

Operational Manual

Labor Intensive Works Program

DRAFT - 2013

Social Fund for Development

CONTENTS

Introduction to the Operational Manual	1
Chapter 1.....	2
Introduction	2
1.1 Brief Overview/history of the Program	2
1.2 SFD as a part of the SSN.....	3
1.3 LIWP Mandate and its relevance within the SFD’s Mandate.....	3
1.4 Overall Objective of the Program.	3
1.4.1 Specific Objective.....	3
1.5 LIWP overall mandate: (With focus on Social Protection context).....	3
1.6 SFD STRATEGY for responding to the 2011 Crisis:	4
1.7 Introduction of VFM in LIWP activities	6
Chapter 2.....	7
The LIWP Organizational Structure	7
2.1 Relationship of the LIWP with other SFD Units:	7
2.2 LIWP Organizational Structure at the Central Level	10
2.3 LIWP Branch Office Management Structure.....	18
2.3.1 Responsibilities of the BO Staff.....	20
2.5 Community Committees: (Voluntary Committees)	23
Chapter 3.....	27
Allocation of Funds	27
3.1 Distribution of Funds/Sources	27
3.2 LIWP Different Modules of Interventions and Budget	28
3.3 Annual Work Plan and Budget (AWP&B):.....	30
3.4 Determination of Specific Project Budget:	31
Chapter 4.....	33
Targeting Mechanisms	33
4.1 Targeting Policy	33
4.2 LIWP Targeting includes the following steps:	34
4.3 Selection Criteria:	35
Chapter 5.....	37
Implementation Methodology and Project Cycle	37
5.1 Methods of Implementation	37
5.2 Other Modes that are yet to be piloted include:.....	38
5.3 Pilot Diverse Implementing Mechanisms	38
5.4 Types of Interventions:	40
5.5 LIWP Strategy for Value for Money	41
5.6 Activities for Rural Interventions:.....	41
5.7 Activities for Urban Interventions.	44
5.9 Financial Cycle	51
5.10 Procedures for Urban Interventions.....	52
5.11 Determining Labor Wages for Urban Interventions.	54
Chapter 6.....	56
Training and Awareness campaigns.....	56
6.1 Staff Training:	56
6.2 Training Consultants	56
6.3 Training for Communities	57
6.4 Awareness Raising:	59
6.5 Training LA on LIWP mechanisms.....	60
Chapter 7.....	61
PROCUREMENT	61
7.1 Procurement of Consultants Services:.....	61
7.2 Variation orders for project	63

7.3	Purchase and Supply of Materials	64
7.4	Direct Purchase.....	64
7.5	Commercial Contracting Procedures for Urban Interventions.....	65
Chapter 8.....		66
Monitoring, Evaluation and Reporting.....		66
8.1	Main Objectives of M&E.....	66
8.2	Monitoring of Long-term Interventions	67
8.4	Monitoring after Project Completion	68
8.6	Monitoring Local Authorities and Civil Societies	68
8.7	Flow of Information	69
8.8	Evaluation of Branch Office Performance	71
8.9	Evaluating Staff Performance	71
Chapter 9.....		72
Dissemination of Information		72
9.1	Material to be communicated	72
9.2	Main Audiences.	72
9.3	Documentation.....	73

List of Annexes:

Annex 1	Community Committees for Project Management	20
Annex 2	Site Verification Format	31
Annex 3	Cash for on the Job -Training Module	34
Annex 4	LIWP Implementation Mechanism through Local Authorities	37 , 58
Annex 5	LIWP Implementation Mechanism through Civil Societies and NGOs	38
Annex 7	Reporting Formats during Implementation	46

List of Figures

Fig 1	LIWP Head Office Management Structure	10
Fig 2	Branch Offices Management Structure	18
Fig 3	Structure of Community Committees	21
Fig 4	Preparation Stages of the Annual Work Plan	28
Fig 5	Financial Cycle	49
Fig 6	Flow of Information	64

List of Abbreviations

CLTS	Community Led Total Sanitation
DFID	Department for International Development
EU	European Union
GFRP	Global Food Crisis Response Program
LIWP	Labor Intensive Works Program
M&E	Monitoring and Evaluation
RALP	Rain-fed Agriculture and Livestock Project
RAWFD	Rural Advocates Working for Development
SFD	Social Fund for Development
SMED	Small and Micro Enterprise Development
SMEPS	Small and Micro Enterprise Promotion Services
SSN	Social Safety Net
SWF	Social Welfare Fund
TOSU	Training and Organizational Support Unit
VFM	Value for Money

INTRODUCTION TO THE OPERATIONAL MANUAL

Since the LIWP started its activities in 2006, several documents have been developed to act as procedural guidelines for staff, most recently being the LIWP guidelines. With the launching of Phase 4, a comprehensive and more encompassing Operational Manual deemed necessary, that defines procedures and methods to be applicable for LIWP's current operations and near future activities.

Objective of the Operational Manual

The main objective of the Operational Manual is to:

- To establish uniformity, transparency and accountability for the LIWP implementation procedures
- To facilitate work of the LIWP staff in head office, branches and field staff
- To rationalize systems and procedures
- To facilitate understanding of the LIWP by stakeholders in particular the Local Authorities, Civil Societies, Other implementing Agencies
- To act as a reference document on the LIWP and SFD websites.

The OM should be seen as a flexible document that could be revised as circumstances/crisis change and needs of the poor and vulnerable change. Moreover, many initiatives are yet to be piloted hence as new experiences, innovations, modes of interventions and implementation methods are introduced the OM will need to be revised from time to time.

To minimize the need for updating the OM, new implementation methods intended to be piloted during Phase 4, such as, implementing through Local Authorities, Civil Societies and community committees are still under refinement, thus they shall be referred to and annexed to the OM in Arabic.

Material that has been addressed in length in the existing guidelines is outlined in the OM and referred to for details, in particular selection criteria of types of different types of interventions, methodology for conducting PRA and awareness-raising campaigns. Financial reporting formats already developed are also annexed.

Allocation of Budget for the various modes of implementation is based on currently available resources, albeit the same Principles are applicable for additional sources whenever available.

Terminology such as Activities, Interventions and Projects are used interchangeably.

CHAPTER 1

INTRODUCTION

1.1 BRIEF OVERVIEW/HISTORY OF THE PROGRAM

The concept of LIW program cash for work was initiated during 2006 funded by the GoY with the main objective of creating (8-10) million temporary job opportunities for unskilled and semi-skilled labor during 2006 to 2010 to absorb urban unemployed that had risen in a significant manner after the 2005/2006 subsidy reduction on fuel, hence increasing cost of fuel, building material and to a certain degree prices of basic food commodities. The objective was to implement labor intensive projects through commercial contractors (public tendering) that would benefit urban and semi urban unemployed.

During 2008-2009 hikes in food prices coupled with the global financial crisis adversely affected rural poor communities in Yemen who were faced with severe food shortages rendering them food in-secured and pushing them further below poverty line, increasing malnutrition, etc.

The SFD immediate response to face the ongoing challenges was the formal establishment of the Labor Intensive Works Program (LIWP) with the initial objective of introducing the Cash for Work concept/workfare to the rural poor communities who have been hardest hit by the global food crisis; whereby communities would implement simple basic infrastructure projects and economic activities deploying labor both male and female from the benefiting households who are capable and willing to participate in the workforce with technical, financial and administrative support from the LIWP.

The World Bank in 2008, assisted the Government with a US\$ 10m grant from the Food Crisis Response Trust Fund to support the SFD workfare program with the objective of mitigating impact of the food Crisis for rural poor. As SFD would venture for first time in the rural context, the program was designed as a pilot, with twofold objectives of mitigating the poor communities in coping with severe food shortage, while at the institutional level establish systems, procedures and capacity for managing the program.

Due to the success of the program and the continued and persistent need of the rural poor, the EU granted the GoY €17.5 million from the EC Food Crisis Rapid Response Facility (under the GFRP) out of which €10.197 million was allocated for Workfare Assistance and Impact Evaluation Component to be implemented by the SFD through the LIWP, while the remaining for the SWF component.

Similarly, in support of the same objectives, and to be implemented with similar arrangements the DFID contributed with an amount of £ 7.5 million to the Program. The Project period was initially set for March 2010 to end of Aug 2011.

1.2 SFD AS A PART OF THE SSN

Together with the Social Welfare Fund, the Public Works Project, the Disability Fund and the Agricultural Production and Fisheries Promotion Fund and others, **SFD is part of and represents a major component of the Social Safety Net**, rather than providing cash transfers (social assistance), the Social Fund for Development focuses on pro- poor long term development through Community and Local Development, Capacity building, Small and Micro Enterprise Development, as well as Labor Intensive Works Programs, as such, supporting provision of basic services while substantially providing income through temporary employment as well as longer term income opportunities.

1.3 LIWP MANDATE AND ITS RELEVANCE WITHIN THE SFD'S MANDATE

Since its establishment under the Law No. 10 of 1997, SFD was mandated to play a pro poor developmental role. Over its operational history, it accumulated a considerable experience in a wide range of much needed interventions that called for continuation and more capacity building as well as knowledge transfer at the community, local and central levels. This was reflected in the SFD 4 Plan that also included an **enhanced social protection role mainly through its LIWP**. This plan is already aligned with and incorporated in the fourth national Development Plan for Poverty Reduction.

1.4 OVERALL OBJECTIVE OF THE PROGRAM.

“ To contribute to the reduction of the negative impact of crisis that may lead to food insecurity and unemployment of the poor and vulnerable in selected areas, and support the protection and building of community assets in poor communities.

1.4.1 SPECIFIC OBJECTIVE.

“To improve food and livelihood security for the chronically poor communities in rural and urban areas, through creation of temporary job opportunities, and, community assets for rural communities”

The outputs of the LIWP are twofold: temporary jobs creation for rural and urban poor so as to increase their income, and creation community assets in the form of new infrastructure or improvements of existing infrastructure. The outputs in turn are expected to lead to three final outcomes (impacts): (a) increased income and consumption-smoothing, (b) a reduction in poverty and poverty gap ratio, and (c) infrastructure development. The LIWP program has all three outcomes as main objectives.

1.5 LIWP OVERALL MANDATE: (WITH FOCUS ON SOCIAL PROTECTION CONTEXT)

The LIWP is seen as one of the main components contributing to the Social Protection of the chronically poor and vulnerable communities through cash transfers in the form of cash for work/food and or training.

Focus shall be Social Protection aspects, through building community assets as effective tools for longer-term development.

The LIWP initial establishment based on the several documents¹ that were used as basis for its establishment stipulated the use of Cash for Work mode for implementing its activities. It was also established to respond mainly to rural communities.

Overtime, with extensive experience gained in the field, the program has identified a wide range of needs that entail applying other modes of delivering aid in order to optimize benefits to the communities. In addition to Cash for Work other modes such as Food for Work, Cash for on the Job-Training for communities, a combination of more than one mode may deem to be more appropriate for effective interventions.

Thus LIWP mandate for future activities should be seen in a wider context that can encompass numerous and diverse needs of both rural and urban communities in response to a wide range of crisis that impacts rural and urban communities giving rise to unemployment and food shortages leading to food insecurity in rural areas, unemployment among the unskilled in urban areas and youth unemployment.

The LIWP broader mandate shall include **Protecting vulnerable communities and individuals from negative impacts** that could arise from a wide range of shocks and or crisis such as but not limited to the following:

- Natural disaster (floods , droughts, low production agricultural seasons, earthquakes, etc) that affect food availability
- Macro- economic crisis such as sudden increase in global food prices, financial crisis that may affect prices of fuel and hence food,
- Economic stagnation leading to increased unemployment especially amongst the unskilled and semi-skilled labor
- Political crisis leading to instability and lack of security leading to shrinkage of job opportunities
- Any other crisis that will lead to increasing levels of unemployment and food insecurity.

1.6 SFD STRATEGY FOR RESPONDING TO THE 2011 CRISIS:

The LIWP is originally designed with a threefold objective: (i) increase income to achieve certain degree of food security/consumption smoothing, (ii) increase productive assets and hence (iii) reduce food insecurity and poverty. To achieve this objective, the program was originally designed in 2010 in coordination with the Financiers, to work with the targeted communities within Phase IV (2011 -2015) for a period of 3-5 years in order to build/create productive assets that will enable households to achieve some degree of sustainability in terms of food security.

It was acknowledged that, in order to meet the urgent needs of the food insecure households whose numbers have significantly increased, both in the rural and urban areas during the 2011 crisis, it would be imperative for the LIWP to be modified/tuned to enable accelerating transfer

¹ The SFD Phase IV PAD, The EU Project concept note

of grants and to absorb larger numbers of targeted beneficiaries in the most vulnerable communities in rural areas and create temporary jobs opportunities for urban and semi urban unemployed.

The adjustment is aiming, in addition to LIWP's long term development objective, improving food security/consumption smoothing during and after the 2011 crisis. To accomplish this goal, it is necessary to have interventions that are simpler and diversified so as to increase level of investments in the very short term in order to increase income and reduce vulnerability by improving food consumption (for a period of one year) to a maximum number possible of those who have been hit the hardest by the crisis and who continue to be affected. This would entail working with the communities in a different modality as was originally designed for Phase IV, by scaling up the program, expand its catchment and through shorter term, simpler and diversified interventions enable the program to cope with a higher number of communities/households.

Objective of the strategy: To maximize income generating opportunities from temporary employment through implementation of a wide range of workfare programs of immediate, short-term and medium to long term outcomes, with nationwide coverage focusing on the most affected and vulnerable communities/groups. In addition to exploring, piloting, mainstreaming and where possible scaling up other relevant interventions in the areas of: Food Security, Malnutrition, and State building.

Description and logic for diversifying LIWP modalities:

The main objective for diversification of LIWP's modules is to aim for nationwide coverage in rural areas with high poverty incidences and prevalence of food insecurity is high; and areas of high concentration of unemployment in urban and semi urban centers.

To achieve its objectives, the Program intends to implement three modalities/methodologies for rural areas the first being the original long term interventions in selected rural communities (3-5 years) to create productive assets, the second module short term interventions 4-6 months that will also create community assets and third module will pilot Food for Work. Furthermore, urban interventions will be scaled up through allocation of larger budget, diversifying nature of activities to be undertaken and implementation methods such as commercial contracting or through direct contracting. All three approaches have a common denominator of increasing incomes and food consumption, while. Prioritizing, scaling up or down of any of the modalities will depend on the severity of the continuation/cessation of the various types of crisis that the LIWP may be faced with or needs to mitigate.

i. Long-Term Interventions Module

The module is based on implementation of the LIWP in poor rural communities for periods of 3-5 years in order to have a lasting impact in building the productive capacity of poor households. Beneficiary communities will be assured of multi-annual assistance in the form of cash for work and cash for on job training (whenever applicable) while at the same time building community productive assets. The module has multi-faceted objectives, such that in addition to increased income to improve food security and building community productive assets, an important

agenda for this module is building the capacity of the communities so that they can develop sustainable income generating opportunities and have built capacity to continue in pursuing development agendas in the future. This shall be achieved through creation of community committees that shall be trained over the 3-5 years on the various aspects of developmental issues from conducting needs assessments, prioritizing and planning, management of project implementation, monitoring and reporting and Operation and Maintenance. Furthermore, Productive Groups shall be formed, who will be trained to undertake various income generating production activities.

LIWP will resume working with this modality of longer term interventions to achieve its longer term objectives from beginning of 2013.

In view of scarce resources, coupled with huge demand it would be prudent for the program while working with the communities, to have complementary activities for training and awareness so as to maximize benefits through capacity building of communities to enable them to continue and sustain self-community development in the future.

ii. Module for Short-term Interventions (4-6 months)

The Objective of this module is to undertake cash for work and/or training for work to cover larger numbers of communities and households as an emergency measure for ensuring consumption smoothing that can have a wider outreach as a rapid response in times of crisis . The LIWP is using this module extensively during Phase IV in order to meet the needs of those severely affected by the 2011 crisis. Similarly, this mode of implementation shall be used whenever need for quick responses and accelerated disbursements arises in the future. The types of activities can included but not be limited to simpler activities such as terraces rehabilitation, maintenance of rural roads and irrigation canals, improving health and environment such as constructing simple latrines, and conducting the Community Led Total Sanitation (CLTS), hand dug water wells, rehabilitation of water springs, tree planting, etc.

iii. Food for Work Module.

The LIWP may embark on module of Food for Work mainly in collaboration with other Relief Aid Agencies in response to humanitarian crisis including internally displaced people and or in cases of severe food shortages. The module shall be applied in relief operations in selected areas whereby the SFD will manage/administer the operations and pay participating labor both food and cash (50% food and 50% cash) or in accordance to other arrangements as agreed upon in the Agreements.

1.7 INTRODUCTION OF VFM IN LIWP ACTIVITIES

The LIWP is in the process of developing a VFM Strategy aiming to ensure VFM is taken into consideration within its activities. **Objective of the Strategy will be to Enhance Concept of VFM as a cross cutting theme within LIWP's activities.** In the meantime the OM will refer to the principles whenever relevant.

CHAPTER 2

THE LIWP ORGANIZATIONAL STRUCTURE

2.1 RELATIONSHIP OF THE LIWP WITH OTHER SFD UNITS:

The SFD being one of the most proactive component of the Social Safety Net that focuses on Poor and vulnerable communities, focus of all its programs within the various implementing units is job creation, provision of basic infrastructure and training. In fact Job Creation is a cross-cutting theme amongst all its programs and activities. Hence, the LIWP shall create strong synergies with other SFD programs in order to benefit from their experiences, methodologies, systems and lessons learned that have been accumulated over the years. Furthermore, Units shall provide support and corporation as and when needed that will further enhance implementation and development of the LIWP.

The Main Objective of urging for close coordination and collaboration is to afford maximum benefits to the communities during Project implementation. Benefits for the communities shall be best derived if and when strong synergies are created amongst the various Units. This is of particular importance for the Long-term Interventions Cash for Work Module that the LIWP is currently preparing to launch during the Phase IV, albeit whenever appropriate the same could be applied for the short-term interventions.

The LIWP through the Program Manager shall have strong coordination links with all units of the SFD on a direct basis in addition to the coordination through the regular Policy Committee Meetings.

LIWP Synergies with other Units/Programs shall encompass the following main aspects:

i. M&E Unit:

M&E is of extreme importance to the LIWP. Outputs, outcomes and their impacts are the main determinants for scaling up/down and its orientation and future Sustainability of the program.

The M&E Unit is the main overseer for LIWP's M&E aspects. The Unit may conduct periodical evaluations as and when needed for the SFD internal evaluations and reporting. Moreover, all IE studies required by Financiers will be conducted by the M&E Unit. Monitoring of the extent in which LIWP activities are achieving the desired levels of VFM shall also be incorporated in the M&E process and may also be included in the regular reporting in particular for the LIWP.

The Unit will also provide guidance, and assist in developing tools, data collection, survey formats, and analysis of data to the LIWP to enable them to conduct internal M&E to ascertain the Before and After impacts **at the level of individual Project.**

The LIWP shall request the M&E Unit from time to time to conduct training for its staff and consultants on monitoring and evaluation aspects in general or to comply with the specific

needs of the LIWP. This is of particular importance with Refresher Courses that the LIWP should conduct on a regular basis for its staff and consultants who are being used for M&E and Quality Control purposes.

ii. Training and Organizational Support Unit (TOSU)

The TOSU has over the years developed extensive and comprehensive expertise on a wide range of training and capacity building needs of the various segments of the society. The Unit has developed training manuals, packages, and methodologies that the LIWP has the advantage of having access to. These include Comprehensive Community Participation Manual, Training packages for LA, NGO's and Rural Youth (RAWFD) and Training for Jobs. The LIWP shall seek support and assistance from the TOSU in developing its training programs and conducting them for the Pilot activities that it intends to introduce within Phase IV, such as delegating implementing LIWP through the Local Authorities and Civil Societies/NGOs, formation and training Community Development groups to play a more proactive role in community development issues, and Cash for on Job Training activities.

The LIWP shall identify within the project boundaries/communities existence of Youth who could be eligible candidates for RAWFD or Training for Jobs Programs, and hence coordinate with TOSU for conduct training when appropriate numbers are available. The list of eligible candidates could include those from a cluster of projects from various communities, districts or even governorates.

LIWP staff and consultants in coordination with TOSU, shall participate in training programs relevant to their needs, or may request TOSU to develop and conduct special training programs that LIWP may need from time to time. The LIWP shall provide to the TOSU its training needs for its various activities as and when needed.

iii. Small and Micro Enterprise Development (SMED) Unit:

The LIWP shall include in its long-term interventions modules initiating income generating activities for sustainable development of the communities. To achieve this, Micro Finance specific training/awareness programs has to be incorporated for the beneficiary communities, and hence link them to the SFD Micro Finance opportunities available within their geographical outreach or within their capacity to reach. The training programs should be undertaken from early stages (within 2nd to 3rd years) so that the communities could benefit from guidance and assistance available during project life rather than after projects are completed. Moreover, the LIWP shall include in its monitoring and evaluation of projects the extent to which communities benefitted from the training.

The LIWP will therefore coordinate with both Units TOSU and SMED for developing appropriate training and awareness material suitable for its beneficiary communities, types of interventions and income generating opportunities.

iv. Water & Environment Unit:

Synergies with the W&E Unit shall be maintained for activities in both sectors Water and Environment.

In the Water Sector, LIWP shall coordinate for rainwater harvesting activities designs and specifications used whenever needed, any innovations introduced, possibility of implementing roof top rainwater harvesting using cash for work mode and other appropriate types of interventions.

As the LIWP community assets aim to improve the living conditions of the beneficiary communities, improvement in the environment are important outcomes, the LIWP shall introduce the Community Led Total Sanitation (CLTS) either as an intervention by itself or to the extent possible will aim to include it as a complimentary activity along with the main projects. Furthermore, with the introduction of the Cash for on the Job-Training module, CLTS could be part and parcel for the rural communities. To achieve this, the LIWP will coordinate with the W&E Unit for using the training package, exchange data on the targeted communities, pool of consultants already trained, standard designs and specifications available, and most importantly exchange/share lessons learned and success stories.

Furthermore, the LIWP shall use the environmental awareness campaigns developed by the W&E Unit on issues of simple water filtration techniques, deforestation, planting trees to minimize desertification, dangers of cutting wood for fuel consumption/cooking, impacts of global warming and climate change, etc.

v. Agriculture and RALP Unit:

Several programs under the Agriculture Unit are of significant relevance to the LIWP in particular for the Long-term Interventions due to their similarity either in the type of interventions or methodology for implementation. The LIWP shall coordinate with the Integrated Interventions Program (IIP) and the Rain-fed Agriculture and Livestock Project (RALP) to extract the common denominators that the LIWP could modify or fine tune to fit in with the Cash for Work mode.

The LIWP long-term interventions (3-5 years Cash for Work) that is now under preparation to be launched for the first time can greatly benefit from IIP's methodologies including conducting Needs Assessments, Formation of Community Committees and their training, IIP's experiences in general, lessons learned and success stories that will minimize the need for LIWP to experiment and likelihood of falling in pit holes.

The vast array of RALP's activities are of much relevance to the LIWP long-term intervention module as it is envisaged that communities will benefit to a large extent from the income generating activities being implemented under the RALP such as improved agriculture produce and marketing, livestock production, bee-keeping, etc. in addition to improved awareness on common diseases affecting these activities. RALP's experiences could be replicated **with the**

necessary adjustments and modifications for the LIWP based on Cash for Work in most of the Governorates.

Furthermore, the RALP's experiences, methodologies, procedures, training and awareness packages on formation of Community Committees such as Development committees and Productive Groups will be highly beneficial for the LIWP, who, intend to introduce various types of community committees for long-term interventions.

To achieve this, the LIWP will coordinate and collaborate closely as early as possible with the RALP during preparation and implementation of the long-term interventions module to ensure and benefit from the synergies that could be derived thereof. RALP is currently piloting in 5 governorates namely Al-Mahweet, Hodeidah, Hajjah, Sana'a and Lahej.

vi. Health and Education Units:

The LIWP shall cooperate with the Health and Education Units to provide support for its community awareness programs namely in improved Nutrition issues, improving school enrollment especially for girls, health and hygiene, simple First Aid techniques, importance of Immunization, Basic principles of Primary Health Care, any other relevant awareness training packages based on cash for on the job training/awareness.

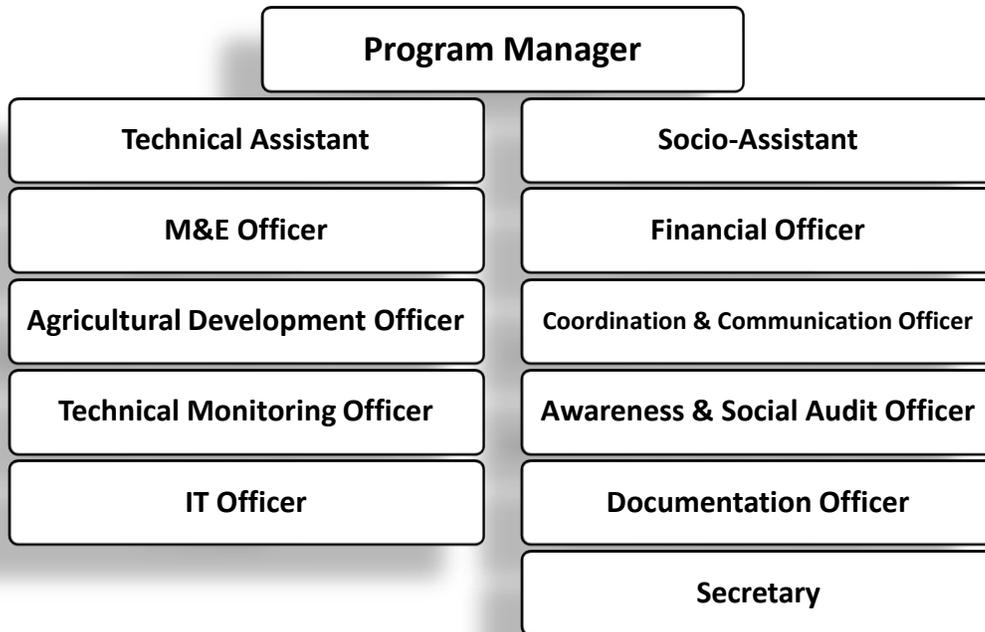
The LIWP may request the Health and Education sectors to include beneficiary community needs for basic infrastructure such as a school or health clinic in their annual plans as long as the need complies with the Units selection criteria.

2.2 LIWP ORGANIZATIONAL STRUCTURE AT THE CENTRAL LEVEL

2.2.1 Organizational set-up

The Key essence of the LIWP is to maintain a minimum number of core staff while use consultants as and when needed for a large array of its activities. This practice will also ensure maximizing VFM within its management team.

The LIWP should be established and perceived as the most dynamic entity within the SFD organization. **The essence of the Program activities is its prompt response to crisis. The Program shall have the flexibility to respond to most eventualities that will have adverse impacts on the vulnerable communities.**



The LIWP although shall have a formal organization structure as depicted in Fig 1 above, the nature of its activities requires that core staff at the HO, Branches and field function very much as a Team. Teamwork will be the essence of working relationships amongst all players and there shall be strong coordination links between the various functions, which by nature of the LIWP are closely dependent and interlinked. Efficiency in achieving its objectives would only be gained through a high team spirit.

The LIWP shall focus on a continuous process of Capacity Building of its staff at HO, BO and Consultants to enable it fulfill its mandate of prompt accelerated response to unanticipated crisis that increases vulnerability of the poor.

The Organizational Set-up at the Head Office will include the following Core Staff:

LIWP staff at HO will, under the guidance of the Program Manager conduct dialogue/meetings to formulate new policies, improve existing procedures and methodologies on a continuous basis or whenever a specific need arises at the HO and Branch Offices levels., ,

Main responsibilities of Head Office Core Staff will include but not be limited to:

i. Program Manager:

The Program shall play an important pivotal role as the main coordinator for all activities of the LIWP. Coordinating responsibilities will include

- Close coordination within the SFD namely with the Managing Director, the Policy and Project Approval Committees, and other relevant SFD Units and other concerned Agencies including Financiers/Donors. Conducting Policy dialogue within the LIWP to

ensure continuous improvements are incorporated within the LIWP's activities. Similarly present policies and proposals to the SFD Policy committee for Approvals.

- Creating Harmony among staff in HO, BO and consultants.
- Coordination with other stakeholders including Financiers, Local Authorities, Social Welfare Fund, Other International and local Implementing Agencies,
- The Program Manager main responsibilities will include the overall management of funds allocated to the LIWP in accordance with the requirements of each Financier. He shall be in-charge of the overall planning of investments and activities thereof so as to meet the LIWP objectives in an efficient and cost-effective manner, oversee the technical, financial and administrative issues.
- The LIWP being the SFD's social safety net, timely and prompt response coupled with speed with which aid/cash is delivered to the beneficiaries are key milestones that the Program Manager shall have to ensure are being achievable at all times.
- Responsibilities will include:
 - Ensuring spirit of team work and good working rapport is developed within all of the LIWP staff including Branch Offices, Field staff and consultants
 - Distribution of funds to the governorates in accordance with the Poverty Criteria determined by the SFD/Programming Unit
 - Preparation of Annual Work Plan and Budget, Annual Investment Plans, Disbursement Plans for the LIWP as a whole.
 - Review Branch Offices Annual/quarterly work plans and disbursement Plans.
 - Ensure VFM is achievable across the board for all LIWP activities by promoting awareness at all stages of planning process,(to what extent does the AWP maximize VFM, do selected projects achieve high impacts, are the operational expenditures within the safe margins, etc)
 - Monitor in a close manner implementation progress of each BO vis a vis the agreed work plans and disbursement plans.
 - Closely monitor through the MIS reporting of progress of works by the BO
 - Closely monitor through the MIS progress of Output and Outcome Indicators
 - Ensure regular progress reports are prepared for the SFD and each Financier
 - Conduct visits to Branch Offices and projects (at least one visit per Office annually) in a regular manner to follow on issues
 - Conduct site visits in a random manner as and when needed
 - Conduct site visits/reconnaissance to areas with exceptional circumstances that need the Program Manager's immediate attention.
 - Conduct regular meetings on a bi-weekly basis with core staff at HO and on a quarterly basis with h Branch Office LIWP Project Officers.
 - Develop a training program for the LIWP core staff that will include regular training workshops on any new innovations, refresher workshops, and review of performance, training locally and abroad.
 - Conduct annual staff performance evaluations
 - Review Consultants' performance evaluation and initiate training needed to improve their performance
 - Initiate and supervise the process of Dissemination of Information (Chapter 9)
- The Program Manager shall appoint an assistant as deputy whenever delegated to do so. The Deputy shall be one who is has in depth knowledge of LIWP's activities, able to take lead role, and has excellent working relationship with colleagues.

ii. Technical Assistant to the Program Manager

Main responsibilities includes but not limited to:

- Participate in the process of policy making within the LIWP on technical issues, suggest the appropriate mechanisms, and continually follow up and update the mechanisms in accordance with LIWP's policy and trends.
- Developing standard designs, technical specifications and bills of quantities for the various community assets that are most typical. Through experience gained so far, a large number of community assets have been implemented of a repetitive manner amongst all branch office that should be standardized within the MIS for use by consultants as well. Modifications can then be made to suit individual sites.
- Prepare and submit to the PM Annual Technical Monitoring Plan with indicative budget.
- Prepare Standard ToRs for the Field Team (Supervision Engineer, Technicians and Accountant) that shall be entered in the MIS for use by all Branch Offices.
- Provide backstopping/support for the technical officer at the branch office
- Follow up on the progress of implementation of each Branch Office
- Design technical indicators and required tools for monitoring and data collection.
- Monitor achievement of Program Objectives and indicators and submit to the PM Quarterly progress reports
- Monitor and evaluate technical indicators
- Review List of Projects proposed by each Branch Office for the AWP, compliance with selection criteria in particular projects Labor intensity (proportion of labor wages to the total project cost)
- Conduct site visit for the purpose of verification of selected projects included in the AWP.
- Periodical review of market wages, cost of material and other inputs, procurement procedures followed,
- Conduct regular site visits (at least 2 visits per Branch Office annually) to SFD branch offices and project sites to ensure quality of assets.
- Follow up and ensure timely progress reports are submitted and entered into the MIS including labor wages for all categories unskilled, semi-skilled and skilled labor.
- Coordinate and exchange information with the Technical and Procurement Units of the SFD.
- Review payment certificates and quantities of works implemented submitted by Branch Offices.
- Identify training needs for technical consultants undertaking Technical Studies, supervision of works, and monitoring teams and initiate training workshops thereof
- Prepare Quarterly reports for the LIWP Management on Evaluation of the Technical Performance of Branch Offices and Progress of Works. .
- Analyze and extract key lessons learned on a regular basis so as to updated and improvise procedures and methodologies.
- Any other appropriate duties assigned by the PM.

iii. Program Social Assistant:

- Participate in the process of policy making within the LIWP on socio-economic issues, propose appropriate procedures for targeting, monitoring and updating procedures in line with the Program's framework.
- Develop guidelines and tools needed (survey and reporting formats) for effective field work aspects for the complete Project Cycle.
- Provide backstopping/support to the socio-economic staff in BO
- Prepare Standard ToRs for Socio-Economic Consultants for the various assignments in the BO and the Field team. The ToRs shall be entered in the MIS for use by all Branch Offices.
- Review List of Projects proposed by each Branch Office for the AWP and compliance with selection criteria in particular to ensure well targeting.
- Monitoring Branch Offices performance on all social aspects of the projects and submit regular progress reports to the Program Manager. The Socio-economic officer shall conduct at least 2 visits to each BO annually.
- Review reports of selected projects and performance of socio-economic consultants
- Design appropriate socio-economic indicators and tools for monitoring/data collection
- Ensure timely data entry of indicators by the BO
- Monitoring and Evaluation of socio-economic indicators
- Identify training needs of socio-economic officers and consultants and socio field teams and initiate training workshops.
- Conduct regular site visits to project site to oversee that procedures are being adequately complied with, program objectives and indicators are being achieved.
- Prepare Regular Progress reports for the PM including analysis of indicators.
- Analyze and extract key lessons learned on a regular basis so as to update and improve procedures and methodologies.
- Any other appropriate duties assigned by the PM.

Project Implementation Follow-up:

Construction of Community Assets shall be the responsibility of the Rural Development Officer and the Technical Monitoring Officer. The Rural development Officer shall be in-charge of the group of projects falling within the category of watershed management, soil conservation, terrace rehabilitation and all agricultural activities, while the Technical Monitoring Officer shall be in charge of projects such as community roads, rain water harvesting, water wells, and all other construction related activities.

Each will monitor progress of their group of projects throughout the complete Project-Cycle, including follow-up on physical progress, technical, financial and social indicators and quality of works.

iv. Rural Development Officer:

- Participate in the process of policy making within the LIWP on issues pertaining to rural development in accordance with LIWP policy.
- Developing designs, standards, criteria, guidelines and specifications with respect to watershed management, soil conservations, terrace rehabilitation, tree planting, etc.
- Provide backstopping/support to the BO technical team with regard to watershed management.

- Review List of projects proposed for site visit in coordination with the Technical Assistant submitted by the BO to ensure their appropriateness for the selected site, and selection criteria.
- Conduct Site visits for high priority agricultural projects whenever the need arises, while all other proposed projects shall be visited assisted by consultants, such that each project shall be visited at least twice during the Project Life. Number of visits and sample of projects proposed to be visited may be reduced as and when the BO capabilities for supervision and monitoring are improved.
- Prepare standard ToRs and select Consultants who are well qualified to conduct site visits for verification in line with the SFD data base and procurement procedures.
- Submit Annual Technical Monitoring Plan to the PM Technical Assistant.
- Participate in developing Standard ToRs for design consultants, and field Teams that will be in the MIS for use by all BO
- Review Designs submitted by Branch Offices in particular those that are not typical.
- Monitor progress of projects within their responsibility through the MIS and the LIWP system for the different phases namely preparation, development and implementation.
- Review Payment Certificates of projects under their responsibility and approve amounts to be replenished
- Prepare standard reporting formats in the MIS on physical progress to be used by the BO and field staff
- Prepare Regular Progress reports to be submitted to the Technical Assistant.
- Coordinate with Branch Offices in reporting on Impacts at end of Project
- Any other appropriate duties assigned by the PM.

v. Technical Monitoring Officer

- Participate in the process of policy making within the LIWP on issues pertaining to Infra-structure assets
- Developing designs, standards, criteria and specifications with respect to infra-structure projects
- Provide backstopping/support to the BO technical team
- Submit Annual Technical Monitoring Plan to the PM Technical Assistant.
- In coordination with the Technical Assistant, conduct Site visits for proposed projects assisted by consultants whenever it deems necessary, such that each project shall be visited at least twice during the Project Life. Number of visits and sample of projects proposed to be visited may be reduced as and when the BO capabilities for supervision and monitoring are improved.
- Prepare ToRs and select Consultants who are well qualified to conduct site visits for verification in line with SFD Data base and Procurement procedures.
- Participate in developing Standard ToRs for study and design consultants and field Teams that will be in the MIS for use by all BO.
- Review Designs submitted by consultants in particular those that are not typical.
- Monitor progress of projects within their responsibility through the MIS and the LIWP system for the different phases namely preparation, development and implementation.
- Review Payment Certificates of projects under their responsibility and approve amounts to be replenished

- Conduct site visits for selected projects to ensure quality of works are in accordance with specifications, are of adequate standards and comply with the LIWP's procedures.
- Prepare standard reporting formats on physical progress to be used by the BO and field staff
- Prepare Regular Progress reports to be submitted to the Technical Assistant.
- Reporting on Impacts at end of Project, success stories, any issues of concern

vi. Community Accountability and Awareness Officer:

- Participate in the process of policy making within the LIWP on issues pertaining to Community Accountability Awareness Campaigns.
- Submit/develop procedures for enhancing targeted communities' awareness capabilities on accountability.
- Develop appropriate community awareness programs and training modules for the communities
- Prepare Annual Training Program for HO staff and Consultants who could be used as trainers at BO and Field, and select eligible candidates to be trained.
- Develop training programs and conduct regular training for BO staff, consultants and field Consultants who will conduct awareness campaigns.
- Prepare ToRs for Consultants for various training activities.
- Provide support to BO for issues pertaining accountability and awareness campaigns.
- Monitor and follow-up progress on accountability and awareness activities in the field.
- Prepare regular quarterly progress reports to the PM.
- Any other appropriate duties assigned by the PM.

vii. Finance Officer:

- Participate in the process of policy making within the LIWP on Financial issues
- Prepare Annual Budget for the LIWP as a whole (Project costs, Consultants, Admin costs, Operational expenditures)
- Develop Financial Procedures and auditing payment certificates submitted by branch offices.
- Prepare standard reporting formats in the MIS on financial progress to be used by the BO and field staff
- Review Financial reports submitted by the BO
- Design financial indicators and required tools for monitoring and data collection.
- Monitor and evaluate financial indicators
- Prepare financial plans and distribute sources to branches in coordination with Programming Unit.
- Submit regular monthly reports on implementation progress on field to the PM.
- Review financial indicators and progress through the MIS and the LIWP System.
- Conduct site visits to project sites and Branch Offices to ensure compliance with financial procedures in place. (Two visits to each branch per year).
- Conduct training for Accounting Monitoring Consultants for regular monitoring of projects and Branch Offices on matters of procedural compliance. (Two visit to each project).

- Define training needs for financial officers and their assistants, and prepare training workshops for them.
- Any other appropriate duties assigned by the PM.

viii. Communication and Coordination Officer. (CandC Officer)

The Communication and Coordination Officer shall ensure appropriate communication channels are established between the various stakeholders including the SFD Units whereby the LIWP staff is able to access information and obtain guidance and assistance as and when needed. The C&C Officer shall maintain dialogue with the concerned LA and NGOs' who could be selected for implementing LIWP activities. The C&C Officer shall be involved as and when needed to coordinate in the orientation and training workshops of LA, NGOs and potential partners for nomination of communities that are eligible to participate in the Program.

Main Responsibilities Include:

- Participate in the process of policy making within the LIWP.
- Develop procedures for implementation through LAs, Civil Society Organizations and potential partners.
- Contribute in planning and identifying training and capacity building needs for LA and Civil Societies to implement some of LIWP's activities.
- Ensure communication is maintained amongst the BO staff to exchange information and experiences through periodic formal and informal meetings/workshops, encourage informal communication among staff
- Follow-up implementation of LIWP activities through the LAs and CSOs and monitor results and indicators.
- Submit quarterly regular reports to the PM on implementation progress.
- Any other appropriate duties assigned by the PM.

ix. Monitoring Officer

M&E is one of the most important requisites for a successful LIWP. Continuous monitoring and feedback are essential tools for the success of the program, that have a direct influence on its decision making process for appropriation of funds amongst the various activities scaling up/or cessation of activities, etc. The M&E shall closely coordinate with the SFD M&E Unit to ensure that its activities are in line with the Units requirements.

The Monitoring Officer shall follow-up on all aspects of monitoring issues as laid down in Chapter 8 of this OM. The M&E Officer is required to closely coordinate and collaborate with the IT Officer in developing the MIS for effective monitoring. Furthermore, the M&E Officer shall coordinate with other Staff in particular the Socio-economic Officer to develop socio-economic indicators that can be entered in the MIS to facilitate evaluation process.

Main responsibilities include:

- Participate in the process of policy making within the LIWP
- Familiarize with Financiers Agreements to ascertain each financiers specific requirements in terms of indicators, reporting to the PM and Donors and monitor closing dates
- Follow-up on collection of data on various indicators, timely data entry in MIS and the LIWP System.
- Develop other relevant indicators in particular for the Long-term interventions (as the program matures it may deem necessary to develop additional indicators that are more relevant and useful in monitoring and evaluation of these interventions)
- Track on international best practices and update LIWP regularly
- Monitor and report on regular basis closing dates of LIWP's finances Contribute in review of Project Lists for each financier in English Language
- Assist in translations of the Programs literature as and when needed
- Coordinate with international organizations and programs involved in CTs for the purpose of improving LIWP through by accessing their mechanisms and practices and exchanging experiences.
- Participate in the preparation of Donors' meeting and missions, and develop required reports and presentations.
- Monitor the projects' implementation progress and ensure the outputs' achievement in accordance with project agreements concluded with Donors.
- Any other appropriate duties assigned by the PM.

x. IT Officer

The IT Officer is in charge of ensuring that the LIWP MIS is regularly updated and improved in line with the needs of the Staff. In order to achieve this, the IT shall strongly coordinate with the SFD IT staff that shall assist and provide technical assistance on how best the LIWP MIS can be developed. The IT and M&E, in coordination with SFD IT shall have the ability to introduce additional data for LIWP activities in particular monitoring of its indicators.

The LIWP-MIS should have the flexibility to add more indicators that shall be identified/need to be monitored as the program matures. IT Officer's main responsibilities include:

- Regularly update and improve LIWP-MIS
- Coordination with IT Unit to provide needed technical support
- Design needed forms, reports and applications to enter and produce data
- Follow up the data entry into the system especially that related to households information before project's implementation
- Coordinate with Programming Unit to facilitate GIS' linkage with data entered by branches to the MIS
- Adapt projects' data in LIWP-MIS
- Any other appropriate duties assigned by the PM

2.3 LIWP BRANCH OFFICE MANAGEMENT STRUCTURE

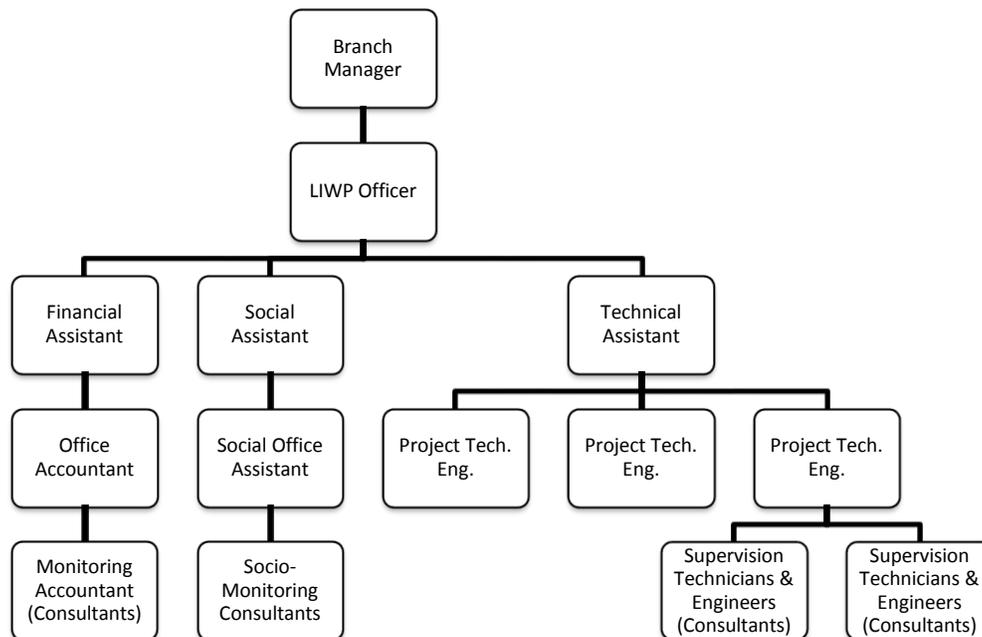
The Branch Office Management Structure is a flexible structure that can be expanded or contracted to meet the needs for scaling up or down the Program. The main objectives of the Program can only be met by rapid, accelerated and prompt response to any crisis from a wide range of be it natural, global economic or financial crisis, low agricultural seasons, political instability and insecurity that result in food insecurity.

Speed of delivery of Aid to the vulnerable and poorest communities is the essence of the LIWP. Efficiency and Effectiveness of the Program are highly dependable on the Time Factor.

Thus the Program, in particular at the BO should have the Institutional Capacity and flexibility to adjust to meet the demands for absorbing and disbursing large finances in a short span of time.

Furthermore, institutionalizing and standardizing procedures and capacity building of staff and consultants is of paramount importance for achieving quick responses.

Fig 2 depicts the Management Structure envisaged for Phase IV of the Program.



It should be noted that depending on the Budget Allocations for each Governorate, number of projects are determined and hence number of staff for each category.

The structure envisages the following criteria:

1. Each BO will manage approved projects depending on its annual budget allocation. The Program Officer and the assistants shall ensure satisfactory planning and monitoring of all LIWP activities in the Branch as further detailed.
2. Each Project officer will handle approximately 10-15 projects annually.
3. Each Monitoring Technical Engineer will supervise/monitor 5 projects
4. Each Monitoring Socio-Economic will supervise/monitor 5 projects

5. Each Monitoring Accountant will supervise/monitor 5 projects that will depend on project size and geographical dispersion.

2.3.1 RESPONSIBILITIES OF THE BO STAFF

i. **The Program Officer:**

The Program Officer shall be selected to the extent possible from staff currently involved in the LIWP either with engineering or social-economic background, who have Proven leadership skills, well experienced with LIWP methodologies and procedures, able to create harmony and team spirit, well-articulated and honest.

The Program Officers main responsibility is Planning, Monitoring and Follow-up of implementation progress of projects.

- Preparation of the Annual Work Plan, Quarterly and Annual Disbursement Plan including monitoring, and reporting to the Program Management and Branch Office Manager.
- Monitor developing and implementation of each project throughout the Project Cycle giving particular attention to ensure maximizing VFM with each stage. Alerting Project Officers and other staff on the importance of being aware of VFM, ensuring it is consciously included within the decision-making process of the Project Cycle, including monitoring and reporting on it.
- Review of list of selected projects and conduct verification site visits for each selected project
- Review of list of targeted areas, conduct a sample verification and approve them
- Monitor and Follow-up progress of works for each project and take necessary measures/actions to speed up activities in case of slow progress
- Conduct site visits whenever a problem/dispute arises that could not be resolved by the Project Officers
- Review and approve Financial reports, amounts disbursed, application for replenishment
- Monitor timely data entry into the SFD-MIS and LIWP-MIS of progress reports, Financial and Socio-Economic Indicators. The Program Officer shall give particular importance to the outcome and impact Indicators.
- Prepare monthly Progress reports for the BO and Program Management on progress of works based on standard reporting formats.
- Participate in Handing-over of completed projects that are of a special nature.

ii. **Technical Assistant to the Program Officer**

- In coordination with the Social Assistant to the Program Manager, identify communities that could be targeted by the program as a continuous process and conduct verification of targeting communities, and submit the list to the Program Officer
- Review Socio-economic studies with the socio-economic officer
- Review and final approval of the technical studies for each project.
- Follow-up on implementation issues, compliance with LIWP procedures and criteria (Quality control and Performance)

- Monitor Technical Indicators, discuss with Program Officer necessary measures to be taken if targets are not being met.
- Review technical monitoring reports and do the needed procedures in coordination with the Program Officer and Project Officer
- Analyze and extract key lessons learned to be shared through regular workshops with other technical staff and consultants Propose from time interventions appropriate for the LIWP and the targeted communities.
- Participate in Handing-Over of projects that need technical attention as and when required by the Program Officer.
- Submit monthly progress report to the Program Officer

Project Officers

- Develop project for implementation after approvals of the Program Officer and the Assistants
- Review technical studies for each project and hand-over project site
- Monitor project implementation and compliance with LIWP's procedures, criteria and extent to which objectives and indicators are being achieved
- Review and verify cost of community assets/interventions with number of benefiting households
- Review payment requests, prepare payment certificates, approve and sign payment cheques
- Select consultants and technicians based on SFD competitive selection procedures, prepare/revise ToRs and contracts
- Supervise consultants' and technicians' performance
- Participate in Handing-Over of all projects within their responsibility.
- Document projects before and after implementation and document projects' impact and success stories
- Submit monthly progress reports to the Program Officer
- Review projects' consultants reports and update progress indicators on a timely basis

iii. Socio- Assistant to the Program Officer.

- In coordination with the Technical Assistant, identify communities that could be targeted by the program as a continuous process and conduct verification of targeting communities.
- Review Socio-economic studies prepared by consultants
- Select consultants based on SFD competitive selection procedures, prepare/revise ToRs and contracts and supervise consultants' performance
- Verification on eligibility of participating households, fairness in distribution of work packages, wages, and compliance with LIWP procedures and criteria.
- Monitor the Community Complaint Box on site, propose ways of resolving complaints, issues/disputes and obstacles that impede project implementation, and document lessons learnt from that.
- Monitor Socio-economic Indicators and propose measures to be taken if targets are not being met.

- Supervise and monitor formation of community groups, community awareness campaigns and related activities.
- Documentation of Projects impacts including the Before and After Situation.
- Coordination with LA and Civil Societies/NGOs'
- Prepare regular monthly progress reports for LIWP Officer.
- Prepare and conduct periodic training sessions and workshops for socio-economic consultants in particular training new consultants.

iv. Financial Assistant to the Program Officer.

- Financial monitoring of project implementation
- Review Households dues and ensure financial ceilings for each household are not exceeded.
- Ensure timely opening of Accounts in commercial banks for each project and monitor each transaction made.
- Develop and review clearance of accounts paid for each project.
- Review payment requests and sign cheques
- Prepare monthly financial reports for the LIWP Officer.
- Conduct training for new Accountants on a continuous basis
- Select Accountant consultants based on SFD competitive procedures, prepare/revise ToRs' and contracts.
- Monitor performance of accountants on field and that LIWP accounting and payment procedures are being complied with.
- Conduct field visit to verify compliance with the financial procedure on the field
- Prepare expected disbursement plans at project level.

v. Socio-Assistant or Accountant (Office Assistants)

The Socio-economic Office assistant and Accountant Office Assistant duties are those assigned to them by the Socio-economic and Financial Assistants to the Program Officer respectively.

vi. Technical Monitoring Consultant

- Monitor (on average 5 Projects) implementation on the field, verify compliance with procedures, criteria and achieving project objectives and indicators. The consultant will ensure visiting each project at least once every month on a regular basis, and submit reports on that to the Project Officer.
- Review and verify quantities for payments against those actually implemented.
- Monitor quality of works implemented; in coordination with the Technical Assistant and Program officer resolve any technical issues impeding progress and or quality of works.
- Documentation of Projects impacts including the Before- and After-Situation.

vii. Socio-Monitoring Consultant

- Monitor (on average 5 Projects) on the field eligibility of participating households, fairness in distribution of work packages, wages, and compliance with LIWP procedures

and criteria. The consultant will ensure visiting each project at least once every month on a regular basis and submit reports on that to the Project Officer.

- Monitor the Community Complaint Box on the field, propose ways of resolving complaints, issues/disputes and obstacles that impede project implementation. The monitoring consultant will coordinate with the Social Assistant before taking any actions.
- Monitor Socio-economic Indicators and propose measures to be taken if targets are not being met.
- Supervise and monitor formation of community groups, community awareness campaigns and related activities.
- Documentation of Projects impacts including the Before and After-Situation.

viii. Financial Monitoring Consultant

- Review Households dues and ensure financial ceilings for each household are not exceeded.
- Review clearance of accounts paid for each project.
- Monitor on field all financial transactions related to project implementation and that LIWP accounting and payment procedures are being complied with. The consultant will ensure visiting each project at least once every month on a regular basis and submit reports on that to the Financial Assistant (5 projects on average).

The field Team shall consist of one Implementation Engineer, 1-5 Technicians (depending on project size) and one Field Accountant who are to be recruited from the pool of consultants and technicians trained and registered in the LIWP Data-Base. The participating labor wages shall be paid through a postal/banking service. In cases where such services are not available an additional field accountant for making payments will be added to the team. The HO staff shall prepare standard ToRs for each type of consultancy and shall be within the MIS for use by all Branch Offices.

2.5 COMMUNITY COMMITTEES: (VOLUNTARY COMMITTEES)

The LIWP shall aim to create sustainable development through capacity building of community committees on development issues, who later will be the focal points for pursuing in future wider development agenda. One of the LIWP's main responsibilities is enhancing community skills, increasing awareness on the various numerous facets of the development agenda and enhancing their skills for identifying and prioritizing local development needs, knowledge and access to information on how to materialize their development needs through the numerous agencies including SFD, LA, local and international NGOs, etc.

The LIWP is aiming to create and develop community committees to have the capacity in the future for managing and implementing projects using LIWP as a model that could be financed through the LIWP (to take the role of financiers) LA budget, central government budget and or development agencies local or international.

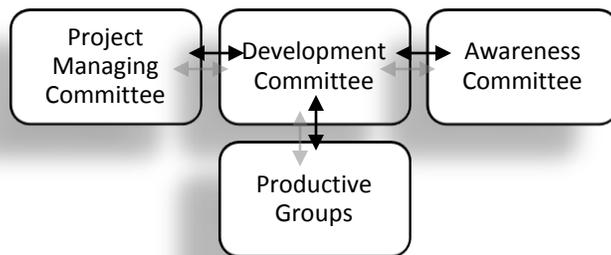
Thus, Community Involvement from the early stages of the LIWP is the cornerstone for achieving sustainable Development Process.

Training of communities through training of selected/elected councils shall be a cross-cutting activity within all its modules of interventions, be it short-term or long-term.

The training skills envisaged shall cover management of the complete project-cycle as covered under chapter 5.

Community Committees play an important role in supporting the LIWP field team for facilitating implementation and sustainability of Community assets built. They participate in the supervision of works, and provide support for implementation.

Structure of Community Committees



The Different Types of Community Committees include:

i. Project Management Committee

A voluntary committee named the Project committee shall be formed for every project implemented by the LIWP. It shall consist of members of households participating in the project so that they have income as other roles undertaken shall be on a voluntary basis and will not receive any remuneration. The LIWP has developed a comprehensive procedure for introducing “Effective Community Committees”, for details see Annex 1 the OM shall briefly touch on the key elements as follows:

1. Formation of the Project Committee shall be based on nominations by the communities of representatives representing all villages, who are permanent residents in the community and have appropriate leadership characteristics. Members are selected based on secret voting (3-5) persons with at least one Female representative. The committee then elects their leader. Wherever community committees have already been formed and trained by other SFD interventions such as the IIP or the ELD², the LIWP shall engage these communities and shall conduct additional capacity building pertaining to LIWP specific activities and procedures.
2. The Project Committees Main responsibilities include conducting needs assessments, planning and prioritizing projects, conduct the various awareness programs (refer to Ch 6) on a continuous basis in order to build people’s capacity so that they can assist in project implementation such as creating work groups, assigning work elements,

² Empowerment and Local Development

reviewing actual work done and household payment list, assist in resolving disputes, monitoring and reporting on project progress, operation and maintenance, project impacts in particular success stories, initiating and motivating communities to undertake self-initiatives.

3. To enable the committee to comprehend and undertake its roles in an effective manner several training packages shall be prepared for training during the course of project implementation. Training packages for the Committee include in brief: Introducing the LIWP, its objectives and procedures, expected outcomes and impacts, expected role of the committee, needs assessments and planning, basic PRA tools, communication skills, technical aspects on project implementation, etc.

Project Management Committees shall be formed for all types of interventions short term or long-term, while Productive Groups are for Long-term interventions only.

ii. Development Committee:

This Committee shall be responsible for Human and Economic Resource Management of the communities and the organization and formation of different Productive Groups that consist of a group of households who undertake a similar economic productive activity, such as livestock, horticulture, bee-keeping producing dairy products, etc.

Development Committees shall be formed where the LIWP will carry out Long-term interventions only.

The Development Committee shall be responsible for the following:

- Coordination between the various Productive Groups
- Support/Assist the Groups in conducting their Needs and means of obtaining them
- Support implementation of Groups decisions within the community
- Assist the Groups in conducting advertising campaigns to other developing agencies.
- Develop broader development agenda for the Groups, including capacity building and training needed for current and future performance focusing on enhancement of income generating opportunities.

iii. Productive Group Formation

The Group shall consist of a number of households who can collectively undertake specific economic activity based on the following:

- Their willingness to work in the group and resources available to them'
- Their willingness to purchase assets from the income saved from the cash for on the job training and awareness activities.

The Groups responsibilities under the guidance of the Development Committee include: collectively conducting study of the needs of the Group and means of achieving them, developing implementation plans and implementing.

Productive Groups shall be formed as early as possible during project implementation for Long-term Interventions (within 1st or 2nd year).

Stages of Formation:

Stage 1

Conducting Awareness at all levels to include the LA, Community leaders, Sheikhs and the community households on the concept of Productive Groups, its development relevance and importance, benefits to the communities and expected impacts on Poverty Reduction.

Stage 2

This shall consist of Conducting Participatory Needs Assessment using simplified PRA³ tools, to ascertain available resources including Human resources, possible investment options for income generating activities, and conducting simple economic feasibility studies for each option that shall form “A Productive Group” including conditions for Household Participation. Training and awareness needs shall also be identified during this stage.

Stage 3

Formation of Productive Groups for each Investment Option shall be formed based on individual Household desire and willingness to abide by the conditions set forth for participation.

Stage 4

The LIWP shall publicize Productive Group Formations within the LA at Governorate, District Levels, and within the Communities, conduct training and awareness campaigns, monitor Groups performance and provide support as and when needed.

Productive Groups may be grouped along the following types of activities:

Horticulture, livestock, bee-keeping, dairy produce, providing agricultural services

iv. Awareness committee (refer to chapter 6)

³ PRA Participatory Rural Appraisal , LA Local Authority.

CHAPTER 3

ALLOCATION OF FUNDS

3.1 DISTRIBUTION OF FUNDS/SOURCES

Within SFD Phase IV total budget (estimated at \$1.2 billion), approximately 20% i.e \$220 million has been allocated for the LIWP over a period of 5 years. The main financiers of the LIWP so far are the Government of Yemen, The World Bank (IDA), The Government of Britain DFID⁴, Islamic Development Bank and the EU. The SFD anticipates additional finances to be granted from other sources in the near future.

Distribution of funds amongst the governorates is the responsibility of the Programming Unit. A Poverty factor is determined based on the number of poor in each governorate as a percentage of total number of poor nationwide. The LIWP applies the factor to allocate funds for each governorate, while reserving a minimum of 10% for any unexpected contingency that may arise.

Funds are allocated for districts based on the density of the poor. Each time sources are allocated, whether annually, at the beginning of an SFD's Phase or when having new funds, the number of people in villages previously targeted by the program is deducted from the district's total number of poor people. Accordingly, the intensity of districts' population is changed, and so is the allocation of funds.

Monitoring of Use of Funds is mainly responsibility of the M&E Unit, however, the LIWP shall plan within its AWP the annual commitments and disbursements of each individual financier to ensure that all funds are utilized before Grant Closing Dates.

The OM refers to currently available funds, however as and when additional funds are available, or in the unfortunate circumstances of unforeseen crisis, funds shall be added to the various modes as the need may arise according to the same principles as laid down in the SFD Strategy. Similarly, earmarked funds may be allocated from certain Financiers who may stipulate specific modes of interventions and/or for specific governorates. If deemed necessary, the LIWP shall increase its staff capacity at the BO/Field in order to absorb larger finances.

The LIWP HO and BO shall prepare Annual Budgets for the different modes of Interventions they intend to undertake annually. In accordance with the SFD strategy for responding to the 2011 crisis, that required rapid and accelerated cash delivery to the poorest communities, Short-Term Interventions and Urban Interventions shall be given priority for the first 2 post-crisis years namely 2012 and 2013. Long-term Interventions were planned to be scaled down during 2012, however, shall commence during 2013 onwards. Table(1) below details the planned total and annual budget allocations for each type of Intervention according to the Strategy.

⁴ Department for International Development and European Union

Allocation of Annual Budgets in future for each mode shall depend on the severity of post-crisis needs of poorest and most vulnerable communities as the LIWP will be responsive to emerging situations and shall initiate activities using the short-term interventions, while by default, long-term mode shall make up for the LIWP core activities. In this way, the LIWP will operate as a core productive safety net program that can be scaled up (and down) in response to shocks of various kinds (e.g., the food price crisis or localized crop failure).

3.2 LIWP DIFFERENT MODULES OF INTERVENTIONS AND BUDGET

- i. **Short-term Module** (4-6 months) implementing shorter duration activities of highly labor-intensive nature that are technically simpler and have a shorter implementation cycle will be scaled up during 2012 and 2013 in line with the Strategy. Current budget allocated for this activity is US\$ 132 million over Phase IV.
- ii. **Long-term Module** (3-5 years) Current budget allocated for this activity is US\$ 45 million over Phase IV.
- iii. **Food for Work Module.** This will be activated when necessary.
- iv. **Urban Interventions.** A budget of US\$ 44 million has been allocated for scaled up activities during SFD Phase IV. This shall be through public bidding with specific conditions on contractors to guarantee provision of temporary job opportunities for the biggest possible number of jobless people targeted by the program.

Modules/Year	2012 (45\$) m 80% Rural = 36m; 20% Urban =9 m	2013 (70\$) m 80% Rural =56 m; 20% Urban=14m	2014 (60\$) m 80% Rural =48; 20% Urban=12	2015 (46\$) m 80% Rural ;=37m 20% Urban= 9	Total USD million
Original Module Long-term interventions Building Productive Assets (Cash for Work)			Continue with this module target additional communities and households Increase budget to \$15m	Continue with this module target additional communities and households Increase budget to \$15m	72
Short-term Interventions Module (Cash for Work)	Implement short term activities within the same 38 communities, In addition, 18,000 households in new areas will be added in 2012. Planned Budget= \$36 m	Target additional households in new areas identified as most vulnerable. Planned Budget= \$56 m	Target additional households in new areas identified as most vulnerable. Planned Budget= \$33 m	Target additional households in new areas identified as most vulnerable. Planned Budget= 22\$ m	68
Urban Interventions	Planned Budget= \$9 m Min of 50% based on Direct Contracting, Other modes use of contractors, NGO's, with min labor wages not less than 50%	Planned Budget= \$14 m Min of 50% based on Direct Contracting, Other modes use of contractors, NGO's, with min labor wages not less than 50%	Planned Budget= 12\$m Min of 50% based on Direct Contracting, Other modes use of contractors, NGO's, with min labor wages not less than 50%	Planned Budget= \$9 m Min of 50% based on Direct Contracting, Other modes use of contractors, NGO's, with min labor wages not less than 50%	73

By virtue of the LIWP design features for Phase IV it was envisaged that the **Core LIWP interventions shall be based on scalable productive safety net**. The approach will emphasize the implementation of the LIWP in communities for periods of 3-5 years in order to have a lasting impact in building the productive capacity of poor households, beneficiaries in core intervention areas will be assured of multi-annual assistance, whereby program beneficiaries will receive wage transfers and program areas will receive local investments for a number of years rather than just one.

3.3 ANNUAL WORK PLAN AND BUDGET (AWP&B):

3.3.1 The LIWP Management shall prepare AWP&B as follows:

- i. Total amounts to be committed and disbursed for each Financier taking into consideration individual Financiers annual disbursement requirements and final closing dates.
- ii. Total amounts to be committed for each mode of intervention in accordance with the Strategy and any other Additional Finances and or earmarked for specific modes.
- iii. Annual Operational Expenditures
- iv. Needs for Staff Training Plan and Budget should also be included

3.3.2 BO AWP&B Cycle shall be as follows:

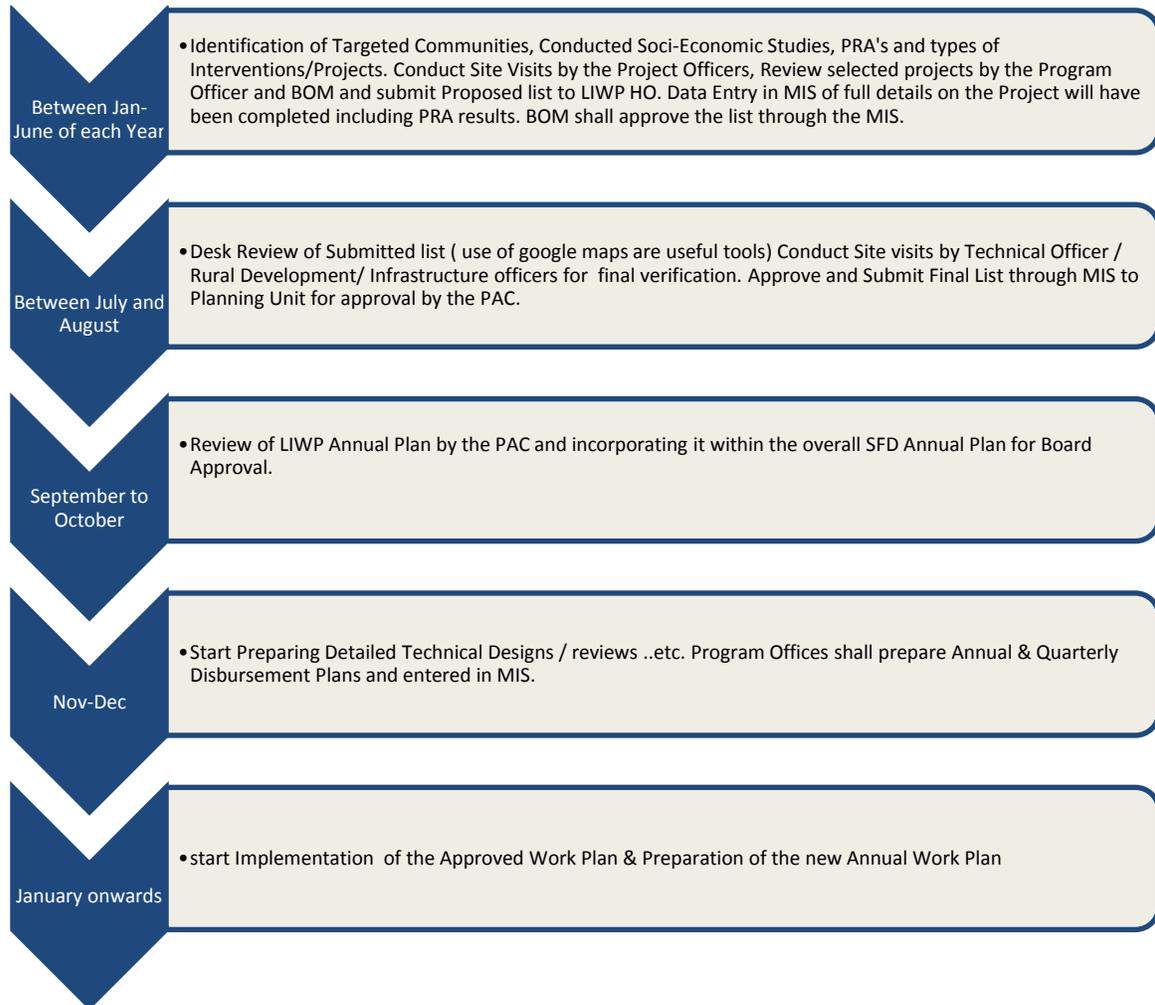
Preparation of the Annual Work Plan and Budget shall be a continuous Process to be conducted by the Project Officers and reviewed by the Program Officer and Branch Manager before submitting to the LIWP HO and the SFD PAC. Fig 3 illustrates the preparation stages.

The Main Milestones of the AWP&B are submission of the Proposed Plan to the LIWP HO; Submission of the Plan to the Programming Unit; PAC approval and Board Approval.

Preparation of the AWP&B shall take into consideration appropriate timing for intervening in the targeted communities in particular during low-productive of agriculture seasons. The BO shall aim to submit the List of selected communities and types of Interventions to the LIWP HO by May 1st of each year at the Latest. Activities prior to this milestone shall be conducted as continuous process within the BO. Between January and April of each year the BO shall have selected the Targeted Communities (refer to Chapter 4 for details on targeting), conducted verification site visits by the Program Officer, conducted PRA's, identified with communities priority interventions, conduct site visits by the Project Officers, prepare estimated project cost and submit, reviewed and approved by the Program Officer and hence the BO Management.

The Program Officer shall also prepare Annual and Quarterly Disbursements Plans that will be entered in the MIS to facilitate Monitoring of disbursements by the Program Manager, BO Management, and other concerned staff.

Preparation Stages of the Annual Work Plan



3.4 DETERMINATION OF SPECIFIC PROJECT BUDGET:

When determining projects' cost, at least 60% of branches' allocations should go directly to beneficiaries as wages. While determining project estimated cost, Project Officers shall bear in mind maximizing VFM through selection of most economical inputs such as use of local materials, increase labor intensity, maximizing number of households and ensuring efficiency in implementation, reduce length of Project Cycle to the minimum.

Project Cost shall include cost of direct transfers to beneficiaries' i.e wages, material inputs and consultancies for designs, supervision and monitoring during project implementation.

Cost of consultancies (Socio-Economic studies, feasibility studies PRA's) before Project Approval shall be paid out of the General Budget for all LIWP Projects. Temporary Consultants services at the HO and BO shall be paid from the LIWP budget under the category of Consultants/Technical Assistance Services.

LIWP Staff at HO and BO shall be paid from the SFD Operational Budget. Project's estimated cost should be based on actual technical studies and not estimations.

Cost of Project for **short-term interventions** shall be a balance between the number of Households participating in the Project and actual cost of implementing the Community Asset, so as to ensure that all eligible HH are included in the Project. Two main factors for determining project cost are as follows:

- i. Total number of eligible HHs in a particular community × Average amount of Direct Transfers (wages) estimated at a ceiling of US\$ 700.
- ii. The amount equals to total wage transfers for a specific project that constitute at least 60% of total Project Cost while 40% is to cover cost of materials, transportation, consultancies, monitoring, etc.

As an example, if the targeted village has 100 eligible HH, and the average transfer per HH is estimated at US\$ 700⁵, then cost of Project will be US\$ 70,000/0.6 (% of direct wage transfers) = US\$ 166,666.

Long-term Mode:

Cost of Community Assets for long-term interventions shall be determined based on the same principles as for short-term interventions except that the number of assets may increase to cover the period of 3-5 years.

To avoid in future, increasing Project Costs, the BO site verification visits, socio-economic studies and LIWP HO visits should aim at verifying the Projects Outreach and numbers of eligible households to the extent possible.

Increase in Project Cost beyond 15% due to increase in number of Households shall not be considered as a Variation Order and shall be subject to the approval of the LIWP Program Manager and SFD Managing Director only.

⁵ Calculated based on the consumption gap of staple food mainly wheat for a period of 9-12 months. Currently the price gap is determined as 1,500 RY per person, thus for a HH for 1 yr (1500* 6.7*12) =YR 120,600/215= US\$ 560 ??? we should use 2000 to get to 700\$

CHAPTER 4

TARGETING MECHANISMS

Targeting is a tool that can effectively increase the impacts of the LIWP on the poorest and vulnerable communities, especially with huge number of poor communities and rather limited resources. LIWP targeting experiences so far have been commendable to the extent that almost 100% of those targeted during previous phase were amongst the poorest communities or the “fourth Income deciles”. This is mainly due to reliable source of data available in the SFD MIS used for desk screening that was developed and is constantly updated by the SFD Programming Unit, well defined and well adhered to selection criteria, involvement of the LA in the targeting process and knowledge and experience of Branch Offices on the communities within their geographic boundaries.

Targeting is directly linked to VFM, the better we target the poorest communities, the higher are impacts of the program and hence we can maximize VFM in funds for all Financiers. Desired outcomes and Impacts of the LIWP are heavily dependent on how well we have targeted. Thus targeting is one of the Key Performance Indicators linked to achieving high VFM.

The OM shall at best organize the steps through which targeting is achieved so as to unify practices in all BOs.

4.1 TARGETING POLICY

LIWP targeting policy shall aim at targeting the chronically poor and those most affected by the any one or more of various crises as the case maybe. Unfortunately, events often compound each other such as occurrence of a natural disaster drought or floods with a global, or political crisis exacerbating food shortages and increase in prices.

Targeting methods used shall be based on a combination of geographic targeting and community-based targeting to include the poorest **rural and urban districts** which have been identified through poverty targeting, unemployment and population density analysis.

- The LIWP shall target rural communities with Poverty Indicator 4 as classified from data available in the Programming Unit of the SFD MIS. In addition to this classification, the Programming Unit has linked the Social Welfare Fund Database so that LIWP staff has access to additional information on household characteristics that will further improve targeting. Such information includes gender, age, activities, sources of income, type of accommodation, orphans, handicapped, disabled, etc.
- Communities affected by crisis as an emergency measure that has adversely affected their food consumption within the past 2 years shall be targeted.
- LIWP shall not deploy Child Labor for implementing its activities. Special attention shall be given to promote awareness/encourage school enrollment for both boys and girls.

- Contribute to enhancing SFD “Gender Mainstreaming Strategy”. The LIWP ability to target and work with rural communities at the grass-root levels can play a pivotal role in fulfilling Objectives of the **National Strategy for Women’s Development (2006-2015)**.
- LIWP shall take all necessary measures to mitigate gender disparity while adopting inclusive procedures that will increase women participation. Inclusion of women participation within the various phases of the Project-Cycle will be further elaborated in.

4.2 LIWP TARGETING INCLUDES THE FOLLOWING STEPS:

Distribution of Overall LIWP Budget among the Governorates can as well be regarded as a targeting mechanism, as intrinsically, larger budgets are allocated for governorates having highest number of poor population.

Allocation of Budget for Districts within Governorates shall initially start with desk screening by the Program Officer at the BO to determine districts, sub-districts and villages that fall within the Poverty Indicator 4⁶ as categorized by the Programming Unit within the Data-base. Districts, sub-districts and villages equally ranked are then prioritized according to population density. At this stage, BO in coordination with the LIWP HO, shall determine districts/sub-districts eligible for short-term or long-term interventions. Desk screening is conducted as follows:

- Within governorates, districts are ranked on the basis of population’s density in the areas that fall in poverty indicator 4;
- Within districts, villages are ranked on the basis of poverty indicator 4;
- Each time a district is desk-screened, the number of people in the areas previously targeted by LIWP is deducted from the district’s total number of people. Therefore, the districts’ population density changes and results in a new ranking;
- In every new ranking of villages within a district, those previously targeted are excluded, and the selection is between other villages.

The LIWP shall conduct workshops for LA to discuss districts and sub-districts proposed by the LA, reasons and justifications for selection and compare with LIWP proposed list based on the Desk Screening and Data-Base. If the lists do not coincide, BO Program Officers shall conduct site verification visits, and shall give convincing justifications on the differences found. In case a consensus is not reached the LIWP shall maintain its right for final decision on the proposed list.

- i. The Program Officer shall conduct Site verification visits for all targeted villages/communities intended to be included in the Annual Work Plan for the current year (and subsequent years if within the same geographic vicinity or ease of access). Details of the site visit shall be reported in Reporting Format for site verification see Annex 2
- ii. Targeting within the Communities:
Several tools shall be used to target Households eligible to participate in the Program as follows:
 - Household surveys conducted during the socio-economic studies (PRAs)

⁶ Villages are ranked between 1-4 depending on several service and illiteracy indicators, 4 being the poorest and are amongst the fourth income decile as well.

- Community Participation in selecting HH that are perceived as the most destitute
- Self-targeting of HH by setting the wages lower than market rate to exclude those less in need.

Where number of HH largely exceed available budget, results of combined methods above will form the basis for prioritizing eligible HH.

Detailed procedures for setting unit rates are yet to be developed and shall be annexed to the OM.

4.3 SELECTION CRITERIA:

The LIWP has developed selection criteria that have so far been strictly applied by BO, resulting in well targeted interventions. The OM shall outline the criteria so as to be applicable in future selection process.

- No of Individuals in the targeted village/community for short term interventions shall not be less than 300 whereby more than one village can be included as long as they have reasonable access to project site.
- No of HH affected and willing to participate should not be less than 70% of total number of targeted household.
- The LIWP can intervene, in coordination with where other SFD programs to have joint or complementary activities within the same targeted communities.
- Communities targeted for Long-term interventions can include those where short-term interventions were undertaken if and when the following criteria is met:
 - Communities with highest population densities and poverty incidences
 - Potential and need for implementing multi-year community assets
 - Ability to include other neighboring communities as beneficiaries
 - Based on LIWP experience during the short-term intervention, communities are proactive and willing

4.3.1 Targeting Policy for Urban Activities

The concept of LIWP cash for work in urban areas was initiated during 2006 funded by the GoY with the main objective of creating jobs to absorb urban unemployed that had risen in a significant manner after the 2005/2006 subsidy reduction on fuel, hence increasing cost of fuel, building material and to a certain degree prices of basic food commodities. The objective was to implement labor intensive works on cash for work basis for the urban unemployed.

In addition to the various crisis that may affect both rural and urban areas as described earlier, urban centers are usually severely affected in the face of political instability and insecurity that lead to economic stagnation, civil unrest leading to increase in Internally Displaced Persons or IDPs', factors that may create sudden increase in levels of unemployment in particular among unskilled and semi-skilled labor.

Due to the magnification of the need for creating temporary jobs as a post-2011 crisis, the SFD Strategy allocated an amount of US\$ 44 million (refer to table 1) constituting 20% of total LIWP

funds for urban interventions aimed at creating temporary jobs for the urban unemployed by implementing activities through commercial contracting based on public tendering with specific conditions to be stipulated in the tender documents mentioned under paragraph 5.10.

CHAPTER 5

IMPLEMENTATION METHODOLOGY AND PROJECT CYCLE

5.1 METHODS OF IMPLEMENTATION

The initial method for implementing LIWP activities in both rural and urban context since 2006 was based on Commercial Contracting, later developed to Community Contracting and since 2008 direct contracting method was introduced on Cash-for Work principles. Overtime, with extensive experience gained in the field, the program has developed diversified modes that are expected to be effective in aid delivering optimizing benefits to the communities, hence expecting to yield more sustainable impacts and development, particularly for the rural communities and urban youth.

As the modes developed are intended to be piloted during Phase IV, the LIWP together with the M&E Unit will monitor and evaluate the pilots to ascertain as early as possible their effectiveness, shortfalls and key lessons learned, so as to modify/fine tune procedures and decisions on whether to continue or not.

The OM shall outline the modules developed so far, however, the LIWP shall continue with its innovative endeavors as further experience is accumulated and in depth knowledge is gained of the needs of rural and urban communities, particularly with varying types of crisis and circumstances. Furthermore, the pilot modes developed should not be regarded as prototypes for all Branch Offices who should have the flexibility to fine tune the procedures to suit local needs, culture, availability of expertise, human resources, etc - whereby any modifications shall be in coordination with the LIWP HO.

By virtue of the design of the LIWP, the main mode of implementation shall be Cash for Work while other modes as mentioned below shall be complementary.

The cash for Work is further divided into Long-term community development and short-term interventions as follows:

5.1.1 Long-Term Module: (Current Budget estimates \$ 45m)

This module aims at long-term, sustainable development of communities through implementation of a variety of activities over a period of 3-5 years that shall have lasting impacts in building the productive capacity of poor households. Beneficiary communities will be assured multi-annual assistance in the form of cash for work and cash for on the job training (whenever applicable) while at the same time building community productive assets. The module has multi-faceted objectives, which, in addition to increased income to improve food security and building community productive assets, an important agenda for this module is capacity building of the communities so that they can sustain and continue in pursuing development agendas in the future. Capacity building includes training in income generating skills and promoting awareness in various rural development aspects. One of the tools for

achieving this objective is through creation of community committees who over the period of 3-5 years, shall receive a wide spectrum of training packages on various aspects of development such as conducting needs assessments, prioritizing and planning, management of project implementation, monitoring and reporting and Operation and Maintenance. Furthermore, Productive Groups shall be formed, who will be trained to undertake various income generating production activities in order to sustain and continue with the development of the communities after completion of the Program.

5.1.2 Short-term Module (Current Budget estimates \$ 132m)

The Objective of this module is to be a post-crisis responsive instrument that facilitates rapid responses and accelerated disbursements with a wider outreach to cover larger numbers of communities and households as an emergency measure. Activities include constructing community assets within a period of (4-6 months) based on cash for work. The SFD Strategy stipulates the use of this module extensively during 2012/2013 in order to meet the needs of those severely affected by the 2011 crisis. Similarly, this mode of implementation shall be used whenever the need for quick responses and accelerated disbursements arises in the future.

5.2 OTHER MODES THAT ARE YET TO BE PILOTED INCLUDE:

5.2.1 Food for Work

This module will be activated when necessary.

5.3 PILOT DIVERSE IMPLEMENTING MECHANISMS

LIWP envisages in the near future spreading Labor Intensive activities to cover other poor districts nationwide (so far LIWP has activities in approx. 50 districts out of a total of 333). To enable that, the LIWP would need to engage others such as the Local Authorities and Civil Societies to be additional implementing partners, with different geographic coverage thus attaining a wider outreach. **To achieve these goals, the LIWP who will largely play a monitoring role, will need to enhance its M&E in house capacity both at the HO and BO levels.**

Implementing through LA and Civil Societies shall be piloted for both Rural and Urban Contexts.

i. LIWP through Local Authorities.

To contribute to the SFD endeavors for capacity building of LA to effectively take up its development role as delegated by LA Law of the year 2000, the LIWP's vision for Phase IV includes capacity building of LA to take up the role of the implementer for LIWP activities. Initially, LIWP will finance and monitor activities such that as capacity is built, LA can implement independently through LA local finances, central government budget transfers, and/or Aid agencies. By embarking on training LA, LIWP hopes to have a wider outreach for its activities. Additional added value dimension is the ability of the LA's to respond to future crisis especially when the need is widespread and the LIWP cannot spread itself too thinly, and, implement in

regions that lack security and or prone to tribal disputes that in some cases may limit LIWP access.

As a pilot, LIWP should consider engaging with LAs' who have been trained by TOSU's Empowerment for Local Development (ELD) program for higher probability of success as these LAs' will most likely have an adequate organizational structure, managerial capacity with functioning accounting and M&E units. These units are important for ensuring accountability, transparency, reporting and auditing, provided that nominated districts are eligible according to LIWP's criteria.

Important considerations to be taken into account when piloting with LA:

- Select LA that are responsive with probability of high success rates
- Have a tight framework that clearly defines roles and responsibilities of each party, including measures to be taken in case of unsatisfactory performance, methods for resolving disputes and arbitration.
- Have in place Follow-up and frequent monitoring procedures in place. Key issues that arise shall be discussed and resolved promptly.
- Ensure VFM is being achieved, is it more economical and efficient, what are the overhead costs, cost of community assets, and quality of works.
- Conduct Annual review of performance, derive key lessons learned and update or modify procedures.

Annex 4 gives details on the LIWP procedures for implementing through LA that includes criteria for selection, procedures during preparation and implementation stages.

ii. Pilot Implementing LIWP through Civil Societies.

Civil Societies could be effective tool for implementing LIWP due to NGOs' presence in many districts, their experience in working at the grass root levels and having well organization structures with adequate financial procedures. However, their experience, human resources and capacity to manage and disburse large funds in a short period as would be the case for LIWP, are rather limited. In spite of the limitations, the LIWP anticipates to achieve strong synergies in the partnership that should result in added value for the LIWP's contribution at the National level in capacity building for varied implementing mechanisms. This variation is essential in view of the diverse nature and cultures of targeted communities. Thus implementing through the Civil Societies could be extremely successful in some environments while rather limited in others. Hence, LIWP should select implementing especially for the Pilot Phase in those environments conducive to success stories. Similar to the LA, implementing through NGOs' will ensure a wider outreach, facilitate expansion of the LIWP in remaining districts and enable rapid response in case of future crisis.

LIWP should consider engaging NGOs' trained and supported by TOSU, tap in the MoSAL's NGO data-base to assist in selection process. Additional training on LIWP Procedures will be essential.

Important considerations to be taken into account when piloting with Civil Societies:

- Have a tight Framework that clearly defines roles and responsibilities of each party, including measures to be taken in case of unsatisfactory performance, methods for resolving disputes and arbitration.
- Have in place Follow-up and frequent monitoring procedures in place. Key issues that arise shall be discussed and resolved promptly.
- Ensure VFM is being achieved, is it more economical and efficient, what are the overhead costs, cost of community assets, and quality of works.
- Conduct Annual review of performance, derive key lessons learned and update or modify procedures.

Annex 5 gives details on the LIWP procedures for implementing through Civil Societies/NGOs that includes criteria for selection, procedures during preparation and implementation stages.

Monitoring Indicators for LA and Civil Societies:

- Compliance with Implementation Plan/capacity for delivery/speed of disbursement
- How well did they target poorest communities/beneficiaries
- Selection of community assets and quality of works
- Transparency in financial procedures and adequacy in reporting

5.4 TYPES OF INTERVENTIONS:

Types of activities that LIWP can undertake in any given community will be derived through community participation in the planning process and shall be outcomes of the Socio-Economic study during PRA. The PRA study shall ensure that communities have fully consented to the types of projects selected and prioritized. Women involvement should also be explicitly highlighted in the studies. This is of utmost importance for long-term interventions. As stipulated in the SFD/IDA PAD⁷ "Role of community-based planning. To maximize the possibility that productivity and long-term outcomes are improved in LIW communities, SFD will seek to support labor-intensive interventions that complement each other within a locality. In order to achieve this aim, integrated analysis of livelihoods, the broader socio-economic context, local water resources, land use patterns, and watershed management objectives will inform the planning and design of LIW interventions. This integrated local planning approach will be a core element of the new LIW program, with an emphasis on integrated community-based watershed management where appropriate. Without an integrated analysis, there is a risk that different LIW interventions could undermine each other, for instance if paved water harvesting schemes were found to prevent the flow and recharge of downstream water resources."

Two Key messages for selecting appropriate interventions are: labor-intensive interventions that complement each other within a locality, and, integrated analysis of livelihoods with a broader socio-economic context.

See Annex () for LIWP Criteria and Types of Interventions.

⁷ SFD Phase IV WB Project Appraisal Document Annex 4- Component 4

Important selection criteria is maximizing VFM for each individual intervention through high labor intensity wage transfers that should not be less than 60% of project cost, simple designs that can be implemented using locally available labor, (unskilled labor should constitute for at least 80% of total labor deployed) maximizes use of local material, can be implemented within 4-6 months . Economy in selection and design of interventions, Efficiency in implementation process and Effectiveness/outcomes with high impacts should be explicitly addressed during selection process and adequately reported so as to be part of the conditions for Approval. BO shall include with list of Projects submitted for approval an analysis of VFM. (Strategy to be developed will highlight the precise procedures, indicators including addition in MIS for appropriate reporting and monitoring VFM.)

5.5 LIWP STRATEGY FOR VALUE FOR MONEY

SFD strategy shall strive to balance between **COST and IMPACT**. VFM is high when there is an optimum balance between relatively low costs, high efficiency in delivering services and maximum outcomes. The 3 E's Economy, Efficiency and Effectiveness

With the considerably large array of possible interventions within the LIWP, selection of projects has a significant impact on the VFM. Some interventions have less input compared to the outputs and outcomes, while others have higher inputs. Examples of low input projects would be rehabilitation of terraces and soil conservation. Projects like roads and digging water wells have higher inputs; hence, outcomes/impacts should be justifiable.

The Strategy for the LIWP would be to have a higher mix of interventions with lower inputs but significantly higher outcomes. Quantitative measurements of VFM are labor intensity of projects, percentage of wage transfers, no of direct and indirect beneficiaries, the higher they are, the higher VFM is achieved, while the qualitative analysis of the expected impacts of the project, (although difficult to assess from the outset) could include such factors as;- was the project top priority for the community (degree of consensus during selection that will indicate the extent of need for the asset); list of **expected impacts** on community as a whole short-term and long-term, particular benefits for women and children, plans in place for O&M.

The Project Officers shall assess VFM for the proposed interventions prior to submission of Project lists for approval by the LIWP HO and the SFD Project approval Committee. Assessment shall include both the Quantitative and Qualitative factors of the project that shall act as justifications for Project Approval

VFM shall again be assessed after project completion whereby actual measurements for the quantitative analysis can be ascertained and the actual impacts of the project can be evaluated.

5.6 ACTIVITIES FOR RURAL INTERVENTIONS:

These will include but not limited to rehabilitation and maintenance of terraces, conservation and protection of agriculture land, rehabilitation and maintenance of irrigation canals, rural feeder roads, drinking water sources such as wells and springs, protection of some villages from

floods or sand movements, activities to improve hygiene and environment, planting trees, removal of nuisance shrubs, etc.

In addition to the long-list given in Annex (), LIWP invented new types of interventions such as improvement of health and environmental conditions.

i. Improvement of Health and Environmental Conditions

LIWP's objectives include improving the environmental living conditions of the communities, it is strongly recommended to include CLTS as one of the complementary activities especially for the long-term interventions. It would be inappropriate for LIWP to exit the communities after 3-5 years without tackling sanitation and hygiene improvements. CLTS is a simple tool that can be easily implemented as part of the Cash for on the Job Training packages while construction of individual household latrines and soak holes based on Cash for Work. Budget for Projects should take into account this activity even if it would mean marginal increments in total cost of 3-5 years interventions.

This option should be considered as a priority whenever the need arises in selected communities. It could also be a complementary activity while constructing a community asset in long term module.

The LIWP should strongly coordinate with the Water and Environment Unit for implementing this activity, tapping into their expertise, use of their well-trained consultants. Although financed under the LIWP, the W&E could report on these activities as they would have been financed by the Unit.

For the LIWP, the relevant indicator should not be quantitative i.e how many CLTS have been implemented, rather qualitatively on the impacts of sanitation improvements on communities overall health that will impact their expenditures on health services, increase productivity and general well-being.

ii. Use of Mesquite (SESEBAN) Plant:

In some governorates such as Abyan, Hadhramut, Lahej, Mareb, Shabwa, Al Jawf, etc., the mesquite plant is regarded as a nuisance due to its ability to spread rapidly covering large agricultural land, blocking waterways (wadis) causing flooding and depleting ground water. On the other hand several economic benefits can be derived such as making coal, grinding seeds for feeding livestock, making simple furniture (similar to bamboo). NGOs' in these governorates have developed techniques to create lucrative income generating activities that poor households have participated and benefitted. It is strongly recommended to explore the options wherever applicable.

iii. Planting trees to mitigate desertification.

In areas prone to soil movement and erosion of fertile land, planting trees suitable for the particular environment should be considered as an activity for short-term interventions.

Selection of types of trees/plants should be in collaboration with the Ministry of Agriculture local offices and or the Ministry's research extensions.

Note: to be moved to the annex:

To maximize LIWP's impact, the following should be taken into consideration:

iv. Promoting Women Participation.

Economic empowerment of women is cornerstone for long term poverty reduction measures and achieving sustainable development. In the LIWP, women participation should be an inclusive and explicit theme across all its activities, with highest priority to households headed by women. The Program shall aim to increase women participation from the current 12% to 20% by end of phase IV.

While allocating work packages, lighter tasks manageable shall be assigned to women such as working in terrace rehabilitation, cleaning site for roads, collecting water, shrub removal, spraying with water, sand screening, cooking for a group of laborers, baby- sitting for women who are participating in the labor force, etc.

Training on income generating skills, health and hygiene should focus on women and girls. Women should be encouraged to participate in Productive Groups, or have groups especially tuned for carrying out women activities.

Awareness and training on Micro-Finance services should include women, who should be encouraged to start small businesses through MF services. To promote women participation, LIWP should capitalize on SMED's encouraging results where more than 70% of its borrowers are women.

International experience has also demonstrated that apart from the nature work to be done, there are other measures that facilitate the participation of women in public works activities. The LIWP shall activate to the extent possible these factors:

- **Work close to home:** Among the projects selected, there will always be project that are close to villages. As a general rule projects will be within ease of access for women.
- **Flexible working hours:** Project will offer some level of flexibility in working hours for participating women. Consultation about the most suitable working hours that will still enable the completion of the work will be held and agreed upon by participants and LIWP.
- **Child care:** Child care will be offered at project sites where women with small children have been selected to participate.
- **Ensuring that there is a high percentage of women on projects-** Situations where there are only one of two women working as part of a large group of men should be avoided as this often results in withdrawal of women.
- **Payment of wages:** On project where women are working, wages will, as a rule be paid to them directly. The LIWP shall introduce on a gradual basis, direct payments to

individuals as opposed to one member of the Household. The LIWP will need to develop within its Data-Base and Accounting systems tools for managing and monitoring as the numbers of payments will increase to a large extent.

vi. Encourage Household Ownership of Assets.

To enhance culture of savings and promote individual HH ownership of assets, LIWP should initiate providing incentive schemes to HH by contributing to purchasing assets partially from HH savings and partially from LIWP. The LIWP should also link Households to the SMED Micro-finance schemes available within ease of access of the communities especially women. This practice will increase HH ownership and responsibility towards the assets more than group ownership, hence elevating HH incomes.

5.7 ACTIVITIES FOR URBAN INTERVENTIONS.

As mentioned earlier, urban interventions shall target urban unemployed with focus on Youth. Interventions shall be mainly short-term 4-6 months that include but not limited to:

- Cleaning and maintenance of flood channels
- Rehabilitation of simple infrastructure damaged (as aftermath of a crisis as is case with 2011 civil unrest) such as rehabilitating pavement, cleaning up debris, painting public places, etc.
- Planting trees
- Stone paving of public places such as public parks, pavements, around streets mainly in old parts of urban centers and improving poor neighborhoods could be carried for longer periods up to 12 months. It is envisaged that such activities would be carried out in the future when larger finances are available or for earmarked funds.

The LIWP BO in coordination with the LA shall decide on the various types of activities needed to be included in the Project (more than one type of intervention could be included). Furthermore the Consultant assigned to prepare technical study and designs may propose additional complementary interventions that deem necessary for project subject to the approval of the Program Officer and Assistants.

The LIWP intends to utilize an array of implementing mechanisms such as commercial contracting, NGOs and Civil Societies.

The main implementing method for urban activities is through Commercial Contracting/contractors, as this will enable LIWP to respond rapidly with much wider outreach, however, should be deployed cautiously with strict conditions to be specified in the tender documents, for ensuring maximizing labor deployment and wages do not go below the minimum fixed.

Use of NGOs' seems to be a viable option as several well qualified NGOs' are present in urban centers, well knowledgeable in working with deprived communities, overhead costs would be lower than commercial contracting, resulting in overall satisfactory performance.

The LIWP shall initiate piloting with NGOs' for urban activities during the early stages of Phase IV to enable evaluation of the mechanism so as to improve/fine tune on procedures and methodologies before scaling up.

Phases of Implementation:

As per the Annual Work Plan and Budget, overall project preparation phase is a continuous process, however, scheduled to be completed by October 31 of each Year, meaning that the AWP&B and List of selected Projects have been approved by the LIWP HO, SFD Project Approval Committee and the Board. (Refer to the AWP&B Cycle).

Link LIWP field report including PRA with the GIS. The LIWP IT should collaborate with the Programming Unit to facilitate linking data generated from the field that is entered in MIS, with the GIS. Availability of information at a glance will assist LIWP staff in targeting and distribution of resources.

5.8 Project Cycle Stages

Stages	Activities	Person responsible	Time Frame	Use of MIS
Stage A - Preparation: Targeting	Nomination of communities within Districts based on desk Screening Nomination of targeted Districts in coordination with LA. Cross Checking with District Councils' List.	Program Offer and Technical and Socio-economic Assistants	To be a continuous exercise aimed to be completed before May 30th of each year so as to have large number of projects ready for submission to the LIWP HO	Use of updated Poverty Indicators including SWF Use of updated GIS
Conduct Verification Field Visit	Verify communities selected satisfy selection criteria shown in the field verification format, define community/project boundaries (no of villages, accessibility, geographic boundaries) Rejection Criteria Include: % of Qat grown , employed labor and official abroad immigration if exceeds 30% community is rejected.	Program Offer + Technical and Socio-economic Assistants	whenever finances are available. 12 -14 days per project.	Standard Verification reporting format form MIS. Field visit report should be entered in MIS

	Prepare a list of nominated areas which is applicable to LIWP's criteria and submit it to Program Management for approval	Branch Manager and Program Officer		<p>Selection of PRA team from pool of trained consultants</p> <p>Standard ToRs to be developed and entered in MIS to be used for all BO</p> <p>Data entry of PRA report/linking data to GIS.</p> <p>Details of eligible HH should be entered in LIWP-MIS</p>
	Submit Branches Plan to Programming Unit	LIWP Management		
Assign PRA Team	<p>Conduct socio-economic and technical studies with following outputs in addition to those outlined in the guidelines:</p> <p>Conduct community awareness about the program including community leader</p> <p>Determine HH eligible for participation and annual economic activities/patterns,</p> <p>Determine HH composition, HH headed by Women, available labor who can participate male and female,</p> <p>Sources of local material,</p> <p>Determine with communities appropriate interventions that comply with criteria</p> <p>Identify training needs- new skills and skill enhancement for income</p>	<p>Program Officer, Assistants, PRA team comprising consultants:</p> <p>1 female + 1 male</p> <p>Socio-economists+ 1 Technical person</p>	June and July	<p>The MIS should be able to identify HH headed by women.</p>

	<p>generating activities</p> <p>Collect data on proposed interventions</p> <p>Collect baseline data on main outcome indicators before Project including nutrition patterns/traditions , qat consumption, (refer to Ch 8 M&E)</p> <p>Form Project Management Committee from community members.</p> <p>Propose special activities to be carried out by Women</p> <p>Review and approve PRA study</p>			
Development of Projects Proposed in the MIS and Their Approval by Projects' Committee	BO enters data into MIS for PM The Program Officer submits the Proposed List to Branch Manager for Approval	Project Officers, Program Officer, and Branch Manager	August and September	
	Review proposed projects and forward them Projects Committee	Program Management		
	Approve proposed projects	Projects Committee	October	
Application for Funding, Opening of bank accounts, Replenishing Them, and Completion of Final Arrangements on Field to Start Implementation	<p>For each Project a bank account shall be opened in a nearest commercial bank with 3 Authorized signatures the Program Officer + Project Officer + Assistant Accountant.</p> <p>First Installment 50% of Project cost will be transferred. Remaining 50% will be replenished periodically equal to amount disbursed.</p>	BO Asst accountant, Technical Assistant and Program Officer prepare the necessary letters. LIWP HO Accountant follow-up approvals and Finance Unit	October and November	

Stage B - Physical Implementation	Select Field Team (Field Engineer, Technicians, Accountant) Conduct Orientation session including review designs emphasis on what needs to be done. Familiarize with the various types of reporting tools, Handing over of project site and List of participating HH. Prepare HH ID Cards	Program Officer and Technical Asst for orientation BO Project Officers Socio-Economic Asst Accountants	October and November	Standard ToRs for Field Team in MIS. List of reports being used See Annex 7 These should all be standardized and entered in the MIS. The Standard Agreement with the HH should also be available in the MIS.
	Project actual implementation: Project announcement Working groups' formation Issuing HH ID Cards Field work's implementation	Field Team consisting of Field Engineer, Technician and Accountant	December	
Monitoring Implementation to Capture the Before-situation	As depicted in the Branch Office structure, several consultants will be assigned for monitoring all aspects of project implementation, quality control, socio-economic indicators and financial monitoring. Each will monitor 5 projects at a time. Each Project will be visited at least once a month by each team and reports shall be submitted to the BO concerned Officer and circulate them to concerned level in the BO			ToRs for Consultants will be standardized and available in MIS.
Reporting by Branch Office to LIWP Head Office	The three Assistants to the Program Officer shall individually submit monthly progress reports to the Program Officer who develop a progress report on social, technical and financial aspects which include actions taken in response to comments mentioned in such reports and submit it to the Branch Manager and LIWP Manager. The LIWP Team in HQ then review the submitted reports and ensure the compliance with LIWP's policy.			Technical, Financial and Socio-Economic Officers at the HO shall prepare standard reporting formats to be entered in the MIS.

Monitoring of LIWP Outputs and Outcomes.	Refer to Chapter 9	To be done through the MIS
Conducting Awareness	During Project Implementation, several awareness raising activities shall be conducted as detailed out in Chapter 6.	

Notes:

Allow Formation of groups to be done by the community themselves according to the homogeneous/social cohesion so that work can be done smoothly, also the groups themselves shall elect their leader

5.9 FINANCIAL CYCLE

- | | |
|------------------------------------|---|
| Open Bank Account | <ul style="list-style-type: none">• After Project Approval and its status has been changed in the MIS to "Under Implementation", a current account is opened in a Commercial Bank (in coordination with the Finance Unit) , where 50% of the Project cost or 25 million Riyals (which ever is lesser) is deposited .• Authorized signatures include (i)Program Officer, (ii) Project Officer and (iii) Office Accountant. |
| Project payments procedures | <ul style="list-style-type: none">• After allocation of work packages, the Field Eng and Technician Prepares Agreements with household allocating work items to be done, distribution in groups and ceiling for cash transfers that shall not exceed total project cost. |
| Prepare Work Item Report | <ul style="list-style-type: none">• The Group leader with Technician will prepare the Work Item report (sample 1) that gives details on the HH, work item quantities implemented, unit rate, no of work days, type of labor (unskilled / skilled) , no of female workers and amounts due for each HH. The report is prepared and signed by the Resident Technician and the Group leaders once a month. It is reviewed by the Field Engineer. |
| Project Payment Procedures | <ul style="list-style-type: none">• Based on Work Item Report, The Field Accountant & Technician prepare & sign list of HH dues. It is reviewed and signed by the Field Engineer and is reviewed and approved by the Monitoring accountant. (Sample 2). Payment to HH is based on this report. It is then submitted to the BO. The Desk Accountant and the Project Officer review and shall prepare the check either to the Monitoring Accountant or the Post Office including the list of HH dues. Payment to HH is made based on the HH Card and Identification Card.• The monthly payments shall be registered in the HH Card which is signed by the Field Accountant or the Service Provider. The lists of the HHS' made payments are posted in the field by the end of each payment.• The Monitoring Accountant / Project Officer shall submit to the BO on a monthly basis all payment documents for clearing the amount of check recieved. Any amount not paid to HH shall be duly returned to the Project Account before the next payment can be made. This procedure should be strictly applied especially if the HH are paid by the Monitoring Accountant. If Post Office services are used the remaining amount could be kept in HHS' accounts, and a list of the unpaid HHS' dues shall be provided to the BO. Agreements signed with the Service Providers shall be referred to. |
| Prepare Cumulative Report | <ul style="list-style-type: none">• Based on the actual amounts paid to HH, the concerned Officer shall enter data in the MIS and prepare the Cumulative Reports in a prompt manner. The report shall determine total number of days worked and total HH dues so as to ensure not exceeding individual HH allocations. This report is used for monitoring purposes and it shall be promptly prepared. It is recommended to include in the report a field for HH ceilings agreed upon with the HH (sample 3) which is to be done on a monthly basis. |
| Financial Reports | <ul style="list-style-type: none">• The Financial Assistant shall submit monthly reports to the Program Officer in the BO who forwards them to the HO Financial Officer who in turn shall prepare summary reports for each Branch. The summary reports shall include financial indicators such as total no of HH participating , total no of labor male & female, total wage transfers, total cost of delivering aid (consultants) cost of other inputs material & equipment . Such Data shall be monitored at the Project level and |

Branch level and for each Financier independently.

- Replenishing Project Account.**
- The BO Financial Assistant shall prepare a request to replenish the Project account as soon as 60% of the total amount in the Project account has been disbursed, all supporting documents for clearing actual payments made have been submitted, and have been reviewed and cleared by the Assistant Accountant, Project Officer and Program Officer. The request shall be submitted to the LIWP HO who after approval shall forward it to the SFD Finance Unit. The LIWP HO **Financial Officer** shall follow up to ensure timely replenishments of Project Accounts.

5.10 PROCEDURES FOR URBAN INTERVENTIONS

The LIWP has had extensive experience in urban interventions since 2011, mainly using Direct Implementation Procedures. Owing to the need to scale up its activities, direct implementation may not be the most practical method due to the need for a large team for implementing and monitoring. The LIWP shall resort to implementation through contracting for majority of its urban activities following special conditions adhered by the contractors to ensure achievement of the principle targeting mechanisms and labor intensity are strictly adhered to by the contractors.

Direct implementation shall still be applicable when implementing through the LA and NGO's.

Stages of Procedures:

Stage 1	Procedures	Person responsible
Project Identification/ Selection	<ul style="list-style-type: none"> - Brief LA in urban centers on the LIWP objectives, procedures, selection criteria for projects, targeting mechanisms, budget estimates, etc. Obtain Long list of projects from the LA. Conduct desk screening to select viable projects that fit in LIWP criteria. Otherwise, more appropriate interventions shall be considered. - Conduct Site Visit to Verify need and define project boundary. The Projects should have a labor intensity not less than 60%. To increase the Labor intensity components of the projects could be diversified, for example when stone paving (labor intensity 50%) components with high labor intensity for example but not limited to cleaning storm water drainage canals, tree planting, and removal of debris could be added. 	Program Officers and Project Officers.
Preparation of Projects	Preparation by engineering consultants of detailed designs including lists of Quantities, and hence reviewed by the Program Officer and the Assistants. The designs should take into consideration tendering in packages that will be awarded to one contractor each. It is preferably that packages should be within the range of US\$100,000	Program Officer + Assistants + Project Officers + Engineering Consultant

	<p>– 300,000 as a maximum limit. Project period shall be within 4-6 months at maximum for each package to guarantee work-intensity.</p>	
Tendering	<p>Each Package shall be tendered separately in accordance with the SFD Procurement Guidelines. . The tender shall explicitly state briefly nature of LIWP activities and need for contractors to attend a briefing workshop before submission of bids. Date, time and venue shall be clearly mentioned.</p> <p>. In addition to the tender announcement the Instructions to Bidders (ITB) shall include details on nature of LIWP, its objectives, procedures, specific requirements of the contractor such as deployment of labor, use of labor pool centers, percentage mix of unskilled labor.</p> <p>The contractor should be required to deploy 100% of unskilled labor and at least 80% of skilled/semi-skilled from the pool of registered labor. (This clause should be added to the special conditions of the contract)</p> <p>Emphasis on the Labor intensity, and monitoring procedures including conditions for forfeiting the contract.</p> <p>The briefing workshop will further elaborate on all these aspects and allow contractors to be fully aware.</p> <p>Special conditions of the contract shall include the following aspects:</p> <ul style="list-style-type: none"> • contractors’ payment methods for labor that will be based on the list of labor deployed as per the sample to be attached with the contract. The contractor shall submit the list with each Interim Payment Certificate. • No of work days per laborer shall not more than 40 days. • Allow every two weeks monitoring, or whenever needed, by the Socio- Economic monitoring consultant to ascertain information directly from the labor (wages received how spent, no of work days, no of hours, how often paid by contractor, ect) • Quality control by the Technical Monitoring Consultants. • On-Job-Training and awareness campaigns for the labor will be specifically detailed, how often 	Project Officer + BO Procurement
Bid Opening , Evaluation and Award	<p>As per the SFD regulations all bids shall be opened publicly at the date, time and venue announced in the tender. Evaluation and award procedures shall be as per the SFD guidelines. No Prior Approvals/NO-Objections</p>	Project Officer + BO Procurement.

	are required. As time is of the essence for LIWP, Evaluation and award Process shall not exceed two weeks from date of opening.	
Monitoring and Reporting	Regular monitoring shall be conducted for the following: <ul style="list-style-type: none"> • Quality Control of works to be as per the designs and specifications • Socio-economic aspects in addition to details on labor deployed as per the list submitted by the contractor, other aspects Outcome Indicators , will include use of income, skills gained, other job opportunities expected in future, improvements in performance due to training, improvements in behavior reduced qat consumptions, increase in nutritional food, spending on family/remittances. • Monitoring of training and awareness campaigns • Monitoring of success stories mainly enhanced job opportunities. • Submission of reports to the BO Socio Economic Assistant. • Submission of monthly reports to LIWP HO 	Technical Monitoring consultant Socio-economic monitoring consultant. The BO can deploy additional consultants for monitoring as long as the period for monitoring does not exceed 2 weeks for each project. Asst SE in BO

5.11 DETERMINING LABOR WAGES FOR URBAN INTERVENTIONS.

LIWP targeting methodology includes self- targeting that depends solely on setting appropriate wages that will exclude persons who are employed and/or have income. Setting wages below prevailing market rates will target the unemployed only. Wages should be set within reasonable limits that are not too low that would exploit unemployed labor and not generate enough income needed to cover the consumption gap. It is suggested to set urban wages to be 15-20% below market wages. BO shall closely monitor implementers to ensure compliance.

This is of particular importance for urban activities where it is not possible to confine project boundary and have strict control over participants’ eligibility. Thus having updated information on market wages is vital to ensure targeting of those most in need.

In addition to the wage rates ascertained by the design consultant during preparation of the technical design of the project, the Technical and M&E Officers at the HO shall oversee/ensure that regular surveys of market wages are conducted at least every 6 months. Separate levels will be set for urban centers; probably not all urban centers can have the same wage levels, requiring different levels to be set. Technical Assistant at the BO shall be responsible for conducting surveys for urban and rural rates. **Wage rates for the unskilled, semi-skilled and skilled labor shall be surveyed and results should be entered into the MIS so as to create a realistic data-base on market rates over time.**

Results of the surveys shall be discussed with the LIWP HO to reach a consensus on annual wage rates to be set for urban and rural areas taking into consideration factors such as increase in food prices/inflation.

Similarly, the Project Officers at the BO will conduct surveys of cost of input material and equipment widely used in projects such as cement, steel, hand tools, etc. This information will assist in ascertaining realistic project costs in addition to monitoring of the procurement process.

CHAPTER 6

TRAINING AND AWARENESS CAMPAIGNS

Sustainability of the LIWP as a program and sustainability of its activities are to a large degree dependent on the capacity of the implementing teams, the benefitting communities and other stakeholders having explicit or implicit roles with the program.

LIWP's mandate for rapid response requires that all actors are prepared and have the adequate institutional capacity for prompt actions. Thus capacity building of the complete team that includes not only LIWP staff, but an army of consultants with various skills and specializations, communities, LA and NGOs is an absolute necessity and should be regarded as a cornerstone for the success of the Program.

6.1 STAFF TRAINING:

Capacity building of Staff at the HO and BO is pivotal to success of the Program. The complexity and intricacies of procedures, vast array of diversified interventions, activities, monitoring and reporting needs, new innovations for piloting require that management and implementing staff are well trained and refreshed on regular basis.

The Program Manager and Senior Staff at the HO and BO shall prepare annual training program for staff based on staff performance and needs identified during previous year, in addition to the new concepts planned to be piloted during the next year as per the annual work plan.

The AWP&B shall include plan for training, number of persons to be trained, type of training and budgets for in-house training and abroad. Annual Training budget for LIWP Staff shall form part of its operational expenditures.

In-house training as workshops should be conducted on a regular basis as refresher courses to enhance skills on main issues/weaknesses identified, extract key lessons learned on an annual basis. The LIWP Management at HO and BO should afford staff particular importance for field visits to exchange experiences and success stories. Furthermore, staff should periodically have the opportunity to attend relevant international courses, seminars and workshops, exposure to international experiences and field visits to familiarize with best practices.

6.2 TRAINING CONSULTANTS

The LIWP almost totally depends on consultants' services for implementing its program right from inception, project formulation, implementation supervision, monitoring, and financial matters. On average approximately 10 consultants are deployed for activities within the project cycle namely through the Branch Offices. In addition, HO needs consultancy services for various activities such as monitoring, developing training material/packages and conducting impact evaluations.

Reference to the Project Cycle stages (chapter 5), consultants are engaged throughout the cycle as summarized below:

- i. **Teams for conducting technical and socio-economic studies** (2 Social Consultants (male and female) and one male/female Engineer) for each project, hence large numbers of well-trained consultants are needed. As explained under project cycle outputs of this team are fundamental to success of the project. Evaluation of their performance, quality of reports and their adequacy should determine weaknesses and training needs. In any case it is strongly recommended to have regular training for teams conducting studies, for those already deployed and new comers.
- ii. **Technical Engineers and Technicians.** For technical studies, designing, and implementation supervision. Study and Design consultants need to be trained on LIWP priorities, selection criteria for projects, issues on labor intensity, low-cost designs including VFM. They should not only be technically oriented but of equal importance is taking into consideration the socio-economic impacts of the designs including simplicity, women labor participation, use of local material, availability of local labor skills, skill labor needed and availability, etc. Similarly, field technicians, in addition to technical skills need to have social skills in working with households and communities, dispute management, communication skills and reporting.
It is strongly recommended to have regular refresher workshops (minimum every 3 months) where engineers and technicians from the different governorates can have opportunities to exchange experiences, discuss issues of concern and learn from each other.
- iii. **Consultants for conducting awareness campaigns** at the community level. Raising Awareness of communities on various issues (refer to awareness program below) is one of the main elements for the LIWP. Delivering messages and training community to continue with the awareness activities is an important objective, consultants have to have the appropriate skills that would need to be upgraded as and when additional community needs are identified. This is of particular relevance for the long-term interventions.
- iv. The LIWP deploys and depends on a large number of accountants, socio-economic officers and engineers as **Consultants for Monitoring, works and procedures on the field including regular reporting and conducting periodic evaluation.** Each consultant monitors 5 projects at a time, thus at any point in time each BO would need at least 27 (45/5 * 3) engineers for monitoring depending on the BO budget allocations and number of Projects per annum.
The LIWP needs to give special attention to the issue of upgrading and enhancing skills of its consultants' who are registered specially within the LIWP data-base while at the same seek to expand the Data-base based on evaluation of consultants performance.
Evaluation of Consultants performance (refer to para 7.1.3) should be carried out regularly and should be entered in the MIS for every contract completed. Based on these evaluations, Program Manager and senior staff at both HO and BO should meet periodically to discuss training needs and skill enhancement for consultants.

6.3 TRAINING FOR COMMUNITIES

An important feature of long-term development is enhancing skills of the communities in income generating skills appropriate for the specific community needs. As mentioned earlier, training results in empowerment especially for women conducive for Sustainable Development and Poverty Reduction, thus LIWP presence in a community for a period of 3-5 years is an opportunity that should be capitalized on to maximize long-term benefits for the communities. LIWP should focus on developing its own training capabilities (staff and consultants) to enable to scale up and focus on training for income generating skills and to enhance job opportunities/as a bridge to employment in particular for Rural and Urban Youth.

Outputs of the PRA study shall include identification of the existing income generating opportunities and skills that need to be enhanced to improve communities' productivity or enable them to start up new initiatives. Training shall be aimed for the Development Committee and Productive Groups including women productive groups. LIWP shall, through specialized consultants develop training packages of the needs of various productive groups such as horticulture, dairy produce, basketry, bee-keeping, livestock production, etc.

Training Activities could be carried out on a cash for on the Job training basis as complementary activities while implementing community assets in particular for long-term interventions; or as an activity by itself i.e. a project for short-term interventions especially where community assets do not comply with the selection criteria of labor intensity and/or no of individuals in the village. Training Activities should have a focus on reinforcing the culture of Savings. Households should be encouraged to initiate savings and should be informed on MF services, benefits that could be accrued, procedures and means to access. (Coordinate with SMED). LIWP should capitalize on SMED's encouraging results where more than 70% of their borrowers are women, to promote women participation. LIWP should look into the possibility of providing incentive schemes for increasing HH assets by contributing to purchasing assets partially from HH savings and partially from LIWP.

Over a period of 3-5 years, several training packages should be conducted, focusing on the first 2 years so as to enable monitoring and providing support while the program is still carrying out other activities. Emphasis should be given to the transient nature of the LIWP activities, the need for communities to aim at self-sufficiency and be more self-reliant. During the current Phase up to end of 2015, cash for training will be undertaken for On-the Job training only, while cash for awareness for vital health and hygiene issues to be decided on a case by case basis.

Other aspects of training and awareness

- Maintenance of completed assets, how to generate resources locally, mobilize funds
- How to pursue a development agendas for future development, what are the opportunities available, are there any other development organizations , can the LA mobilize funds
- Training of Trainers to continue with training activities within the communities.
- Possibility of identifying "Agents of Change" who can bring about positive changes into the community long after the program has completed.

- Promotion of culture for community self-initiatives.

6.4 AWARENESS RAISING:

Raising awareness of communities is a cross cutting theme that shall be complementary with all interventions. In addition to topics already being carried out namely Nutrition and dangers of Qat consumption, the LIWP shall develop awareness raising material in topics such as Health issues (to be coordinated with SFD Health sector) to include Mother and Child Health care, simple First Aid skills, importance of vaccinations (if possible coordinate with Health Office to carry out immunization at least once), Hygiene to include dangers of polluted drinking water, CLTS, in coordination with education sector possibility of initiating illiteracy programs, issues of school dropout, increasing girls enrollment and child labor. Environmental aspects such as dangers of cutting trees, desertification and impacts of climate changes should also be addressed.

Another important message to deliver to the communities is that their status of Poverty is not by default, by taking a pro-active role with strong desire to improve their incomes and livelihood it is possible in the near future to overcome or lift them out of the sheer poverty and be able to sustain their improved livelihood through self-sufficiency. This message should be delivered right from the beginning of the Program and communities should start to feel improvements in their lives at least by end of 2nd year.

Expected outputs of awareness raising programs are to introduce positive changes at the HH level that aim to improve several aspects that impact communities' livelihood.

As per the awareness guidelines (see Annex 6), awareness consultants (female and male) will form the awareness committee comprising of employed persons such as teachers, health workers, mosque leaders who are willing to volunteer to take up awareness training, follow-up on implementation at HH level and submit reports to the Field Engineer.

In brief the Procedures shall be as follows:

- Awareness consultants (female and male) establish the awareness voluntary committee with representatives from all villages.
- Train the committee on the different topics.
- Consultants and committee conduct training in the various villages as on job training for the committee. Distribute awareness material, posters, leaflets at public places and for HH
- Awareness committee prepares plan for continuing with awareness activities including monitoring and reporting every 2 weeks to the Field Engineer, who in turn will submit to Socio-economic monitoring consultant. The committee should also be able to report on success stories.
- The Socio-economic Assistant at the BO shall monitor progress of awareness campaigns through the SE monitoring consultant. Main themes of the reports including success stories should be entered in the MIS.
- The LIWP is currently developing guidelines for social accountability and awareness raising that shall be annexed with this OM.

6.5 TRAINING LA ON LIWP MECHANISMS.

The LIWP has strong coordination and engages the LA at both governorate and district level from the very early stages of its activities.

The Process starts with conducting a workshop for the Planning personnel at governorate and district level to explain, LIWP's objectives, modes of implementation and procedures, with emphasis on selection criteria for communities, community assets and community participation in selection of assets. The role of the district councils shall be participating in targeting/selection of the poorest communities and LIWP's verification process.

The LIWP should also raise the issue of O&M of the community assets built and the possibility of LA to mobilize funds and or assist/monitor communities vis a vis O&M.

6.6 Cash for on the Job Training focus in Rural Areas include

- on-job-training of unskilled labor on skills to implementing community assets such as masonry, stone cutting, stone paving, plastering, etc. in addition to O&M of completed assets.
- Training community members both male and female through the Productive Groups that the LIWP will create on new income generating opportunities available in the community and enhance their skills for improving their current economic activities.
- Training and awareness of Community members including the Voluntary committee that is in charge of following up on awareness, on issues related to malnutrition, health and hygiene, mother and child health care, vaccinations, environmental issues including impacts of climate change, dangers of Qat consumption, other issues prioritized during the socio-economic studies.

CHAPTER 7

PROCUREMENT

LIWP's procurement activities entail mainly procurement of Consultants', procurement of Works to a lesser degree and mainly confined for urban interventions, while procurement of Goods is to a much lesser degree.

7.1 PROCUREMENT OF CONSULTANTS SERVICES:

Efficiency of LIWP's activities depend to a large extent on consultants, especially as the Key essence of the LIWP is to maintain a minimum number of core staff while use consultants as and when needed for a large array of its activities. Maximizing use of consultants will afford the LIWP the dynamics and flexibility it needs to respond to most crises in a prompt and effective manner.

The LIWP is bound by general procedures laid down in the SFD Guidelines for Procurement of Consultants services.

The LIWP shall deploy consultants who have been trained on LIWP's various activities and who are registered in the LIWP specific Data-Base. The DB needs to be updated periodically to allow the integration of new consultants in the labor market, upgrading them and strengthening their capacities through training them as necessary and enabling them to work in the field whenever possible. The LIWP shall publicly announce availability of training courses and give equal training opportunities to those eligible.

7.1.1 Use of the MIS for selection and contract award:

To facilitate and expedite the selection and awarding contracts, the LIWP shall attempt to standardize and streamline procedures to the extent possible in particular developing standard Terms of References for all activities that are of a repetitive nature, and standardize consultants' contracts within the MIS.

Technical Officers, Project Officers, Assistant Accountant and Assistant socio-economic shall each develop standard ToRs for the various consultancy services that shall be entered in the MIS.

ToR for design of community assets that are of a repetitive nature shall also be standardized but should be revised for any specific requirements of the project.

The normal SFD procedures for selecting consultants will be adhered to that entails the following selection of a minimum of 3, applying the criteria in the MIS as per the SFD guidelines. The final evaluation and selected consultant shall be approved by the Program Officer through the MIS. The LIWP HO and BO to maximize deploying well qualified consultants, consultants can be selected from the Data-Base of those who have gained considerable experience and/or have been trained on the cash for work procedures and have been subjected to evaluation process.

The Project Officer shall prepare the contract in the MIS together with the rates and contract amount.

The evaluation form, rates to be applied and contract as hard copies shall be signed by the person in-charge, endorsed by the Branch Office Procurement officer and signed by the Program Officer for contracts with a value of up to US\$ 5,000. Contracts between US\$5,000 and \$12,000 signatures of the Branch Manager shall also be included. Contracts exceeding US\$ 12,000 shall be subject to SFD Procurement Unit Approval and signature of the SFD Managing Director.

7.1.2 Types of Contracts to be used:

Time Based contracts shall be used mainly for the Field Team. Each person in the field team shall have a separate contract. Current practice is to include field technician fees with the Technical Engineer Consultant's contract.

BOs can directly contract with resident technicians to manage the projects, and there is no need for consultants in case of simple interventions that do not require high technical experience. **Lump Sum Contracts** shall be used for most of the short-term assignments including those of the monitoring consultants. Payments shall be subject to specific outputs that will be pre-defined in the contract.

7.1.3 Evaluating Consultants' Performance:

Consultants shall be evaluated immediately after ending the tasks of consultant services or expiry of contracts according to objective criteria appropriate to the nature of activities, tasks, and the requirements of the ToRs and Contracts. The consultants' contracts shall include a clause stating that Performance will be evaluated at the end of the contract, the criteria and scoring and the consequences of the scoring.

The evaluation criteria should include, the extent to which the consultant abided by requirements of the ToRs, quality of outputs especially for designs and specifications, timely submission and adequacy quality of reporting, punctuality on site (if applicable), general attitude/efficiency and seriousness/negligence in conducting the consultancy, evidence of involvement in fraud and deception.

Standard evaluation criteria already exist in the SFD MIS, however, LIWP staff should include additional criteria and evaluation process should be part of finalizing consultants' contract. It is of utmost importance that evaluation is conducted promptly and all consultants' should be made aware of the procedures and the results.

The results of evaluation of consultants' performance are classified into four categories:

- First Category – EXCELLENT Evaluation result represents (91%-100%)
- Second Category – VERY GOOD Evaluation result represents (81%-90%)
- Third Category – GOOD Evaluation result represents (71%-80%)
- Fourth Category – WEAK Evaluation result represents (less than 71%)

The consultant obtaining an excellent assessment rate gains the advantage of priority in being reselected; consultant obtaining very good assessment rate gains the advantage of the priority to contract for tasks in the near future, while the consultant obtaining good assessment rate gains the advantage of the priority to contract for tasks in the future and the consultant obtaining a weak assessment rate shall not be contracted. This latter situation is given to the consultant in case of negligence resulting in damage to the interests of the LIWP or beneficiaries or evidence of involvement in fraud and deception.

The Officer in charge shall conduct the evaluation in the MIS results of evaluation shall be approved by the Program Officer and the Branch Manager. The results shall be communicated to the Consultant and the original evaluation decision is kept in the consultant's file in the contracts archives.

7.1.4 Changes in Amount of Consultants Contracts:

Consultants' contracts in particular those of the field team may from time to time need to be amended due to unforeseen circumstances whereby the project implementation period is extended or in some cases reduced, rendering the need to adjust consultants contracts accordingly.

Such changes warrant a Variation Order (VO) to be issued whereby the normal SFD procedures require approval of the SFD Managing Director for any amount more than 10% of the contract value. As majority of LIWP consultants contracts are within the range of US\$ 1,000 and US\$ 6,000 with very few reaching US\$ 10,000, and due to the need to expedite contractual procedures. Additions in the consultants' amounts should not exceed an amount of 20% of the total contract.

7.1.5 Termination of contracts and replacing unsatisfactory performing consultants.

Consultants who are not performing in a satisfactory manner shall be warned in writing once. If their performance does not improve the Officer in charge shall inform in writing of the intention to terminate contract. Within 1 week of termination notice, the contract shall be terminated, consultants dues paid/deductions made according to the BO assessments; and new consultant shall be appointed. The Program Officer shall approve termination procedures. Procedures for appointing new consultant shall be similar to those previously described.

7.2 VARIATION ORDERS FOR PROJECT

For LIWP interventions increase in cost of the project may arise due to 2 reasons:

- i. Increase in the quantities of any one or more work items. In this case procedures for VO shall comply with the SFD procedures. In case of a VO less than 10% of contract value, the Branch Office has the authority to approve it; while if more than 10%, approval of the LIWP Manager and the Managing Director has to be obtained. Similarly, for Contracts with value beyond the BO thresholds, prior approval of the LIWP Manager and the Managing Director shall be obtained.

- ii. Increase in number of participating Households. In this case the Resident Technician in the field together with the Technical Monitoring consultant will raise a request to the Project Officer with justifications, the request will be reviewed by the Program officer after being verified on the field by the Social Officer, and final approval will be subject to the same thresholds as those described in the above paragraph. Addition of works or participating households shall be possible only after being approved by authorized persons and after needed funds are allocated and entered into LIWP-MIS, and ID Cards of added HHs are issued.

7.3 PURCHASE AND SUPPLY OF MATERIALS

The Purchase Committee consists of the Engineer Consultant, Accountant Consultant, and one member of the Coordination Committee.

Materials are purchased after checking the required quantity by the Engineer Consultant through a purchase request which is to be approved in writing by the Program Officer. The request includes the type, specifications, and quantity of materials/items according to the quantity list, and shall be signed by the Purchase Committee. This process can be described as follows:

- The Purchase Committee goes to the purchase sight, and purchase is made through three quotations for materials of less than 1,000,000 RY. The Committee shall sign the quotations and invoices.
- The purchase Committee shall not purchase materials with an amount of more than 1,000,000 RY prior to the approval of the BO Program Officer who shall coordinate with the BO to take to the necessary measures according to BO authority.
- LIWP Management's prior written approval shall be obtained when there is a need to purchase materials of more 5.5 million RY. Only then can purchase procedures be resumed by BO.

7.4 DIRECT PURCHASE

This can be done through materials purchase minutes, after ensuring that the price is acceptable compared to the local market's rates, in the following cases:

1. When it is not possible to obtain at least three written or recorded quotations,
2. When the required item is of special technical quality or on by a single source is available,
3. In urgent or emergency cases or in cases where it is not feasible or practical or it is expensive to follow the formal approved measures, when there is a lack and an urgent need for certain materials at the project sight during implementation, for example, or when Purchase Committee's field visit will cost additional amounts of money. Purchasing such materials shall be approved by the Consultant and shall be less than (20,000) RY. The purchase invoice shall be authorized by the Purchase Committee and attached by purchase justifications.

In case of using transport vehicles to supply materials to the project's sight, whether local or not, Program Officers' prior approval shall be obtained, provided that the contract's amount

does not exceed 500,000 RY. Tendering is required in this case and shall be expended in order to have the best prices as follows:

- Tendering notice (giving date and time of last submission)
- Bid submission
- Minutes of Selection
- Analysis and award
- Contract agreed

7.5 COMMERCIAL CONTRACTING PROCEDURES FOR URBAN INTERVENTIONS will comply with the SFD Procedures except for special conditions and some of the Instructions to Bidders as explained under Para 5.10.

CHAPTER 8

MONITORING, EVALUATION AND REPORTING

Monitoring and Evaluation is the most important requisite for LIWP activities. Since its establishment, the LIWP has piloted and tested various types of interventions, methods and procedures, which, based on its rigorous monitoring and evaluation has enabled the program to modify and fine tune procedures accordingly. For example, direct contracting for urban interventions needed a huge task force for monitoring implementation, thus during phase 4 commercial contracting through public tendering will be applied.

8.1 MAIN OBJECTIVES OF M&E

1. To provide insight for Government, Financiers and SFD Management on the Effectiveness of the Program to enable decisions to be taken on future fund allocations, scaling up/down, when and where should such programs be implemented, a tool to be used as a social safety net for poverty reduction, generation of employment and creation of basic services.
2. Provide frequent information for management on performance, procedures and methods so as to modify or fine tune for improving performance.
3. Provide information on experiences, key lessons learned and best practices to other agencies undertaking similar programs nationally/internationally.
4. Share information with Public on LIWP experiences and impacts.

Monitoring and Evaluation as per the SFD and Financiers requirements is the responsibility of the SFD M&E Unit. The Unit conducts periodically (at mid-term and completion) extensive, comprehensive qualitative and quantitative evaluations including design of these studies (selection of control groups and collection of baseline data). These evaluations focus on the impacts of the program.

The LIWP monitoring shall be at the **individual project level, capturing the before and after situation**, and, in addition to the outputs and outcomes, monitoring of efficiency in performance, effectiveness of procedures to enable regular reporting for financiers including the aspect of VFM. **Value for Money should be part and parcel of any evaluation process.**

During Phase 4, a number of new approaches are planned to be piloted such as the long-term interventions, formation of Community Committees, Cash for on the Job Training, implementing through Local Authorities and Civil Societies that need to be closely monitored to enable assessing their effectiveness.

The MIS is the main tool for monitoring and can be regarded as the backbone for LIWP. So far the use of MIS/Database for monitoring has been rather limited mainly for capturing output indicators. The OM shall to the extent possible initiate using the MIS in an extensive manner for outcome indicators/narrative to facilitate better management of monitoring data. Presence of

an M&E and IT persons within the LIWP should enhance and improve the use of MIS for monitoring of each and every aspect of Project Cycle in addition to the indicators.

Upgrading the LIWP-MIS

It is strongly recommended that the LIWP shall have a separate MIS (yet linked to the SFD main MIS) that can be updated/modified to accommodate its special needs without compromising SFD's main DB. The LIWP IT and M&E Officers, in coordination with SFD IT shall have the ability to introduce additional indicators specific for monitoring of outputs, ability to link to the GIS.

The MIS should have the flexibility to add more indicators that shall be identified/need to be monitored as the program matures.

8.2 MONITORING OF LONG-TERM INTERVENTIONS

Long-term interventions are an opportunity for the LIWP to conduct in-depth monitoring and evaluation (as opposed to short-term in the past) that should yield wealth of information on the development of communities over a period of 3-5 years, and hence enable objective decisions to be made by SFD management and financiers on the need to scale-up.

The MIS shall develop a module for entering the initial socio-economic study for each Community. Again the Project shall be titled "development of XXX community over a period of xx years comprising of yyy villages". Proposed community assets/training programs, etc. shall all be defined as the project components and shall not be part of the title.

All elements of the study shall be entered in the MIS by the designated Officer at the BO. This study shall form basis for conducting internal evaluations at the project level. Pictures/visual documentation shall also be electronically archived and linked to the project code for ease of identification.

Socio-economic Assistant together with the M&E and IT shall design module for capturing Main Social and Economic indicators in the MIS that for example should include **at HH levels**, (in addition to what is already in the Financial DB) income expenditures pattern, reduction in qat consumption, increase in nutrition (main types of staple food intake), increase in number of meals, increase in school attendance especially girls enrollment, child labor reduced, HH who have accessed Micro finance services, participation of handicapped persons in HH.

At the community level indicators shall be developed for assessing, economic benefits of assets created, impacts of training and awareness-raising such as types of new income generating activities, new initiatives that will sustain communities' incomes after project completion, labor skills enhanced and access to labor market, participation of marginalized groups if any, improvement in environment. **All indicators shall be included in the MIS.**

Second round benefits and any indirect impacts such as less disputes in communities, better social cohesion, indirect beneficiaries who may have started new economic activities should also be captured as Indicators **and included in the MIS.**

It would be useful to ascertain increase in HH incomes from sources other than the Programs so as to evaluate extent in which communities are self- reliant in a sustainable manner that is impacting the HH poverty status. For example if the HH were in the lowest fourth quantile at the start of the project, we should be able to assess towards the 3rd year if their status has improved to third or second quantile and hence the Program has impact on Poverty Reduction at the National Level.

Success stories and or incidents/issues of concern should be **documented in the MIS** and linked to the particular project code. These should include beneficiaries' perceptions and opinions on the benefits accrued and how they could be improved.

8.3 Social Accountability

The LIWP has introduced concept of social accountability whereby communities are encouraged to express their complaints, give opinion and suggestions in writing through the complaint box.

This is an effort towards enhancing social harmonization and contributes to democracy.

In order for the LIWP to be able to review and learn from this practice, it is strongly recommended that information on **complaints should be entered in the MIS** whereby a new module could be designed grouping most common complaints and suggestions (in a drop list) while also allow for short narrative for additional notes. The LIWP is developing comprehensive guidelines for Social Accountability to be annexed to this OM.

8.4 MONITORING AFTER PROJECT COMPLETION

LIWP shall continue to monitor communities at least one year after completion of the Project. The aim is to continue assessing project impacts on the communities. Data for indicators similar to those collected during project life, and other indicators that may have been identified as relevant in assessing development impacts shall be analyzed. An important indicator is to assess economic benefits and sustainability including Operation and Maintenance of assets, improvements in HH incomes (from sources other than Program), improvements in environment, improvement in women and children nutrition and health,

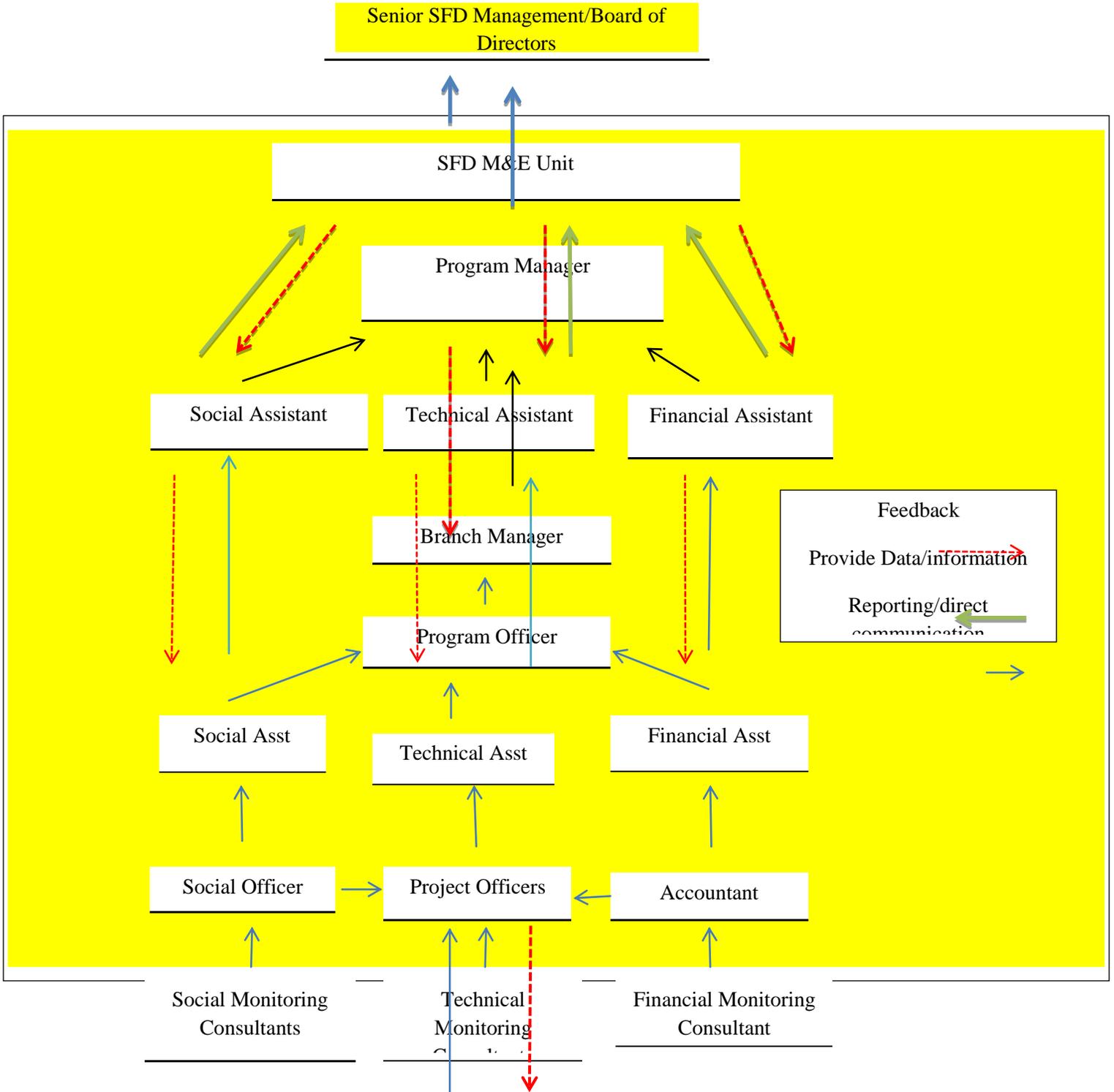
8.6 MONITORING LOCAL AUTHORITIES AND CIVIL SOCIETIES

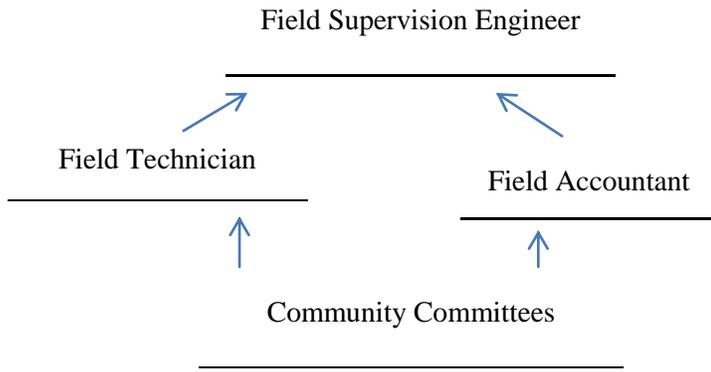
As the LIWP intends to pilot implementing through LA and NGO's monitoring their performance at an early stage is crucial feedback to making decisions on continuity with such arrangements.

Indicators shall include compliance with procedures especially targeting, timely payment to HH transparency in reporting, use of funds, types and labor intensity of the projects selected and progress in implementation (no major delays).

8.7 FLOW OF INFORMATION

FIG 6





8.8 EVALUATION OF BRANCH OFFICE PERFORMANCE

Indicators that could be considered for Evaluation of Branch Office Performance include:

- Targeting of communities with high poverty incidences
- Time taken for developing sub-projects (completion of Project cycle)
- Timely submission of Annual Work plan and Budget
- Selection of labor intensive interventions (labor intensity) % of wage transfer
- Efficiency of BO through cost of delivering aid
- Disbursement rates vis a vis the disbursement plan
- No. of New consultants trained and capacity building workshops conducted
- Compliance with LIWP's procedures and criteria

The LIWP Manager should conduct a one-day session for Branch Offices to present results of the Evaluation, pointing out the exemplary performance and short comings.

8.9 EVALUATING STAFF PERFORMANCE

In line with the SFD procedures, LIWP staff shall be evaluated on an annual basis. The Program Manager shall initiate the Process before end of each year by alerting Branch Office Program Officer.

Evaluating LIWP staff performance at the BO shall be the responsibility of the Program Officer together with the Branch Manager whose combined scoring shall represent 70% of total score while the Program manager shall evaluate for the remaining 30%. Outcome of the results shall be communicated with the Program Manager. Evaluation of Staff Performance at the HO shall be responsibility of the Program Manager who shall communicate results to the SFD Management.

CHAPTER 9

DISSEMINATION OF INFORMATION

Dissemination of information of the LIWP should be an integral part of its activities with the main responsibility borne by the LIWP HO in particular the Documentation and Communication Officers under the direct supervision of the Program Manager.

9.1 MATERIAL TO BE COMMUNICATED

- Outcomes of M&E exercises shall form the basis for dissemination of Information.
- LIWP annual achievements
- Best Practices and key lessons learned.

9.2 MAIN AUDIENCES.

At the National Level:

Board of Directors, Members of Parliament, Local Authorities, International and Local NGO's, other agencies implementing similar Programs.

The Board gets to know information on the LIWP through its periodical meetings, whereby the main focus is on SFD'S progress as a whole, albeit information is given for each sector and program, and on financial matters. The LIWP needs to make additional efforts to ensure policy makers are well aware of its specific achievements, especially that Labor Intensive is one of the main tools included in the **"Transitional Stabilization Plan 2012-2014"** that has the following Provision:

Priority three: Expand social protection (FA-5)

- Enhance the social safety mechanisms and networks. Expand social protection network and support poor groups.
- Expand mechanisms and programs for financing small and micro projects for poor people. Empower poor groups, especially rural women, to access productive assets.
- Give priority to labor-intensive investments in all economic sectors, with special emphasis on women's and youth labor force participation.
- Expand cash transfers system through Social Welfare Fund to assist poorest groups.
- Introduce provisions to deal with crisis related issues such as providing shelter to IDPs and the poor and address the critical needs of affected children.

Being one of the government's main priorities adds to the LIWP responsibility for ensuring that Policy Makers have adequate information to allow objective decision-making process on the future directions, finances and budget allocation. Policy makers should have explicit Information on a regular basis that should in addition to financial reports on the efficiency of the Program (labor intensity, % wage transfers, cost of delivering aid, admin cost) include impacts of the programs and beneficiaries perceptions on the benefits, how the program impacts food security, reduces poverty and aims at contributing to long-term development through its long-term

interventions, social accountability that aims at enhancing social harmonization and contribute to democracy. Value for Money should also be highlighted so the concept is clear to stakeholders.

Presentations should include Show-cases in addition to best practices. Highlights of key lessons learned, what works best and what does not should also be included.

The LIWP shall undertake special arrangements such as a one day presentation session for the above audience on an annual basis, well advance notice should be given. As the numbers of MP's is large, it would be more effective to have a separate session at the parliament house,

International Level:

Financiers' current and potential new financiers, other countries undertaking similar Programs, International Organizations:

Similar material used for the above presentations can be used for conducting sessions for Financiers when present in Yemen. Such sessions should also include staff of embassies who are Potential Financiers (such as the Netherlands, German, GCC countries) who are not direct financiers (some through the EU) should be included in such sessions

The LIWP should develop a dynamic website that is updated very frequently and promote its use through the quarterly and annual brochures. This maybe single source of information for other parties not in Yemen interested in following on LIWP achievements.

SFD and LIWP Staff including senior and junior staff of various units

Conducting annual workshops/presentation sessions for SFD staff in particular LIWP staff including Branch Offices and field staff are extremely useful in providing feedback to staff who in many cases are so engrossed in daily work load that are not aware of outcomes and impacts of their own outputs. Such sessions are also useful in motivating staff especially if results of their outputs are on the positive side. Similarly, negative feedback will help in improving performance when key areas of short comings are clearly identified and presented.

9.3 DOCUMENTATION

Large volume of documentation is being collected for each project such as pictures on the before and after situation and documentary films, which if not archived electronically will either be forgotten or displaced, etc. Thus it is strongly recommended to introduce an electronic archiving system that is linked to the MIS so as to use the same coding system as for the projects i.e documentation should be coded/linked to the Project. Similarly, all data/information pertaining to the Projects should also be linked to the GIS (from the initial stages such as PRA's feasibility studies, monthly monitoring data, physical and financial progress) such that by selecting the Project site all relevant information can be accessed.

This system will greatly enhance LIWP ability to have live presentations for it audiences in particular those not able to visit project sites such as Policy makers, embassy staff and in some cases financiers especially in times when security clearance may not be possible.