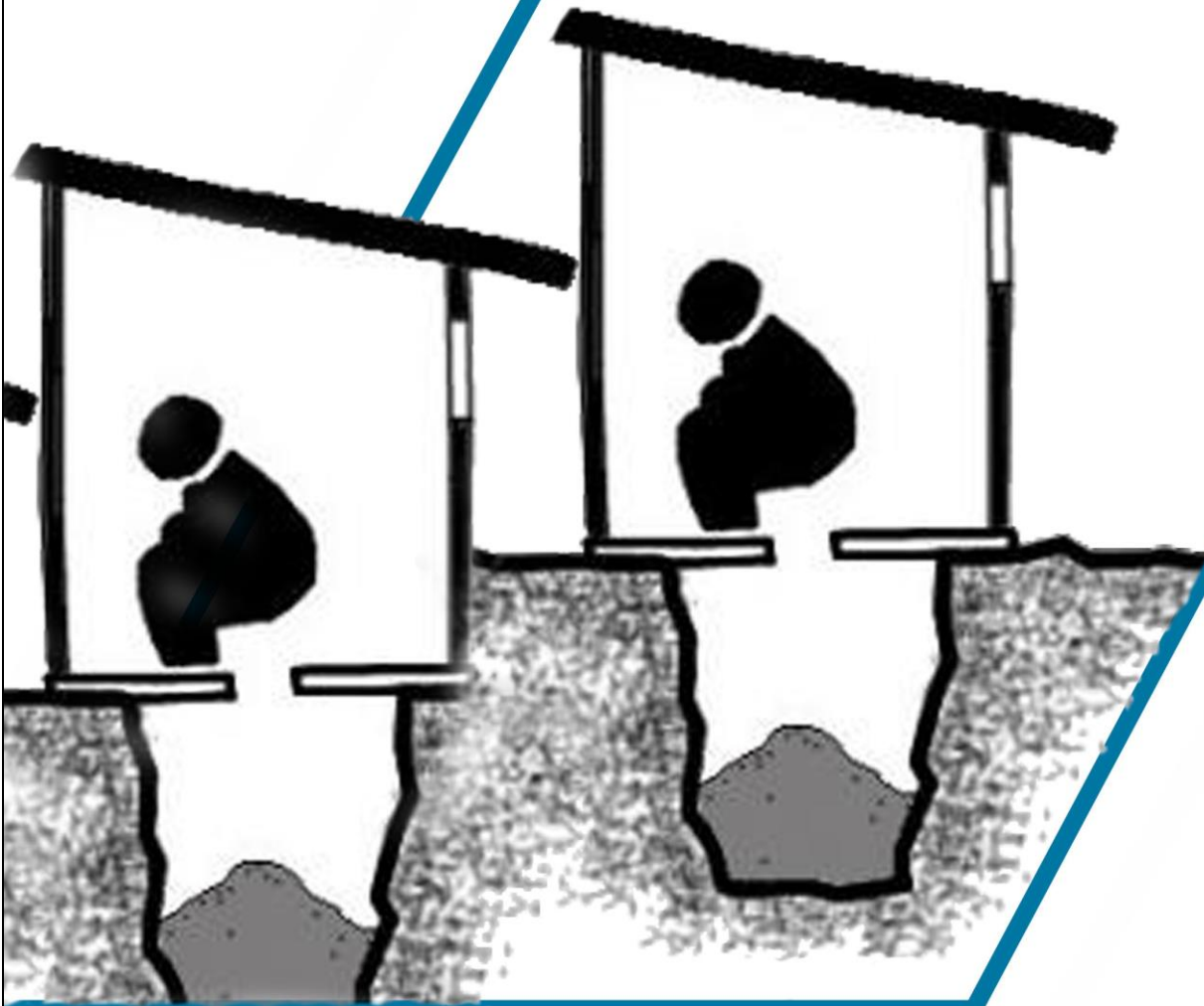


SOCIAL FUND FOR SANITATION



TOOLKIT

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GLOSSARY

Household	People who live together in a house, making up a family or domestic establishment
Agreement	A contract or promise
Allocation	To set apart or assign funds for a particular purpose
Artisans	People who do skilled work with their hands
Capital	The total amount of money or wealth used to start up a project or business
Disbursement	To pay out a sum of money from a fund
Donor	An organizations or body that donates money at less or zero rate into a fund
External financing	Money obtained from outside the domain of district assemblies and is typically donor sourced
Fund	A sum of money on which an enterprise is founded or on which the expenses of a project are supported
Fund Manager	A microfinance, rural bank or financial institution tasked to manage the DSF upon agreeing to underlying terms
Inflation	A general increase in the level of prices accompanied by a fall in the purchasing power of money
Interest	The charge for the privilege of accessing money from the DSF
Latrine	Household toilet facility
Liabilities	A debt or obligation
Modalities	The way or mode in which something exists or is done
Obligations	A duty or legal commitment
Operationalization	Able or ready to work and perform an intended function
Partners	Organizations or people who jointly implementing or run a project or business
Portfolio	A list of investments or securities held by financial institutions
Premiums	An extra sum added to interest
Sanitation	The provision of facilities and services for the safe disposal of human urine and faeces
Stewardship	The task of managing another organization's property and affairs
Sustainability	The property of a revolving fund to remain diverse and productive indefinitely
Trustees	A group of people who manage money or property for someone else
Vulnerable	Households in need of support or protection due to age, disability, or risk of abuse or neglect of household occupants

SECTION 1.0: THE SOCIAL FUND (SF)

1.1 Overview

An estimated 19% practice open defecation in Ghana¹. The application of this proportion on the estimated 5,467,136 households comes to **1,038,755** households without household latrines. However, a number of these households do not earn enough money to make one-off investments in the acquisition of household latrines. Moreover, these investments are not affordable to the poor, who make up the vast majority of those without basic sanitation in Ghana, straining the government budget set aside to meet the current improved sanitation deficit. As a result, many of them will continue to openly defecate and or turn to the use of unsafe toilet facilities.

The government of Ghana, UNICEF, and other stakeholders have established **the Social Fund (SF) which will serve as a source of funding aimed at supporting the poor and vulnerable households that are incapable of accessing any form of financing for the acquisition of household latrines**. The SF will be a component of the District Sanitation Fund (DSF), a fund that will be established to comprise the Social Fund (SF) and a Sanitation Revolving Fund (SRF) at the district level. These funds will serve as alternative sanitation financing mechanisms to support households to construct latrines.

1.2 The Social Fund (SF)

The **Social Fund (SF)** is a subsidiary of the District Sanitation Fund (DSF). The specific aim of the SF is to reach poor and vulnerable households with financial and non-financial support to ensure that these households are not deprived of the acquisition and use of improved household latrines. While these identified households are incapable of funding the acquisition of household latrines independently, they remain, a critical group, if the goal of improved sanitation is to be achieved.

1.3 Users and Purpose of the Toolkit

This toolkit is a resource for the Board of Trustees (BoT) of the DSF comprising representatives of Central Government, District Assemblies (DAs), Non-Governmental organizations (NGOs), civil society representatives in the Water, Sanitation and Hygiene (WASH) Sector in Ghana and Development Partners who contribute to the DSF, of which the SF is a subset. The toolkit will also be useful to other bodies which have the intention of implementing a similar sanitation financing model.

This toolkit is designed to give useful guidelines to its users on how to set-up and operationalize the SF. It provides a procedure for identifying the poor in society, using appropriate structures.

While this toolkit may apply to other situations, it is specifically designed for Ghanaian circumstances and may have to be adapted to fit different locations. As policies and the regulatory framework in the country evolve, this toolkit should be updated to accommodate the new conditions.

1.4 Organization of the Toolkit

The toolkit is organised into five-(5)-sections. **Section 1** presents an overview of the Social Fund (SF). **Section 2** describes the SF as a component of the District Sanitation Fund (DSF) and provides the background for the establishment of the SF. **Section 3** highlights the Principles Underlying the Social

¹ WHO/UNICEF JMP, 2015

Fund. **Section 4** presents the steps to be taken to Operationalize the SF. **Section 5** presents risk factors associated with operating a SF as well as Actions to mitigate the risks. The **Appendices** presents templates to be used in Operationalizing the SF.

SECTION 2.0: THE DISTRICT SANITATION FUND (DSF)

2.1 Introduction

Due to the high borrowing and lending rates in Ghana coupled with a generally poor portfolio quality of the microfinance environment, financial service providers (who are best poised to facilitate investment in sanitation) are reluctant to go into sanitation financing without direct government and development partner interventions. Meanwhile microfinance institutions are the main source of funding for many households, artisans and other smaller businesses in Ghana.

The District Sanitation Fund (DSF) is a type of sanitation financing facility established by the District Assemblies Common Fund Act 455, which is aimed at providing financial support for the construction of household latrines in targeted districts.

Sub-section 4 of section 1 of the Act indicates that Parliament shall approve the formula for the disbursement of the funds to the districts. Disbursements from the fund targeted at social intervention programmes are referred to as indirect transfers. Sanitation is among the programmes supported by indirect transfers².

The establishment of the District Sanitation Fund (DSF) is timely in providing sanitation funding options for households and individuals in targeted districts through financial service providers.

2.2 Components of the DSF

The DSF comprises two (2) types of funds based on their respective purpose and functions. These are: The Sanitation Revolving Fund and The Social Fund.

- a. **The Sanitation Revolving Fund (SRF):** The Sanitation Revolving Fund will be created out of the DSF for on-lending to households and artisans towards the constructing of household latrines in targeted districts.
- b. **The Social Fund (SF):** The specific aim of the Social Fund (SF) is to reach the poor and vulnerable households with financial and non-financial support to ensure that these households are not deprived of the acquisition and use of improved household latrines.

This toolkit outlines the operationalisation of the Social Fund, for the operationalisation of the Sanitation Revolving Fund, please see the District Fund Toolkit.

2.3 Establishing the DSF

The establishment of the DSF will begin with the appointment of members of the Board of Trustees (BoT). The BoT is envisaged to be a body of selected members who will jointly oversee the activities of the DSF and would play a critical role of guarding the appropriate management, protection, and maintenance of the core purpose of the fund. Appendix 10 presents the expected composition, qualities and skills of the BoT.

2.4 Legal Status

The fund will draw its legal backing from the District Assembly's Common Fund Act 455 and The Ghana Social Protection Policy (SPP) that serves as a framework for the LEAP programme.

² <http://www.commonfund.gov.gh>

2.5 Source and Management of Funds

The main source of funding for the District Sanitation Fund (DSF) will be the allocation of 2% of the District Assemblies Common Fund (DACF). Additional contributions to the fund include: Internally Generated Fund (IGF) of the District Assemblies, Donor Agencies, Development Partners and Corporate Bodies. A Board of Trustees, made up of representatives from the Assembly, CONIWAS, MFIs and other development partners, will manage the fund.

2.6 Sustenance and Build-up of Funds

With the background of two (2) distinct funds, building up the funds in the DSF will require the following approaches:

1. Capital injection by the government through the District Assembly's Common Fund (DACF) and support from donor agencies, NGOs and investors.
2. Growth of the fund through the accumulation of interest charged on loans. This approach is targeted at subscribers of the RF.

The DSF is expected to be self-sufficient and self-sustaining after an initial period of operationalization. Its capital is expected to achieve and remain at a constant average without the need for any further external financing. The SRF will be the main driver towards self-sufficiency through the accumulation of interest and other administrative charges.

Identified factors envisaged to affect the operation of the RF will be: Interest rates (for lending and/or borrowing); premiums; administrative expenses; payments/repayments (and failure to make them); inflation and liabilities.

To ensure that the SRF is self-sufficient and sustainable, appropriate measures would be required to appraise and monitor these factors effectively.

2.7 Monitoring and Reporting

The DSF has financial relationships with the financiers and the users of the fund which entails obligations to make payments or repayments and to submit reports. The financial reports shall include Profit or Loss and Cash Flow statements, with a detailed Portfolio Report. These reports shall indicate an overview of sources, applications of funds and a Balance Sheet approved by the Board of Trustees (BoT) and an external auditor. The reports shall be finalized annually within three (3) months of the end of the financial year.

SECTION 3.0: PRINCIPLES UNDERLYING THE SOCIAL FUND

3.1 Introduction

Poverty is a condition often characterized by severe deprivation of basic human needs namely; food, drinking water, shelter, sanitation facilities, education, health, and information. Poverty is relative and defined in context. The Ghana Statistical Service defines the poor as those who lack command over basic consumption needs, including food and non-food components and household living below the extreme poverty line who cannot afford adequate calorie requirement even if it were to spend all its budget on food. For operational categorization, the poor in this case refer to the bottom 10% of households in Ghana. These are the households that the Ghana Livelihood Empowerment Against Poverty (LEAP) programme supports. As a fund established for the poor and vulnerable, the Social Fund (SF) focuses on reaching households with similar characteristics.

3.2 Selecting Beneficiaries

Beneficiaries of the SF need to be carefully identified. To avoid duplication of the selection process, the LEAP programme beneficiaries will be the main target of the SF. Eligibility will, therefore, be based on poverty, and having a household member in at least one of these three (3) demographic categories:

1. A single parent with Orphan or Vulnerable Child (OVC);
2. Elderly poor (over 65 years old);
3. A person with an extreme disability and as such unable to work (PWD).

In each case, there must be proof that the qualified household does not have access to external family support which is adequate to construct the household latrine.

3.3 Modalities for the Disbursement of the Social Fund

Funds to be disbursed to support the construction of latrine of qualified households shall be according to the following modalities:

a. Household commitment:

Households benefiting from the SF must show a level of commitment or interest in acquiring the sanitation facility. The commitment will include contributions such as providing water for the construction, digging the pit and providing the labour force needed at all stages of the construction. A show of commitment by households is an indication that the latrine will be maintained and not abandoned after a few years of use.

b. Indirect funds transfer to beneficiaries:

In the implementation of the SF, beneficiary households will not receive direct cash transfers. Rather, payment for approved sanitation products and services will be channelled through registered material suppliers and accredited artisans for the products and services they provide to these households. This is a security measure to ensure that funds are not diverted by beneficiary households but are actually used for the intended purpose of acquiring latrine.

3.4 Reporting

Reporting on the disbursement and utilization of the SF will be monthly. Tracking will be done using monthly data collected with the "Tracking/Reporting Template" in Appendix 10. The indicators will

include the number of beneficiaries in a community, number that benefited within the period, number of latrines completed, availability of the labour contribution from the benefiting household and availability of the labor contribution from the community.

SECTION 4.0: OPERATIONALIZING THE SOCIAL FUND

4.1 Overview

This section presents the key steps in operationalizing the Social Fund (SF). The steps can be summarized under a six-(6)-stage model presented below:

Stage 1: Form Partnerships with Accredited Artisans and Material Suppliers

Stage 2: Identify Poor Qualifying Households

Stage 3: Engage with opinion leaders in supporting Qualifying Households

Stage 4: Develop budget for support to be provided

Stage 5: Develop and Implement Action Plan

Stage 6: Monitor the use of the Social Fund

Stage 1: Form Partnerships with Accredited Artisans and Registered Material Suppliers

One of the major challenges to the achievement and sustainability of community-level sanitation interventions is the insufficient capacity to construct, manage, and maintain infrastructure. With the introduction of the SF, it is critical that partnerships are formed with accredited artisans in the participating communities to facilitate access to improved latrines. To avoid duplication, the SanMark programme accredited artisans are the ones to be engaged here. The following steps provide guidance on how these partnerships should be formed:

STEPS	ACTIONS TO UNDERTAKE	REQUIRED TEMPLATE/ CONSIDERATIONS
Step 1	GENERATE a list of interested SanMark accredited artisans and material suppliers willing to partner with District Assemblies to develop latrines after being certified by a technical or vocational institution.	SanMark Programme Database
Step 2	CHECK to confirm if a technical or vocational institutions in proximity to the district has provided accreditation for Artisans under the SanMark programme.	
Step 3	ENGAGE interested Artisans and material suppliers through the signing of a Memorandum of	Memorandum of Understanding (MoU) (Appendix 2)

	Understanding (MoU) on the construction of latrines to specifications developed under the SanMark programme for households.	
		•
Step 4	OBTAIN a database of accredited artisans from the District Assembly.	

Stage 2: Identify Qualifying Poor Households

The objective of this stage is to guide the BoT to select the poor and vulnerable in society who are unable to fund latrines without support. The following steps present the processes involved in identifying qualifying poor households:

STEPS	ACTIONS TO UNDERTAKE	REQUIRED TEMPLATE/ CONSIDERATIONS
Step 1	IDENTIFY the poor communities that will qualify for support using the LEAP indicators with the help of the district LEAP Officer.	• LEAP indicators (Appendix 6) • The Ghana Poverty Map (Appendix 4) • Criteria for Selecting Qualifying Communities and Households (Appendix 5)
Step 2	OBTAIN the list of beneficiary households and determine the number that lack safe and improved household latrines.	• The Community Sanitation Implementation Committee (CSIC) comprising of two community members (chief/opinion leader), a representative from education, health, NGOs and religious groups.
Step 3	EXPLAIN the criteria for selecting beneficiary households and identify key causes of vulnerability as a basis for determining what services can be provided (if any) by members of the identified household.	• Criteria for Selecting Qualifying Communities and Households
Step 4	CONFIRM the list by visiting each of the identified households to take statistics on the status of those in the household	• Criteria for Selecting Qualifying Communities and Households
Step 5	CONFIRM from at least two (2) neighbours that the assessed household lacks the financial capacity and is unable to work towards the acquisition of the household latrine.	• Household that are unable to make any contribution (labour related) towards the acquisition of their latrines are expected to be supported by the community.
Step 6	GENERATE a provisional list of all households that have been mapped	

	(qualifying households) for support under the SF.	
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Stage 3: Engage with opinion leaders in supporting qualifying households

Community Leadership engagement is important to the success of any community level project implementation. Community involvement does not only encourage buy-in but also ensures sustainability. Below are the steps to consider to engage effectively with opinion leaders:

STEPS	ACTIONS TO UNDERTAKE	REQUIRED TEMPLATE/ CONSIDERATIONS
Step 1	GENERATE a list of opinion leaders in the communities whose input will be beneficial towards the roll-out of the SF.	
Step 2	INVITE SELECTED opinion leaders for a meeting to discuss ways in which the community can support qualifying households of the SF.	During community entry and sensitization, community leaders should make a commitment/pledge to provide the support in such cases before the selection process is finalized.
Step 3	WORK WITH community opinion leaders to determine ways in which the community can support the identified households such as the provision of manual labour to support community's effort to become ODF.	
Step 4	DEVELOP an Action Plan on community support for qualifying households of the SF.	- Action Plan Template (Appendix 8) - Community leaders should be involved in: <i>The community sensitization about the supporting poor households in acquiring latrines.</i> <i>Formation of the Community Sanitation Implementation Committee.</i> <i>Selection, verification and confirmation of beneficiary households.</i>

Stage 4: Develop Budget for Support to be provided

Disbursement from the SF will be managed such that it serves the needs of deserving households. The beneficiary households will not receive direct cash transfers to pay for improved latrines but will be channeled through accredited artisans for the services and products they will provide these households. In developing the budget for the support to be provided, the BoT should carry out the activity below:

STEPS	ACTIONS TO UNDERTAKE	REQUIRED TEMPLATE/ CONSIDERATIONS
Step 1	LIST all the materials, labour and all other inputs needed for the specified household latrine.	- List of all material and labour input in latrine construction. - Household Budget template
Step 2	ESTIMATE the monetary value of all the materials inputs.	Household Budget template.
Step 3	ESTIMATE the cost of labour inputs.	Household Budget template
Step 4	SEPARATE the materials/non-material inputs households can contribute.	Household Budget template
Step 5	ESTIMATE the cost of household contributions/inputs.	Household Budget template
Step 6	DEDUCT the value of household contribution from the total value of the latrine.	Household Budget template
Step 7	ADD individual household values to get the value of support to be provided to that community.	
Step 8	ADD the estimated community supports to get the value of support to be provided to that district.	

Appendix 8 presents the template used for estimating cost of latrine in the community and district levels.

Stage 5: Develop and Implement Action Plan

An action plan will set the stage for the execution of the series of activities that will produce the desired result. Beneficiary families are expected to take up the cost of some activities in the latrine construction such as digging the pit, provision of water and labour for other activities. It is expected that communities will provide the necessary support to poor and vulnerable households to enable them benefit from the fund. To do this, the BoT needs to clearly outline a plan on how to rally support from the community as presented in the following steps:

STEPS	ACTIONS TO UNDERTAKE	REQUIRED TEMPLATE/ CONSIDERATIONS
Step 1	CONVENE a meeting to outline plans for providing support for qualifying households.	
Step 2	DETERMINE actions to be taken in implementing the chosen strategy and approach.	Action Plan Template
Step 3	AGREE on individuals to lead actions to be taken as part of the implementation process and indicators to be used in monitoring the success of the intervention.	
Step 4	FORMULATE a plan of the execution of activities and monitor the activities. See Appendix 6 for a sample monitoring tool.	
Step 5	ROLL-OUT the implementation of the Action Plan	- It is important that an individual takes up the responsibility of following up on other individuals to whom tasks have been assigned. - There is also the need for the BoT to meet at least monthly to ascertain the status of each activity. - The BoT should ensure that the community is involved when fixing timelines so as to fit with the schedules of community members.

Stage 6: Monitor the use of the Social Fund

Monitoring of the SF affords implementers the opportunity to assess the impact of the fund. Information from the monitoring process will be used to identify loopholes in management of the fund for the necessary actions to be taken. Below are the steps to effectively monitor the use of the Social Fund:

STEPS	ACTIONS TO UNDERTAKE	REQUIRED TEMPLATE/ CONSIDERATIONS
Step 1	REVIEW the list of qualifying households to be visited to ascertain completion of the household latrines.	
Step 2	VERIFY the completion of the household latrines by visiting households on the list.	Tracking/Reporting Template (Appendix 10)

Step 3	TRACK and compile number of households that have benefited from support under the SF.	Tracking/Reporting Template
Step 4	CONFIRM that accredited Artisans and/or approved community actors were used in the construction of the latrines.	Tracking/Reporting Template
Step 5	DISBURSE funds to accredited artisans who have completed construction of the latrines.	

SECTION 5.0: RISKS TO SOCIAL FUND AND ACTIONS TO MITIGATE RISKS

5.1 Introduction

Presented in Table 1 are risks that may threaten the success of the Social Fund (SF) and actions to be taken to mitigate such risks.

5.2 Risks and their Mitigating Actions

Table 1: Risks to the SF and Actions to Mitigate Risks

	Risk	Mitigating Action
1	Some households may be skeptical and may not subscribe to the SF as a result of the low level of trust they have for local government, due to unfulfilled promises.	Fund managers should be very transparent and provide regular feedback on the beneficiary household selection process and households contribution. All promises made should be fulfilled or communities should be informed appropriately and clearly why any promise cannot be fulfilled.
2		
3	Legal issues on the utilization of public funds may arise.	The Ghana Social Protection Policy (SPP) that serves as a framework for the LEAP programme (which targets a similar segment as the Social Fund) can be applied to the SF during its implementation.
4	The Social Fund will draw its funds from the central government, development partners and Corporate Social responsibilities of private enterprises, District Assemblies Common Fund, Internally Generated Fund of the DAs and NGOs. It would, therefore, be challenging to attribute the results of the SF to a particular contributor.	Contributors to the fund should be made to understand that they will all be recognised in the success of the fund.
5	There is high risk of political interference in the approval of funds to various communities and individual households especially if the demand on the fund is high.	Ensure that the agreed criteria for accessing the funds is strictly adhered to by all stakeholders. There should be unannounced monitoring by the BoT to ensure compliance.
6	Delays in disbursement of funds to beneficiaries due to a long approval process may slow down the uptake of latrine construction or acquisition.	The purpose of the intervention should be incorporated into the development of the simple procedure template.
7		

APPENDICES

APPENDIX 1: BOARD OF TRUSTEES MEETING AGENDA TEMPLATE

Social Fund Board of Trustees: Meeting Agenda	
Date:	
Time:	
Meeting Facilitator:	
Agenda:	i. Call to order ii. Roll call iii. Approval of minutes from last meeting iv. Open issues a. Discussion of matters arising 1 b. Discussion of matters arising 2 c. Discussion of matters arising 3 v. New business a. Discussion of new business 1 b. Discussion of new business 2 c. Discussion of new business 3 vi. Adjournment

APPENDIX 2: MEMORANDUM OF UNDERSTANDING (MoU) TEMPLATE

MEMORANDUM OF UNDERSTANDING

Between

..... xxxxx. . (hereinafter referred to as [Party A]), represented by xxxx.

And

.....xxxx (hereinafter referred to as [Party B]) represented by xxxx.

Objective

This Memorandum of Understanding (MOU) sets the terms and understanding between [Party A]..... and [Party B].....to...[indicate purpose here].....

Background of Agreement

[Provide a brief description of the background of the agreement]

Responsibilities of Party A

Both parties commit and undertake to:

- xxx;
- xxx;

Responsibilities of Party A

[Party A] shall undertake the following:

- xxx;
- xxx;
- xxx;

Responsibilities of Party B

[Party B] shall undertake the following:

- xxx;
- xxx;
- xxx;

Duration

The MoU is designed to cover a period [indicate the duration of MoU]....

Amendments and Dispute Resolution

- Once agreed and signed, the MoU may only be amended by mutual agreement, signed by the authorized signatories of the parties. Once approved, amendments should be attached as annexes to the original MoU.
- The MoU is not intended to be legally binding, nor to give rise to any liability of any kind whatsoever. The Parties will therefore be individually liable for any costs arising from amendments to the MoU.

Termination

If either of the Parties wishes to dissolve the partnership, a minimum of three weeks' notice must be given in writing to the other Party, with reasons for the termination stated.

For both parties

Party A	Party B
Signature:	Signature:
[Insert Name]	[Insert Name]
Date:	Date:

APPENDIX 3: BOARD OF TRUSTEES MEETING MINUTES TEMPLATE

Social Fund Board of Trustees: Meeting Minutes	
Date:	
Time:	
Meeting Facilitator:	
Call to order:	<i>This part should capture the following:</i> a. <i>Name of person who called meeting to order</i> b. <i>Time of the meeting</i> c. <i>Date of the meeting, and</i> d. <i>Venue of the meeting</i>
Roll-call:	<i>This item should contain</i> a. <i>Name of person who conducted roll call</i> b. <i>Names of individuals who were present</i>
Approval of minutes from last meeting:	<i>This section should focus on</i> a. <i>Name of person who read the minutes</i> b. <i>Issues that were amended</i> c. <i>Approval of the minutes</i>
Open issues:	<i>Capture the matters that arose from the reading of the minutes and what the contributions were.</i> a. <i>Capture matters arising 1</i> b. <i>Capture matters arising 2</i> c. <i>Capture matters arising 3</i>
New Business	<i>Capture the new matters for the day and what the contributions were.</i> a. <i>Capture new matters for the day 1</i> b. <i>Capture new matters for the day 2</i> c. <i>Capture new matters for the day 3</i>
Adjournment	<i>This section should include</i> a. <i>Name of person who called for the adjournment of the meeting</i> b. <i>The time the call was made</i>
	Minutes submitted by: Minutes approved by:

APPENDIX 4: HOUSEHOLD BUDGET TEMPLATE

1	MATERIALS (cement, iron rods, PVC pipes, roofing sheets, etc)	Quantity	Unit cost
	<i>Total Material cost</i>		
2	LABOUR (masonry, carpentry, plumbing, etc)		
	<i>Total Labour cost</i>		
3	TOTAL COST OF LATRINE		
4	HOUSEHOLD CONTRIBUTION (water, pit digging, supply of local materials, etc)		
	<i>(Less) Total Household cost</i>		
5	REQUIRED HOUSEHOLD SUPPORT		

APPENDIX 5: CRITERIA FOR SELECTING QUALIFYING COMMUNITIES AND HOUSEHOLDS

Qualifying communities

To ensure consistency in selecting the poor to benefit from the social fund for latrine financing, the community selection criteria used is consistent with that which is used for social intervention programmes by the Government of Ghana.

The selection of beneficiary communities follows a range of locally-identified poverty criteria including:

- *The Prevalence of adverse health conditions such as high incidence of diseases;*
- *The Level of NHIS registration;*
- *The access to quality basic social services;*
- *The prevalence of child labour or child trafficking; and*
- *The degree of geographical isolation.*

The selection of communities within districts can be done using this procedure:

Step 1	List communities according to poverty ranking.
Step 2	Decide on a percentage of households to be covered in each community.
Step 3	Apply the chosen percentage to communities until the total number of beneficiary households per district is covered.

Qualifying households

The criteria for selecting the beneficiary households used here is the same as those used for selecting beneficiaries under the LEAP project.

Using a targeting booklet of the LEAP programme, information about households is collected at the community level. There are thirteen (13) variables in total relating to household health status; education status of the head of the household; dependency ratio; housing conditions; access to water and sanitation; household assets, livestock; access to land; ownership of agricultural inputs; subsistence cropping; household income sources, the level of external support and child labour.

Following this initial identification list, priority will be given to households that have members in at least one (1) of the following three (3) demographic categories:

- A single parent with Orphan or Vulnerable Child (OVC). Conditions under this point include:
 - *Enrolment and retention of school-age children in school;*
 - *Birth registration of new-born babies and their attendance at postnatal clinics;*
 - *Full vaccination of children up to the age of five; and*
 - *Non-trafficking of children and their non-involvement in the 'worst forms of child labour'.*
- Elderly (over 65 years old).
- A person with an extreme disability and as such unable to work (PWD).

Besides these LEAP programme criteria, it is also important to consider households that are situated in very difficult terrains such as loose soil and or rocky places.

APPENDIX 6: LEAP INDICATORS

What is LEAP?

It is a cash-transfer programme aimed at empowering the extremely poor, disadvantaged, and vulnerable population to improve upon their lives. LEAP is implemented by the Department of Social Development under the Ministry of Gender, Children and Social Protection.

Eligibility Criteria

The program eligibility criteria for households to be included are as follows:

1. The household must be **Extremely Poor** (as determined by the targeting process) **“Extremely poor household”** is defined as a household who obtained a Proxy Means Test (PMT) score below cut-off point defined by the Program **AND** is also validated by community representatives as extremely poor.

AND

2. The household must have at least one eligible household member who is:
 - a. Elderly (65 years old or above); **OR**
 - b. An orphan and vulnerable child (OVC); **OR**
 - c. A person with severe disability (without productive capacity).

“Orphans and Vulnerable Children” (OVC) are defined as children under 18 years of age who are:

- a. Single or double orphans; **OR**
- b. Disabled; **OR**
- c. Chronically ill; **OR**
- d. Members of a household with a head who is a child (under 18 years old); **OR**
- e. Members of a household with a head who is chronically ill; **OR**
- f. Members of a household with a parent whose whereabouts are unknown.

Chronically ill – A person is considered chronically ill when he/she has a prolonged illness (for at least 3 months or more), such as HIV/AIDS, tuberculosis or cancer.

Disability- Disability is a physical impairment or limitation of the ability to work and perform normal activities.

Please refer to the “LIVELIHOOD EMPOWERMENT AGAINST POVERTY PROGRAM (LEAP) OPERATIONS MANUAL” for details.

APPENDIX 7: BUDGET TEMPLATE

Community Budget Sheet -

District				Community	
No.	Name of Household Head	Contact	Amount Required	Comments/Remarks	
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
Total from Community					

District Budget Sheet -

Region				District	
No.	Name of Community	Contact	Amount Required	Comments/Remarks	
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
Total from District					

APPENDIX 8: ACTION PLAN TEMPLATE

[illegible]

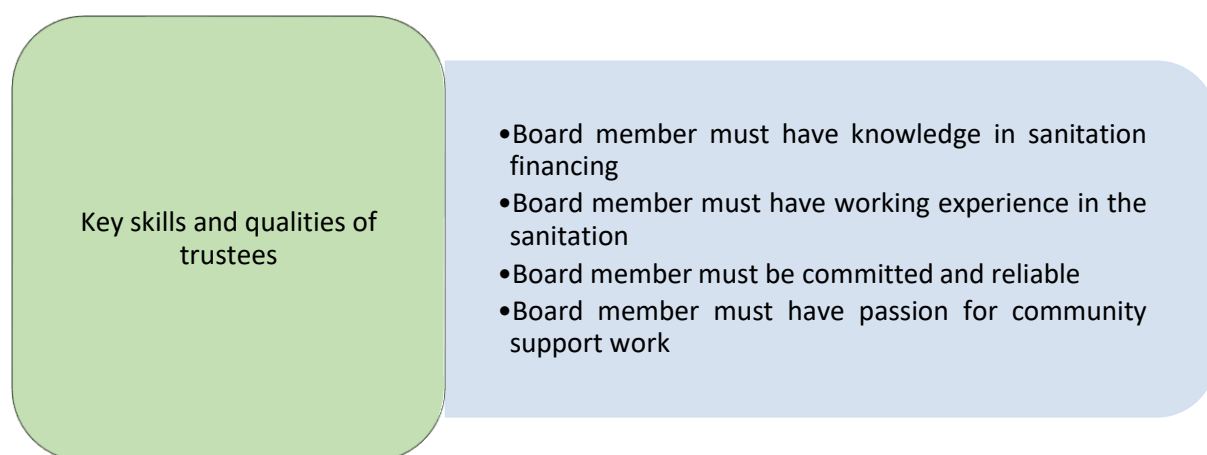
APPENDIX 9: COMPOSITION, QUALITIES AND SKILLS OF THE BOARD OF TRUSTEES

A Board of Trustees (BoT) is a body of elected or appointed members who jointly oversee the activities of a not for profit company or organization. In this case, the BoT of District Sanitation Fund (comprising the Social Fund) will play a critical role of guarding the appropriate management, protection, and maintenance of the core purpose of the fund. As a collective body, the trustees are responsible for ensuring that the fund is specifically used for the intended purpose. Finding the right composition of the Board of Trustees is key to the survival of this well-intentioned pro-poor innovative model. It shall be a well-balanced board that collectively represent the interest of all who contribute to the fund.

Given these interest parties, it would be a five-member board comprising:

- Representative of District/Municipal/Metropolitan Assemblies;
- Representative of CONIWAS (Coalition of NGOs in WASH);
- Representative of Civil Society Group in WASH;
- Representative of MFIs and
- A representative of other development partners.

Essential qualities and skills that will guide the selection of these representatives include the following:



It is recommended that the appropriate authorities in each of the bodies with representation on the board, lead (or be a part) of the process of selecting the representative. This will enhance the trust and confidence among the trustees.

APPENDIX 10: TRACKING/REPORTING TEMPLATE

Area To Be Tracked	Indicator (How will we know we are meeting our objectives?)	Target (Planned number or amount)	Actual			Responsibility (Who will capture the data?)
			Month 1	Month 2	Month 3	
Beneficiaries	Number of beneficiaries					
	Amount of support beneficiaries have received so far (GHS)					
Social Fund	Amount contributed (GHS)					
	Amount disbursed (GHS)					
	Balance at the end of the month (GHS)					
Latrine Construction	Number of latrines complete					
	Number of latrines under construction					
	Number of latrines with defects					
Accredited Artisans	Number of Accredited Artisans					
	Amount disbursed to Accredited Artisans (GHS)					
	Number of Accredited Artisans with payment outstanding					