNESS WHEREOF, the parties hereto have caused the contract to be signed in their respective names as of the day and year written above.

For and on Behalf of Client (MLNR)

Collaborator (COCOBOD)

Signature: .....

Signature: .....

Name: .....

Name: .....

Designation: .....

Designation: .....

Witness:

Witness:

Signature: .....

Signature: .....

Name: .....

Name: .....

Designation: .....

Designation.....



## **ANNEX I: KEY REFERENCE DOCUMENTS**

Ministry Of Environment, Science, Technology And Innovation (2014). Project Implementation Manual. Ghana Sustainable Land and Water Management Project ID P098538 (Cr. No. TF-97579-GH)

Ministry of Lands and Natural Resources (2002). Implementation Manual for Northern Savannah Biodiversity Conservation project.

Ministry of Lands and Natural Resources (2014). Environmental and Social management Framework. Draft Report

SAL Consult (2104) Forest Investment Programme (Fip)- Enhancing Carbon Stocks In Natural Forests And Agroforest Landscapes. Process Framework. Draft Final Report.

World Bank (2014). Ghana Forest Investment Programme (FIP)- Enhancing Carbon Stocks In Natural Forests And Agroforest Landscapes. Project Appraisal Document Report No: PAD1008.