

Project Implementation Manual

In 2 Volumes

Government of the Republic of Zambia

Microprojects Unit

National Commission for Development
Planning

*for use by
Project Communities*

Volume 1



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This manual was prepared for the Social Recovery Project of the Microprojects Unit, National Commission for Development Planning, Zambia 1994

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Information Sheet

Official Project Details



Do NOT fill in these details until you have read Chapter 3

Official Title of this Project

Official MPU Number of Project

- Targets
- 1
 - 2
 - 3
 - 4
 - 5
 - 6
 - 7
 - 8

Date of Project Launch Workshop

Date bank details and names of
Committee sent to Lusaka

Certificate of Registered Posting No.

Names of Committee Members:

(Chairman)

(Vice-Chairman)

(Secretary)

(Treasurer)

(Vice-Treasurer)

Members

.....
.....
.....

Name of Supervisor.....

Name of your Regional Officer

Address of Regional Officer

Telephone Number.....

Name of your bank

Name of Bank Manager

Bank Account Number.....

Names of signatories to the account

.....
.....
.....

Date of receipt of letter announcing first funding

Date of first funding received in bank account

Amount of 1st funding

Amount of 2nd funding

Amount of 3rd funding

Amount of 4th funding

Amount of any other funding

Total funded

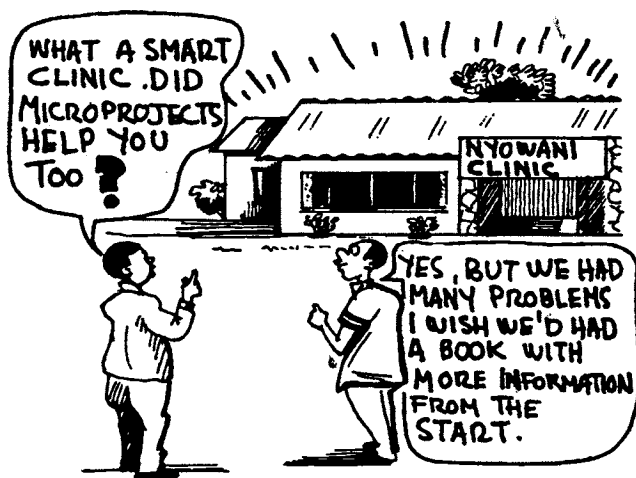
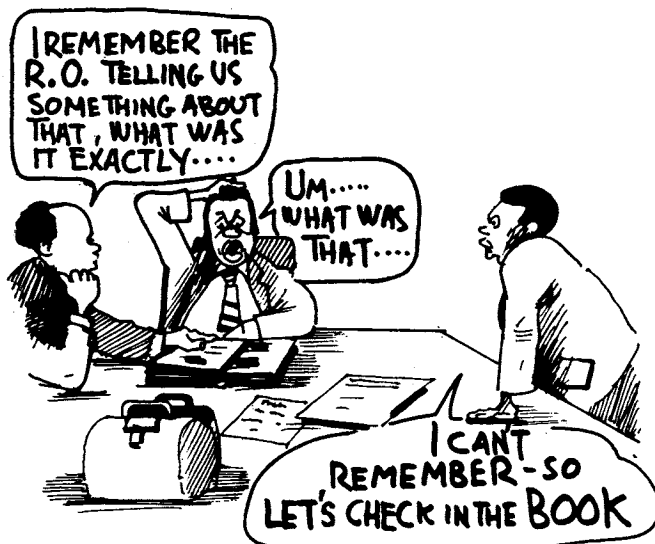
Date of Completion Certificate

Preface

This book is written for the **PROJECT COMMITTEE** and **YOUR COMMUNITY**. It contains information to help you make your project successful.

Purpose of the Book

- It
- ▷ answers questions you may have
 - ▷ sets out the procedures you **MUST** follow
 - ▷ gives you advice and suggestions
 - ▷ gives information you will be told but which you may need to remind yourselves about later



Implementation of a project is not easy. Many projects have had problems. The way in which other communities solved their problems may help YOU.

What are these? This book will tell you.

The Microprojects Unit has its own particular ways of doing things: "procedures". You **MUST** follow these procedures.

What are these? How should you follow them?

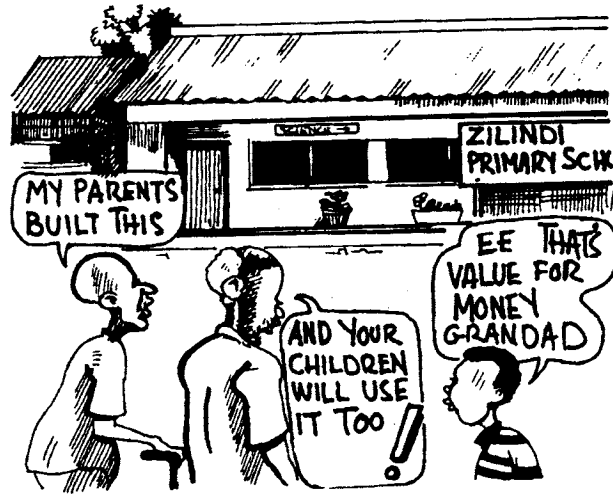
This book will tell you.

M. P. U. LUSAKA	
PROCEDURE	INFO.
PROCEDURE 1	↓
PROCEDURE 2	↓
PROCEDURE 3	↓
PROCEDURE 4	↓
PROCEDURE 5	↓
PROCEDURE 6	↓

YOU MUST FOLLOW THE PROCEDURES AS INSTRUCTED BY M. P. U. OR NO MONEY CAN BE GIVEN



Buildings cost huge sums of money.
You must build yours to last.
How can you make buildings that will last?
This book will tell you.



Everyone Wants your Project to be Successful

What does that mean?

A successful project

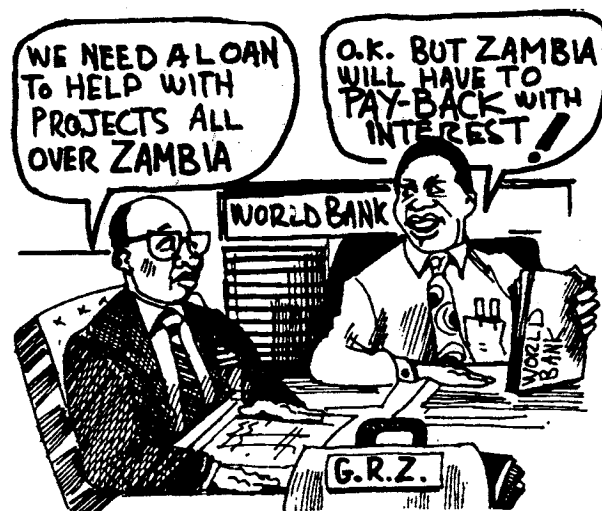
- ▷ achieves what it set out to do
- ▷ within the agreed time
- ▷ within the agreed cost
- ▷ is built to a high standard
- ▷ accounts fully for its expenditure
- ▷ makes the community proud of its achievement

Where does the money come from?

The money belongs to the Government of Zambia. It has either been given to the Government by different donors like the European Union or the money may be a LOAN from the World Bank.

ALL loans have to be paid back. The smaller the loan the better. Every ngwee must be well spent FOR ZAMBIA. Not one ngwee must be wasted.

The Microprojects Unit in Lusaka will send your project funds.



Many people will help you if you ask them.

But when there is no-one around to ask, read this book.

Good luck with your project!

1

How to use your Project Implementation Manual



A Reference Book

Using the Index

Symbols and Illustrations



What Kind of Book is this?

It is a REFERENCE BOOK in 2 volumes.

What information does it contain?

Volume I is about:

- 1 MPU procedures
- 2 Organisation of the project
- 3 Project implementation
- 4 Suggestions on how to do things

Volume 2 is about:

- 1 Technical matters
- 2 Each stage of building

Who is the Book for?

- 1 This book is mainly for the Project Committee.
- 2 The Supervisor and Foreman may find some sections useful.
- 3 Anyone in the community can read it if he/she wants to.

Keep it ALWAYS available FOR REFERENCE.

How to Read this Book

DO NOT try to read this book all in one go.

Select one topic at a time.

Finding your way about this Book

There are 2 sections which can help you find information you want quickly.

- 1 The CONTENTS are at the beginning.
They list the main topics in each chapter.
- 2 The INDEX tells you where to find all references to a subject.

It is at the end of each volume.

It is in alphabetical order. For example: If you want to find out about the Treasurer's work Look up T in the Index of Volume 1.

Find Treasurer.

The entry looks like this: **Treasurer**

books	66
cashbook	67, 68, 72 - 75
Financial Report	80 - 83
receipts	75 - 78
role	66

Look up all the pages listed to find out everything about these aspects of the Treasurer's work.

Symbols

The book uses some symbols. They ALWAYS mean the same thing.



means The next piece of information or advice is **IMPORTANT. REMEMBER** it.



means On this page you must **WRITE** something down; do an exercise; fill in a blank space.




means **READ** more about this subject on another page.


Illustrations

ZILINDI Primary School Improvement Project is an imaginary project. It is used in the book to illustrate what could - and often does - happen in real life.

The drawings do not represent real people - merely job holders.

Some of the people are speaking. If you see a "bubble" of speech like this  the person is supposed to be saying those words.



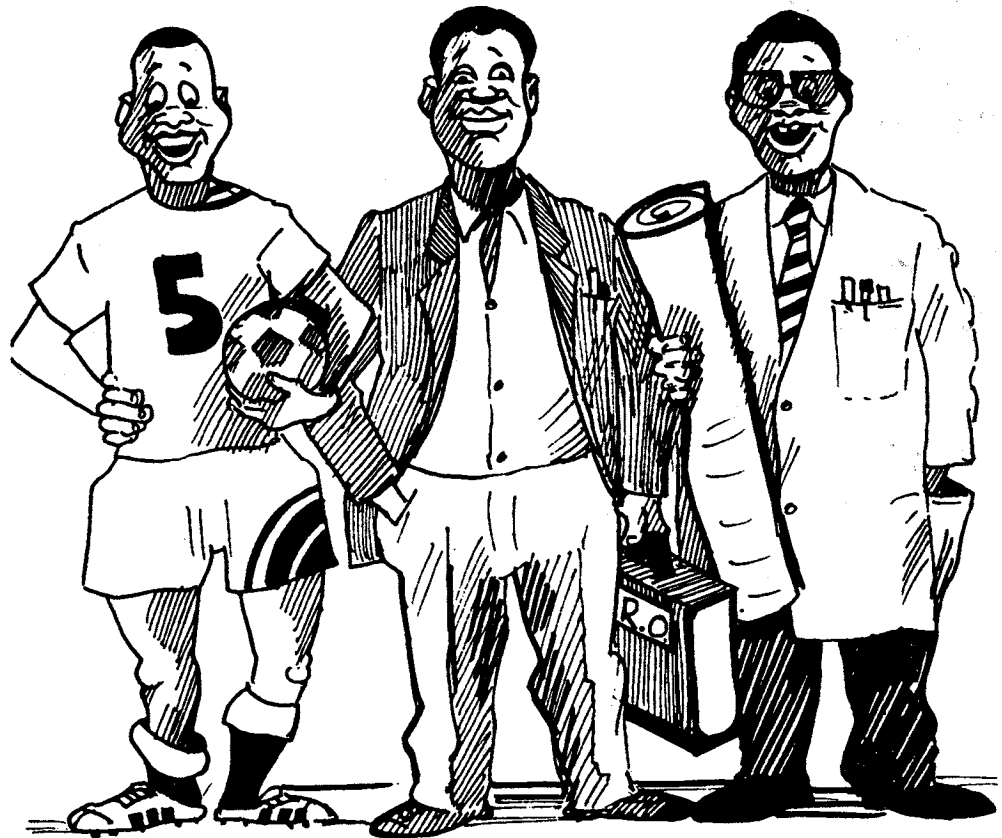
If you see a "bubble" like this  then the person is supposed to be thinking the words to himself.

The drawings are intended to make you think about things - and then look in the text to find out more.

We hope that some of them will make you laugh too!

2

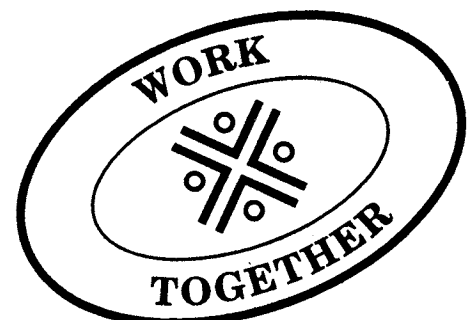
The Main Players



The People Involved in your Project

The People Involved with your Project

Their Roles



Many people will provide advice and support to your project.

Compare everyone involved in your project with a football team and the officials in the game.

A Football Team

A football team has 11 players. Each one has his own role but they work *together* so that the team can be successful.

Think about the roles of the various players and compare them with all the people involved in your project.

Compare

the *Captain* of the team with the *Project Committee*:

The Captain



The Committee



Their role is to

- ▷ lead
- ▷ organise
- ▷ encourage

everyone who is involved

Compare

the *Forwards* with the whole *Community*:

The Forwards



Their role is to

- ▷ do most of the work
- ▷ keep the project moving forward
- ▷ be always in the forefront of the action

The Community



Compare

the *Midfield* players with the *Supervisor and Foreman, the Chief and Village Headman*:

The Midfield



They are slightly in the background

Their role is to

- ▷ provide essential support to the Forwards

The Supervisor and Foreman



Compare

the *Defenders* with officials from the *BOMA* or with *NGOs*:

Defenders



Their role is to

- ▷ give assistance quickly when the team is in trouble

The District officials or NGOs



Compare

the *Goalie* with the *Regional Officer*:

The Goalie



His role is to

- ▷ provide the last line of defence
- ▷ help solve project problems when all else has failed

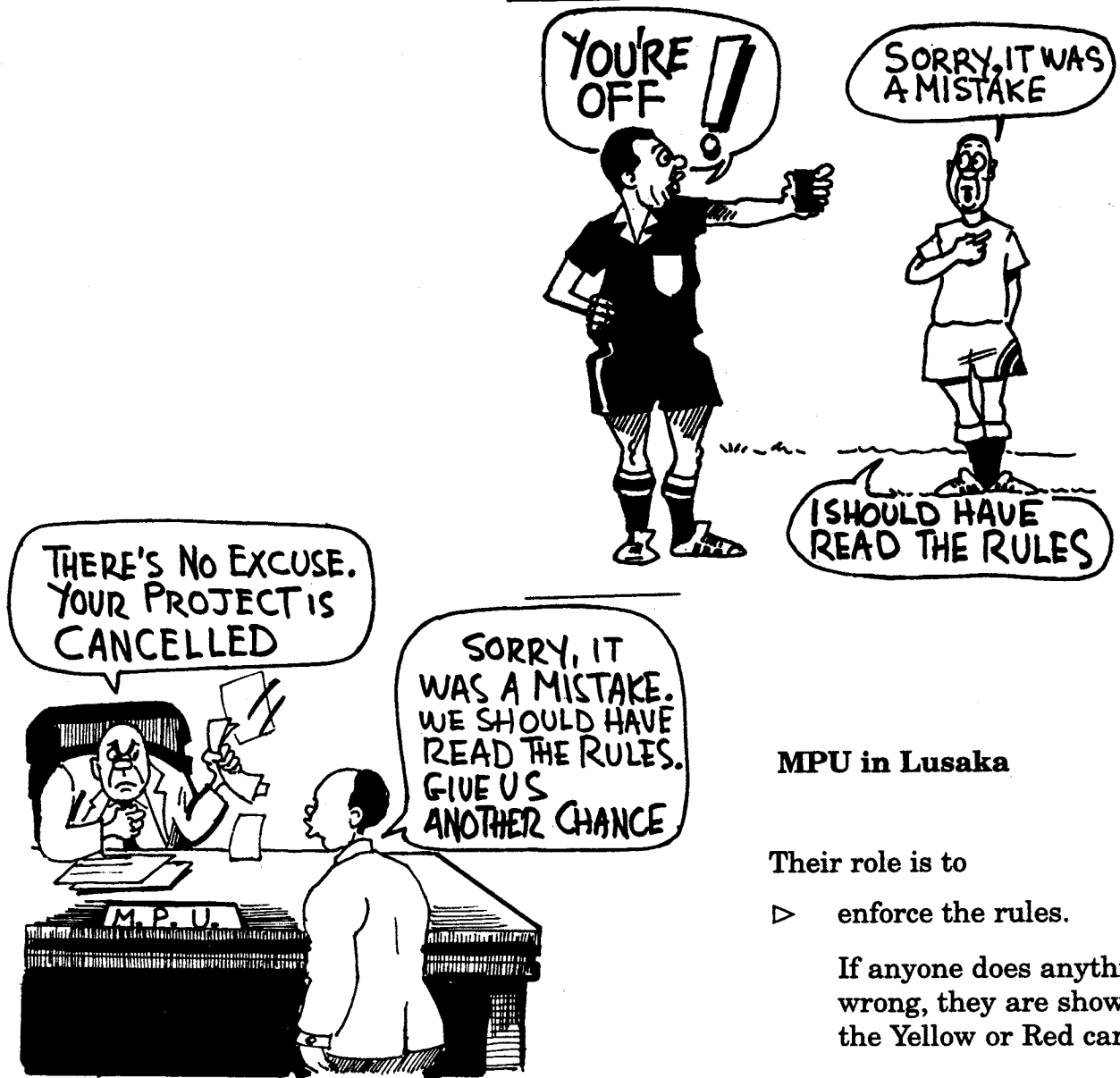
The Regional Officer



Compare

the Referee with MPU in Lusaka:

The Referee



MPU in Lusaka

Their role is to

- ▷ enforce the rules.

If anyone does anything wrong, they are shown the Yellow or Red card

Fans support you with their good wishes.

There are also opposition supporters who will try to make you fail. They are the people who will threaten witchcraft or cause trouble by bringing suspicion where there is no need for it.

Be on your guard against them!

All the Community is involved. There is a prize to win!

Your prize is a successful, completed project!

Your Main Players

Let us be quite sure who the main players in *your* project are.

We shall talk about them all in this book.

LOCALLY

The Community

everyone who lives in the area and who will benefit from the completed project

The Project Committee

members of the community elected to lead the project, plan the strategy, give instructions, and keep the team together

The Supervisor, Foreman, Chief, Headmen

people who can help you

- ▷ at the project
- ▷ within your community
- ▷ outside the community

AT THE DISTRICT BOMA

District officials

Government Ministry officials:

The District Education Officer (DEO) is the first contact for a school. His Buildings Officer has technical knowledge and building experience.

The District Health Inspector (DHI) is ready to help health centre projects.

He often has a Building Team too.

The District Council:

The Director of Works can help you with technical expertise. He knows where to obtain more specialist advice if required - e.g. for a bridge or a borehole.

There may be NGOs (Non-Governmental Organisations) in your area. Perhaps they employ people with technical skills. Try to find out in advance what skills and expertise they could help you with.

Everyone wants your project to be a success.

The district's reputation - and future funding - depend on it.

IN LUSAKA

The MPU Co-ordinator

is the final authority.

The MPU Unit is made up of several sections, all doing vital jobs for your project.

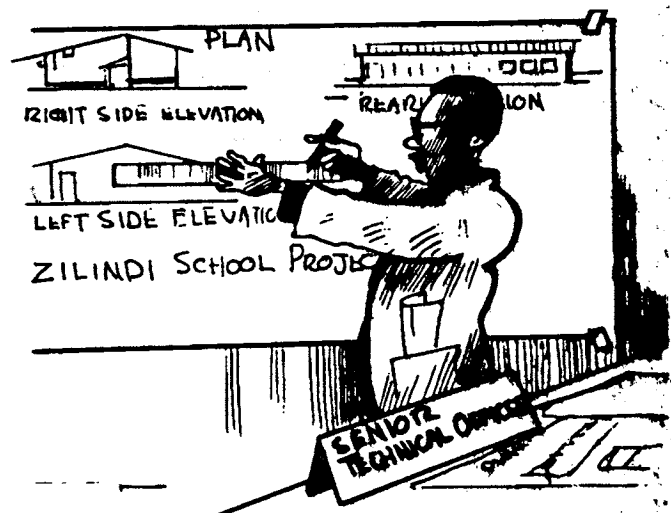
◁ Head of Field Operations

He advises your Regional Officer on problems experienced by projects.



Senior Technical Officer ▷

He is responsible for all the building drawings and Project Budgets. Any technical problems you have will be referred to him.



◁ Justifications Officer

He checks all receipts and Financial Reports before sending you more funds.

At Provincial Headquarters

The MPU Regional Officer



You know the RO already. He is very busy.

He has to visit many projects and so can only visit regularly once every 3 months. But if there are special problems he will come more frequently.

The Regional Officer has 3 main roles:

1 Advisory

He will

- ▷ answer your questions
- ▷ advise you
- ▷ guide you

2 Monitoring

As official representative of MPU Lusaka in your province, he monitors the following aspects of your project:

- ▷ Financial: that you are accounting correctly for money and not misusing funds
- ▷ Technical: that the work is good quality and value for money
- ▷ Community: that you provide your contribution to the project and are following MPU procedures

He takes *immediate action* if there are serious problems or queries about your project management.

3 Contractual

You have a contract with MPU.

The Regional Officer is the authority who can take immediate decisions concerning the terms and conditions of that contract.

Provincial Planning Unit

A representative of the Provincial Permanent Secretary on behalf of the Government will accompany the Regional Officer on his visits to your project.

The Project's Relationship with the Regional Officer

You should

- ▷ consult him
- ▷ report to him .
- ▷ refer your problems to him
- ▷ take instructions from him

In all matters relating to your project, contact your Regional Officer.



Write his address and telephone number on the Information sheet on page xi.



The Regional Officer's main concern is to

HELP YOU ACHIEVE A SUCCESSFUL PROJECT

Key Points

▷ There are many people who will help with your project - if you ask.

▷ The Main Players are:

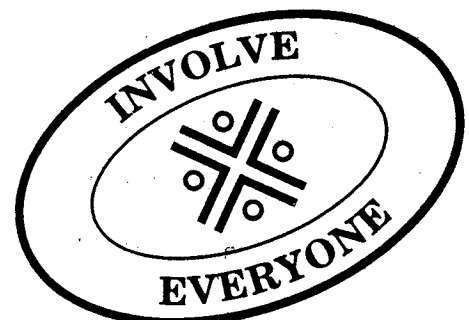
the Committee	leading and organising the project
the Community	providing the labour
the Supervisor	ensuring the building is good quality
District Officials	giving advice and assistance
Regional Officer	monitoring progress ensuring that you follow MPU's procedures representing MPU's authority
PPU Representative	representing the Provincial Permanent Secretary
MPU Lusaka	sending the money checking your accounts having final authority over your project

3

The Project Begins



MPU "Start-up" Documents
Some Definitions
Conditions of Funding



Project Launch Workshop

Your Project Launch Workshop marked the start of your project.

The workshop told the whole community what its responsibilities are. It emphasised that this project belongs to YOU.

Essential Project Documents

Just before your Project Launch Workshop, you received from Lusaka some essential documents for your project. CHECK that you received everything that you need. You should have:

- ▷ a Letter of Approval
- ▷ a Financing Agreement
- ▷ 2 copies of each building plan which your project will be using
- ▷ the Project Budget
- ▷ a Schedule of:
 - 1) Materials
 - 2) Labour
 - 3) Transportfor each target
- ▷ a Project Implementation Work Programme (Summary) for the whole project
- ▷ a Target Implementation Work Programme for each target
- ▷ a Schedule of Administrative costs for the whole project.

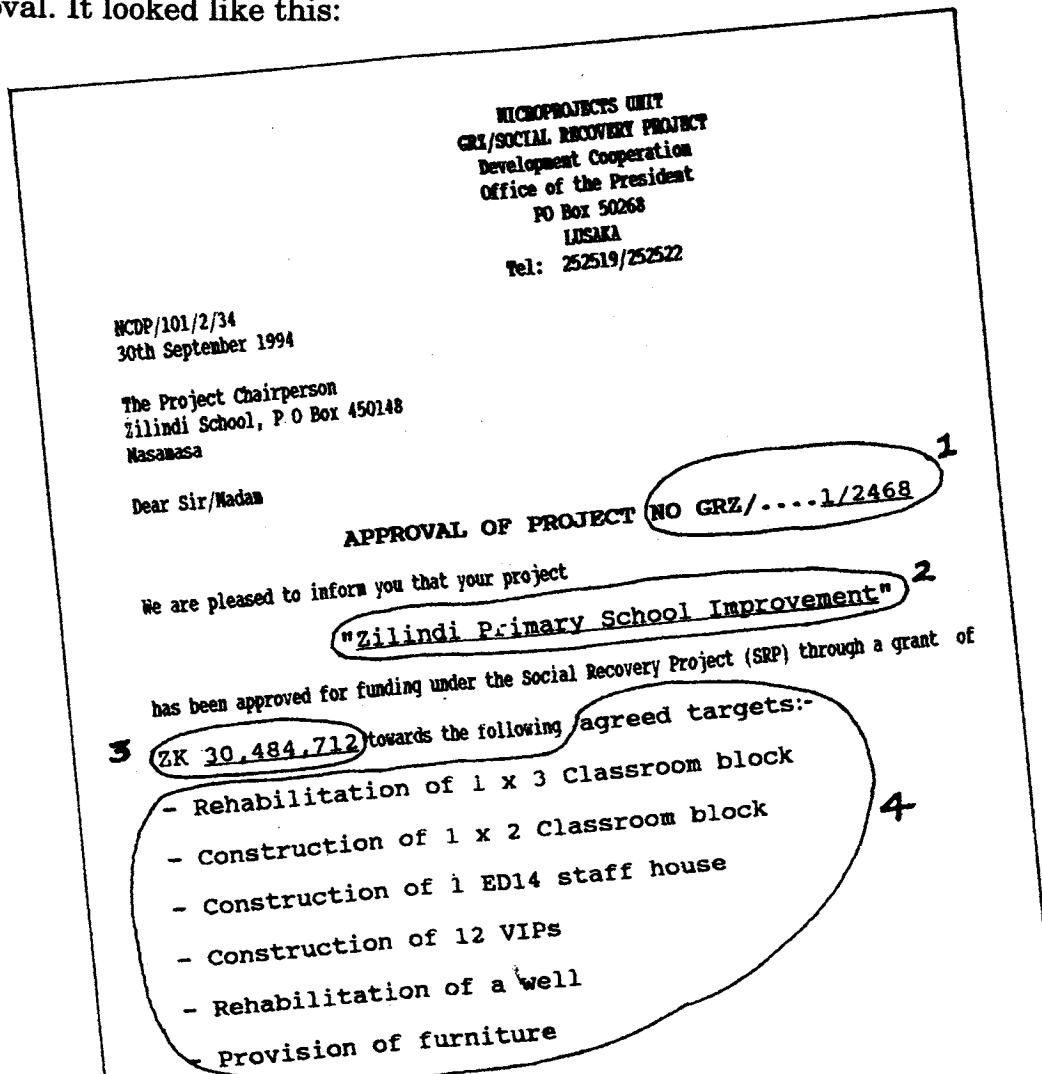
Let's look at some of these documents more closely.

Project Approval Letter

Your project was approved by a National Steering Committee. It was convinced of 3 things:

- ▷ your project is worthwhile
- ▷ it can be completed in less than 1 year
- ▷ the cost is acceptable to Zambia.

MPU sent you a letter which gives official project approval. It looked like this:



What information does the beginning of the letter give you?

- 1** This is your official Project Number. You should write it on all your letters.
- 2** This is your official Project Name. When writing to MPU, use this name. It should also be the name of your bank account.

Write your official Project Name and Project Number on the Project Information Sheet on page x.

- 3** "a grant of ZK. ..kwacha.." is the total amount of money which MPU will contribute towards your project.
- 4** "agreed targets" are the different parts of the project that were agreed between your community and the Regional Officer at the Field Appraisal.

MPU will always refer to each different part of your project as a "target".



Look at your own Approval Letter

Do you agree that these are the targets which were decided upon at your Field Appraisal?



Tick the correct answer

Yes No

See Pages 24-25 for more information about MPU's rules on Targets.

The rest of the letter is about the Financing Agreement and the 5 conditions which you must meet before you receive MPU money.

ALL members of the Project Committee must read the Agreement, not just the Secretary and/or the Chairman.



- 5 NO money will be sent from Lusaka until the project meets 5 conditions.

The project committee must carefully read the Financing Agreement and the conditions outlined in it. The Committee must be aware that if any of these conditions are violated the project may be cancelled.

There will no disbursements of funds until the following conditions are met:

1. A Project Launch Workshop is held at the project site. On receipt of this letter the Project Committee must contact the Regional Officer to make arrangements. The Project Launch Workshop must be attended by all members of the committee and those members of the community who are expected to contribute to the project. All aspects of project implementation will be explained in detail at the Project Launch Workshop - including technical issues, community contribution and financial management.
2. A Project Committee must be elected by the community with a Chairman, a Secretary and a Treasurer. The names of the committee's members must be sent to this office, using the form on p10.
3. A Separate Current Bank Account must be opened with one of the local commercial banks in your area. The bank account must be called Milindi Primary School Improvement SRP Project No.1/2468. As soon as the account is opened, use the form provided on p. 10 to indicate the bank account number, the name of the bank and its location and the names of the agreed signatories, including signing arrangement.
4. Both copies of the Financing Agreement attached hereto should be signed by all parties to the agreement, after the Project Launch Workshop. One copy should be kept by you and one should be sent back to this office.

An Approved Summary Budget is enclosed which forms part of the Financing Agreement. Please look carefully at the detailed budgets also enclosed as they represent what the SRP has agreed to finance and what the community and/or District have agreed to provide for the project.
5. A minimum of the materials or cash equivalent of the Community Contribution is found on the project site.

Conditions

- 1) **Project Launch Workshop** - By the time you start to read this book, you will probably have had your Project Launch Workshop.
- 2) **Project Committee** - Read Pages 41-44 for information on
 - ▷ the kind of people you need on your Committee
 - ▷ what they will have to do.
- 3) **Separate Current Bank Account** Read Chapter 6 for details about the bank account
- 4) **Financing Agreement** - Remember to send only ONE copy of the signed Financing Agreement to Lusaka.
- 5) **Community Contribution** - Read Pages 30-33 for details about the Community Contribution.



Write on *Page x* the date of your Project Launch Workshop and also the date when the details of your bank account and Committee members were sent to Lusaka.

HINT

If you send your bank account details by registered mail, keep your receipt safely - *at least* until you have received your first allocation of funding from MPU.

Financing Agreement

The Financing Agreement contains very important pieces of information:

**SILINDI PRIMARY SCHOOL IMPROVEMENT PROJECT
FINANCING AGREEMENT**

SECTION 1 PROJECT DETAILS
PROJECT NO. : GSK/... 1/2468

PROJECT TITLE : Silindi Primary School Improvement
PROVINCE: Northern
DISTRICT: Masarara
SECTOR: Education

PROJECT BUDGET : MPU CONTRIBUTION: ZK 30,484,712
LOCAL COMMUNITY: ZK 7,621,178
TOTAL BUDGET: ZK 38,105,890

APPROVED ON 12th September 1994 BY THE STEERING COMMITTEE

1. This Financing Agreement is between the Government of the Republic of Zambia, Social Recovery Project, on the one hand and Silindi Primary School Improvement Project Committee on the other, and has been registered with the court.

SECTION 2 ...
The local ...
The com ...
2. The Lia ...
3. Dist ...
4. Provinc ...
5. The Nic ...
(* case by d

SECTION 3 GENERAL CONDITIONS GOVERNING FINANCIAL MANAGEMENT

1. DISBURSEMENTS TO THE PROJECT CAN START ONLY IF:

- A PROJECT LAUNCH WORKSHOP has been held at the project site.
- The beneficiaries have elected an official PROJECT COMMITTEE with a Chairman, Secretary and Treasurer.
- The Project Committee has opened a CURRENT BANK ACCOUNT with one of the commercial banks in the project area. This account must be ONLY for the MPU contribution to project finance. The signing agreement should stipulate any two signatories as long as one of them is either the Chairman, Treasurer or the Secretary. The Regional Officer will be a special signatory with sole power ONLY to suspend operations, should the need arise.
- The details of both the Project Committee and the bank account are provided on the attached form (p.10) and sent to the SRF Coordinator.
- The Project Committee and the other parties to the agreement have signed this FINANCING AGREEMENT, obligating themselves to the terms specified therein, and it has been endorsed by the Regional Officer.
- If the Project Committee intends to hire a CONTRACTOR for any part of the work financed by the SRF, the committee has informed both the Regional Officer and the SRF Coordinator in writing before proceeding and permission to proceed sanctioned by the Coordinator.

2. the following conditions must be met:

3. according to the financing disbursement schedule

B. ALLOCATIONS TO THE PROJECT WILL BE EFFECTED THROUGH THE FOLLOWING PROCESSES:-

- Once the above conditions have been met, the first payment, 30% of the total SRF contribution, is sent to the project bank account.
- The second payment is made only when the Social Recovery Fund has received justification for the expenditures of 75% of the first allocation. The second payment will be for an additional 24% of the total SRF contribution.
- The third payment, representing 26% of the SRF contribution, will be made once the balance of the first payment plus 75% of the second payment has been justified. The remaining 16% of the funds will be made once the balance of the second payment plus 75% of the third payment has been justified. The project is considered complete only when 100% of the funds advanced have been justified by the Project Committee, the agreed targets are completed and a completion certificate issued.
- Proper justification of project expenditures is constituted by:-
 - Project Financial Report, using the standard MPU format. Original receipts and invoices must support the declared expenditure. Where a contractor is involved the financial report will comprise payment certificates prepared either by a Provincial Commissioner of Works (PCW) or a firm of 'Project Management Consultants' hired by the Social Recovery Fund. In both cases, the contractor's receipts of payment must accompany respective payment certificates.

◁ Contract between MPU and the project

▷ Obligations and contributions of everyone who is signing the Agreement

△ MPU's funding conditions

The Financing Agreement also contains a copy of the Budget Summary.

Look at *your* copy of the Financing Agreement.

The Agreement itself is a legal document. It is written in legal language - the kind used by lawyers and courts.

Your signatures on this document are therefore *very serious*.



Read *Section 2, No 1* very carefully.

Is the Community Contribution listed the same as you agreed at the Field Appraisal?



Tick your answer Yes No

Section 3 lists the conditions for funding.

Financial procedures are explained in Chapter 7

Legal implications are discussed in Chapter 16

Has *everyone* on the Committee read the Financing Agreement?

Tick your answer Yes No

Does everyone on the Committee understand the seriousness of the agreement made with MPU?

Tick your answer Yes No

Does everyone understand the consequences of accepting this money?

Tick your answer Yes No

Does everyone understand what could happen if there were any problems caused by individuals?

Tick your answer Yes No



If you have answered NO to any of these questions, discuss with your Regional Officer.

Project Targets

Each different part of your project has been called a target. So if, for example, your project is

to build 1) a Rural Health Centre,

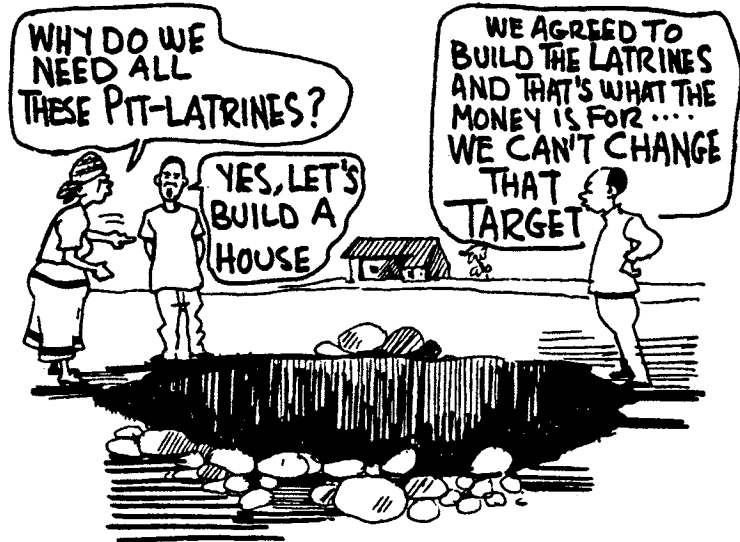
2) 3 staff houses,

3) 8 VIPs

and sink 4) one well,

then you have 4 targets to achieve.

Check *your* project targets. They are listed in the first paragraph of your Letter of Approval.

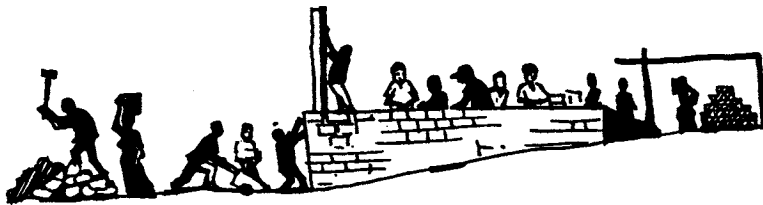


Rules Governing Targets

You may **NOT INCREASE** the number of targets you are trying to achieve.

Any other change to your targets must be approved by the MPU.

The funding approved for your project is for your agreed targets, not others which you think may be better - either now or later.



Reduction of Targets

If you think that the quantity of work is too great for your community or that you cannot complete these targets in the time given, discuss reducing your targets with your Regional Officer.

You can do this at any time. Your Regional Officer will be happy to know that you are being realistic. He can help you to choose which target or targets to leave out.

You may be able to attempt them later.

Action Necessary if a Target Does Need to be Changed

What should you do if you do feel that a target needs to be changed?

For example: if you dig several holes for a well but don't find water in any of them and the local Water Engineer has advised you to sink a borehole.

You **MUST** follow these steps:

MPU RULE

- 1 suspend work on that target.
- 2 contact the Regional Officer and discuss the problem with him. Ask him if it is possible to change the target, in this case from a well to a borehole.

He will refer the case to Lusaka and a decision will be given to you later.

You **MUST NOT**

- ▷ engage a contractor to sink a borehole for you. You have only enough money funded for a well, not for a borehole.



Now complete as many as possible of the questions on *Pages x and xi*.

This is an exercise for the whole Committee at one of its meetings. Everyone should know this information.

Make sure that it is **NOT** filled in by just one person as he/she reads the book.

Key Points

- * MPU should have sent you:
 - ▷ Approval Letter
 - ▷ Financing Agreement
 - ▷ Building Plans
 - ▷ Project Budget

- * You must satisfy 5 conditions before any money will be sent:
 - ▷ hold a Project Launch Workshop
 - ▷ elect a Project Committee
 - ▷ open a new bank account
 - ▷ sign the Financing Agreement
 - ▷ provide the materials pledged as community contribution

- * The Financing Agreement is a legal document. If you break the conditions you could be taken to court.

- * Do not alter any of your targets without the written agreement of your Regional Officer

4 The Project and the Community



The Community's Responsibilities
The Community's Contributions
Suggestions for Fund Raising



Community Commitment

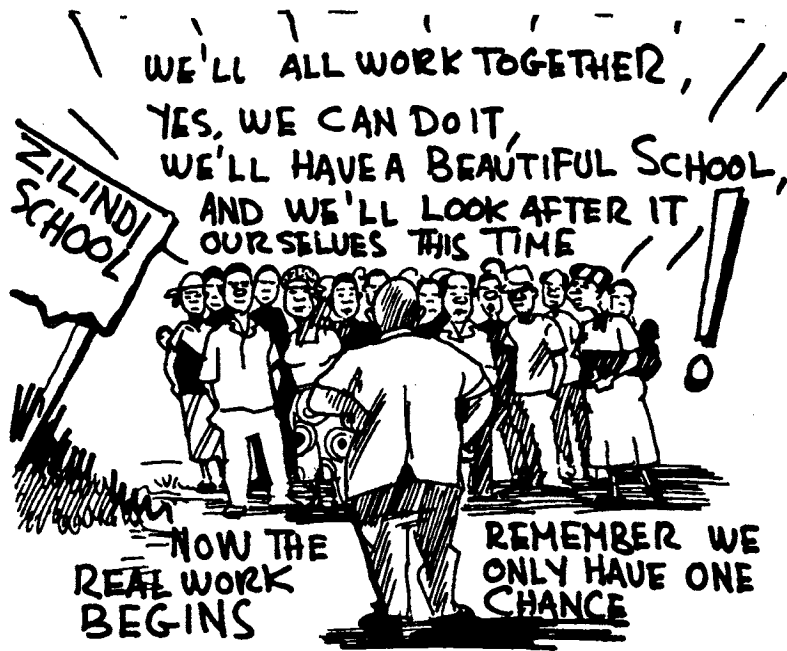
You have done well to have your project approved.

Many applications are rejected because MPU does not think the community is fully committed to the project.

Now the real work begins.

Prove to everyone that your commitment is strong.

There will be only one chance to do this. If your project fails, it will receive no more funds. Get it right from the start!



Community Responsibilities

What do your Community Responsibilities involve?

Discuss this amongst yourselves before you read on.



Make your own list here.

How many points did you have on your list?.....

This is a community project because you are responsible for it *yourselves*.

You Are Responsible for

- 1 the work your skilled labour does
 - ▷ whether it is good or bad
 - ▷ the speed at which the work is done
 - ▷ getting the work finished
- 2 improving conditions in your community

That's why you applied for this project. Now everyone is waiting for those improved facilities to become a reality.
- 3 maintaining the team work
 - ▷ bringing the whole community closer together - like it was in the village

You have Responsibilities to

- 4 other projects in your area

MPU is only able to fund a few projects in each district at one time.

Other projects are queuing up, waiting for you to finish your project!



*If you are slow,
you delay others.
Do not keep them
waiting too long!*



Future Responsibilities

Your responsibility does not end when the last brick is laid or the last nail is hammered in.

This is YOUR project and you will enjoy its facilities.

You must maintain and repair it.

You will Continue to be Responsible for

- ▷ what you have built
- ▷ how it looks
- ▷ how well everyone looks after it

Cash Contributions - Administrative Costs

The administrative costs of the project are also part of the community contribution.

They are probably the hardest part because they involve cash payments.

What kinds of administrative activities have to be paid for?

Stamps for letters

Envelopes

Purchase of forms - e.g. from the District Council

Photocopies of receipts/ documents where the originals have to be sent to Lusaka

Notebooks and pens

Receipt book

Bus fares to go to the bank

to see the Regional Officer

to buy materials

to arrange transportation of materials

Telegrams/phone calls for emergencies

Transport money for committee members to do project business

Accommodation money for committee members in town



(If they are carrying project cash, they should have a secure place to spend the night)

Miscellaneous items which the committee feels are necessary *depending on circumstances*

e.g. padlocks

calculator

cashbox

briefcase



Can you think of any others?

Write them here

MPU estimates the cost of administrative expenses. It is in your Project Budget. Your community *must be prepared* to collect this amount of money.

Discuss the need for this money with the whole community at the beginning of your project. Share this problem with them.

Ask them for suggestions how you can raise this money and put it into your own project bank account.

Effects of Inflation

If you have agreed that one of your contributions will be a quantity of materials then you must provide the agreed number of those materials and NOT any alternative.



Read and think about what happened to *Andianno School Project*:

Andianno Primary School was to build a new classroom block.

The community using Andianno school was mainly employed people in a big town.

They agreed with the Regional Officer that the community contribution would include 1000 blocks.

They didn't want to make the blocks themselves so they decided to give cash to buy ready-made blocks.

At K500 per block the community needed to raise K500,000. Each family had to contribute K1000.

But the contributions were slow coming in. The blocks were not bought for several months.

After 6 months the K500,000 was finally ready. The Treasurer and Chairman went to buy the blocks - only to find that they cost K750 each. So they didn't have enough

money for 1000. They could only buy 666.

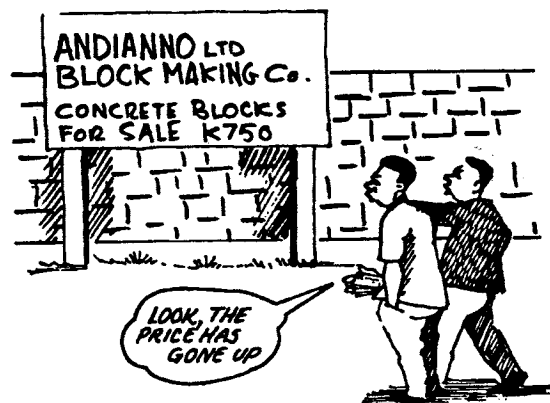
BUT this particular contribution to the project was agreed in *blocks* not in cash.

The Regional Officer told the Andianno Project Committee that they **MUST** find the additional 334 blocks.



REMEMBER: Inflation can badly affect your calculations if you do not act promptly.

Always try to spend your funds quickly.



Your Contributions



What will your total contribution be? Write it here:

Materials -----

Labour -----

Cash K -----

TOTAL VALUE K -----

Have you collected the cash you need?

How do you intend to raise this money?



Write down here the ways you are using or intend to use and the amount you expect to raise by each method.

ACTION

K

Fund Raising

Have you thought about fund raising?

- ▷ Is there anyone in your area (an individual or an organisation) who needs bricks or blocks? Make and sell them.
- ▷ Could you have an open day?
- ▷ Could you hold a fee-paying social event?
- ▷ Could you hold a fashion competition?
- ▷ When you are transporting materials to your project, can you charge for lifts and keep the money for the project?
- ▷ Does anyone in your area need transport for materials? If you have space on your truck transport his goods for a fee.
- ▷ Will every household pay a levy? Ask the Chief to instruct the community to pay. Ask the Headmen to collect it.
- ▷ If the community is poor, can you collect a levy in kind e.g. one tin of groundnuts, beans, maize etc which you then sell for cash?



MEDICAL CENTRE



- ▷ If your project provides a service to the community - e.g. a Health Centre - and customers already pay a charge, could the charge be increased by a small amount for the project?
- ▷ Can you charge for small services - e.g. if members of the community use your Post Box, can you charge a small fee for every letter received?

Community Labour

Labour contribution is difficult to sustain over many months.

People get tired of coming to work for no pay. They forget that the value of their labour is part of the community's contribution.

DO NOT LET THEM FORGET.

One of the Committee's jobs is to keep telling them

- ▷ how they have contributed
- ▷ how much they have contributed.



The quicker the project is completed, the easier it is to keep people working for it.

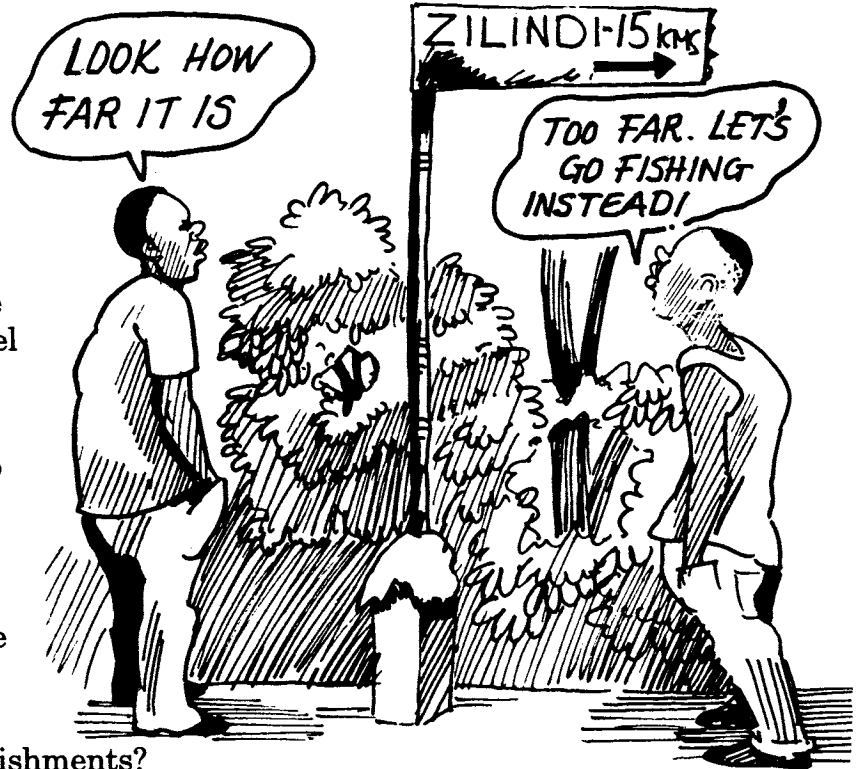
Discuss the self-help labour contribution fully in a general meeting. Consider the following questions:

- ▷ How many people will benefit?
- ▷ Will people from far-off villages come to work?
- ▷ Will they arrive late?
- ▷ Will there be resentment from people near the project who feel they do the most work?
- ▷ Are employed people prepared to do self-help labour?

Identify likely problems at the beginning.

Suggest solutions in advance that everyone can agree to.

- ▷ Will there be fines?
- ▷ Will the Chief give punishments?
- ▷ Will the project accept contributions in kind?



Encouragement

Make sure that you encourage your Community. Praise their efforts.

Everyone works better when they are appreciated!

HINT

Treat everyone equally to reduce resentments and jealousies.

Contribution as a Condition of Funding



MPU WILL NOT SEND THE FIRST ALLOCATION OF FUNDS UNTIL THE REGIONAL OFFICER IS SATISFIED THAT THE MATERIALS WHICH THE COMMUNITY HAS AGREED TO CONTRIBUTE ARE ON SITE.

- 1 Have you already provided your contribution of materials?
- 2 Are they on the site?
- 3 ARE YOU READY FOR YOUR FIRST FUNDING?

Key Points

- * The COMMUNITY is responsible for this project, for:
 - ▷ ensuring the quality is good
 - ▷ completing it quickly so that other projects in the District can start
 - ▷ maintaining the project in the future
- * The COMMUNITY must supply 25% of the cost of the project:
 - ▷ in materials
 - ▷ in labour
 - ▷ in Kwacha
- * Keep in mind how inflation can affect your contribution.
- * Administrative costs must be paid by the COMMUNITY in Kwacha.
- * PLAN in advance how to raise this money!

5

Organisation



The Project Committee

Roles and Responsibilities of Committee Members

How to Keep the Community Informed



Why You Need a Project Committee

A football team works together. It has a Captain. He is indispensable for organising everybody.

That is the role the Committee plays.

Your project needs people who can

- ▷ lead it
- ▷ organise the labour
- ▷ look after the money
- ▷ inspire the community
- ▷ purchase the materials
- ▷ solve problems

THE PROJECT COMMITTEE

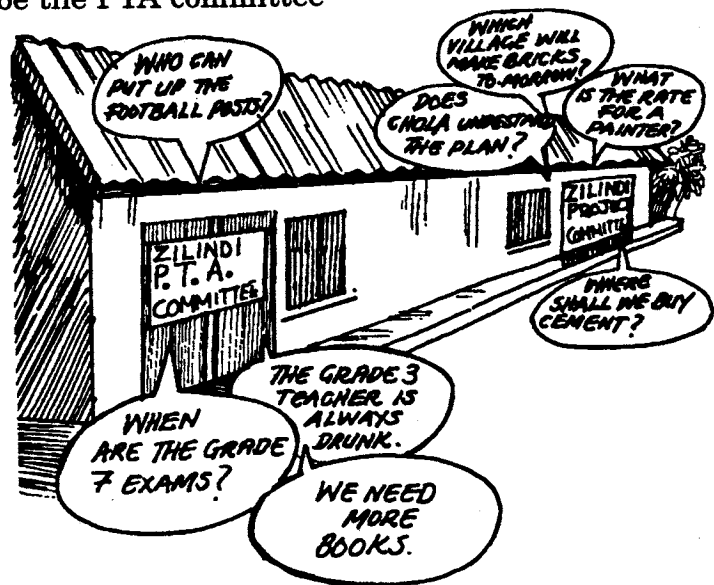
Principles

- 1 The Project Committee must be a new committee. It should not be the PTA committee or the Health Advisory committee.

It should be a separate committee because

the Project Committee must not be distracted by the goals of another committee

For example, the priority of a PTA committee might be to get new books for the pupils, or a Health Committee may desperately need more drugs.



Although these are important needs, they cannot be allowed to interfere with your MPU project.

- 2 The Project Committee must be elected openly and democratically by the entire community.
- 3 The Project Committee should last the duration of the project without re-election of officers.
- 4 The people on the Project Committee must be people respected and trusted by the community.

Democracy

People will work for leaders they respect.

IF the committee is democratically elected, the community will trust it.

IF the community wants the project targets, people will work willingly for the project and pay the cash required

IF the committee explains its decisions, people will be less suspicious.



HINT

Run your project democratically.
Elect! Discuss!
Inform! Explain!

Representing All the Community

Different Interest Groups

Every section of the community with an interest in the project should be represented on the Project Committee. If you do not do this 2 things will happen.

- 1) The section of the community not represented will think the committee is not acting for them. They will not participate fully in the project.
- 2) The committee will not learn of the needs and concerns of that section of the community. This will cause problems and disputes later.

Think carefully about the people who should be on the committee. For example, are you putting in a water supply system? Who could benefit from it? - a school, a clinic, farmers, villagers, men and women. Each of these should have a representative on the Project Committee.

Men and Women, Equal Partners in your Project

Both men and women will help build and then use the facilities of your project. They should have an equal share in the decisions that will make your project a success.

Have both men and women on your committee.

Make sure both men and women attend all the public meetings you hold. Encourage both men and women to make suggestions and listen to both equally.



Remember, this project is for EVERYONE!

The Committee and the Community

Nature of the Relationship

The relationship between the Committee and the community must be 2-way. It requires trust and openness.

The Committee should

- ▷ consult with the community wherever possible
- ▷ inform the community about progress and problems
- ▷ listen to the community about complaints and problems



The Committee should NOT just tell the community what to do and when to do it.

The Committee and the Community should work *together*.

Collective responsibility

Collective responsibility means that EVERYONE is responsible for the success of the project. If something goes wrong, it is EVERYONE'S responsibility to put it right.

If you run your project democratically, this will happen naturally.

Keep the community well informed so that, if something goes wrong, no-one can say

"I was not consulted. It was not my fault"

EVERYONE is responsible.

Committee Members Needed

The Project Committee **MUST** include the following officers:

- ▷ the Chairman and deputy Chairman
- ▷ the Secretary
- ▷ the Treasurer and deputy Treasurer

The Project Committee **SHOULD** include additional ordinary members, making about 10 people altogether.

This gives you the chance to elect people with many different skills and abilities.

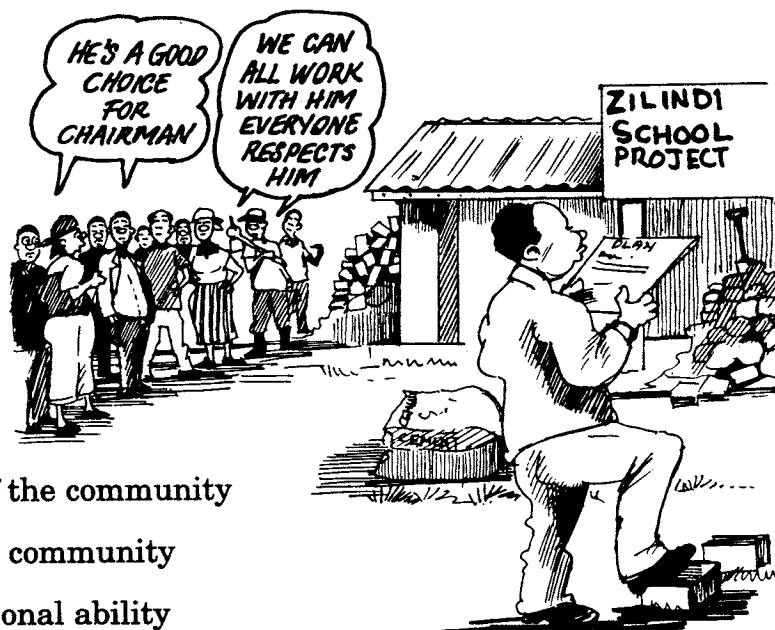
Necessary Abilities in Committee Members

The 3 officers are key members:

THE CHAIRMAN (and his deputy)

His role is to

- ▷ encourage the community to give the local contribution
- ▷ maintain their enthusiasm for the project when things get hard



Therefore he should

- ▷ be a member of the community
- ▷ be active in the community
- ▷ have organisational ability
- ▷ be well respected locally

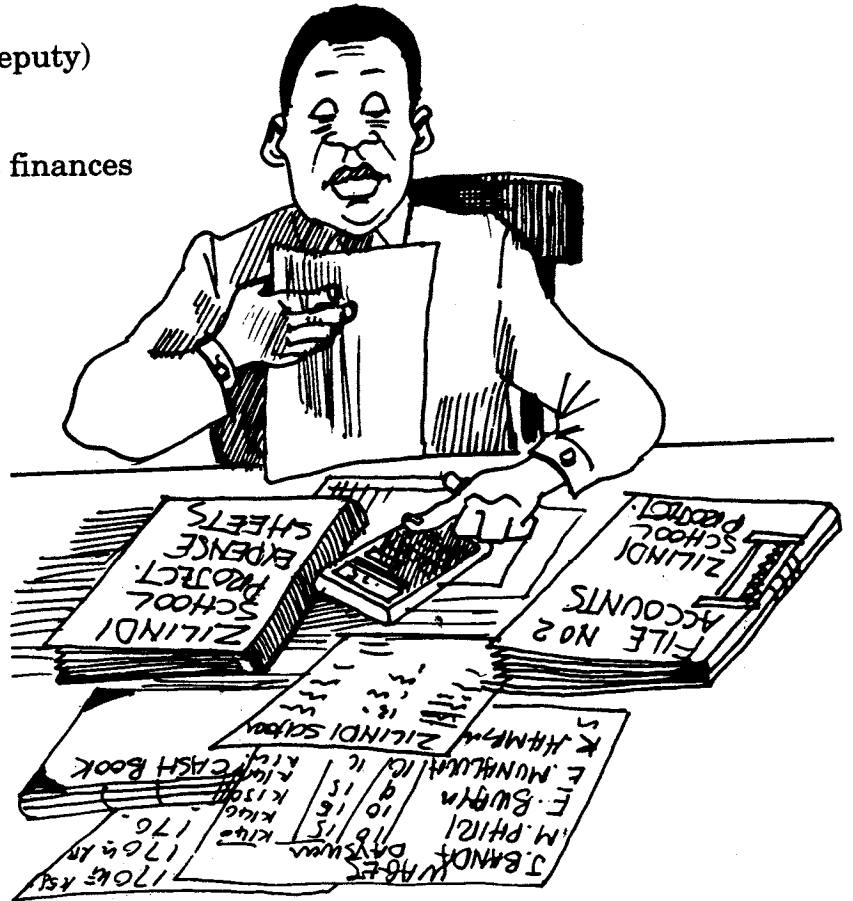
THE TREASURER (and his deputy)

His role is to

- ▷ be responsible for project finances

Therefore he must

- > be honest and trusted by the community.
- ▷ be able to read and write.
- ▷ have some experience in book-keeping
or
- ▷ be good with figures and
- ▷ trained to keep the project books



THE SECRETARY

His role is to

- ▷ keep the project records
- ▷ do the administration
- ▷ keep the project running smoothly by doing many time-consuming jobs.

Therefore he must be

- ▷ literate
- ▷ educated



Quite often school projects elect the Headmaster and health projects elect their Clinical Officer to be Project Secretary

Other Skills Required

Think carefully about

- ▷ the **tasks** you will have to do
- ▷ the **people** who could organise them
- ▷ the **money** and the **materials** involved
- ▷ who can best **involve** the whole **community**

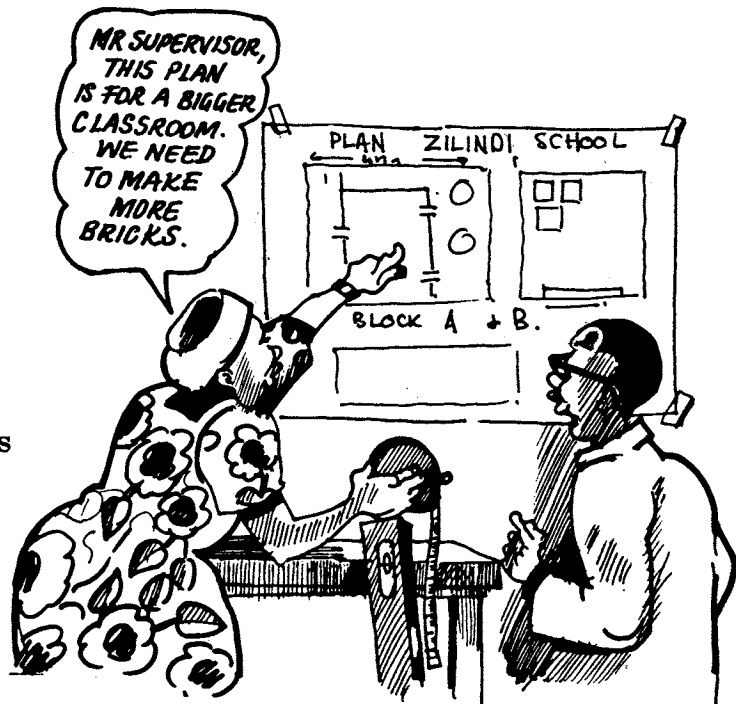
HINT
 Elect a Project Committee with as wide a range of skills and experience as possible.

Here are some *suggestions* of things to look for:

1 Someone with technical knowledge.

He or she would

- ▷ help monitor the construction for quality and proper use of materials
- ▷ be involved in work planning
- ▷ go on purchasing trips to ensure that the correct items or suitable alternatives are bought



2 Workers like teachers or nurses.

If they work at the project they know a lot about it and want the project to succeed.

HINT
 Elect **YOUR** committee to match **YOUR** needs.



3 Women on the committee represent women in the community. Their participation is essential because they will provide much of the unskilled labour, like carrying sand, stones, water, etc.

What to Do if You have Already Formed Your Committee

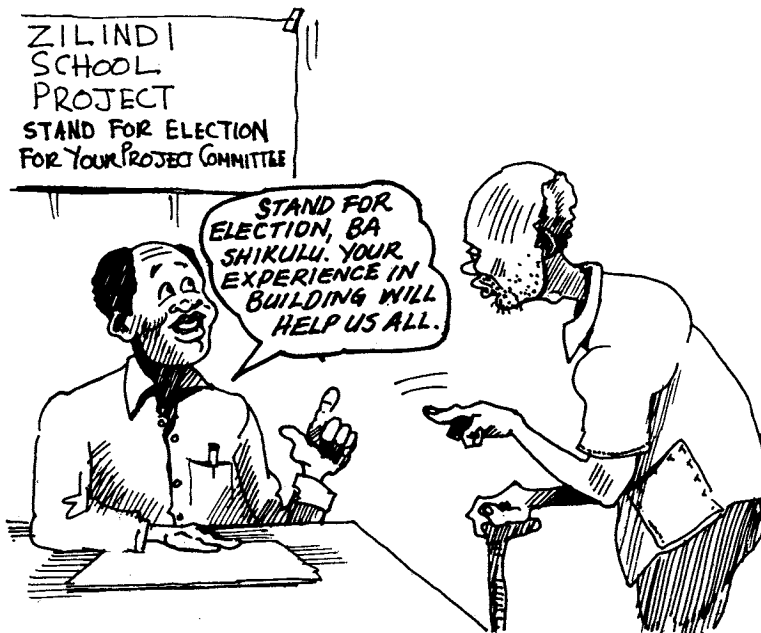
Perhaps suitable people have been omitted from your committee.

Perhaps they were away on the day of election.

Perhaps they did not apply because they felt unsuitable.

Perhaps they didn't fully understand what was needed.

It is not too late to change! Call another general meeting.



Explain:

- ▷ the project's needs
- ▷ what kind of people are required
- ▷ the skills necessary
- ▷ the experience required

Then let the community elect additional members or even a new Project Committee, if necessary. Get the Committee's composition right before the work starts.

Chiefs, Headmen and Community Leaders

It is not necessary for the Chief, village Headmen and respected leaders in the community to be on the committee.

But it *is* essential that they

- ▷ are involved
- ▷ support the project
- ▷ use their influence to help settle disputes, organise the community and collect the community contribution.

HINT

Obtain their commitment to the success of your project.

Influential Personalities

Do not let influential personalities take over your project. If one committee member tries to force his opinions on others, you can remove him from the committee.

If it is someone from outside the community, tell your Regional Officer what is happening.

Political Pressures

In democratic Zambia under the 3rd Republic, your project does not depend on political influence.

Your MPU funds depend on YOUR commitment and how well YOU implement your project.

Do not let anyone persuade you of anything else.

Organising the Committee

A committee of 10 people gives enough people to share the responsibilities and workload.

Too few committee members

- ▷ each one would have too much work to be able to do it effectively.

Too many committee members

- ▷ can easily lead to arguments and indecision.

Allocating Tasks

EVERY committee member should

- ▷ have specific responsibilities
- ▷ have specific tasks and targets each month
- ▷ report regularly on his/her activities



Tasks can be allocated to a single committee member or you can form sub-committees of 2-3 people.

Examples of Committee Tasks

Here are some examples of the tasks and responsibilities you could allocate:



Stores	Keeping records of all materials and tools purchased and used. <i>See Chapter 13</i>
Maintenance	Form Maintenance committees early in the project.
Security	Protection of the project during and after construction, especially in urban areas. Set up Neighbourhood Watch schemes and/or employ guards.
Public Relations	Estimate costs and propose fund raising. Reporting to the community on physical and financial progress, tasks planned for the coming month, what the community needs to do. Answering questions. Solving problems.
Technical	Liaison with the Supervisor on progress, problems, and planning.
Purchasing	Procurement of all materials.
Labour	Assessment of self-help required at each stage. Drawing up a schedule of work for each village. Ensuring that people come for work. Identifying leaders for each self-help gang. Encouraging competition between villages. Ensuring morale is kept high.
Contribution	Ensuring community's cash contribution is met. Identifying where it is not. Reporting to the committee on progress. Making suggestions for disciplinary action.

HINT

If the community is spread over a wide area, divide it into sections. Let different committee members take responsibility for their own section of the community: reporting to them, organising labour and contributions.

Advantages and Disadvantages of Membership

People should think hard before joining the Committee.

There are advantages and disadvantages:

Advantages: There is the satisfaction of seeing your efforts result in a long term benefit to the community.

You will learn many new skills:

- * book-keeping,
- * organising large numbers of people and money, problem solving,
- * liaising with District and Provincial staff and donors,
- * technical knowledge, stores management and maintenance procedures.

Disadvantages: It will involve a lot of hard work for at least a year.

It will take a lot of time.

There is no pay.

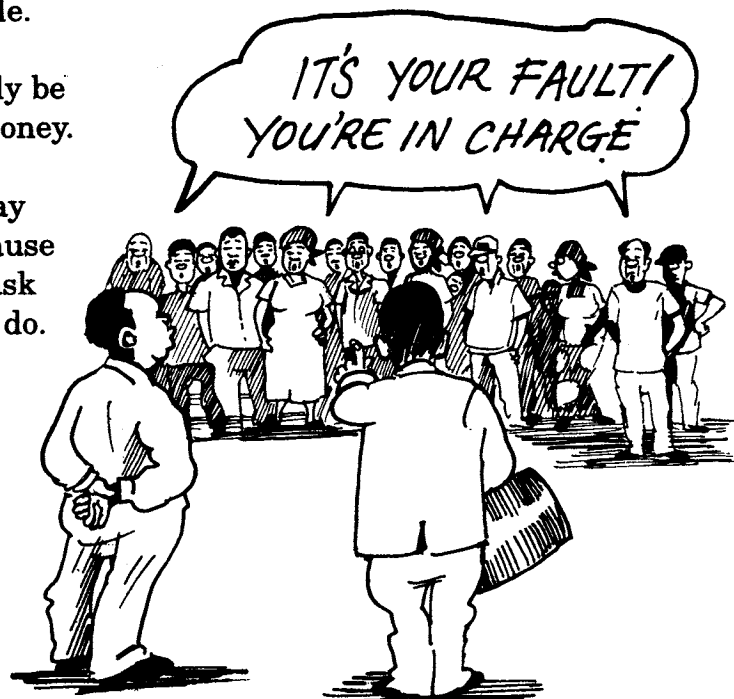
You may have to use your own money on project business.

It will be a great deal of responsibility.

When there are problems, the community will probably blame the committee, regardless of the cause of the trouble.

There will probably be suspicion about money.

The committee may be unpopular because of the work they ask the community to do.



Committee Meeting

Everyone on the Committee should know what each member is doing.

Schedule *regular* committee meetings :

- ▷ at least once per month
- ▷ twice a month if building is progressing rapidly

Call *extra* meetings:

- ▷ when you receive allocations of money
- ▷ whenever there is a problem of any kind so that it can be discussed by the entire committee

The Secretary should meet Committee members a few days before a regular meeting and find out if they wish to add any special topic to the Agenda.

Agenda

The Agenda should include:

- ▷ The Treasurer's Report.
- ▷ The Supervisor's report.
- ▷ Brief report from each committee member.
- ▷ Project progress.
- ▷ Discussion and agreement on Who does What next.

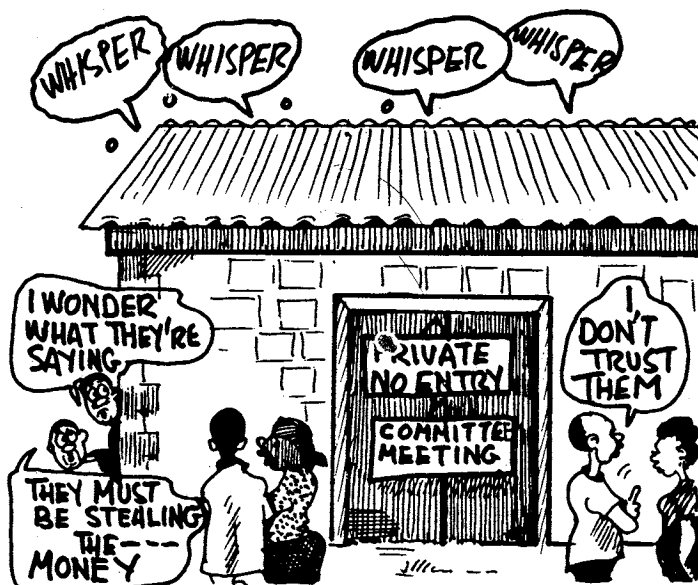
Minutes

- ▷ Keep good Minutes of all meetings:
- ▷ Have one book for Minutes of Project Committee meetings.
- ▷ Record who was present.
- ▷ Sign and date the Minutes.

If there is a dispute later in the project you can often find the answer in the Minutes.

HINT

Avoid secrecy and possible suspicion.



Keeping the Community Informed

The community will trust the committee if they are kept informed.

Keep the community informed about:

- ▷ physical progress
- ▷ money received
- ▷ money spent
- ▷ materials bought
- ▷ problems with skilled/community labour
- ▷ who has visited the project and what they said
- ▷ any current problems

There are many ways to do this:

Meetings with other Committees

Discuss the Minutes of the last Project Committee meeting with other committees such as the PTA or Health Advisory Committees.

Public Meetings

Do not be afraid to call general meetings.

You are unlikely to be criticised for too much information. You will certainly be criticised if people feel they have too little!

Call public meetings as often as possible to discuss all major issues, especially when:

- ▷ you are about to start a new building
- ▷ you have just finished a building
- ▷ cash contributions have to be collected (explain why they are necessary)
- ▷ you receive an allocation of funds from Lusaka (explain what the money will be spent on).

Listen to the community at the same time.



What to Bring to Meetings

Be prepared at all public meetings or reporting

sessions with another committee.

Be open about everything you have done and let people see whatever documents they want.

Bring and show:

- ▷ the financial reports
- ▷ bank statements
- ▷ lists of materials purchased
- ▷ stores records
- ▷ minutes of Project Committee meetings
- ▷ correspondence between MPU and the project
- ▷ both physical and financial progress reports.



THE COMMITTEE IS ELECTED BY AND REPRESENTS THE COMMUNITY. THERE SHOULD BE NO SECRETS!

Information Flows

There are other ways of letting the community know what is happening.

You can :

- ▷ give the Chief a regular verbal report of progress
- ▷ have announcements read out in church
- ▷ pin up reports of progress at places where people gather
 - ▷ on a notice board in the village
 - ▷ on a tree
 - ▷ at the Post Office
- ▷ have certain days at the building site when the whole committee comes along to answer questions
- ▷ have a small newsletter about the project



Liaison with Scattered Communities

If your community is scattered over a wide area, have one committee member responsible for each village or community section.

Call a monthly information meeting with each section: report on all aspects of the project and discuss solutions to any problems.

Learn from other Projects

There are up to 60 other communities doing MPU projects in your Province at the moment. There are many completed projects too. Ask your Regional Officer or your District officials where to find them.

Go and talk to them. Take at least the key members of your committee and your technical people.



Look at the quality of building. *Read Volume II, Chapter 2* for a list of things to look for when inspecting buildings.

Ask the other project about their experiences. You could ask them things like:

- ▷ How they organised their community labour
- ▷ How they dealt with skilled labour
- ▷ How they kept their records
- ▷ How they kept their accounts
- ▷ How they organised transport
- ▷ What parts of their building they found difficult or had problems with
- ▷ What caused delays in their project
- ▷ What problems they had and how they solved them

Think about how you can

- ▷ stop the same problems occurring at your project or
- ▷ run your project better than those you have spoken to.

Remember that some of the rules and procedures will have changed since these other projects began.

The rules you have been told about are the ones which you must follow.

Key Points

- * You **MUST** have a Project Committee. It must
 - ▷ be elected by the entire community
 - ▷ last the duration of the project
 - ▷ represent everyone involved with the project
 - ▷ have members with a range of skills
- * Allocate specific tasks to each member of the committee.
- * Work as a **TEAM**.
- * Do not let others interfere with your project. It is **YOURS**.
- * Try to visit other MPU projects in your area. Learn from them.
- * The Committee must keep the community informed of its activities at every stage of the project. **AVOID SECRECY**.

6

Banking



How to run the Project Bank Account
How to use the Account to Manage Funds



Which Bank?

Have you opened your bank account and sent details of it to Lusaka?

Yes No

Which bank are you with? -----

Since MPU uses the Zambia National Commercial Bank, the transfer of your project funds will be quicker if you use ZNCB. But if there is no ZNCB in your nearest town, do not worry.

Use the most convenient commercial bank for your project. Transfers may take a little longer but they will happen.

The Account

The account should:

- ▷ be new, specifically for MPU funds
- ▷ have the same name as your official project title (*look at your Letter of Approval*)
- ▷ be a current account: it should NOT be able to earn interest

Project funds are government funds. Any interest made on them would belong legally to the Government of the Republic of Zambia. For your project to be able to keep any interest you would have to have the written consent of the Minister of Finance!

Therefore:

MPU RULE

Do NOT open a Zanaco Saver or any other interest bearing account *UNLESS* the bank in your area does not offer a current account.

In that case, ask your Regional Officer for permission.

Deposits

Only funds from MPU should be deposited in the account except for

- ▷ the initial deposit to open the account
- ▷ any monies which have to be repaid to MPU by the community

Opening an Account

When you go to open the account, take with you:

- 1 A letter of application:
 - ▷ signed by the Chairman, Secretary and Treasurer
 - ▷ saying that you want a current account
 - ▷ giving the exact name you want for the account
- 2 Minutes of the meeting which actually voted to form the Project Committee. These should state
 - ▷ why the committee has been formed
 - ▷ when
 - ▷ who was at the meeting
 - ▷ that project funds will come from MPU
 - ▷ a resolution to open an account with the bank.
- 3 Letters from 2 people known to the bank stating that
 - ▷ they have known the proposed signatories for a long time and
 - ▷ they consider them honest, trustworthy and likely to be good bank customers.
- 4 A letter from your Regional Officer stating that he will be a fifth signatory and may close the account if necessary.
- 5 Money to make an initial deposit.

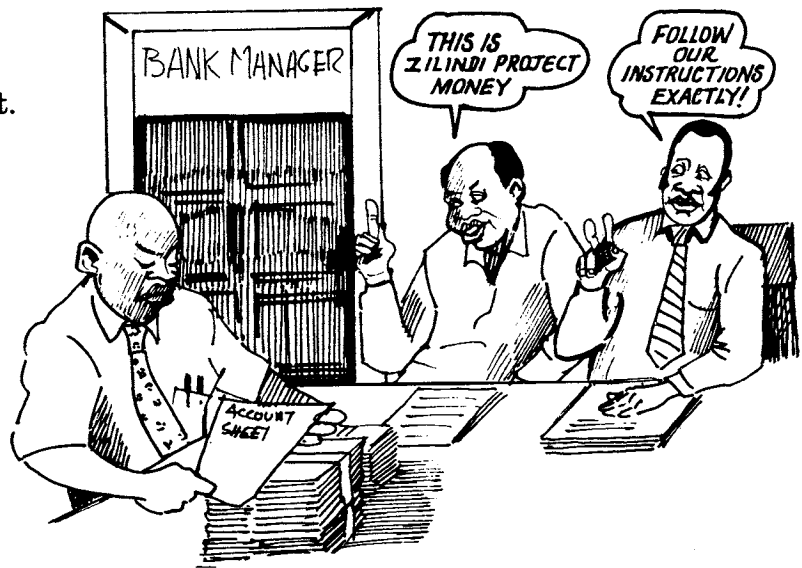
The Mandate

The Mandate is your instructions to the bank on how to operate your account.

For example, if you tell the bank to send you a bank statement every 15 days, that would be part of the mandate.

The bank is obliged to operate **YOUR** account according to **YOUR** mandate.

Instruct the bank to send you by post 2 copies of your statement each month. (One copy will go to MPU Lusaka with your Financial Report).



Signatories

There will be five signatories to the account. The Committee decides who four of those people will be.

The fifth signatory will be the Regional Officer. But he will not sign cheques. His sole function as signatory is to be able to close the account **IF NECESSARY**. He would use that power only if the project were closed or suspended due to serious problems.

The proposed signatories have to sign Specimen Signature cards. These cards give the bank a permanent record of the signatures which it is permitted to accept.

- ▷ on cheques
- ▷ on letters of authorisation to the bank
- ▷ for collection of a new cheque book
- ▷ to request information about the account

MPU RULE

Signing Arrangement

MPU insists that one of the two signatures required on each cheque **MUST** be that of the Chairman or the Secretary or the Treasurer.

The second signature on each cheque may be any of the other three committee signatories.

Changing Signatories

If you ever need to change the signatories to the account, you must inform the bank of this *in writing*.

The letter must be signed by the original signatories. If one of them is leaving the area, be sure to have him sign such a letter *before he goes*.

In this case the letter would look something like this:

Zilindi Primary School
Improvement Project
P.O. Box 450148
Masamasa

The Manager
Zambia National Commercial Bank
P.O. Box 386
Mazabuka.

1st May 1995

Dear Sir

ZILINDI PRIMARY SCHOOL IMPROVEMENT
ACC. No. 006785423
CHANGE OF AUTHORISED SIGNATORY

This letter serves to advise you that Mr. Joseph Chintu, former Chairman of Zilindi Primary School Improvement Project is henceforth no longer an authorised signatory to the above numbered account.

Mr. Charles Bowa, the bearer of this letter, has been duly elected by the Zilindi community to be the new Chairman of the project. His National Registration Number is 154137/66/11 and he signs as follows

C. Bowa

We shall be grateful if you will complete the necessary formalities with him at the bank so that Mr. Bowa may be recognised as an authorised Project signatory.

Thank you. *J. Chintu*

P. Mwalwa
Mr. P. Mwalwa,
Treasurer

Authorised Signatories to Project Acc. No 006785423

Bank Transfer

A bank transfer is the way that one bank sends money directly to another bank.

MPU sends each allocation to your bank account by bank transfer.

The transfer into your account should take about two days and not more than two weeks.

MPU write to you, informing you that the money has been sent.

When you receive MPU's letter, wait 7 days and then check with your bank. If the money is not there, ask your bank to send a fax message to its Head Office to locate the funds.

Do not give up. Wait. *Demand action.*

Receipt of Funds

MPU Lusaka sends its letter together with 2 copies of a Payment Voucher.

You must sign the Vouchers and send one copy back to Lusaka to acknowledge receipt of the money.

The Voucher looks like this:

SOCIAL RECOVERY FUND
PAYMENT VOUCHER
PROJECT NO: 882/84/1/2468
TITLE: Zilinda Primary School Improvement
RECEIVED THE AMOUNT OF ZK 10,977,496 FROM SRP
LUSAKA, 2nd September 1994
COORDINATOR
PROJECT COMMITTEE

Keep the other copy for your records.

The Cheque Book

The bank will give you a cheque book. It can help you

- ▷ manage the project's money
- ▷ keep your accounts in order

Your cheque book has two parts to it : one which you tear out and give to someone else and one which you keep.

The cheque stub is the part that you keep. It is a permanent record of payments which you have made using your cheques.

Fill in all the details of the cheque carefully on the cheque stub.

Compare the stubs with

- ▷ the monthly bank statement
- ▷ your own records
- ▷ your receipts

in order to double check your accounts.

Crossed Cheques

All cheques in the cheque book are "Crossed". That means that the cheque must be paid into a bank account - no cash changes hands.

But if you want to have cash paid on your cheque, two signatories must cancel the crossing like this:

Progress Bank Limited
(Registered Commercial Bank)
ZILINDI BRANCH

Date: 01-04-69
PBL/ZL BB 983736

Pay: **K** or order

Kwacha

1207835390570

PBL/ZL 983736
 Date _____
 Payee _____
 For _____
 Prior Bal. _____
 Bl. Paid. K _____
 Deposits K _____
 Total K _____
 This Cheque K _____
 New Bal. _____
 Cd. Paid. K _____

AND you may have to send a letter to your bank confirming that cash should be paid out to a third party. Check this with *your own bank*.

Bank Statement

Your bank will send you a Statement of your account every month unless you want it at different intervals. It will look something like this:

Progress Bank Limited
 (Professional Commercial Bank)
 BRANCH: ZILINDI BRANCH PO BOX 34

Statement of Account
 Please quote your account number, all particulars and reference numbers on any queries regarding this statement. Any change of address, occupation or name must be advised to the Bank within 30 days of dispatch of this statement otherwise the account will be performed in its order.

Date of Statement: 28 FEB 1994
 Account No.: 1207835380570
 Branch No.: 001

COPY

STATEMENT OF YOUR KWACHA NO. 2 CURRENT A/C

Date	Particulars	Voucher No.	Reference	Debit	Credit	Balance
24 FEB	BALANCE B / FWD					1 0.00
24 FEB	CHEQUES	009677	24 FEB 501010	5,000,000.00		
24 FEB	COMMISSION	009678	24 FEB 501011	1,001.00		
24 FEB	CHEQUES		24 FEB 501012	4,965,000.00		
24 FEB	CREDIT ADVISE		24 FEB 501040		15,502,000.00	5,536,800.00
24 FEB	CHEQUE BOOK CHARGE		24 FEB 511017	150.00		5,536,730.00
24 FEB	BALANCE C / FWD					7 5,536,730.00

The statement gives you the following information:

- 1 opening balance
- 2 serial numbers of any of your cheques paid out
- 3 amounts that were debited on those cheques
- 4 dates they were debited
- 5 deposits into the account
- 6 charges made by the bank
- 7 closing balance

The Treasurer should check each entry against the cheque book stubs.

He should also make sure that the bank has not made any mistakes by checking

- ▷ the number of each cheque
- ▷ the amount
- ▷ the remaining balance

If there are any unexpected cheque numbers in the Statement, check at once

- ▷ where they have come from
- ▷ whether they are acceptable expenditure

Bank Charges

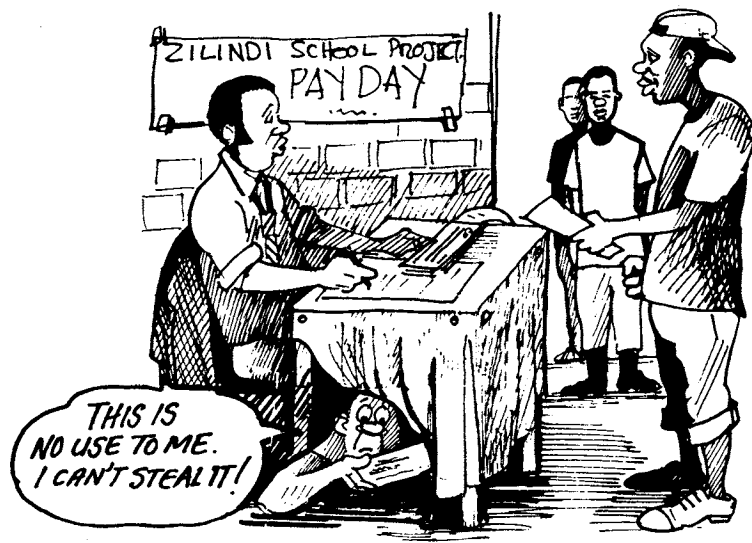
MPU will pay all bank charges and ledger fees on your project account.



Pay by Cheque

To reduce the opportunities for theft and suspicion pay for as many items as possible with a cheque, including your labour.

If people refuse to be paid by cheque, make out a cheque for cash for the exact amount needed to pay them. Cash the cheque and hand the money over to them straight away. Take them with you to the bank if possible.



Carrying Cash

Avoid carrying cash, especially large amounts. It is too dangerous.

Paying for Project Materials

If your bank is in a different town from the shops where you purchase materials, make arrangements with your bank so that you do not need to carry cash. For example:

- ▷ if you know exactly how much you are going to spend with a supplier, ask your own branch to give you a Bank Certified Cheque made payable to that supplier.
- or purchase Kwacha Travellers' Cheques and take them with you.
- or take a Bank Certified cheque for approximately the total amount of money you will require and cash it with the branch of your bank in the town you are going to.
- or ask your branch to send funds by Telegraphic Transfer to the branch in the main town. The person named in the telegram must be the one to collect the money by proving his identity. There will be a charge for this service but the fee can be deducted directly from your account as a Bank Charge.

Community Funds

Open your own - quite separate - bank account for community funds.

They must NOT go into the bank account which receives MPU funds.

Keep your financial records separate too.

Account for this money to the community at public meetings.

Key Points

- * The project bank account must be a new account.
- * Put only MPU funds in the project bank account.
- * Money contributed by the community must go in a separate bank account.
- * Use the cheque book and bank statements to help you manage project money.

7

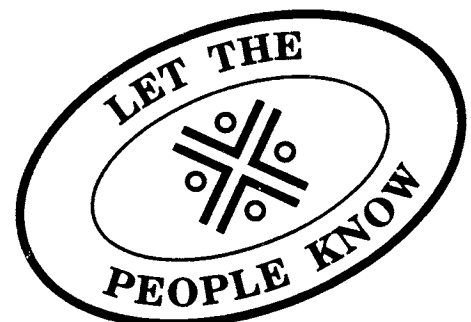
Finance



MPU Financial Procedures which Must be Followed

How to Keep Project Accounts

How to Manage Project Money



Funding from MPU

Allocations of Funds

MPU funds are given to the project in 4 parts called "Allocations".

The start of the project is always the most expensive and so the first Allocation is the largest. It will be 36% of the MPU contribution.

To calculate how much your first Allocation will be:

Look at your Budget Summary. Find the total (100%) MPU contribution to your project.



Write it here	K.....	Total MPU Contribution
Divide the total by 100 to find 1%	K.....	1% of Total
Multiply the 1% by 36	K.....	36% of Total = 1st Allocation

You can calculate what all 4 Allocations of the MPU contribution will be:

1st Allocation	2nd Allocation	3rd Allocation	4th Allocation	Total
36%	24%	24%	16%	
K	K	K	K	K

Exchange Rate

If your project is funded by SRF, the budget is calculated in US dollars. The number of kwacha which you will actually receive will depend upon the Exchange Rate existing between the dollar and the Kwacha at the time each of your Allocations is funded.

Justifications

A "justification" is an explanation. The project committee must explain *satisfactorily* what it has done with one allocation of money before it receives another.

The project can spend MPU money **ONLY** for authorised items.

MPU does not want any projects delayed because of lack of funds.

So it does not demand justification of *all* of the previous allocation before granting the next one.

Contingency Provision

On the Budget Summary you will see that a

15% Physical and Price contingency

has been added to your budget for unexpected expenditure and inflation.

Your budget is quite adequate - many *good* projects complete their targets for less than the budget given them.

MPU RULE

Justification & Allocation Procedure

You must follow exactly MPU's procedure for justification and allocation of funds

Action Required

Fulfil conditions in Financing Agreement:

- 1 Elect a Project Committee
- 2 Open a current bank account
- 3 Send details of the bank account and the Committee to Lusaka
- 4 Sign the Financing Agreement
- 5 Provide the community contribution to the project

To Receive

1st Allocation of Funds

Justify satisfactorily at least 75% of 1st Allocation *2nd Allocation of Funds*

Justify satisfactorily

3rd Allocation of Funds

- a) remainder of 1st Allocation *PLUS*
- b) at least 75% of 2nd Allocation

Justify satisfactorily

4th Allocation of Funds

- a) remainder of 2nd Allocation *PLUS*
 - b) at least 75% of 3rd Allocation *PLUS*
-

and

Submit financial estimates of the work which remains to be done in order to complete the original targets.

Justify 100% of all funding received in the first 4 Allocations

Supplementary funding (if any)

Justify 100% of the Supplementary Funding

Completion Certificate



Remember! You have to justify satisfactorily at least 75% of an Allocation before you can receive the next one.

HINT

Aim to justify 80% of an allocation. Then if any of your receipts are rejected by MPU you will be sure to have justified 75% satisfactorily.

The Treasurer



The Treasurer is responsible for

- ▷ studying the conditions set out in the Financing Agreement. *See Page 22*
 - ▷ making regular Financial Reports to Lusaka *See Pages 80-81*
 - ▷ ensuring that project expenditure remains within the MPU budget
 - ▷ being able to answer any questions about the project's finances
-
- ▷ keeping the books of account up to date:
 - ▷ the cashbook
 - ▷ the petty cash record
 - ▷ the cheque book
 - ▷ receipts
 - ▷ bank statements
 - ▷ labour payment records



Someone else should keep

- ▷ project cash

The Cashbook

MPU recommends using a simple cashbook to help the Treasurer see at a glance

- ▷ how much money has been spent
- ▷ what it has been spent on
- ▷ how much is left

Let us look at the cashbook and how it helps him.

The cashbook has 11 columns. They fall into 3 sections:

CASHBOOK

PROJECT TITLE:					PROJECT NO. :							
1	2	3	4	5	6	7	8	9	10	11		
DATE	DETAILS	REF. NO.	AMOUNT RECEIVED		TOTAL EXPENDITURE		MATERIALS	LABOUR	TRANSPORT	FURNITURE EQUIPMENT	OTHER EXPENSES	BALANCE
	BROUGHT FORWARD		K	N	K	N	K	N	K	N	K	N

Section 1

General Details of Expenditure

Section 2

Specific Details of Expenditure

Section 3

Remaining Balance

Let's look at Section 1

1	2	3	4	5	
Date	Details	Ref. No.	Amount Received		Total Expenditure
	Brought Forward		K	N	K N

The Date: is the date on which you received or spent the money

The Details: are

- a) who the money is from : it is almost always FROM MPU.
- b) how the money was spent : you pay money to a person or shop for goods or services

Ref No. is

the project number you have given to the receipt *PLUS*

An Exercise in Filling in a Cashbook

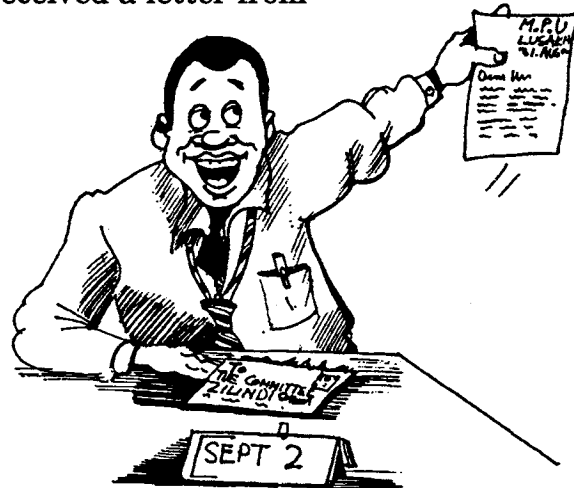
Let Us Look

- 1 at an important month in the life of Zilindi Project and
- 2 how their Treasurer filled in the cashbook for that month.

Zilindi Project - their first shopping trip

On 2nd September 1994 Zilindi Project received a letter from MPU in Lusaka telling them that their first allocation of K6,450,000 had been sent to their bank.

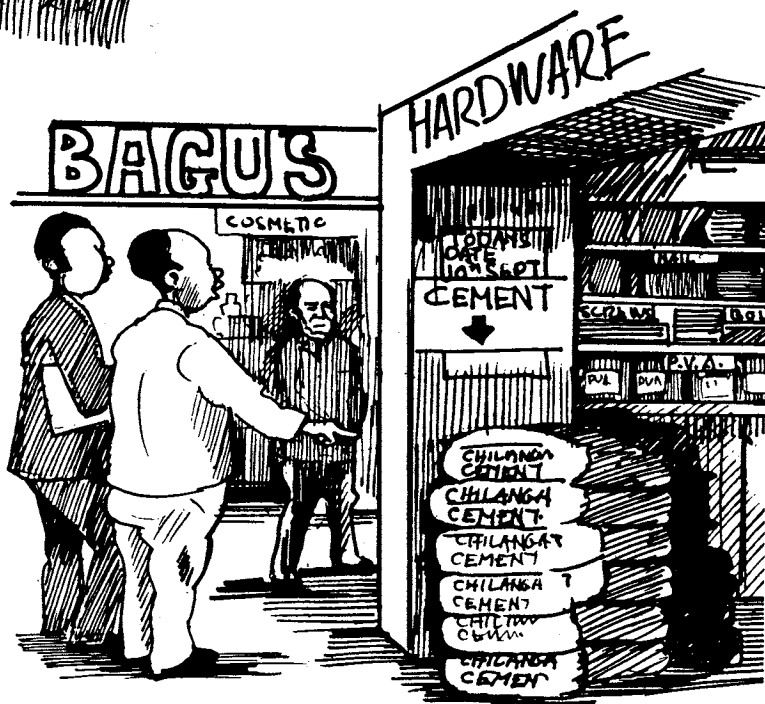
On 10th September the Chairman and the Treasurer went to Mazabuka. The bank Manager in Mazabuka confirmed that K6,450,000 had been deposited in the project bank account.



Both the Chairman and the Treasurer are signatories to the project account. After comparing the prices at all the hardware shops, they went to Bagu's and bought 120 bags of cement and 2 rolls of Conforce wire.

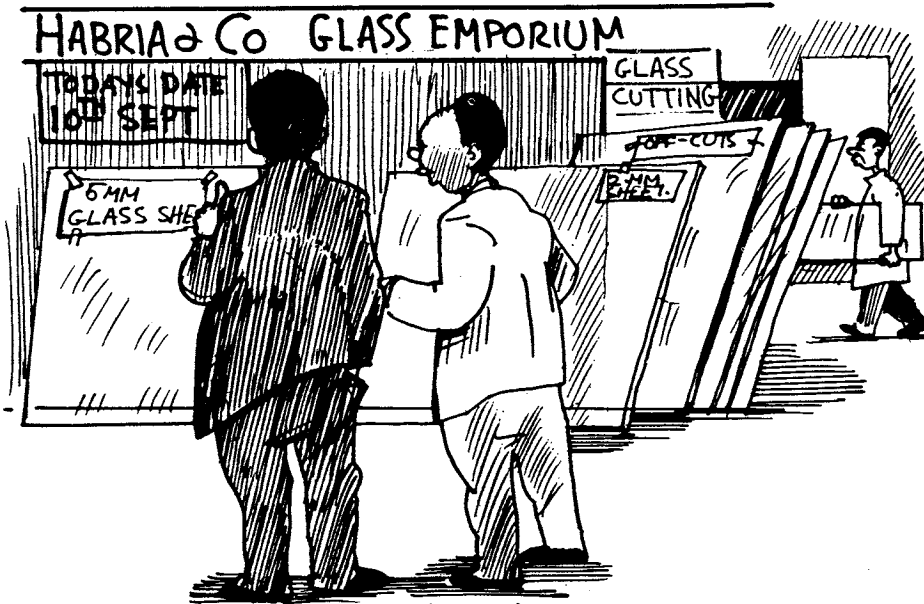
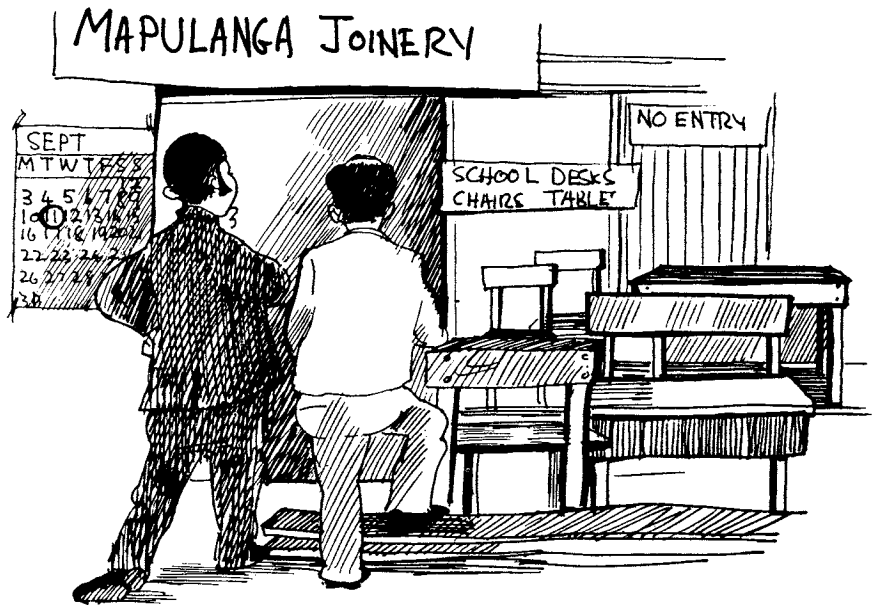
The cement cost K4,200 per pocket and the Conforce was K168,950. They negotiated with Bagu to deliver the materials to the project the next day. He said he would charge K65,000 for transport.

They paid him by cheque and he gave them Receipt No 4238. The Treasurer marked the receipt No 1 as it is the first receipt for expenditure using the new project account.



Then they went to Mapulanga Joinery Shop and ordered 60 school desks. They were asked to put down a deposit of K250,000.

They paid another cheque and were given Receipt No 761 which the Treasurer marked No 2.



Then they went to Habria & Co and ordered glass for the classroom rehabilitation. It was to be cut, crated and delivered the following week. They paid K374,600 for the glass.

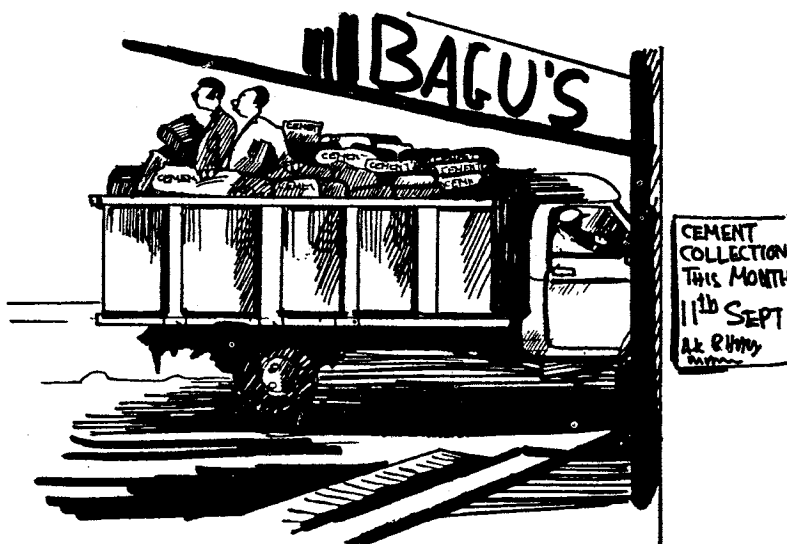
They were given Receipt No 9410 which the Treasurer marked No 3.

They looked for a reliable transporter who would be able to deliver the glass the next week. Habria & Co recommended Mr Chilekwa who had a pickup and was a steady driver. So they hired Mr Chilekwa and promised to pay him when he delivered the glass.

The Chairman and the Treasurer also collected some cash from the bank.



They travelled back to the project on the truck which delivered the materials from Bagu's shop.

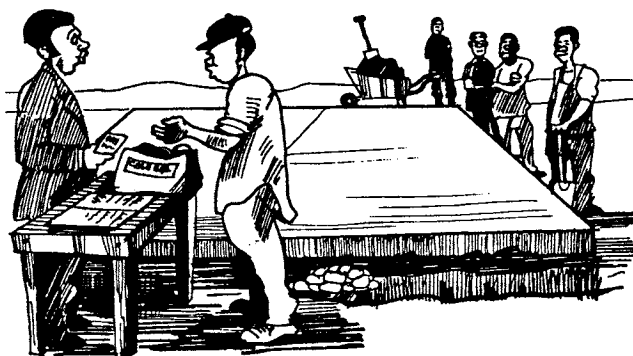


On 15th September Mr Chilekwa brought the glass. The Treasurer paid Mr Chilekwa K40,000 in cash.

Mr Chilekwa didn't have an official receipt book so the Treasurer told him what to write to provide the project with an *acceptable receipt*. It is Receipt No 4.

On 30th September the Treasurer paid the bricklayers for the work of completing the slab.

Each man signed against his name on a labour payment voucher. He called this Labour Voucher No 1.



On 6th October the Treasurer received the first bank statement by post. He saw that the bank had included bank charges of K32,250.

2 Zilindi Project - the Cashbook in September

Look at how the Treasurer filled in his cashbook in September.

Do you understand where all the figures come from?

Notice how the numbers are written neatly under each other. That helps the Treasurer to calculate quickly. It is

much easier to add up figures if they are like this:

$$\begin{array}{r} 6,742,836 \\ 4,593,911 \\ \hline 11,336,747 \quad \checkmark \end{array}$$

and much more difficult if they are written like this:

$$\begin{array}{r} 6,742836 \\ 459311 \\ \hline ?? \quad ?? \quad \times \end{array}$$

MAPULANGA JOINERY Ltd
MAZABUKA
For All Your Timber, Whatever Size

(2)

For ZILINDI SCHOOL PROJECT Order No... 761.....
Date... 10-9-94.

Qty	Description	Unit Price	Amount K n
60	School Desks	K92,000 = 00	1,920,000 = 00
	Deposit Paid		250,000 = 00
Total			

Signature: [Signature]

BAGU'S GENERAL STORE
General Dealer
Building Materials Specialist

(1)

P.O. Box 42
Mazabuka
Tel: 123456

RECEIPT No: 4238
.....10 SEPT. 19.94.

M/s ZILINDI SCHOOL PROJECT

Qty	Description	e	K n
120	CEMENT	4,200/pkt	504,000 = 00
2	CONFORCE	168,950 = 00	337,900 = 00
	TRANSPORT		65,000 = 00
TOTAL			906,900 = 00

CHEQUE/CASH Nine hundred and six thousand, nine hundred Kwacha only.

Signature: [Signature] With thanks
Thank you Call Again.

PROJECT TITLE: ZILINDI PRIMARY SCHOOL IMPROVEMENT

1	2	3	4	5
DATE	DETAILS	REF. NO.	AMOUNT RECEIVED	TOTAL EXPENDITURE
	BROUGHT FORWARD		K N	K
2/9/94	MPU		6,450,000 =	
10/9/94	BAGU - CEMENT ETC	1/4238		906,900 =
10/9/94	MAPULANGA JOINERY DEPOSIT - DESKS	2/761		250,000 =
10/9/94	HARRIS & Co. - Glass	3/9410		374,600 =
15/9/94	J. CHILEKWA	4		40,000 =
30/9/94	BRICKLAYERS Foundation to Slab	Labour Voucher		110,000 =
	BANK CHARGES - SEPT.			32,250 =
TOTALS			6,450,000	1,713,750
CARRIED FORWARD				

Are you holding any cash at the date you date here K

Checking the Project's Financial Position

The Treasurer wanted to check that he hadn't left anything out.

So he added up all the totals from columns 6 - 10

1,216,500
110, 000
105,000
250,000
<u>32,250</u>

=

He compared it with the total of column 5.

Does it equal the Total Expenditure in Column 5?

It should do! If it does not, there is a mistake somewhere.

Column 4 minus *Column 5* = *Column 11*

Total amount of money received – Total expenditure = Balance



Look at Zilindi's Cashbook and check if column 4 minus column 5 equals column 11.

If it doesn't, there is either a mistake or cash "on hand" in the cashbox to make up the difference.

Totalling Columns

Add up columns 4 -10 to check the project's financial position

- ▷ at the end of each page
- ▷ at the end of each month
- ▷ whenever you wish
- ▷ ALWAYS at the time of Financial Reporting

HINT

Write the number and date of the Justification at the bottom of that page

Brought Forward/Carried Forward

Start a new page of Cashbook *every* time you total the columns.

Rewrite the totals from one page on to the next page on the line marked "Brought Forward".

In this way, you keep "cumulative" totals, ones which continue building up all the way through the project.

Use of the Cashbook

The Chairman asked the Treasurer if Zilindi had underspent or overspent on building up to slab level.

The Treasurer added up each of columns 6 - 11 to find out how much the project had spent on materials, labour, transport, etc in September.

Then he compared each column's total with the Schedules of Materials, Labour and Transport



See Chapter 8.

At any time you can see how you are managing your money *as compared with the Project Budget and the Schedules.*

Mistakes in the Cashbook

Any alterations to figures in your accounts make people suspicious - especially Justifications' Officers!

But everyone makes mistakes, so what can you do?



DO NOT use Typex, the white correcting fluid that typists often use, on any accounting document.

The only acceptable way to correct an error on a financial document is like this:

13849
~~13749~~

and write the correct number above it as clearly as you can.

Obtain receipts for ALL expenditure.

HINT

If there is no room, put a * by it and write a * note at the bottom of the page confirming the correct number.

Receipts

People who receive money from you should use their own receipt book.

If they have no official receipt book, they should use a piece of plain paper and make sure that they give the details that Mr Chilekwa did.

Non - Official Receipts

The Treasurer should not use his own receipt book.

(People get suspicious even when nothing is wrong!)

A non-official receipt should answer the questions:

Who received the money?

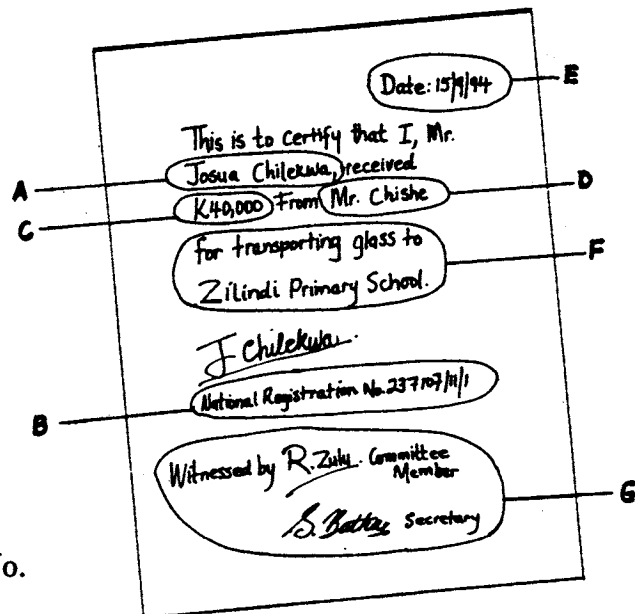
What was it for?

Where was it paid?

When was it paid?

How much was paid?

Remember Mr Chilekwa? On 15th September he took glass to Zilindi. He was paid K40,000. He didn't have an official receipt book for his business, so he wrote out a receipt for the money which looked like this:



- A** Full name
- B** National Reg. No.
- C** Amount
- D** Received from whom
- E** Date
- F** Reason for payment
- G** Certification from 2 other Committee Members

If the Person Cannot Write

If the person being paid cannot write, the Secretary could write the receipt for him.

In that case the Secretary should write a note at the bottom of the page, saying

Written and prepared by (Project Committee Secretary) on request from J Chilekwa, (illiterate).

Mr Chilekwa should place his mark. The mark should be witnessed and certified by 2 Committee members who should NOT include the Secretary.

What to Do with the Receipts

DO NOT return from a project shopping trip and push all the receipts into a drawer.

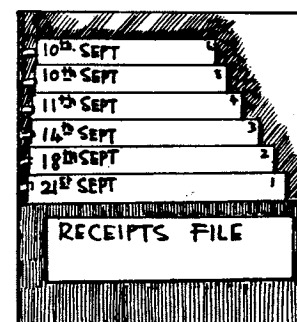


Follow these steps:

- ▷ Use the receipts to check the materials arriving on site. What was bought should equal what arrives.
- ▷ Collect the receipts together.
- ▷ Put them in date order. Receipts for purchases made on 17th August should come before those made on 18th before those made on 19th etc.
- ▷ File them carefully to keep them safe.



You must submit the ORIGINALS to Lusaka. If you do not have them, you will have problems in obtaining the next allocation of project funds.



Numbering Receipts

Give all your receipts a Project Number:

the first receipt you obtain using project funds = 1
the second = 2

and so on. The numbers in sequence help you to

- ▷ know that you haven't lost any receipt.
- ▷ keep all the pieces of paper in order.

The information on the receipts should be transferred into your cash book as soon as possible.



Mistakes on Receipts

When you send your receipts to Lusaka (*See Page 82*) the Justifications Officer studies every receipt for evidence of cheating!

Make sure that there will be no query of your receipts.

So, when shopping, follow these guidelines:

- ▷ there should be NO alteration on the receipt
- ▷ if the shopkeeper does make a mistake, and leaves a corrected figure, ask him to sign his name and put his shop stamp against the correction
- ▷ do not allow anybody to make corrections with white correcting fluid. If there is a mistake, it should be crossed out with one single line
- ▷ if there is a very big mistake, ask the shopkeeper to prepare a second, correct receipt.

Petty Cash Record

All expenditure is recorded in the Cashbook.

But expenditure is not recorded in the cash book UNTIL there is a receipt.

If a committee member is given cash to pay someone else, the Treasurer should keep a petty cash record of the money until the receipt is brought.

A school notebook would do the job. The pages could be set out as below:

ZILINDI School Project
PETTY CASH
VOUCHER

DATE	AMOUNT	TO	DETAIL	SIGN

CASH IN					CASH OUT				
Date	Amount	From	CHEQUE NO. CASH	Balance	Date	Amount	To	Detail	Signed
4/10/94	K 3,000	W.Chanda	Cash Returned	K 3,000	3/10/94	K 15,000	W.Chanda	Oxen-Pay Chintu	W.Chanda
6/10/94	K 25,000	Bank	CHEQUE No. 24689753	K 28,000					

Make sure that the person who takes the cash signs for it. His signature is

- ▷ proof that he has received it
- ▷ a safeguard for the Treasurer if someone asks questions before the official receipt comes in

Cash

If possible **AVOID** ▷ keeping cash *Deal in cheques as much as possible.*
 ▷ dealing in cash

Cash could be stolen. And, unfortunately, people tend to be suspicious of anyone who handles a lot of cash.

When it is necessary to keep cash:

- ▷ Keep the amount as small as possible.
- ▷ Keep it in a cashbox.
- ▷ Buy a strong padlock for the cashbook.
- ▷ Do not talk about where the cashbox is.
- ▷ Let the Treasurer keep the key but the actual box be rotated between committee members for security.
- ▷ When one person gives the box to another, the two people should:
 - ▷ count the cash together
 - ▷ agree the amount
 - ▷ write the amount in a book
 - ▷ sign and date the book.

Labour Payment Records

Labour payment sheets are like receipts because labourers sign for their money.

The Labour Payment Sheet could look like this:

Use carbon paper to make a duplicate copy of the payment sheet. Send one copy to Lusaka with your receipts. Keep one copy with your records.

LABOUR PAYMENT VOUCHER					NO. 1...
Date	Period of Work or Stage of Contract	Name	NRC NO	Amount	Confirmation of Payment Received
30/9/94	Foundation-Slab	D. Mukoge	1234567	25,000	<i>[Signature]</i>
	'	R. Mwalwa	2631072	25,000	<i>[Signature]</i>
	'	P. Babu	987654	25,000	<i>[Signature]</i>
	- Slab	C. Chintu	8723456	29,000	<i>[Signature]</i>
	- Slab	A. Chanda	82268132	15,000	<i>[Signature]</i>
Prepared by <i>[Signature]</i> D. Bwalya (sign) Supervisor Paying Officer <i>[Signature]</i> B. Banda (sign)(Office)					

MPU RULES

Financial Report

You must send a Financial Report to Lusaka when you are justifying one allocation and applying for another.

MPU gives you Financial Report forms so the procedure is quite simple .

The Treasurer fills in these forms. He:

- ▷ attaches to the form
 - ▷ original receipts
 - ▷ a copy of the most recent bank statement
 - ▷ a letter requesting the next allocation
- ▷ sends to MPU Lusaka by registered mail

Write the date to which you are justifying your accounts

Write Education or Health or Water or Infrastructure (e.g. a market) depending on your project.

Give a description of the work done so far for each separate target.
DO NOT WRITE: we are progressing well!!
 Instead: Be precise
 Be a little technical

**MICROPROJECTS UNIT
PROJECT FINANCIAL REPORT FOR PERIOD**

CUMULATIVE TO ... 4/11/94

PROJECT NO.: GRZ/SRP/1/2468 TITLE: 214001 PRIMARY SCHOOL IMPROVEMENT

SECTOR: EDUCATION DATE PROJECT COMMENCED: 2/9/94
(i.e. date first allocation was received)

DISTRICT: MASAMASA PROVINCE: NORTHERN

A. SUMMARY OF WORK DONE

TARGETS	DESCRIPTION OF PROGRESS TO DATE (e.g. Target 1 - Foundation dug)
Target 1 Rehab 1x3 CRB	Glass bought Cracks in walls & floors filled
Target 2 Construction 1x2 CRB	Wall plate level. Slab level
Target 3 Construction 1 ED 14	Slab level
Target 4 Construction 12 VIPs	All pits dug. All materials on site.

NB. If space is insufficient please use a separate sheet

B. SUMMARY OF EXPENDITURE JUSTIFIED

Item Description	Previous Total	Current Justification	Cumulative To date
	K	K	K
1. Building Materials Purchases			
2. Labour Charges			
3. Transport Charge			
4. Equip/Furniture			
5. Other			
TOTAL			

C. MONEY RECEIVED TO DATE

How much money have you received from MPU to date? K 6,459,000

DATE: 4/11/94 SIGNATURE: _____ (Chairman)

DATE: 4/11/94 SIGNATURE: _____ (Treasurer)

NB. PLEASE ATTACH ORIGINAL RECEIPTS FOR ALL EXPENDITURE

For an example of how to report project progress see Page 146.

Summary of Expenditure Justified

This Summary is easy to complete if your Cashbook is up to date.

Give separate totals for

- 1 Building Materials purchases
- 2 Labour charges
- 3 Transport charges
- 4 Equipment and Furniture
- 5 Other expenditure

You have to give 3 different totals for each item:

I Previous Total

Refer back to your copy of the Summary Sheet you sent to Lusaka for the last Justification you made.

If you didn't keep a copy, look back to the last page of your Cashbook which was totalled and dated with a Justification date. (See Page 74.)

Write down the totals which you sent in for the previous Justification.

If you are writing your first Justification, write nothing under this heading.

II Current Justification

This is the difference between the "Previous Totals" and the "Cumulative to date" totals.

III Cumulative to date

Total each of columns 6 - 10 in your cashbook and transfer to the Summary sheet.

Money Received to Date

This is the total of Column 4 in your cashbook.

Receipts being Justified

Send the original receipts for all the expenditure since your last Justification.

Make sure that:

- ▷ they add up to at least 75% of funding which you are justifying.
- ▷ you are not including receipts for expenditure which is **administrative** (See Page 31 for examples).



Copy the details of your expenditure from the original receipts to the 2nd, 3rd, 4th pages of the Financial Report form.

Make sure that

- ▷ you keep full details of the receipts which you send to Lusaka.
- ▷ everything is in order (Let your Regional Officer check if he is visiting) before sending to MPU in Lusaka.

Letter Requesting Funds

You must also send a letter to Lusaka requesting your next Allocation. It should say briefly what the next money will be used for.

For example, see opposite page

What Happens in Lusaka?

The Justifications Officer in Lusaka checks the Financial report and receipts attached.

He will not accept any receipt for expenditure which should be the community's responsibility.



He will calculate very carefully that sufficient of the previous Allocations has been justified. (See Pages 65-66)

ONLY THEN will he recommend that your project receives its next Allocation.

If there are problems with your Justification, the Justifications Officer will contact you for an explanation.



Then your project could be delayed for weeks.

So double-check **before** you send in your Justification to avoid any problems and delays.

Sample letter requesting your next Allocation.

Zilindi School Rehabilitation Project
P.O. Box 88
Zilindi
..... Province

The Coordinator
SRF or MPP Microprojects
Development Cooperation
Office of the President
P.O. Box 50268
Lusaka

..... November 1994

Dear Mr.....
Project No...../...../.....
Request for 3rd Allocation of Funding

Please find enclosed

1. Receipts justifying expenditure on
 - (a) the outstanding balance of our first allocation and
 - (b) approximately 80% of our 2nd allocation of funds
2. Our financial Report for the period to
3. The project's latest bank statement.

We hereby request you to approve our current Justification and authorise payment of our 3rd Allocation of funds.

We expect to use the next allocation to

- complete the roof
- pay the skilled labour for the roof and painting
- and
- buy the furniture.

We trust that you will send the money without delay.

Yours sincerely

.....
Chairman

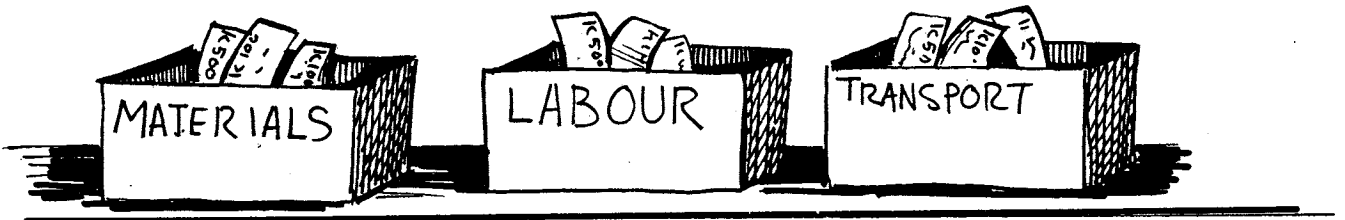
.....
Treasurer

Key Points

- * MPU Procedures must be followed exactly.
- * ALL money must be justified satisfactorily BEFORE any more is sent from Lusaka.
- * ORIGINAL receipts must be sent to Lusaka.
- * A Financial Report form must be completed when justifying funds.
- * Justifications must be accurate to avoid long delays for your project.
- * Account books must be kept up to date
- * Use the Cashbook properly to help manage project finances.
- * Avoid keeping cash. Use cheques.

8

Project Budget



What the Project Budget is
What the Project Budget is for
How to use the Project Budget



What the Project Budget is

It is a detailed guide showing all the activities of your project and their estimated maximum costs.

The Project Budget is prepared by MPU and sent to you with your Letter of Approval and Financing Agreement.

It is split into 5 sets of papers:

- 1 the Budget Summary
- 2 Materials
- 3 Labour
- 4 Details of Transport
- 5 Administrative Costs

What the Project Budget is for

It is intended to help you

- ▷ plan your project activities
- ▷ organise your shopping
- ▷ organise the transport you need
- ▷ organise your labour



Study the sheets to see:

Materials *Read also Chapter 10*

- ▷ what MPU will pay for
- ▷ what the community must supply
- ▷ what quantities you need
- ▷ the maximum prices you should pay



Labour *Read also Chapter 11*

- ▷ the maximum amount you should spend on labour for each task

Transport *Read also Chapter 12*

- ▷ how many trips you should need to transport your materials
- ▷ the maximum you should spend on each trip

**Administration** *Read also Chapter 4, Pages 31-32*

- ▷ how much you should expect to spend on administration costs

How to use the Project Budget

Read and follow the Project Budget carefully when you are planning:

- ▷ your shopping trips
- ▷ the labour you need to employ
- ▷ the transport you are thinking of hiring

It should help you to avoid running out of money.

If you buy the wrong thing:

the Regional Officer may tell you to get rid of it and buy what the Project Budget says.

You will have to pay back from community funds any money you spent on wrong materials.

If you buy less than the Project Budget says:

you may run out of materials.

If you buy more than the Project Budget says:

you will have to pay back what you spent over the budget limit.

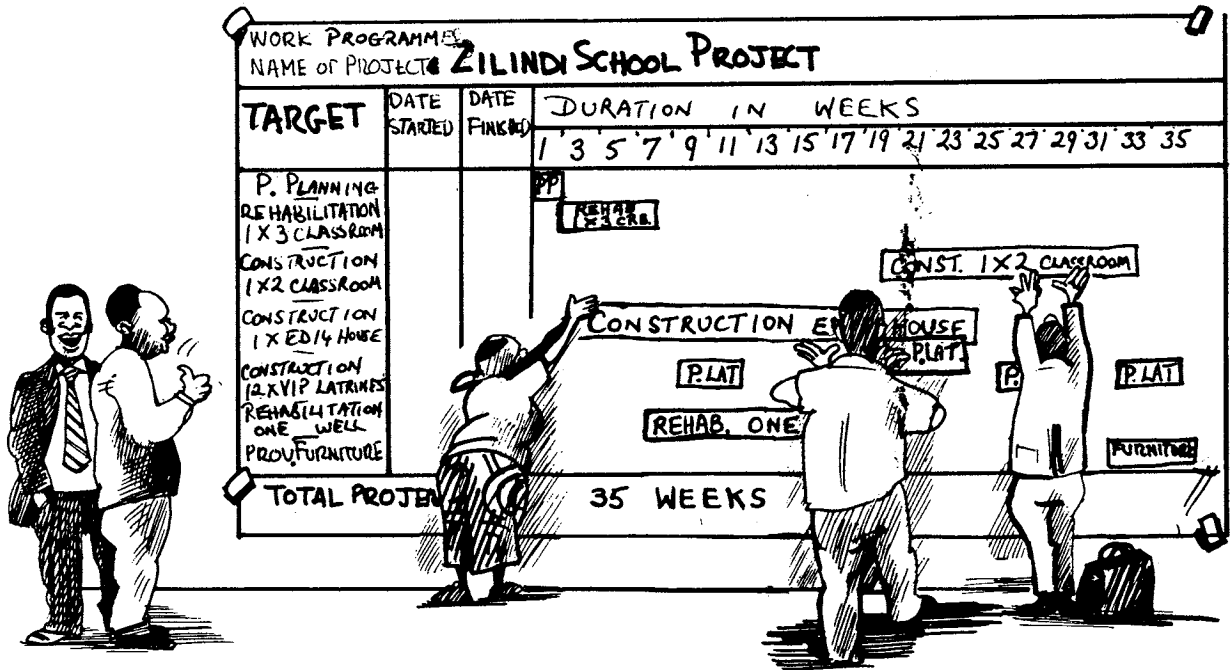
IF YOU HAVE PROBLEMS, such as material being unavailable or you think the quantities are wrong,

You must get **WRITTEN** approval from the Regional Officer before changing the plan.

Key Points

- * The Project Budget tells you the amount and **MAXIMUM** cost of
 - ▷ materials
 - ▷ labour
 - ▷ transportwhich you will need for your project.
- * Follow it to keep within your budget.

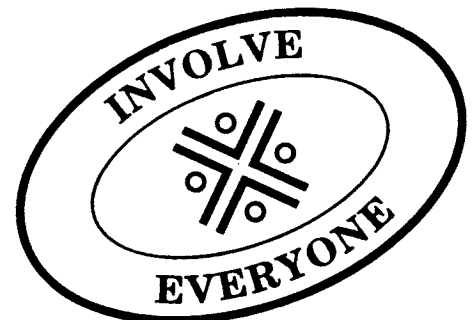
9 Planning Project Implementation



How good Planning can Improve your Project

How to make a Work Programme

How to use a Work Programme



The Meaning of Planning

Planning means deciding

- ▷ WHAT has to be done
- ▷ WHO is to do it
- ▷ WHEN to do it
- ▷ HOW to do it

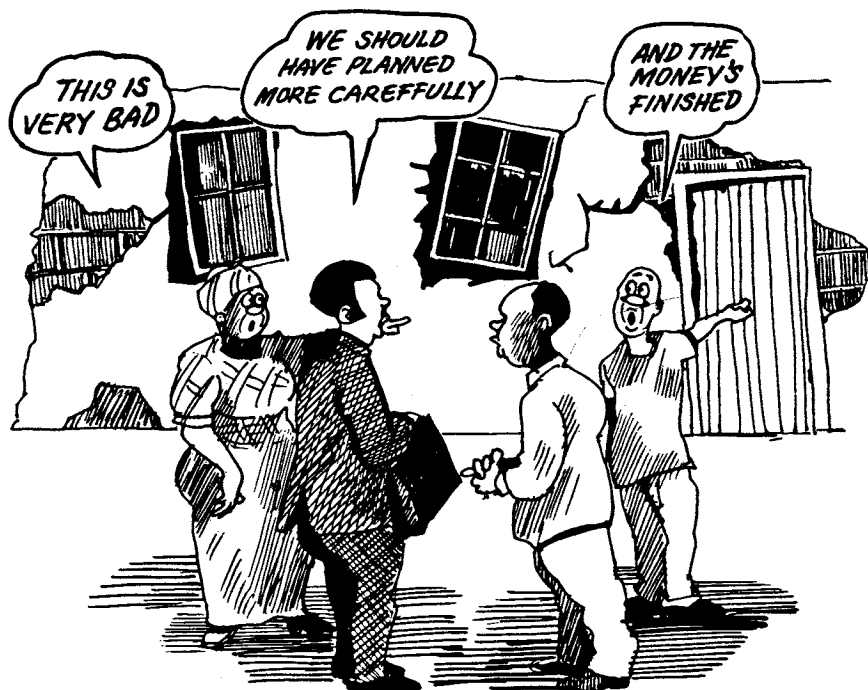
It involves discussing and thinking about

- ▷ what is needed : materials, skills, money
- and*
- ▷ possible problems : how to prevent them
 how to solve them

The Importance of Good Planning

Many projects do not take the time to plan properly. As soon as the money is in the bank, they rush into the project. This is natural, BUT it will CAUSE PROBLEMS LATER.

The best project committees plan every stage of their project IN ADVANCE.



Planning the Project

Let's look at how Zilindi Committee planned their project. They had 6 targets to complete.

Making a Summary WORK PROGRAMME for Zilindi

TARGETS

- ▷ Rehabilitation of 1 x 3 Classroom block
- ▷ Construction of 1 x 2 Classroom block
- ▷ Construction of 1 ED14 staff house
- ▷ Construction of 12 VIPs
- ▷ Rehabilitation of a well
- ▷ Provision of furniture

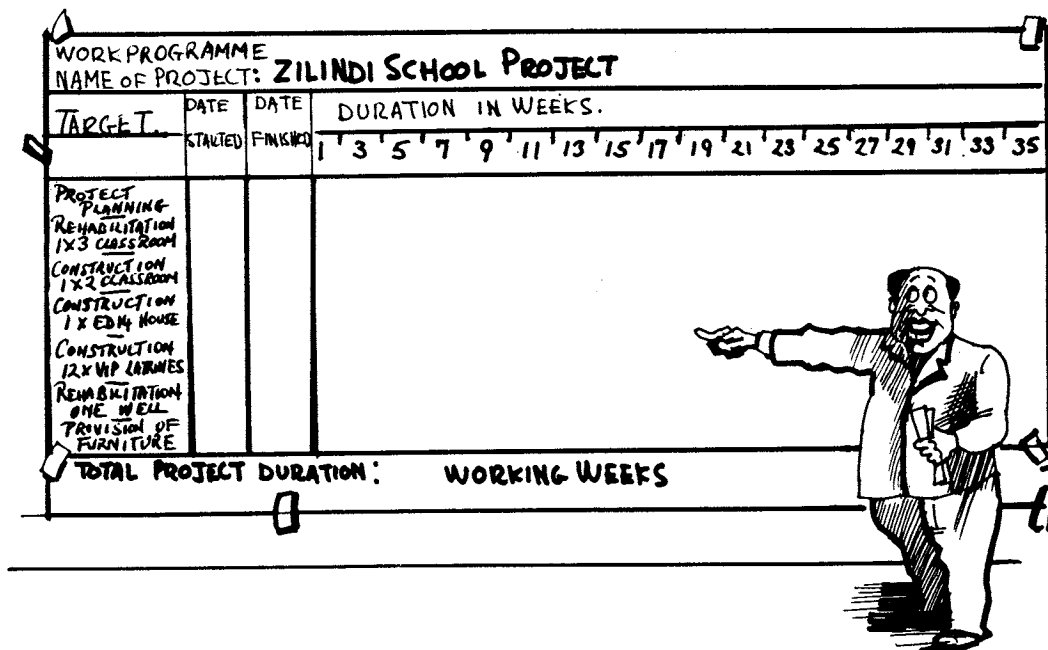
- 1 On August 25th the Zilindi Project Committee met with their Supervisor and Foreman to discuss the order in which they should tackle their targets.
- 2 Using the blackboard, the Secretary drew a blank Work Programme like one which MPU had sent them.

He wrote the 6 targets in a list on the left hand side.

He made each of the week columns the same width. 5cms seemed a good size.

He drew 35 columns for the 35 weeks agreed for the project.

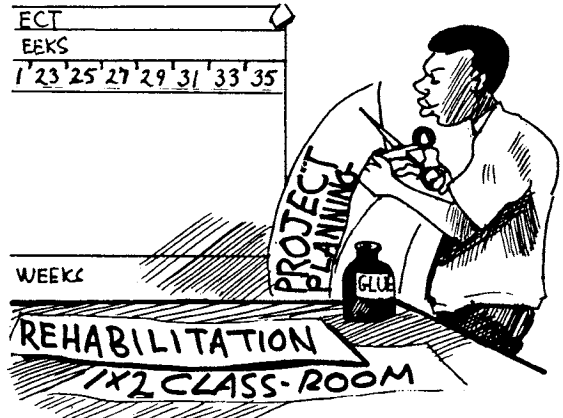
The blank work programme looked like this:



3 The committee members discussed with the Supervisor how long each target should take and then they cut paper into neat strips, one for each of their targets.

They made each piece of paper represent the length of time they expected each target to take. For example, the classroom rehabilitation was likely to take 3 weeks so the paper was 3 (weeks) x 5cms = 15 cms

They wrote the name of each target clearly on each strip.



The Committee knew the importance of planning so they decided to spend 2 weeks planning the whole project carefully.

WORK PROGRAMME
NAME OF PROJECT: ZILINDI SCHOOL PROJECT

TARGET	DATE		DURATION IN WEEKS
	STARTED	FINISHED	
P. PLANNING			1' 3' 5' 7' 9' 11' 13' 15'
REHABILITATION 1X3 CLASSROOM			
CONSTRUCTION 1X2 CLASSROOM			
CONSTRUCTION 1XED14 HOUSE			
2VIP LATRINES			
REHABILITATION ONE WELL			
PROV FURNITURE			
TOTAL PROJECT DURATION: 3			

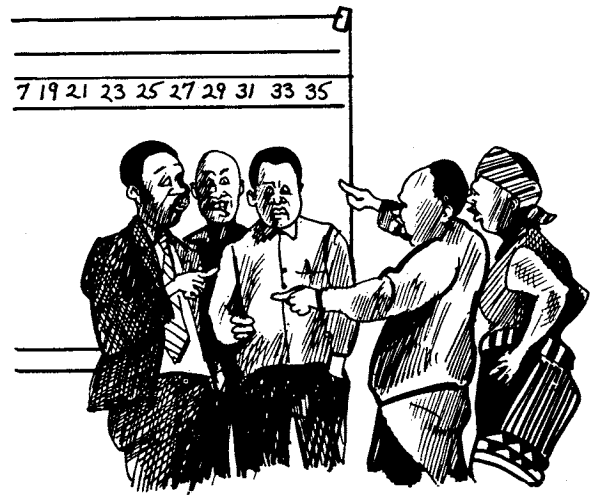
They cut one more piece of paper 10 cm long and wrote PROJECT PLANNING on it.

- 4 Then the Committee had to decide where to place the strips on the large Work Programme.

Everyone got involved in the discussion.

They all agreed that planning the project should be the first thing. So the first strip of paper they pinned on the blackboard was the planning strip.

- 5 Then the real debate started:



The teachers wanted the houses to start first.

The headmaster wanted to rehabilitate the classroom first.

A parent wanted to start with the VIP's first, because the old toilets are full and he does not want his children to get sick.

A committee member who lives near the school wanted the well dug first.

No-one could agree!

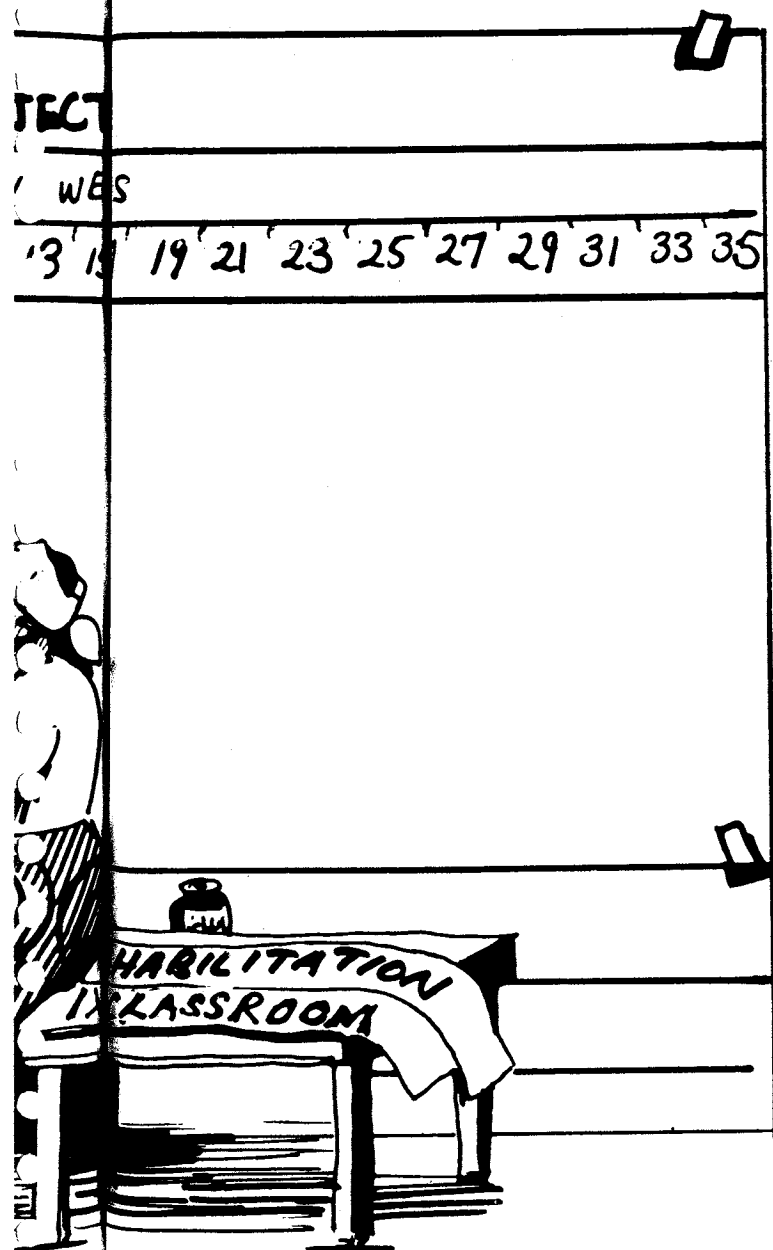
- 6 They asked the Supervisor for his advice.

He pointed out that there was not much time to complete the project.

So they should think FIRST about the targets that would take the longest.

- 7 The Secretary suggested that the house would be the biggest job and they had only 3 bricklayers. He put the strip of paper marked ED14 on the Work Programme for everyone to see.

The Supervisor agreed it should start after planning and that the other targets should be worked in *around the house*, depending on



the availability of the skilled labour.

The Headmaster pointed out that the classroom rehabilitation was just repairs to the roof and floor. The carpenter they intended employing was free just then so they agreed to start him on the rehabilitation as soon as the planning was complete.

The parent was worried about the community digging the latrine pits. He suggested doing 3 at a time so that they could call a large group together and always have enough people at any digging session. He cut up the piece of paper for the VIPs into 4 separate strips and put them on the Work Programme.

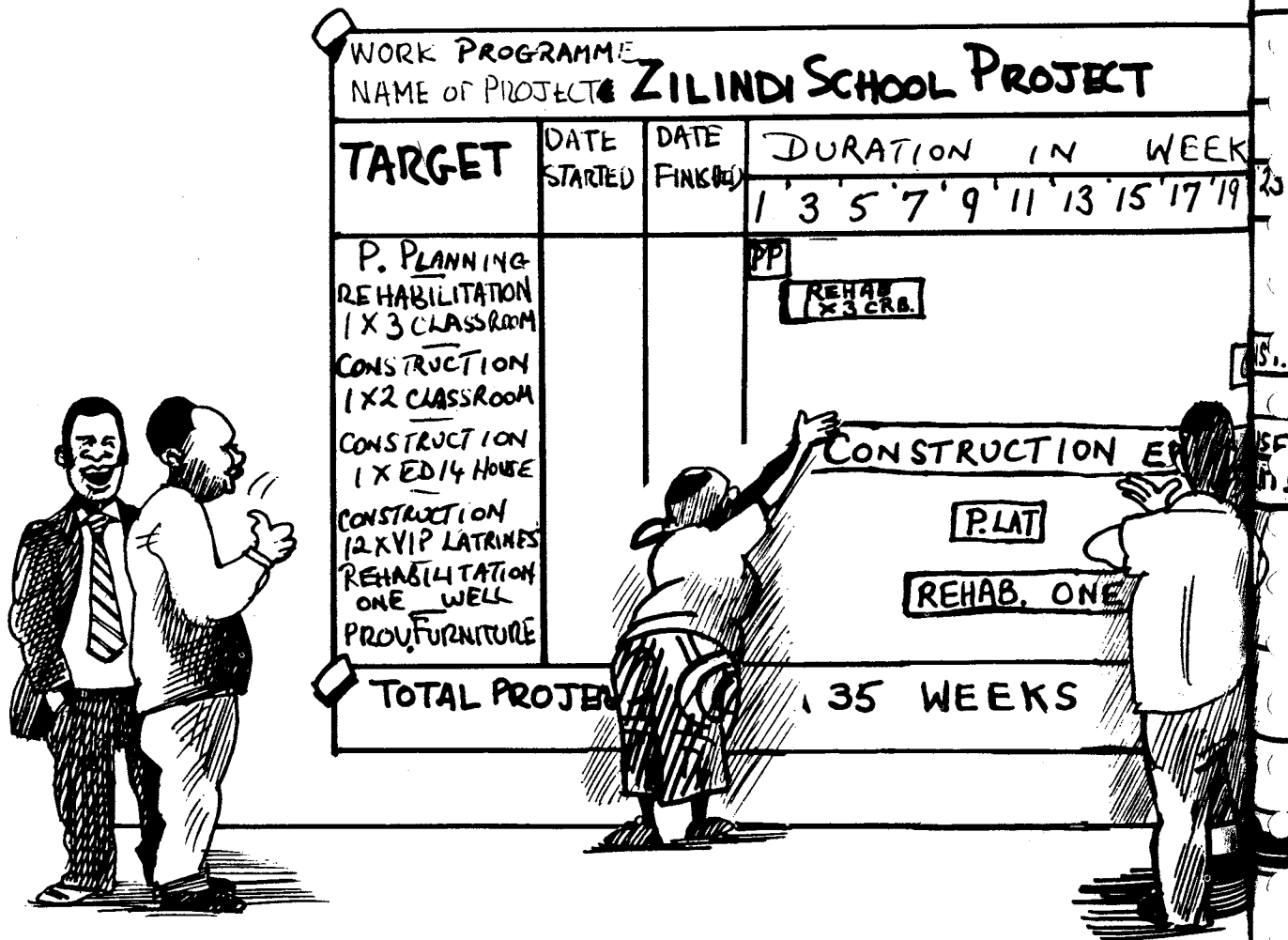
8 The Supervisor agreed with the Committee but said that it would be very useful to have the well as early as possible.

It would reduce the distance the women have to carry the water for building.

Water is hard to find at Zilindi and the Department of Water Affairs should be asked for help to deepen the dry well already there because the villagers are nervous about digging at great depths.

The Secretary said he had contacted Water Affairs but they could not come for 5 weeks. So the well will probably start in week 6.

He added the well to the Work Programme.



9 The Treasurer told the committee that all the building was going to take a lot of money. There would be no money available for the furniture until late in the project. He added the furniture to the Work Programme.

10 The Supervisor was pleased. But he reminded everyone that things change as a project progresses. Some things will be completed faster than the plan shows and some things will take longer.

Implementation Work Programmes

Just as Zilindi made a Work Programme, so can you.

MPU help you to plan by dividing

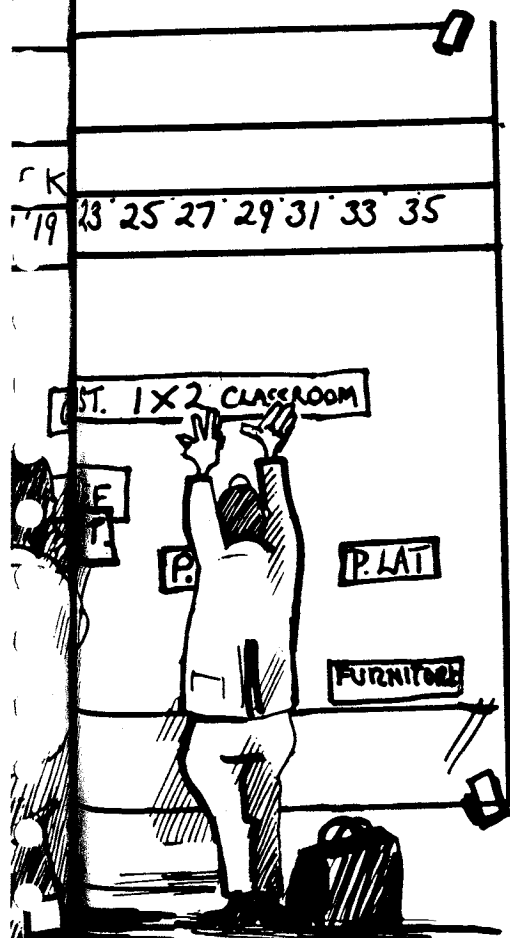
the PROJECT into TARGETS

the TARGETS into separate TASKS

You should have the following papers from MPU:

- ▷ a Project Implementation Work Programme (SUMMARY). It lists all your Targets and an *ideal* time guide for completion of each one.
- ▷ a blank Target Implementation Work Programme for each project target. These should list all the main tasks involved in each target.

The Regional Officer explained the use of these forms at your Project Launch Workshop.



Make your own Implementation Work Programmes for your targets and tasks. Fill them in with your Supervisor and Foreman.

Purpose of an Implementation Work Programme

Making an Implementation Work Programme helps you to manage both time and people.

HINT

Aim at MPU's ideal time scale to make the best use of your project time and money.

Managing Time

It forces you to think about

- ▷ a) how many weeks/parts of weeks you need to complete each activity
- ▷ b) in which weeks each activity should start and finish to fit in with other activities

and decide *WHEN* to do things

First decide ▷ how long each job will take

Then ▷ when to start each of the jobs in the best order.

Managing People

Your Implementation Work Programme should also help you think about

WHO should do things

Organise people to do different jobs at the same time.

People do this naturally. When someone is doing chitemene, some people will be chopping down branches while other people heap them into the planting area.

In the same way,

if you expect to be at wall plate level in week 8,

plan to make trusses in weeks 7 and 8

to be prepared for roof fixing in week 9.

Staggering Targets

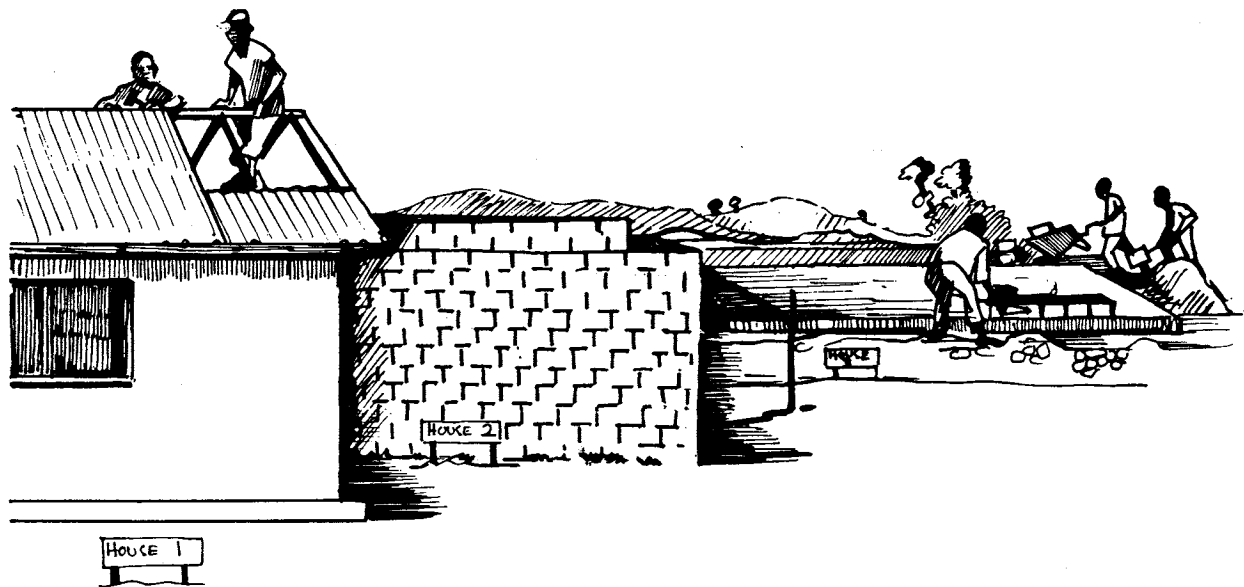
You are not likely to have enough bricklayers and carpenters to build all your targets together.

Plan the order you will tackle your targets to use your labour efficiently.

This is difficult!

But thinking about it helps you solve problems before they occur.

Even though it takes 12 weeks to build a single house, you could complete 3 houses in 21 weeks!



How?

- ▷ While the bricklayers build the walls of the first house, people can be digging the foundations of the second.
- ▷ As soon as the bricklayers finish the first house, they can move straight to the second house. The carpenters can start fixing the roof on the first house.
- ▷ When the carpenters have finished the roof on the first house, the second house should be near wall plate level so they can move straight to fix its roof.

By staggering the targets you will not run out of skilled workers.

Making your own Work Programmes

Get everyone involved - including your Supervisor.
He will know most about what is, and is not,
possible.

What is Needed and When

Use your Work Programmes to

- ▷ help you plan
- ▷ work out *who* is required and *when*
- ▷ work out *what* is required and *when*

for each target.

If the people and materials are not there when they
are needed, the project will be delayed.

THINK about

WHAT people

WHAT materials

WHEN they are required

WHERE they are required

For example, to make the substructure you need:

- ▷ the supervisor to set-out the foundations
- ▷ unskilled labour to dig the trenches
- ▷ sand and stones on site, ready for the concrete
- ▷ people to prepare the concrete
- ▷ bricks or blocks on site ready for the footings
- ▷ bricklayers to lay them
- ▷ people to carry water

and so on.

Use the Project Budget and Volume II to help you.

Exercise

Choose one of the project's construction targets for which you want to make a Work Programme.

Discuss it with your Supervisor and think first about

- ▷ the tasks involved and
- ▷ the time they should take.

Try to answer the following questions:

1) How many weeks should it take to complete:

- ▷ the foundation?weeks
- ▷ from window level to wall plate?weeks
- ▷ the roof?weeks

2) In what week would you start:

- ▷ site clearing? week.....
- ▷ the slab? week.....
- ▷ plastering? week.....

3) In what week would you finish:

- ▷ planning? week.....
- ▷ the slab? week.....
- ▷ up to window level? week.....

4) Which activities will be going on at the same time as each other?

-and
-and
-and
-and

Now use this information to fill in your Work Programme for that target.



Try to make a Work Programme for each of your targets. Make sure you include all the different tasks.

You may have to change the timing of some activities as the project progresses.

But thinking about them at the beginning should help you avoid potential problems before they occur.

Using the Work Programmes to Monitor

Use your Work Programmes to judge how well your project is going.

Without an advance plan it is difficult to notice delays:

If your plan tells you that you should finish one task in Week 5 but you don't finish until week 7:

- ▷ Ask your Supervisor what the problems are
- ▷ Do something to solve them!

If the rate of building is different from what you had planned:

ASK QUESTIONS

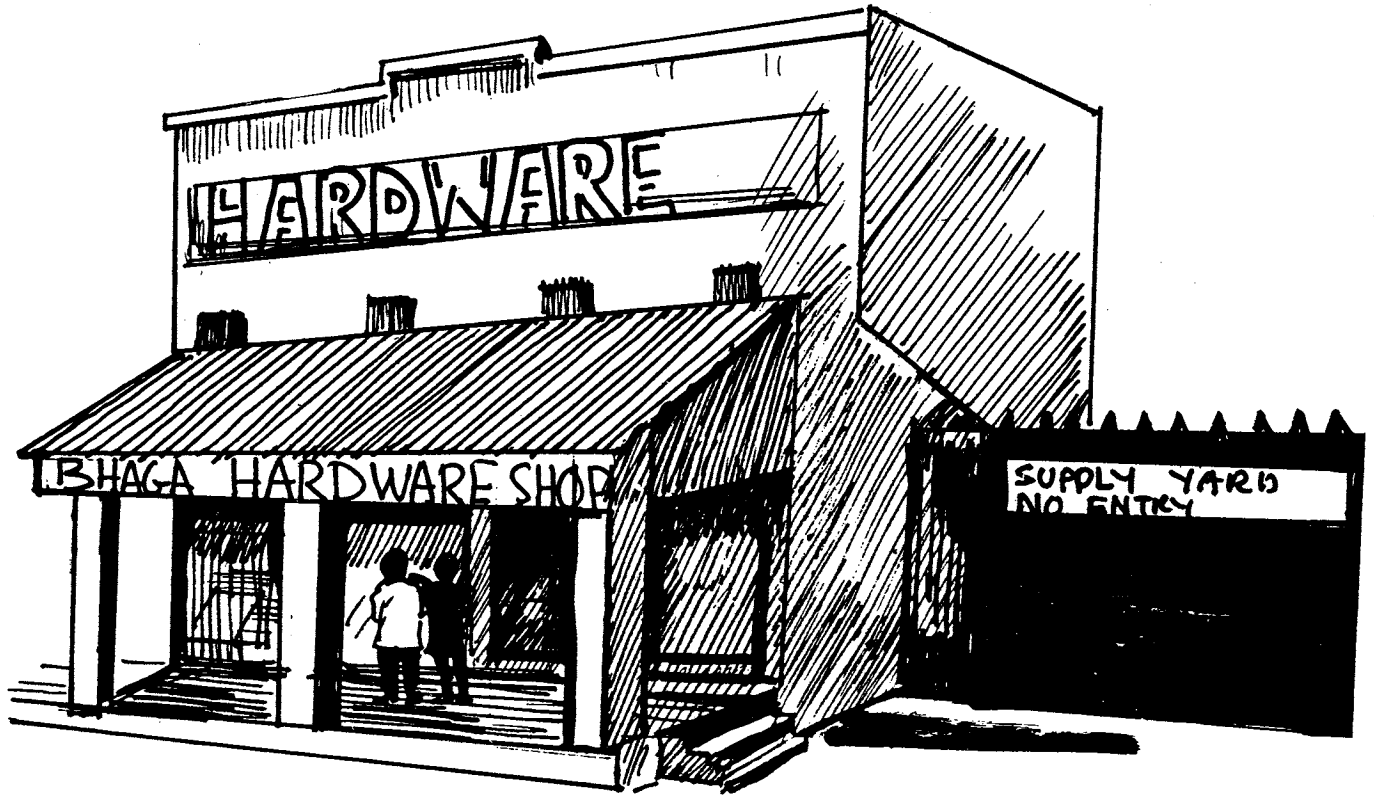
FIND OUT WHY DELAYS HAVE OCCURRED

SOLVE THE PROBLEMS

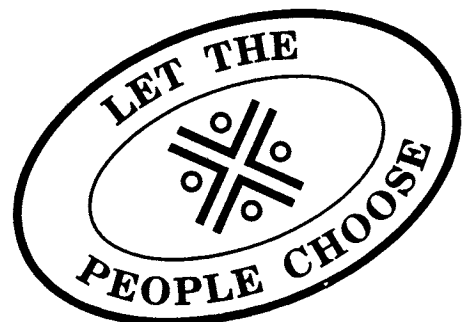
Key Points

- * Planning is asking and answering the questions
Who, What, Where, When and How
- * Time spent planning in advance is never wasted.
- * Make your own Work Programmes to suit YOUR circumstances.
- * If the dates of your actual implementation are very different from what you planned, ask questions and solve the problems.

10 Procurement of Materials and Furniture



Planning your Procurement
Who should be Responsible
How to Obtain Goods Efficiently



Planning Shopping Trips

Purchasing and procurement require careful planning to avoid wasting time and money.

Study your Work Plans and the MPU Schedule of Materials with your Supervisor and Foreman. Ask them what materials are required for the next stages of your targets.

Make sure you plan your purchases well **IN ADVANCE** so that

- ▷ ALL necessary materials are at the site **BEFORE** you start each stage.

Do not keep labourers waiting for materials.



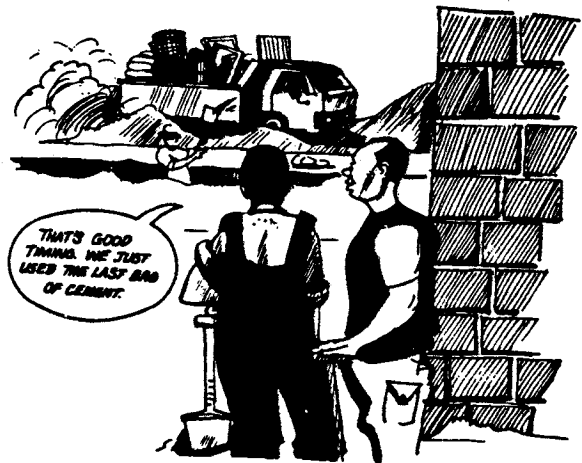
Schedule of Materials

The **SCHEDULE OF MATERIALS** for each **TARGET** tells you

- ▷ exactly what materials are required for each **TASK**
- ▷ what quantities to obtain
- ▷ the maximum price you should pay for each.

It also tells you the value of the local materials for the community contribution, e.g. the bricks, sand, stones etc.

Make sure the community understands that they are not working for nothing. Everything they do is given a cash value.



Tell them how much each of their efforts is worth.

Follow the quantities even if the price has gone up from the one in the Schedule.

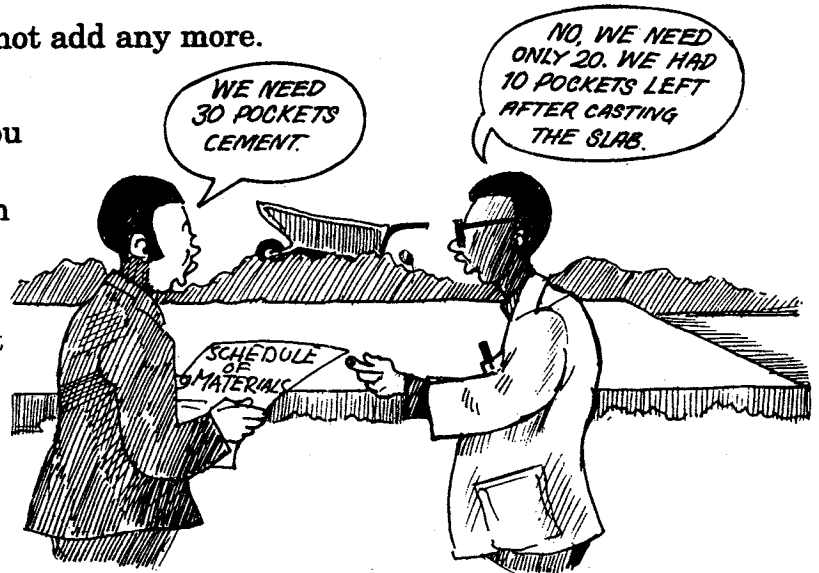
The quantities in the Schedule already include

an "extra" for contingencies so do not add any more.

As the project progresses look at what materials you have left. If you have 6 pockets of cement left over from one stage of building, you can buy 6 fewer pockets for the next stage.

DO NOT run out of materials or it will delay the project.

DO NOT start a task with less than the recommended quantities on site.



Who should Buy Materials

Normally two people are enough for project shopping expeditions.

Who should they be? Ideally, they will be:

- 1 At least *one signatory*.

Decide

- ▷ which of the signatories will travel
- ▷ approximately how many cheques will be needed

Another signatory (not travelling) can sign that number of blank cheques.

The signatory travelling goes with the cheque book.

When the purchase is made or at the bank, the signatory completes the cheque and adds his signature to make the cheque valid.

- 2 Someone with *technical knowledge*

Either a committee member with technical knowledge or the Supervisor or foreman. Some materials have similar names but do different jobs. For example there are different types of reinforcing material for walls, floors and lintels. You must buy the right one for the job. Do not rely on the shopkeeper's recommendation.

HINT

Bring along your own expert and listen to his advice.



Tax Exemption Certificate

The Government of Zambia considers your project important for the development of your area and community. So it has given it **TAX EXEMPTION** status.

This means that the project does not have to pay sales tax on what it buys. That makes everything cheaper.

You should have a letter from MPU saying your project has **TAX EXEMPTION** status until a certain date.

If you do not manage to buy all your materials before that date, you will have to

- ▷ write to MPU in Lusaka,
- ▷ explain why you need longer time for purchasing
- ▷ tell them which articles you still need to buy
- ▷ ask if they will send you a new Tax Exemption letter



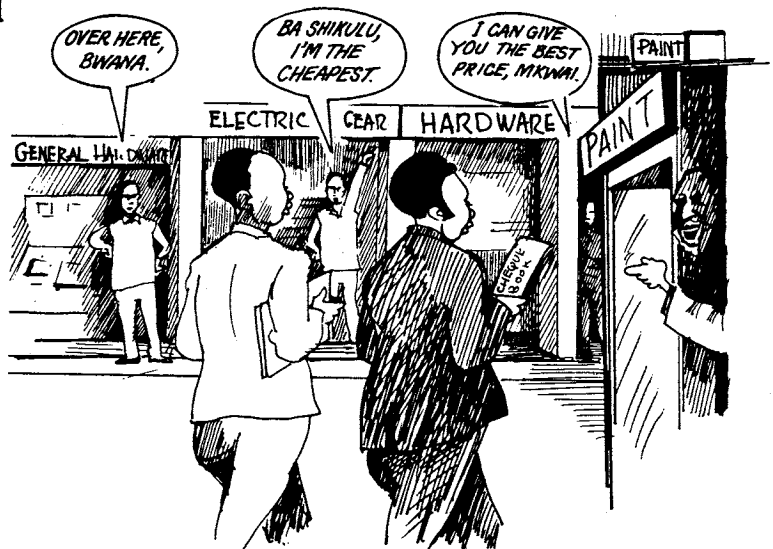
Getting the Best Prices

You are a very important customer for most shops. There are very few people who have as much money as you to spend! You can save money by following 5 simple rules:

1 Shop Around

Go to different shops and compare prices. One shop may have the cheapest cement, while another has the cheapest glass. Try to get quotations from at least 3 different shops.

See Page 106-107



2 Ask for Discount

Many shop owners will give you a discount if you are buying a lot.

HINT

Suggest that you will buy everything from one shop owner if he reduces his prices.

3 Negotiate

Try to negotiate in other ways as well. For example, agree to buy if the owner will transport the materials to your project free of charge, or at least for less than the cost of hiring a truck.

4 Go to another Town

If you cannot get good prices in your nearest town or many items are unavailable, consider travelling further away.



Work this out carefully in advance. If you make a mistake, you could end up spending even more money in transport and accomodation than if you bought locally.

Tell the local shop owners that you are considering shopping in another town. If they think they will lose your business they may reduce their prices.

5 Be Careful with Money

Shop owners will have heard that your community is doing a project with money from Lusaka. They will assume that you have lots of money and can pay any price for materials.

This is not true.

Many projects run out of money because they pay too much. Their projects never get finished.

Treat this money like YOUR OWN.





Save money wherever you can and there will be a good chance of money left over to do more work in your community.

Saving money will give your community a good reputation and make it easier for you to attract other funds in the future.

Quotations

Try to get 3 quotations for everything you spend money on - materials and transport.

Keep an exercise book and write down the different prices against the name of each shop. Put a simple reason why you chose the one you did.

Keep the information in case someone in the community is suspicious and wants to ask questions in a public meeting.

Use it as proof that you bought from Mr Chibwa instead of Mr Zulu because Mr Chibwa's quotation was the best - and not because he is your mother's sister's husband's uncle's wife's nephew.

Your book could look something like this:

ITEM	QUOTE 1	QUOTE 2	QUOTE 3	REASON FOR DECISION
CEMENT	L Chintu K4250-pkt Awaiting delivery	K Mwelwa K4220-pkt. Awaiting delivery	Patel & Co. K4280-pkt	No. 3 because Patel had in stock
DESKS	Mubanga K40,000 Poor quality in stock	ZULU K27,000 good quality 6 months' delivery time	Chibwa K33,000 good quality 1 month delivery time	No. 3 because good quality, acceptable waiting time

If you are buying a very expensive item, you should obtain *written* quotations from 3 different suppliers.

You may not always choose the cheapest. But consider and compare:

- ▷ the quality of the goods
- ▷ whether the items are ready for delivery immediately
- ▷ how long it will take the supplier to make them or get them ready to deliver
- ▷ how much the final cost will be

Avoiding Thieves

Shopping in Lusaka or the Copperbelt can unfortunately be very dangerous. There are many thieves, especially near hardware shops.

Follow these simple rules:

- 1 DO NOT carry a lot of cash unless absolutely necessary.
- 2 Use the Council (e.g. Lusaka Municipal) Purchasing Manager if there is one.

He can help projects from rural areas because he

- ▷ knows where materials are available
 - ▷ can telephone to check on prices
 - ▷ can send a Council policeman with you for security
- 3 Use the delivery yard of the shop for loading your goods. Try NOT to load up in the road.

Receipts

All receipts must be satisfactory to MPU in Lusaka.
See Pages 75-78 for information on receipts.

Changes Forced by Lack of Materials

Sometimes materials specified in the Schedule will not be available.

If this happens, discuss what action you can take to prevent delays.

Perhaps your Supervisor or foreman can think of an alternative material to use. It may be acceptable to MPU, but you must follow the correct procedure:

MPU RULE

- ▷ Discuss the alternative with the Supervisor.
- ▷ Draw a sketch of what the alternative would look like, particularly the details of how it would be fixed in place.
- ▷ Discuss or send these to BOTH the Line Department Buildings Officer AND the Regional Officer.
- ▷ Wait until you receive WRITTEN permission from the Regional Officer that your alternative is acceptable.

Any changes to your plans must be approved by your Regional Officer.

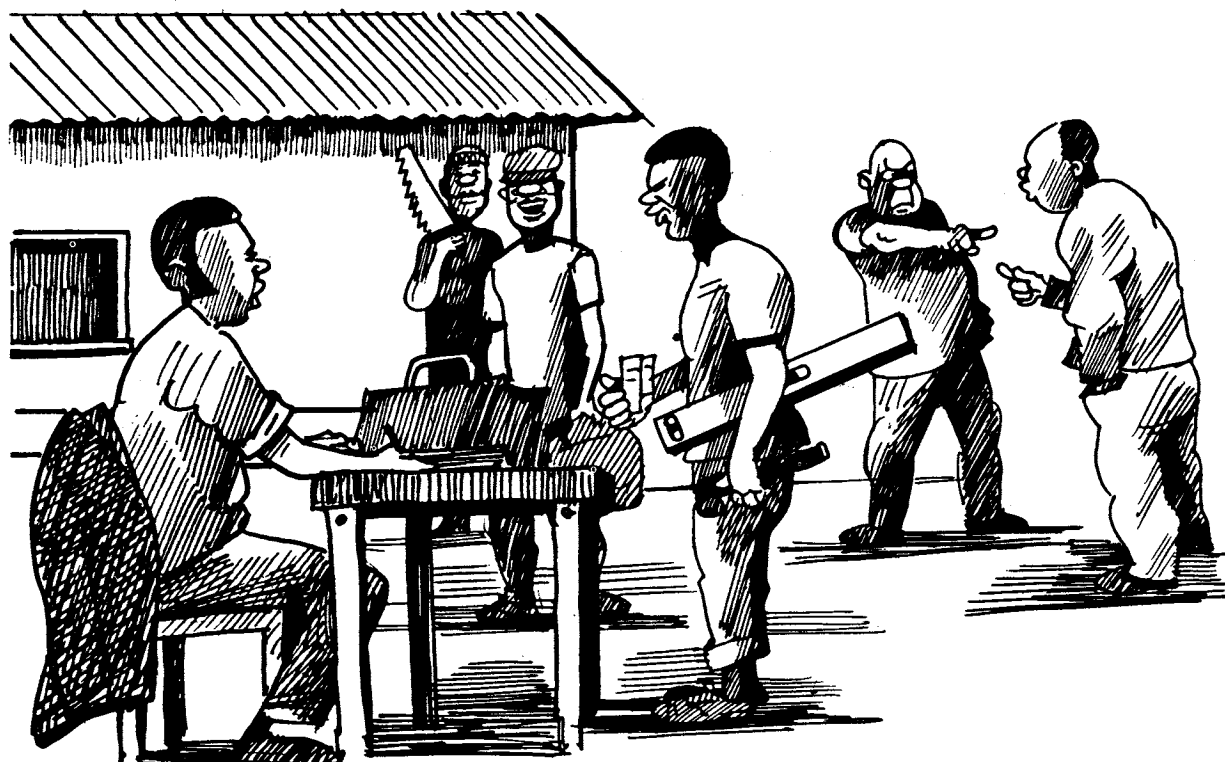
If they are not, you may have to demolish that part of your building and do it again.



Key Points

- * Plan all purchasing trips carefully
- * Follow the Schedule of Materials
- * You must get written permission from your Regional Officer to use alternative materials from those listed on your Schedule
- * Involve your Supervisor
- * Make sure that you have - and use - a Tax Exemption letter
- * Always try to get the best prices and the best value for your money.
- * Make sure that you have ALL the materials you need for each building task
- * Be on your guard against thieves

11 Labour



Types of Labour Required
Finding, Paying and Controlling Skilled Labour
Organising Community Labour



The Workers

Workers are called Labour.

You must organise your labour to

- ▷ avoid wasting time
- ▷ avoid wasting money
- ▷ keep them enthusiastic

Unskilled Labour

Unskilled labour are the people from the community working on the project.

They do not normally receive cash payments for their work. The VALUE of their pay is part of the community's contribution to the project. This value is given on the Schedule of Labour.

Almost all projects have to provide unskilled labour from the community. Otherwise the project would be too expensive to carry out.

Unskilled workers will probably be much slower than skilled workers.

HINT

Try to complete as much as possible of the community work *before* you employ your skilled labour.



Make sure that you organise the work so that your community labour does not delay your paid workers.

Skilled Labour

Skilled labour are the Foreman, carpenters, bricklayers, painters, electricians, plumbers working on your project.

They can be paid from MPU funds.

The committee pays each of the skilled workers individually.

The Supervisor

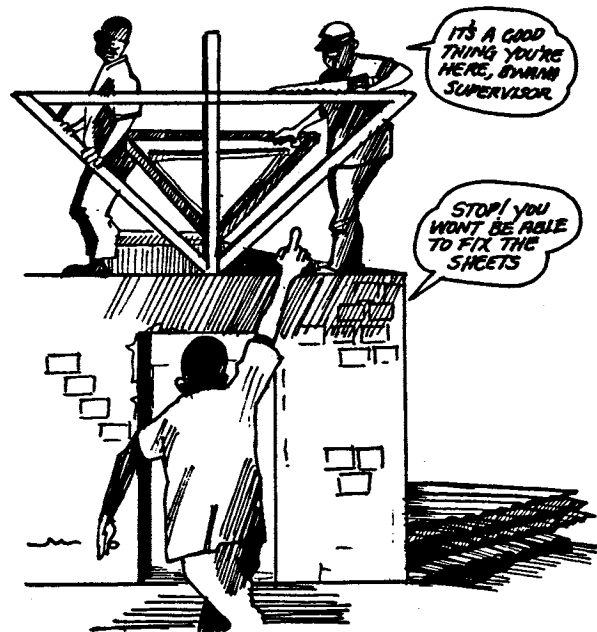
Every MPU project **MUST** have a Supervisor.

The Supervisor is highly skilled. He should be able to

- ▷ read plans

- ▷ organise labour
- ▷ control the quality of building
- ▷ plan what needs to be bought at any time
- ▷ solve problems on the building site.

He will not normally do the actual building himself.



He should be at the site every day and especially when there is a lot of activity. He reports directly to the Committee.



MPU Lusaka will not send you any money until a Supervisor is employed.

The Regional Officer and your District Officials can advise you on suitable people to be a Supervisor.

Your choice of Supervisor must be approved by your Regional Officer.

The Supervisor could be the Buildings Officer sent by a DEO or DHI to live at the project for the duration of the work.

If the Supervisor you choose is only available some of the time, DISCUSS the problem with the Regional Officer.



Supervisor's Contract

MPU suggests a fee to pay the Supervisor. It is in the Project Budget.

Make a contract with him.

Include in his contract a clause that he will only be paid the final instalment of his fee some time after the building is completed.

Keep about 10% back for 3 months. This is called a **RETAINER** or **RETENTION**.

If there is a problem with the building during the 3 months, such as *major*

cracks appearing, the Supervisor should supervise the repair at his expense.

Give the Supervisor the final 10% ONLY when you are certain that the building is OK.

This is a very common thing to do when building, so insist that the Supervisor accepts this condition.

Monitoring

The Regional Officer and the Buildings Officer will come to check or monitor the quality of the building at least every 3 months.

The Foreman

The Foreman is always on the building site.

He will be a skilled and experienced builder or carpenter, but probably not have as much formal education as the Supervisor.

The Foreman will also do some of the building himself.

The Foreman is very important if the Supervisor is absent. He then takes over the Supervisor's role to

- ▷ organise the labour
- ▷ set the tasks for the day
- ▷ ensure the quality of building is good.

He should be well respected locally for his building and leadership skills.



Contractors

Contractors can only be employed under special circumstances, They must be approved **IN WRITING** by your Regional Officer.

If MPU has given permission for your project to employ a contractor ask your Regional Officer for details of the procedure to follow.

Where to find Skilled Labour

The quality of your skilled labour will determine the quality of the buildings at the end of your project.

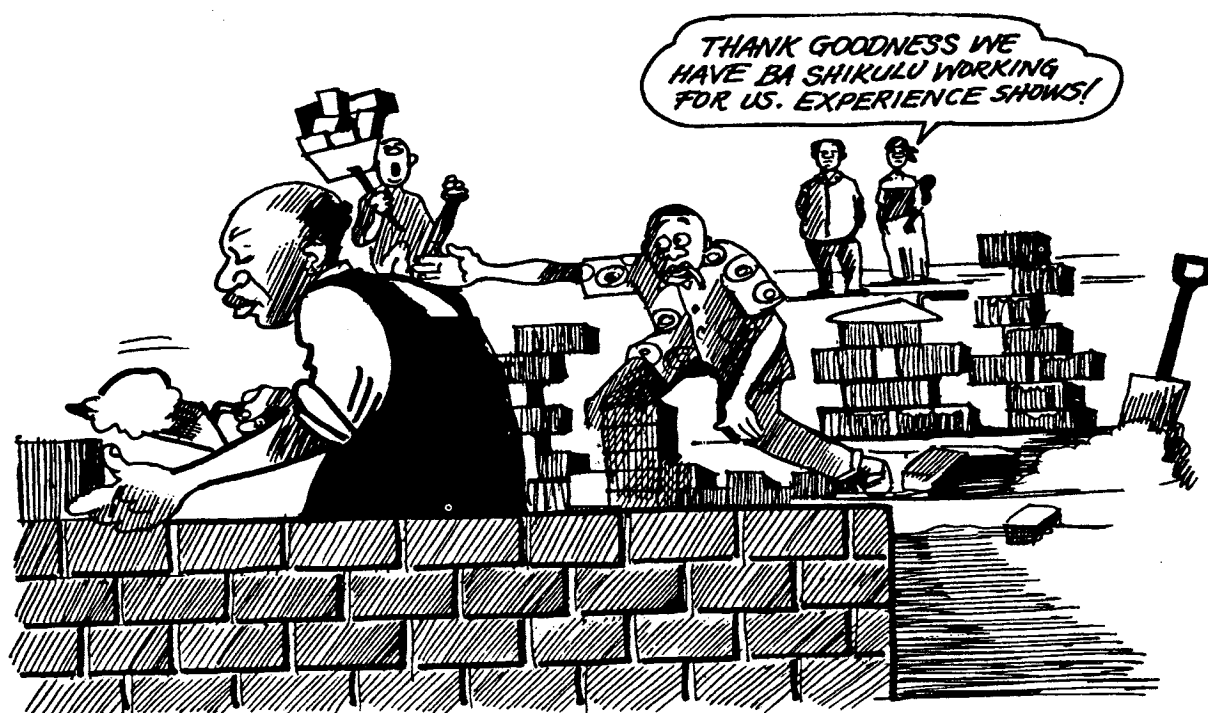
If your local carpenters and bricklayers are not good enough, look outside your community: Ask

- ▷ in the Boma
- ▷ at big farms
- ▷ other NGO's in your area
- ▷ building firms. They may have skilled builders who could work for your project temporarily.



Employ older people where you can because they

- ▷ will have years of experience in building
- ▷ should be easy to find because their work is well known
- ▷ will take care and have pride in their work.



Do NOT use a Committee member as paid skilled labour.

If you do want to use a Committee member because he is so good, he should

- ▷ resign from the Committee
- ▷ be a simple employee of the project.

How to Assess Skilled Labour and Supervisors

Follow these steps in finding good skilled labour:

1 Employ the Supervisor first of all.

Involve the Supervisor in deciding who to employ as skilled labour. Make sure you:

- ▷ Ask the applicants what work they have done and where it is.
- ▷ Go and look at it. Take your Supervisor with you.



See Vol II, Pages 6-7 for a checklist on building quality. Use it to get an idea of how good the builder is.

2 If you see things that you think are problems, ask the builder

- ▷ why they happened
- ▷ if they were his fault
- ▷ how he would avoid them next time.

3 Ask the people there if

- ▷ they are pleased with the man's work
- ▷ they had any problems
- ▷ he worked quickly and efficiently
- ▷ there was any theft
- ▷ he complained about pay

- ▷ he came to work every day and how long he worked each day.
- 4 Interview the applicants. Ask your Supervisor or Buildings Officer to ask them technical questions.
- 5 Ask about tools. Most good builders buy their own tools over many years. They use each tool only for the job it was intended for.
If a man has not used his tools carefully then he will probably not build carefully.
If he has no tools, ask him why. If there is a good reason you can still consider using him since you can buy some tools with MPU money.
- 6 Ask for Trade Certificates where possible. These will prove that the workers have passed skill tests. If they do not have Trade Certificates, be extra careful about who you choose.

HINT
you can often judge a worker by his tools.



These steps take time; but ARE WORTH THE TROUBLE.
To build the best project you must get the best builders.

The Effects of Outside Labour on the Community

Many projects will have to bring in at least some labour from outside the community, as well as the Supervisor.
Do not underestimate the effect that this has on the community:

- ▷ Skilled labour which has been turned down for work will be angry.



- ▷ The community itself may be upset that their labour is unpaid whilst outsiders are paid.



Explain to the community that

- ▷ good quality work depends on good quality labour
- ▷ you have looked outside the community only

where local skills are lacking

- ▷ you must buy the best skills available for the project

How to Pay Skilled Labour

The Schedule of Labour tells you

the time

the MAXIMUM cost

for each task within each target.

BEFORE you negotiate with your skilled workers decide for yourselves how much the job is worth.

Decide on the following things:

- ▷ how long it will reasonably take to complete the task
- ▷ how many skilled men are needed to complete the task in that time
- ▷ how much skilled workers are normally paid in your area

Try to get copies of official rates of pay.

Ask contractors/ builders in the Boma what they pay their skilled labour.

Multiply *TIME X Local RATE*

to arrive at a reasonable sum for the total job.

Builders will usually ask for more than the accepted rate.



Be strong. Negotiate around YOUR figure until you and the labour agree on a fair price for the work.

The Project Budget tells you the MAXIMUM that you are allowed to pay. You must complete the work within this budget.

You should be able to get the work done for much less than this.

Labour Payments

NEVER PAY A DAILY RATE.

If you tell a worker that he will be paid K1000 per day, he will work slowly to make the job last longer and get paid more.

Agree a figure with your workers either :

for an entire building

or

for each individual task (e.g. from slab to window level).

NEVER PAY IN ADVANCE.

You might find the person never comes back.

Or he may do a bad job or not finish.

It is much easier to get a man back to work if he has not been paid.

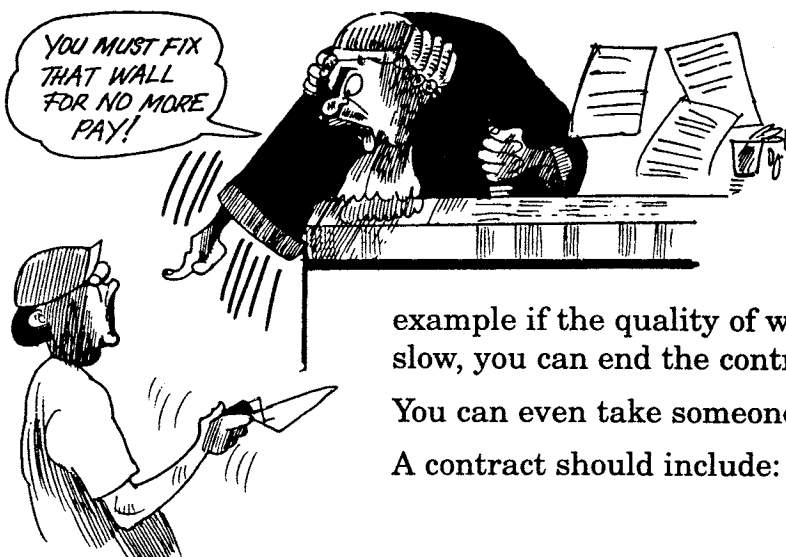
- ▷ they have completed a task
- ▷ the Supervisor has checked the task and said the work is acceptable.

At important stages of building, such as foundation, wall plate and roofing try to get the Buildings Officer to come and check as well.



Rates for Tools

If your skilled labourer provides all his own tools, he will expect a higher rate of pay than if you are providing tools.



CONTRACTS

Whoever you employ, you must use proper contracts.

The contract puts in writing the conditions under which the person must work. If the worker or the employer breaks his side of the contract, for

example if the quality of work is poor, dangerous or slow, you can end the contract.

You can even take someone to court.

A contract should include:

- A what the work consists of (this is called the SCHEDULE)
- B how much the person will be paid for the work,
- C how long the work should take,
- D who decides the work is acceptable,
- E at what times the person gets paid,
- F how to settle any disputes,
- G details of any retainer.

Try to get an official contract rather than write one yourselves. Contracts are legal documents and must be written in a particular way.

SKILLED LABOUR CONTRACT

Agreement made on the ___ day of _____ 199__ at _____ Zambia

BETWEEN _____ NRC No _____ (herein after called the employee)

AND _____ Project Committee (herein after called the employer)

(Name of Project) _____ Kwacha

Whereby the Employer agrees to pay the sum of _____

for the whole of the following work carried out to an acceptable standard and within _____ days

and/or by _____ 199__

SCHEDULE of WORK to be DONE: I _____

II _____

III _____

IV _____

V _____

THE EMPLOYER AGREES TO :

1. Provide all necessary and suitable materials readily available on site without any delays which might hinder the employee (provided such hindrances would necessitate a revision of time)
2. Make available to the employee all plans and documents relating to the work , which are under the control of the employer.
3. Have available a competent supervisor or other representative who shall at all times have the full authority of the employer to interpret and /or modify any plans or works without undue delay notwithstanding this , in the absence of the supervisor the employee may assist in interpretation of the documents.
4. Provide unskilled labour, artisans' tools, special tools, and a site monitoring service such as checking levels, layouts and quality of existing work before further work proceeds.

THE EMPLOYEE AGREES TO :

5. Work at all reasonable times and at an acceptable speed so that he does not impede other works.
6. Follow the instructions ,in writing , of the employer's supervisor or his nominee at all times.
7. Provide and have available for use his own tools at all times in good working condition.
8. Clean and tidy the site from any debris resulting from his work at any time reasonably requested.
9. At all times to exercise care and attention to safeguard the employer's property and interests. In any event of losses arising due to poor workmanship on the part of the employee, the employee will be liable for making good at his expense.

PAYMENTS Partial payments will be made within ___ working days for work to the satisfaction of the supervisor at the following stages:

___% at the completion of _____

___% at the completion of _____

___% at the completion of _____

___% at the completion of _____

Below is a **sample contract** which could be used to employ skilled labour. Find all the details (or blank spaces for you to complete the details) which are in the list above, numbered A, B, C, D, E and F. There are no details of a retainer in this contract.

To include a retainer in any contract you could add to (E), the payments detailed by stages, in the following way :

- ▷ the final 10% payable after the Completion Certificate is received from MPU

TERMINATION
 This contract may be terminated at any time by mutual agreement which includes full and final financial settlement notwithstanding the contract may only be terminated in the event of breach of any part of this contract.
 If the employee is in breach of any part of this contract the employer may terminate the contract without incurring any liability for any payment in addition to that already made or agreed to be made.

DISPUTES AND ARBITRATION
 Both parties will endeavour to settle all disputes amicably.
 In the event of continued disagreement after 14 days from the first notice of the dispute either party may refer the dispute to the provincial office of The Public Works Department as Arbitrator for a final and binding ruling on both parties. Any expenses involved in such arbitration will be paid for by the party at fault or proportionally as the arbitrator may rule.
 Now the Parties **AGREE TO AND ACCEPT THE ABOVE CONDITIONS** by attaching their signatures hereto:

1. Signed for and on behalf of the employer by _____
 Designation _____
 Name _____ NRC No. _____ Witnessed by _____
 NRC No. _____

2. Signed for and on behalf of the employer by _____
 Designation _____
 Name _____ NRC No. _____ Witnessed by _____
 NRC No. _____

3. Signed for and on behalf of the employer by _____
 Designation _____
 Name _____ NRC No. _____ Witnessed by _____
 NRC No. _____

Signed by the employee _____ NRC No. _____
 Witnessed by _____ NRC No. _____

Organising the Community Labour

This is difficult since there will be many people, some perhaps coming from a long way away. It is most difficult for rural projects.

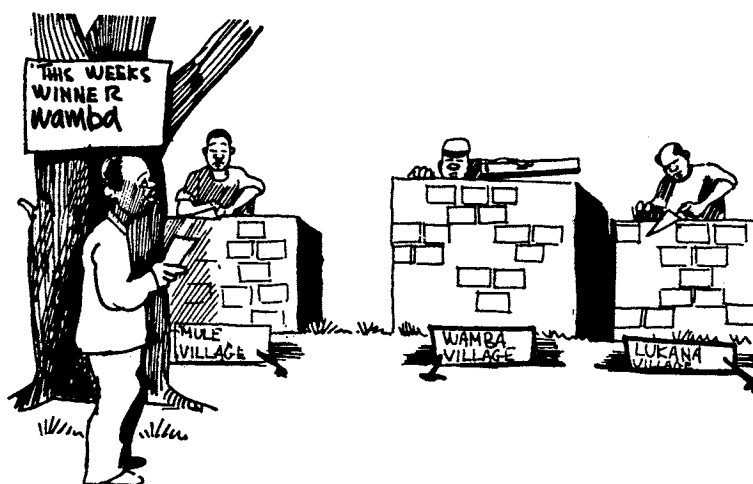
How you organise your labour will be up to you, but some successful ways are suggested here.

Teams

Organise your community into teams.

Choose the teams so that the members are used to being together. Make each village into a team or have separate teams for men and women.

Appoint a leader for each team. The leaders should be respected figures such as a village headman or the Chairlady of a women's group.



Competition

Try to get competition going between teams.

If one team is working much faster than the others, make sure the word spreads around the whole community.

If teams compete with each other everyone will work much harder.

Stagger the Work

Do not have everyone coming to the site at the same time.

There will be too many people and too few tools for everyone to work properly.

A committee member should check who attends each day, to make sure everyone turns up.



Tasks

Always have tasks prepared:

- ▷ give specific tasks
- ▷ have daily targets and overall targets, for example a number of bricks to be moulded
- ▷ make the village headman responsible for ensuring his team completes its tasks.

NEVER leave labour standing around with nothing to do.

Plan 2 or 3 jobs in case there is a problem with one job.

The community will get angry and it will be difficult to get them to come again if they think you have wasted their time.

Local Work Practices

In some areas people only work in the mornings. In the afternoon they might do other things, or it may be too hot.

If this is the case in your area, arrange for people to start early in the morning. They can get 5 or 6 hours work done.

If people are unhappy to stay longer they will not work well.

School Pupils

School pupils are part of the project community and should be encouraged to feel commitment to the project.

BUT they should not be treated as captive labour!

School pupils should **NOT** miss any school work to do project work.

Project work should **NEVER** be a punishment for a naughty child.

Do not give children tasks which require great attention to detail in case they are not careful enough.

Their involvement could be organised after school and on Saturdays.



Hard Work

Educate the community why hard work is important. Explain that if the community does not work well, the project will be delayed and might be cancelled.

Management

Management is about organising work efficiently

It is important that you decide at the beginning

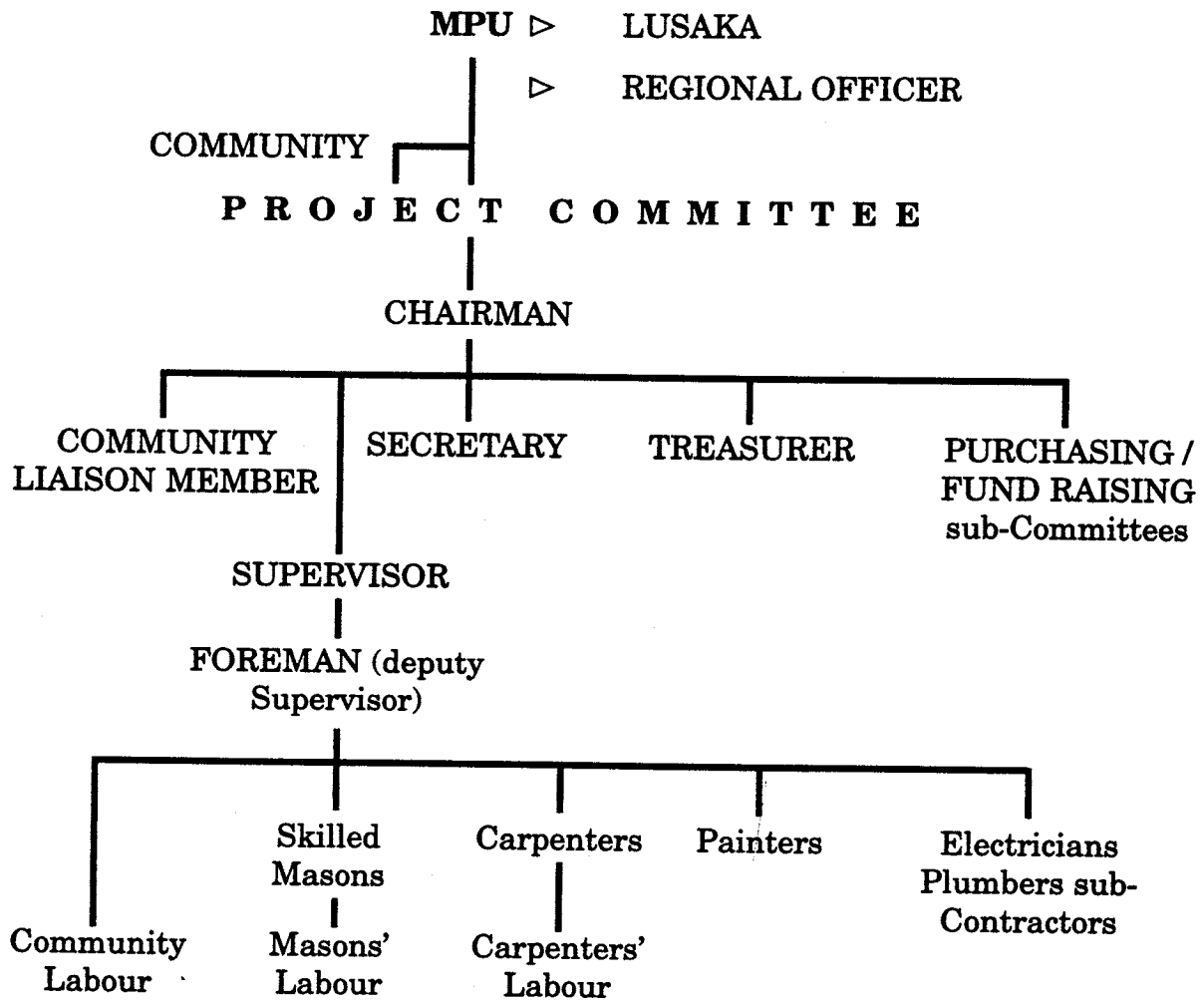
WHO is responsible to WHOM

Try to keep things simple, so everyone knows who their boss is.

Everyone needs to know

- ▷ who they take orders from
- ▷ who they report to.

Here is a suggested management chart showing who manages whom:



NOTICE that:

MPU is the overall boss.

The **Community** is responsible to MPU.

The Project Committee

- ▷ reports to the Community and to MPU
- ▷ is in overall charge of the people doing the actual work.
- ▷ is responsible for the running of the project. If something goes wrong, the members will get the blame.
- ▷ is responsible for payments which should be made in public through the Supervisor.

The Supervisor

- ▷ reports to the Committee
- ▷ is in charge of the site
- ▷ gives instructions directly to the foreman
- ▷ should take decisions on hiring and firing BUT
- ▷ must explain his decisions to the Committee before any action is taken.

The Committee should only get involved on site in cases of serious dispute.

The Foreman

- ▷ is next in charge
- ▷ gives instructions to the workers

When both the Supervisor and Foreman are on the site, they should work together, planning the tasks for the next few days.

Stopping Theft by Labourers

Many projects have had problems with labourers stealing materials. There are 3 main areas where thefts occur:

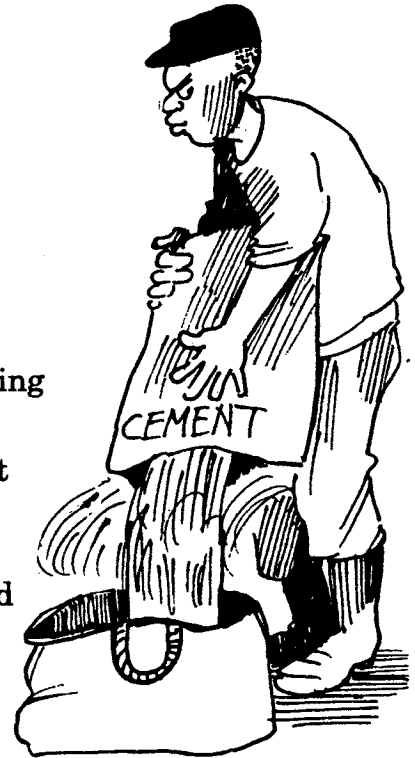
- ▷ **Cement:** Bricklayers will try to use less cement and more sand, so they can take the extra cement.
- ▷ **Nails:** Carpenters will try to use fewer nails than necessary and take the extra.
- ▷ **Paint:** Painters will water down paint. That will make the finish poor. It will not last.

It is mainly up to the Supervisor and Foreman to

stop such thefts.

The amount of material that goes missing can be reduced by following a few simple rules:

- ▷ Be extra careful at the start of the project, or at each new stage of building.
- ▷ Watch the labourers closely for the first few days, checking on the quantities they use normally on good work:
 - ▷ Count how many bricks are laid using one pocket of cement
 - ▷ Watch the colour of the mortar. If it changes, check if the bricklayer is using more sand and less cement.
 - ▷ Count the number of nails in a good truss
 - ▷ Count the number of tins of paint required for a wall.



Do not let labourers bring on to the site any boxes or bags they could hide materials or tools in.

Use a good stores system, where everything must be counted and signed for. *Read Chapter 13.*

Fire anyone caught stealing.

BE EXTRA VIGILANT AT THE BEGINNING TO STOP PROBLEMS LATER.

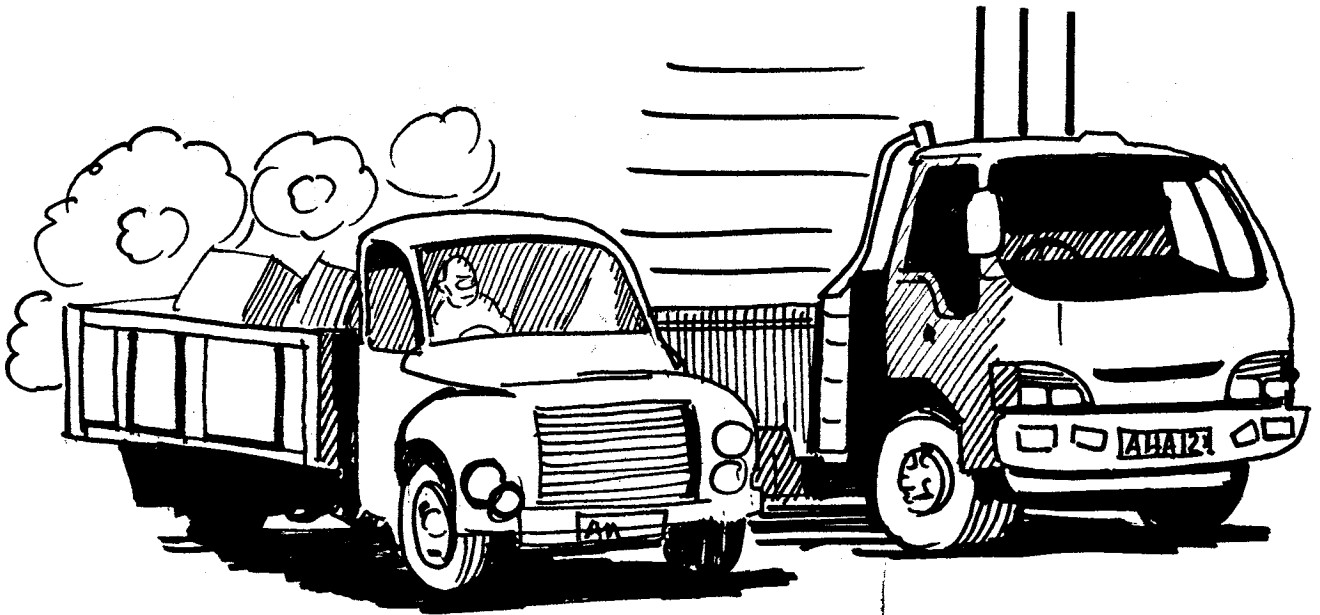
HINT

If the quantity of materials changes when you are not looking, **FIND OUT WHY.**

Key Points

- * You **MUST** employ a full-time Supervisor.
- * The Supervisor should be approved by your Regional Officer.
- * MPU pays for skilled labour.
- * Make sure your skilled labour are good workers, even if that means employing people from outside the community.
- * Never pay a daily rate or in advance.
Have proper contracts with all your paid labour.
- * Make sure that everyone knows who they take orders from.
- * Theft can be a problem - Be vigilant!

12 *Transport*



Who Pays for What Transport
Managing Transport Requirements

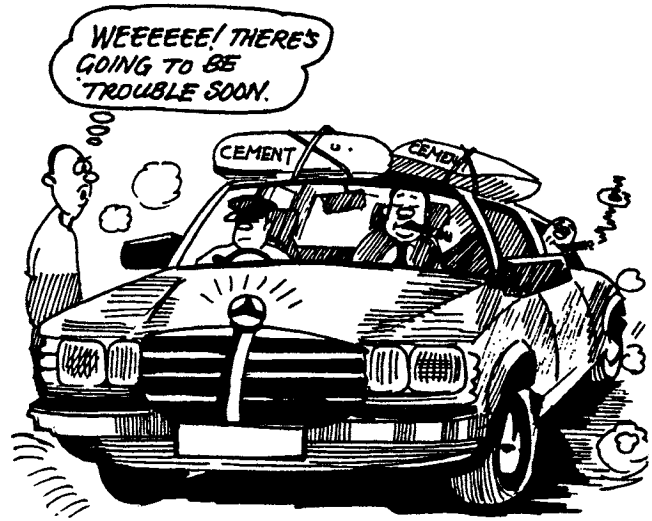


Whose Responsibility is it?

If projects overspend on transport, or use transport for things not allowed under MPU funding, the community has to repay the money to MPU.



Do not let this happen to you!



Hiring Transport

When you hire transport, make sure that

- ▷ the journeys for which you are hiring transport are allowed in the Budget
- ▷ you are not paying too much

What is and is not Allowed

MPU pays for the transport of materials bought from shops to the project site.

MPU does NOT pay for travel to the Boma.

Bus fares.

These are administrative expenses.

MPU does NOT

NORMALLY pay for the hire of transport for local materials which you provide as part of the community contribution.

If the local materials are many kilometres away you may have problems, but your Regional Officer may be able to assist you.



DO NOT USE MPU MONEY to hire transport for local materials without

a) checking that they are *specifically* included in your Budget

or

b) *first* obtaining the Regional Officer's permission.

How many Trips / How much to Pay

The Transport Schedule in the Project Budget.

A	B	C		
TASK	ESTIMATE NUMBER RETURN TRIPS	SOURCE OF FUNDS	COST OF RETURN TRIP	TOTAL COST OF TRIP(S)
		MPP/SRF OR COMMUNITY	ESTI- MATE	ESTI- MATE
1) TRANSPORT HIRE OF A 7-10 TON TRUCK TO MAJOR SOURCE OF BUILDING MATERIALS AND COMPONENTS. (ie. Copperbelt/Lusaka etc.) RETURN TRIP. THIS COVER ONLY THOSE ITEMS INDICATED AS BEING FUNDED BY THE MICROPROJECTS UNIT		MPP/SRF		
2) TRANSPORT HIRE OF A 7-10TON TRUCK FOR USE IN TRANSPORTING LOCALLY (WITHIN SAME DISTRICT) BOUGHT BUILDING MATERIALS AND COMPONENTS ARE INDICATED AS BEING FUNDED BY THE MICROPROJECTS UNIT		MPP/SRF		0
TOTAL				TOTAL (K)
	TRANSPORT MPP/SRF (K)	TRANSPORT COMMUNITY (K)		_____

NOTE: TRANSPORT HIRE FOR USE IN TRANSPORTING MATERIALS TO BE CONTRIBUTED BY THE COMMUNITY SHALL BE AT THE COST OF THE COMMUNITY AND IT IS IN SOME CASES INCLUDED IN THE MATERIAL COST.

A Under "Task" there are 2 sections:

- 1 for transporting materials that come from major commercial centres such as Lusaka and the Copperbelt. This is for projects whose nearest town does not stock all the materials required
- 2 for transporting materials from the nearest town.

B The number of trips you should need for each type of journey.

YOU SHOULD NOT EXCEED THIS NUMBER OF TRIPS.

Therefore you must plan your purchases carefully

- ▷ to make the best use of the truck
- ▷ not to need more trips

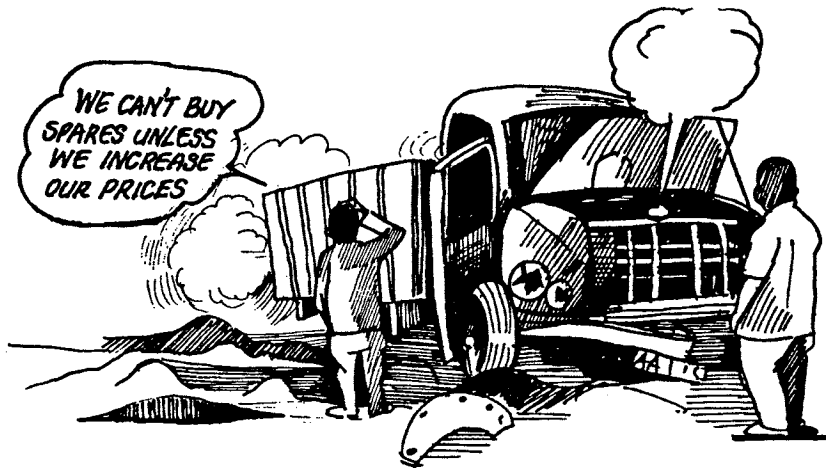
C The MAXIMUM amount you should have to pay for each trip.

Costs of Transport

Transport is expensive. The costs are much more than just the cost of fuel and drivers.

The truck owner has to charge sufficient to cover:

- ▷ Consumable items, like oil and oil filters, tyres etc.
- ▷ Spare parts. The older the vehicle, the more spare parts it needs.
- ▷ Depreciation. Nothing lasts forever. The owner has to buy a new truck every few years. It is one of the main reasons transport is expensive.
- ▷ Drivers. The company has to pay its drivers, so this cost is already included within the hire charge.
- ▷ Insurance and road tax.
- ▷ Bank interest and profit.



Cost of Hiring a Truck

The charge is usually calculated on

- ▷ the distance you are going and
- ▷ the size of the truck.

If the transport rate is K70 per tonne per km:

- ▷ a 10 ton truck going 10 km would cost K7000 (K70 x 10 tons x 10 km = K7000).



- ▷ a 10 ton truck going 50 km would cost K35,000 (K70 x 10 tons x 50 kms = K35,000).

Remember that the truck has to make a round trip:

- ▷ to your project
- ▷ and home again

Therefore, if your project is 25km from town, you actually have to pay for 50km. The charge is higher for gravel roads.

Your Regional Officer will have told MPU the average cost of transport in your area and the distance from your project to town. MPU uses these figures to calculate how much money to give you.

Finding the Cheapest Transport

The Schedule tells you the **MAXIMUM** amounts you should pay.

It should be possible to save money on transport.

There are 3 ways to do this:

- ▷ shop around for the cheapest rates
- ▷ use each trip to bring as many materials back as possible
- ▷ use the most suitable transport for each trip

Shop Around

Try to get at least 3 quotations for transport.

Negotiate with each of them. Some places you can try include:

- ▷ the Council
- ▷ transport companies
- ▷ private vehicles
- ▷ other companies or big farms which may have trucks
- ▷ any NGO's in the area

Ask around to find out the cheapest and also the most reliable transport in your area

Advance Payment and Hire Agreement

NEVER pay the whole transport charge in advance in case the transporter cannot provide his truck when you need it.

Then you still have the money to find someone else.

ALWAYS AGREE the total hire charge BEFORE starting the journey

Get it in writing!



Receipts for Transport

Remember that you will need a receipt for the money paid to a transporter. Tell him this when you are negotiating.

Do not pay him the money until the receipt is ready. Then exchange money for receipt.



See Pages 75-77 for how to write a non-official receipt.

Making the Best use of your Transport



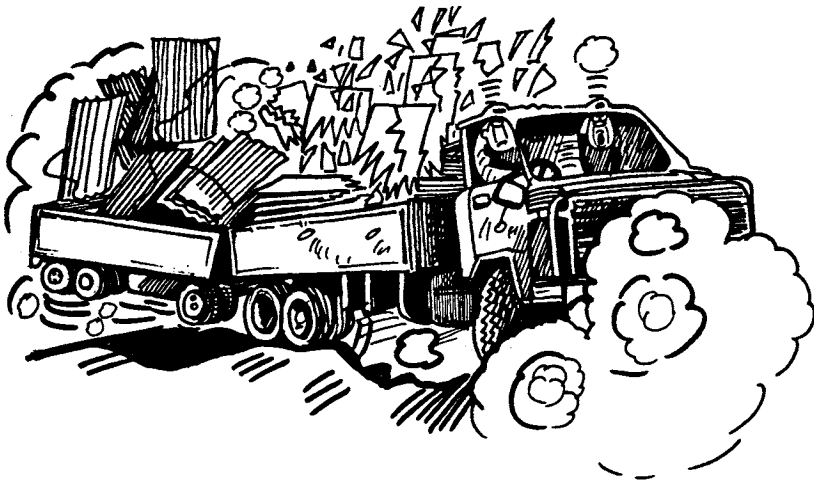
The fewer trips you make, the more money you will save.

You will almost always pay for a full load, so make sure you have a full load.

When deciding how much to carry in any particular trip, think about:

- ▷ the *weight* of the material

A 7 ton truck can only carry 7 tons. Do not overload a truck



- ▷ the volume of materials
Bulky materials may not weigh heavy but the truck is soon full.
- ▷ how *fragile* the materials are
For example asbestos sheets are very easily broken.
So is glass.

If you do not pack these materials very carefully they will be broken, especially on poor roads with many potholes.

Planning Purchases for Transport

Try to maximise both the weight and volume of materials to be carried.

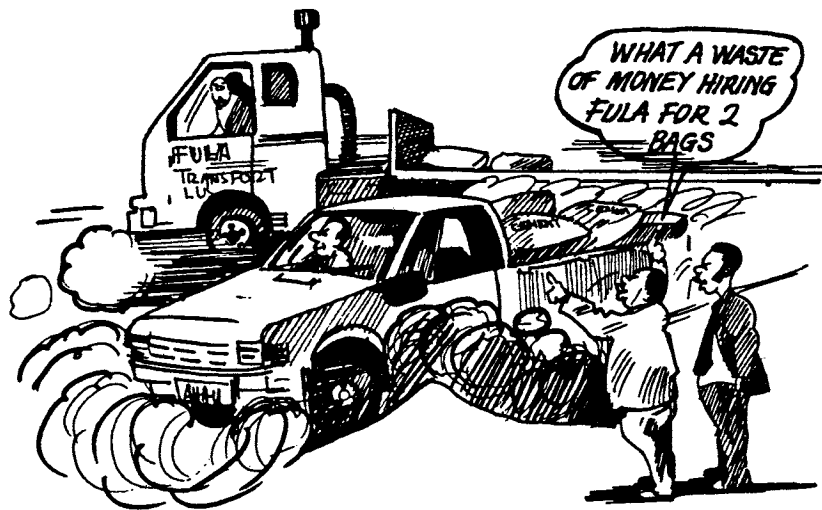
Therefore, decide what combination of materials you should buy **BEFORE** shopping.

The most Appropriate Transport

Trucks are not the only types of transport available.

Use other types of transport which may be available locally so that you are not paying for travelling to and from your site:

- ▷ Tractors and trailers: they are slow but ideal for shorter journeys. They are mobile even in the Wet Season.
- ▷ Ox-carts: for local sand and stones
- ▷ Small trucks/Pick-ups are useful to collect a small or fragile amount of material.



Make sure the transport you use is suitable for the roads, bridges and culverts on the road to your project.

Check them - especially culverts - before a very heavy truck drives over them.

If access is difficult or very sandy, you will probably need a 4x4 vehicle.

Co-ordinating Transport

If a truck is bringing materials to your project at the same time that you have sand or stones which need collecting locally:

Negotiate with the owner to pick up the sand and stones after dropping off the other materials.

The community would pay a lot less than having a truck come specially for the sand and stones.



REMEMBER, as a general rule

MPU WILL NOT PAY TO TRANSPORT LOCAL MATERIALS.

Key Points

- * Make sure that you use MPU money only for transport allowed by MPU.
- * Transport is very expensive - plan every trip!
- * Use the most appropriate transport for each load.
- * Do not pay the whole charge in advance to any transporter.

13

Stores Management



How to Store Materials
How to Manage Stores



Project Stocks

Materials and tools are expensive items. If they are lost, stolen or damaged, you must replace them from community funds.

Looking after them is YOUR responsibility.

The Store

Think about the storage of materials **BEFORE** you buy any.

Your store must be ready when the first load arrives.

- The store must be
- ▷ secure
 - ▷ waterproof
 - ▷ convenient for the site
 - ▷ easy to guard

Security

In areas where theft is a big problem, try to find a room which has **NO** windows at all.

Buy a strong moon padlock and/or have a burglar grill door made.

It makes sense to buy all your materials quickly at the lowest price.

BUT if you are in an area where thieving is very bad, you may decide that it is too dangerous to buy all the materials at once.

Discuss the different options.

HINT

If one of your targets includes a grill door, buy it at the start. Fit it temporarily on your store.



Watchmen

Decide whether you need a watchman or not. Ask yourselves:

- ▷ Is the community safe for valuable building materials?
- ▷ Is the project on or near a main road?
- ▷ Are thieves from the town able to come easily?

Watchmen's wages must be paid by the community.

MPU will NOT pay them.

An efficient Neighbourhood Watch scheme might be enough for your area.

Discuss this issue at a general meeting and involve everyone in the decision.



Method of Storage

Small Items

Small tools, spirit levels, tape measures etc should be stored away from the bulky materials.

Put them in a separate room if possible.

Restrict access to 2 or 3 people only. That makes it easier to

- ▷ be certain where the tools are
- ▷ identify losses
- ▷ limit responsibility for any loss.

Bulky Items

Make sure the store is big enough for everything.

Separate each major material.

Keep quantities of the same item together, in neat rows, so that it is easy to count them at any time for a stock check.

Keep the store clean and tidy so that it is easy to find and check things.

Timber / Steel Reinforcement

Timber should be well supported to keep it straight. Supports should be every 60cms.

Keep it flat by storing steel on top of it.

Keep bars and timber away from damp ground. The damp would cause the bar to rust and the timber to rot or be eaten by ants.

Cement / Lime

Provide a raised platform if the floor could get damp.

Stack cement as close to the door as possible because it is required frequently.

Use the oldest cement first, before starting a new load.

Use cement within a couple of months, less in the Rainy season when the air is also damp.

If cement gets damp or solid, **DO NOT USE** it for building. (You could use it for filling potholes).

Glass

Buy glass already cut to pane size wherever possible.

HINT

Take the glass pane measurements with you when shopping

Store it upright against a wall with its edge resting on a thick, soft cushion such as grass. It is stronger in that position and less likely to be walked on.

Put a few heavy, solid items in front of it - but not touching - to stop people getting too close or walking into it accidentally.

Roofing Sheets

Transport and store asbestos roofing sheets very carefully.

Make sure that there is **NOTHING** - not even a small stone or piece of asbestos - lying on a sheet before placing another on top of it. The smallest object between sheets can cause cracking.

Stores Management

The Storeman

Nominate one person to be a storeman.

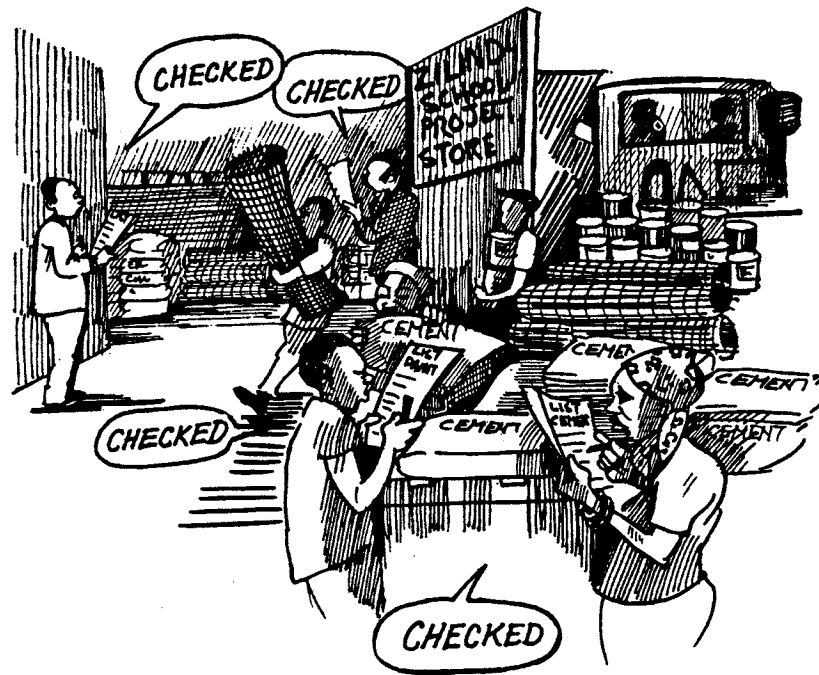
You could have a Stores Sub-Committee to monitor stores management.

They should not be the same people who purchase the materials.

The Purchasing Sub-Committee hands over the materials to the Stores Sub-Committee as soon as they are delivered to the project.

They should check the offloading **TOGETHER**, against the receipts.

From then on the Storeman keeps his own records.



Stores Records

The Storeman must be able find the following information at any time:

- ▷ what comes IN (what is delivered)
- ▷ what goes OUT (what is used for building)
- ▷ who it goes out to
- ▷ for what purpose it goes out
- ▷ what remains in the store
- ▷ what is out of stock (this information is given to the purchasing Sub-committee ready for their next trip to town)
- ▷ what tools belong to the project
- ▷ what tools are used and by which worker each day
- ▷ what tools are returned or kept by a worker

Stores Delivery Book

The Storeman records everything entering the store in a Stores Delivery book.

DATE	RECEIPT No.	SUPPLIER	MATERIAL	UNIT MEASURE	QUANTITY
11-9-94	4238	Bagn Stores	Cement	Pocket	120
11-9-94	4238	Bagn Stores	Conforce 286	Roll	2
15-9-94	9410	Habriaa Co.	Glass	Cut panes	72
4-10-94	6321	Mulenga	Putty	Kg	20
4-10-94	3110	Patel	Glass Paint Blue	5 Litre	5

This book provides a check with the receipts kept by the Treasurer.

HINT

Make sure that you leave at least 5 pages for a material - like cement - which is used often and which you will have a lot of.

Stores Ledger

The Stores Ledger provides a record of what is in the store and what goes out.

The information in the Stores Delivery Book is transferred to separate Stores Ledgers.

Keep separate pages for each item of material being stored.

You can use ordinary exercise books.

Each material may require 2 or 3 pages, depending on the quantity of materials you have to buy.

Allow more pages than necessary rather than too few. It will be confusing if the information has to be split up and found in different parts of the book.

Authorised withdrawal Vouchers

Prepare these yourselves on pieces of paper torn from an exercise book.

They are filled in by the only people who are authorised to request materials from the Store, for example the Supervisor and Foreman.

Do NOT allow other people to obtain materials.

A worker can collect materials from the Store using a voucher signed by an authorised person. But he should not be able to obtain materials from the store just by asking.

A withdrawal voucher could look like this:

Date _____
Please issue to _____ (name of worker)
_____ (items wanted)
For _____ (Job)
on _____ (Project target)
Authorised _____ (Signature)
Position _____

Issued _____ (Items)
To _____ (Signature) at _____ hours
Storeman's signature _____
Storeman's Ref. No. _____ Ledger Page No _____

The Storeman should write the following at the bottom or on the back:

The Storeman transfers the information to his Stores Ledger. He writes the Stores Ledger page number on the voucher. He keeps the vouchers when he hands over the materials.

The vouchers should be kept safely and separately from the Stores Ledger.

The Supervisor should keep his own record of all material returned unused to the store. This can be checked against the Stores Ledger.

Care of Tools

The tools bought with MPU money will be the property of the project long after the building has finished. Keep them in good condition.

You will need them to help you maintain the building.

The Storeman is responsible for seeing that the tools are looked after properly by the workers using the tools.

Here are a few simple rules:

- ▷ Make sure that workers clean their own tools at the end of each day and return them to the store.
- ▷ Always wash tools which have been in contact with concrete or mortar immediately after use.
- ▷ Grease wheel bearings on wheelbarrows every week. Wash them out if cement has been in them. Store them upright leaning against a wall so that they drain.
- ▷ During the rainy season lightly oil metal tools to prevent rusting.
- ▷ Store tools on racks or hanging from hooks. Do not leave them in a heap.

Control of Tools

If you have several of one tool - e.g. pickaxes - give each one a number. Paint it on the tool.

Then make a tag (wooden or metal) to hook on to the tool with the same number on it.

When the tool is given out to a worker, the tag is left behind to show that there is a tool missing. The record then shows who has that numbered tool until he returns it to the store.

Date	Tool	Numbered	Taken	Returned	Lost/Damaged	By	Storeman
2/11/95	Axe	3	X			S. Njovhu	P. Zulu
2/11/95	Axe	3		X		S. Njovhu	P. Zulu

Key Points

- * Store building materials securely.
- * Stack materials to avoid damaging them.
- * Keep stores records up to date.
- * Have a system for monitoring the use of materials and tools.

14 Reporting



The Need for Reports
Reporting to MPU
The Supervisor's Report



The Need for Reports

Progress reports are necessary to ensure that everyone knows

- ▷ what is going on
- ▷ what everyone else is doing
- ▷ what the problems are

If problems are shared, they can be solved before they become too serious .

Reports can be spoken or written.

You **MUST** report to MPU Lusaka on a regular basis.

MPU RULE

Reports to MPU

You must send 2 kinds of reports to MPU Lusaka:

- ▷ a Physical Progress Report
- ▷ a Financial Report

1. **A Physical Progress Report** - send it direct to Lusaka every month.

MPU provide a format for you to follow.

It looks like the one on the opposite page:

**GRZ/EEC/SRF MICROPROJECTS UNIT
Development Cooperation
Office of the President**

BRIEF MONTHLY PROGRESS REPORT

PROJECT NO.: _____

TITLE: _____

SECTOR _____

DISTRICT: _____

PROVINCE: _____

PROGRESS REPORT FOR THE MONTH OF _____

PROJECT TARGET

PROGRESS TO DATE

PROJECT TARGET	PROGRESS TO DATE

COMMENTS (BRIEF)

THE PROJECT CHAIRMAN: _____

DATE: _____

To be compiled by the Project Committee every month without fail.

Follow these simple rules:

- ▷ Report how much actual work your builders have completed for each target.
- ▷ Be precise.
- ▷ Be technical about the information you give.

For example

PROJECT TARGET	PROGRESS TO DATE
1. <u>1X2 CLASSROOM BLOCK</u>	Walls completed to window level. Window frames fixed but 2 more required. On order in Chipata.
2. <u>14 VIP LATRINES</u>	All pits dug by community. Linings complete on 4.
3. <u>REHABILITATION OF 8 CLASSROOMS</u>	Holes/cracks in floors repaired. Damaged sections of purlins replaced. Roof timbers treated. Repairs to plaster in progress.

Comments

Add a note about any special problems you are facing

2 A Financial Report

You must send a Financial report with each Justification of Expenditure. *Read Chapter 7, Pages 80-83 for more details*

Reports to Local Officials

It is a good idea to copy out your monthly Physical Progress Report and send it also to

- ▷ the Regional Officer
- ▷ the District officials with whom you have most contact

Reports to other Committees

As a Project Committee you are primarily responsible to your community and to MPU. However, the project may be connected to the work of other committees such as a PTA committee or a Health Advisory Committee.

Report to them on a regular basis even if you do not report to them formally.

Reports Received by the Project Committee

The Project Committee must also receive regular reports, from

- ▷ the Supervisor
- ▷ the Treasurer
- ▷ the Stores Sub-committee
- ▷ the Purchasing Sub-Committee
- ▷ the Fund-Raising Sub-Committee
- ▷ any other sub-committee you have formed

The Supervisor's Reports

Daily The Supervisor should give a daily *verbal* report to the most senior member of the committee on site.

He should be informative - what is happening today; what jobs the various tradesmen are doing and any minor problems solved or to be solved

- Weekly** He should submit a *very short* written report giving
- ▷ exactly what has been achieved during the work on each target
 - ▷ how that progress compares with the programme and objectives set for that week
 - ▷ materials which are required
 - ▷ action required from the Committee to facilitate the work
 - ▷ programme and targets for the week ahead.

Monthly His weekly report will be a little longer than usual.

It should provide additional information on:

- ▷ the rate of project progress compared with the MPU proposed time schedule.

Reporting to the Community



It is vital to keep the community informed.

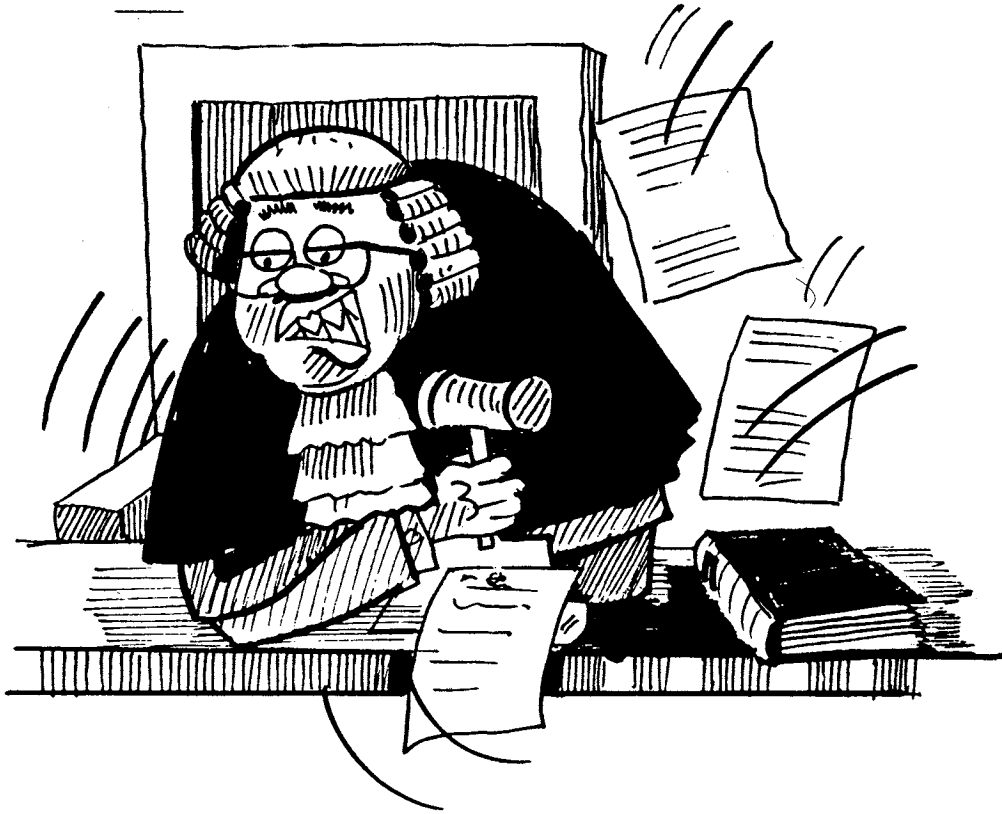
Read Chapter 5 Pages 49-51 for details of ways in which you can do this.

Key Points

- * MPU require 2 kinds of report :
 - ▷ Physical Progress
 - ▷ Financial
- * Make sure that the report forms are filled in and sent to Lusaka regularly.
- * Develop formal reporting systems for committee members and to the community.
- * Make sure that the Supervisor reports regularly to the Committee.

15

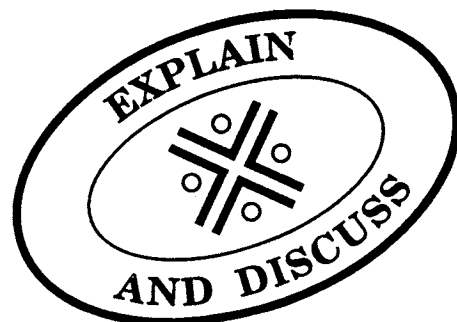
Legal Implications



The Project's Contractual Obligations

The Responsibility for Disputes

The Law will take its Course



Contractual Obligations

When you signed the Financial Agreement, you signed a legal contract with MPU.

Your signatures to that Agreement committed you to

- ▷ complete the targets agreed with MPU
- ▷ finish the project in the specified time
- ▷ build to acceptable standards of quality
- ▷ use the funds only on the items specified to MPU
- ▷ give detailed accounts of all expenditure to MPU for inspection.

How to Fulfil your Legal Obligations

If you follow

- ▷ the instructions given in the documents sent by MPU
- ▷ the information your Regional Officer will provide
- ▷ the guidelines in this book

you should have no problems.

Consequences of Breaking the Agreement

If you fail to abide by MPU rules the consequences can be serious:

IF

If you misuse funds or falsify receipts

If the quality of building is not acceptable

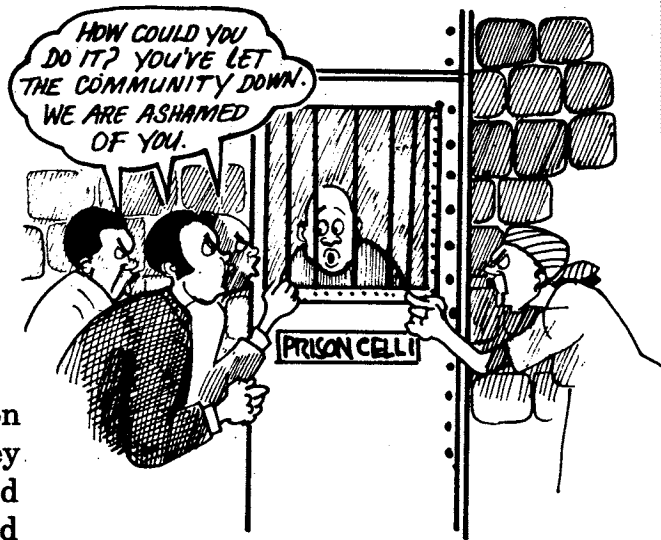
CONSEQUENCE

MPU can take legal action against you to recover any money lost.

You may have to repair it at your own expense. In serious cases the building may even have to be demolished and you will have to rebuild it, again at your own expense.

Legal action can be taken to force you to do this, or to repay any money sent to you.

The committee must be particularly careful. It only takes one person to misuse money or materials and the project could be cancelled.

**HINT**

Involve at least 2 people in every transaction. One person checks the other's work to see that no mistakes are made.

Settling Disputes

It is the Committee's responsibility to sort out all disputes at the project.

The Regional Officer and MPU will only become involved if there is a problem serious enough for the project to be in real danger of being cancelled.

Disputes within the Community

Most disputes arise because

- a) the Committee has not told the community enough about what is happening and
- b) Committee members have not worked together closely enough.



Read Chapter 5 Pages 49-51 for suggestions on how to keep the community informed.

If disputes do arise, call everyone together and discuss the problems openly. They can usually be solved locally.

Labour Disputes

Contracts are important if a dispute arises with your skilled labour or Supervisor.

If you have a contract specifying the standard of workmanship to be produced and you consider the building to be poorly made, you can take the worker to court for breach of contract.

Theft

If a case of theft occurs, tell the Regional Officer as soon as possible. Explain what has happened and why.

Make sure that you have your own plan to return stolen goods or money:

- ▷ show you are going to replace the stolen items
- ▷ show how you are going to raise the money
- ▷ state the period of time you want the Regional Officer to give you

Do not be afraid to use your own legal power.

If there is a case of theft at your project, tell the thief that the police will be called if the money or material is not returned.

If he cannot or will not return the property, **CALL THE POLICE.**

Call in the police if and when you have to. You will demonstrate to MPU that the community understands how serious things are.



You may feel that calling in the police will create bad feelings in the community and delay the project.

BUT Consider the Alternative

- ▷ long delays while MPU investigates
- ▷ the possibility of your project being cancelled.

Key Points

- * The documents you have signed are legally binding.
- * If you break your agreement you can be taken to court.
- * Ensure all disputes are settled, even if it means calling in the police.

16 Project Cancellation



Reasons for Project Cancellation
Procedure for Project Cancellation



The Road to Project Cancellation

If you think of football again, you will have a good guide to what will happen if a project is unsatisfactory.

Remember that the Microprojects Unit in Lusaka is the Referee in our game. The Referee has two levels of punishment for a player who misbehaves :

- ▷ first of all he shows him the Yellow Card
- ▷ if the player continues to misbehave and doesn't reform, he shows him the Red Card and that player is OFF. The game is over for him.

Disciplinary action is decided by the FAZ. The MPU equivalent of the FAZ is the Steering Committee.

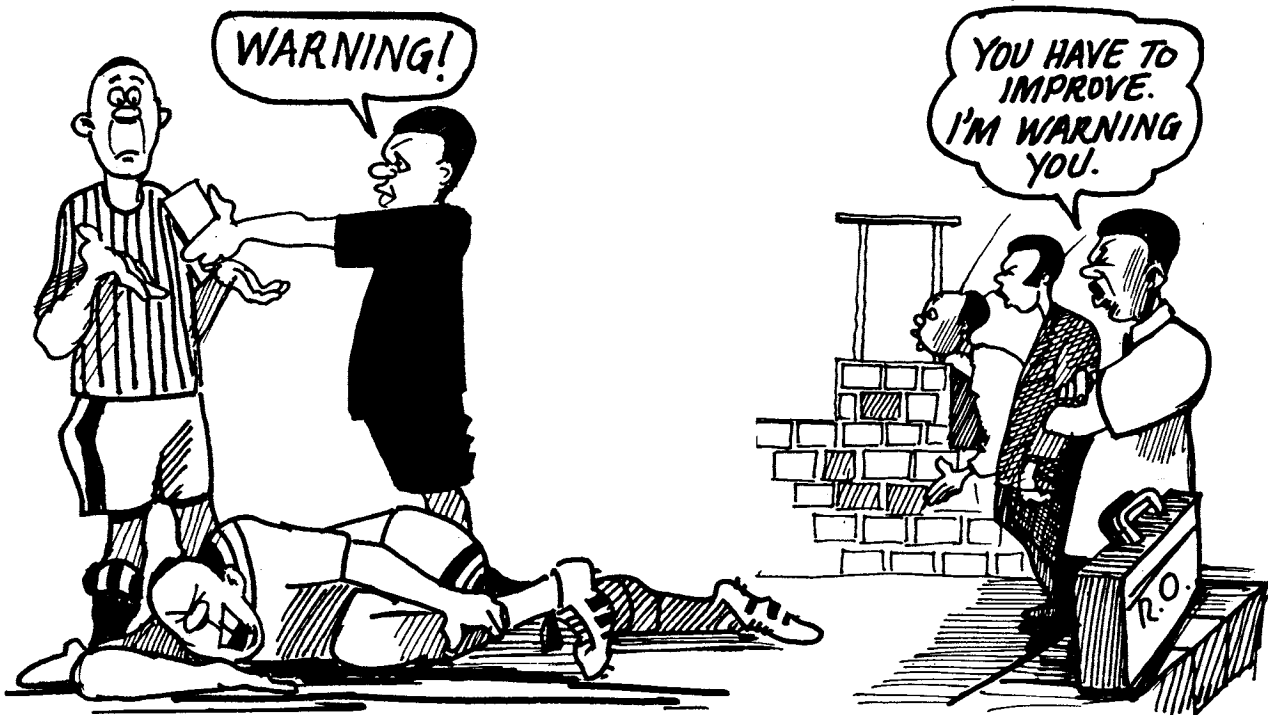
MPU RULE

The Yellow Card

If the Regional Officer identifies a serious problem in a project, he will advise the Project Committee of action they should take to rectify that problem themselves.

He will give them a period of time (a number of days or weeks depending on the problem and what has to be done) to put matters right.

In this way he has shown the project the Yellow Card!



The Red Card

If the committee does not take satisfactory action in the time given, the Regional Officer will notify Lusaka that he recommends cancellation of the project. That will be the Red Card!



Reasons for Cancellation

The cancellation of a project is not an action which is taken lightly. It happens only after many warnings and attempts to make the project successful.

But it can happen and it WILL happen if necessary.

A project can be cancelled if

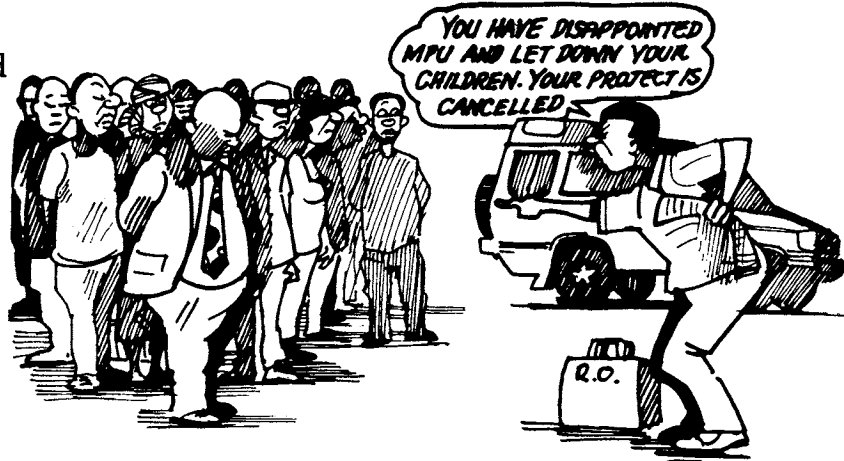
- ▷ there are serious financial irregularities
- ▷ there is misappropriation of funds
- ▷ there has been no substantial physical progress at the project for a period of 6 months
- ▷ no progress reports are received in Lusaka over a period of 6 months
- ▷ no financial justification or receipts are received in Lusaka over a period of 9 months
- ▷ the project committee is not elected by the community or does not have the community's support but refuses to relinquish the cheque book or project files.

Results of Cancellation

MPU RULE

If MPU does decide to cancel your project the following will happen:

- ▷ your project bank account will be frozen and the monies in it returned to Lusaka
- ▷ a public meeting will be held at the project site attended by the same people who attended the Project Launch Workshop. At this workshop the Regional Officer will explain the circumstances of project cancellation to the whole community



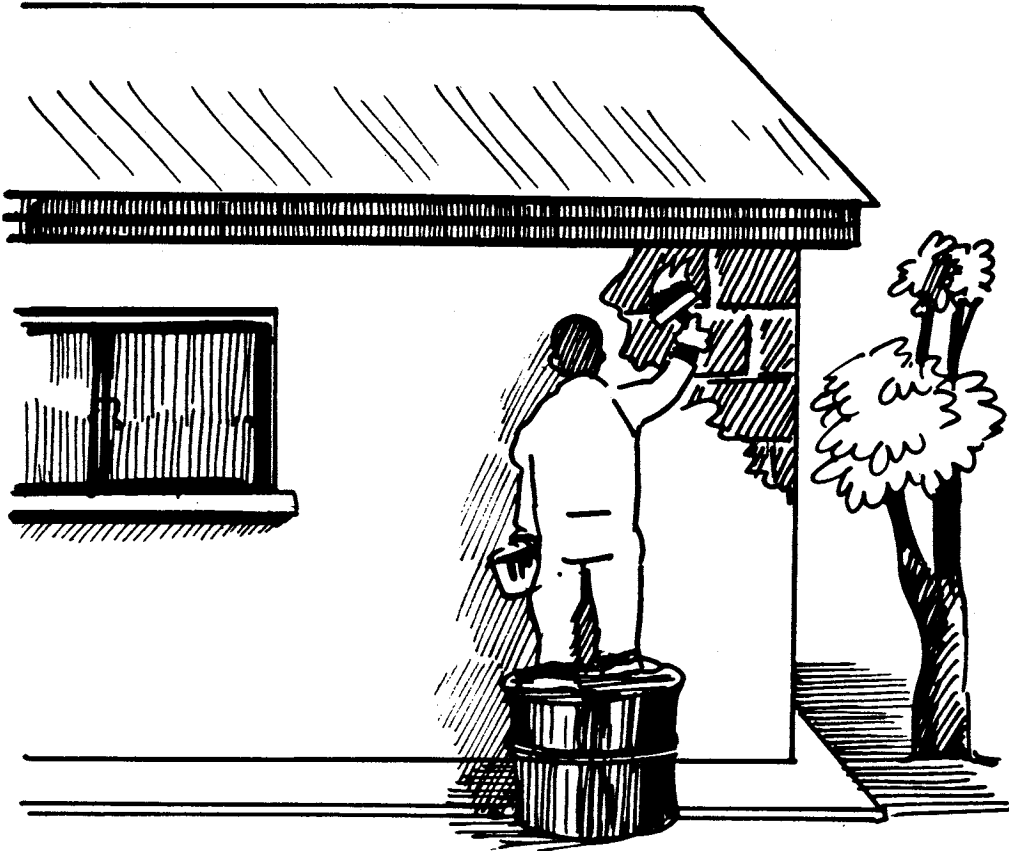
- ▷ any Project Committee officials who are thought to be involved with illegal acts will be arrested and prosecuted
 - ▷ the Project Committee is held responsible for funds already spent and must repay them to the MPU.
- FINALLY,
- ▷ the Steering Committee will be notified of the problems in your project and your inability or unwillingness to rectify those problems.
 - ▷ the Steering Committee will approve cancellation of the project.

Key Points

- * Your project CAN and WILL be cancelled if you fail to satisfy MPU requirements.

DO NOT LET THIS HAPPEN TO YOU!

17 Formation of Maintenance Committees



The need for Maintenance Committees
Regular Maintenance
Preventive Maintenance



Maintenance Committees

The Regional Officer has probably told your community about the need to form Maintenance Committees. They are an essential part of your project.

Your Maintenance Committee should be formed AT THE BEGINNING of your project.

Have you formed the Maintenance Committee for your main project buildings?:

Write here the names and positions of the members:



Role of the Maintenance Committee

Maintenance requires money for materials and people to do the work.

The Committee must be responsible for

- ▷ the collection of money towards a maintenance fund
- ▷ persuading the community to contribute a small annual levy
- ▷ educating the community in how to look after the buildings effectively
- ▷ organising the community
- ▷ ensuring that maintenance work is done.

When the project is completed you will have useful tools and perhaps some materials left over. They belong to the community and should be used for maintenance.

Transfer the Stores Records to a nominated member of the Maintenance Committee and maintain stores records for maintenance.

Types of Maintenance

- 1) Long-term Planned Maintenance and
- 2) Regular Preventive Maintenance

Long-term Planned Maintenance

This means doing the jobs on a building which will need doing simply because time passes and buildings age.

The building(s) you are rehabilitating and/or constructing will not last without maintenance.

HINT

Follow a long-term planned maintenance schedule to make large-scale rehabilitation work a thing of the past.

Work to be done on a Planned Basis

- ▷ Repainting every 4 -5 years to protect wood (e.g. fascia) and metal (e.g. door frames) from rot, rust, and decay.
- ▷ Thorough inspection and overhaul of roofs and doors every 3-4 years.
- ▷ Thorough inspection, cleaning and repair of all drains, sewers and plumbing every 5 years.
- ▷ Thorough inspection for termite damage every year and application of ant poison where necessary

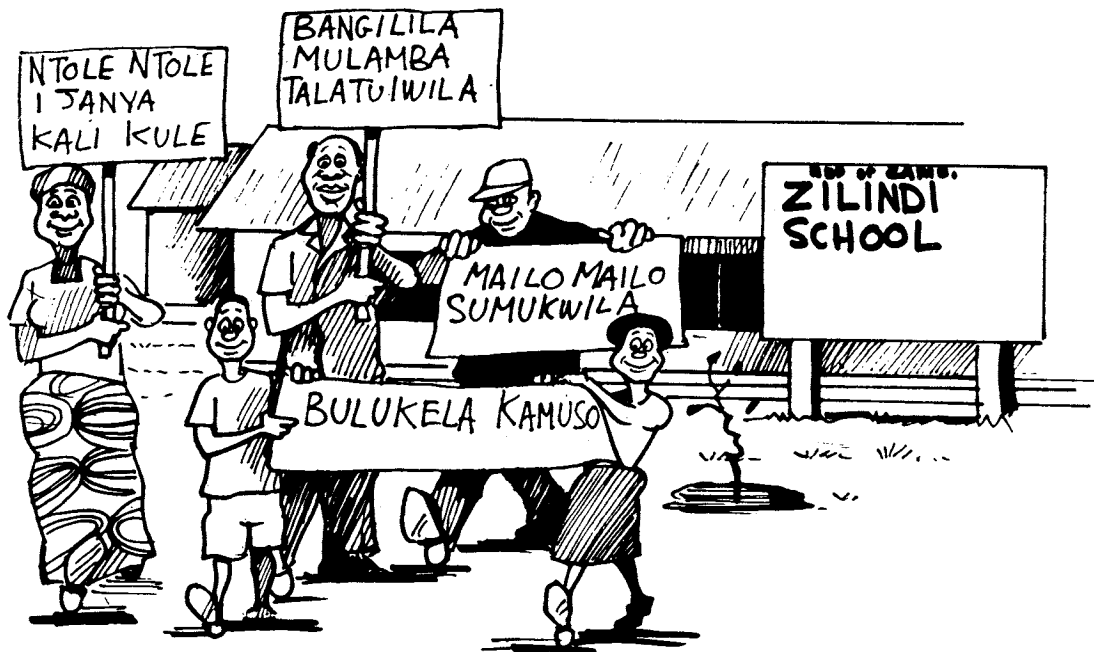
Regular Preventive Maintenance

Preventive maintenance means

- ▷ repairing minor damage immediately, before it becomes a major problem

It involves

- ▷ ensuring that everyone who enters the building to use it has a certain *attitude* towards making it look good



- ▷ looking after a building so that it will need fewer repairs in the future

Attitude

The Committee must EDUCATE people to

- ▷ see how a building should be and then how to keep it looking beautiful
- ▷ change attitudes
- ▷ know how they make a building dirty: putting dirty hands on walls; leaning against walls etc.
- ▷ understand the consequences of negligence.

Organisation of Regular Maintenance

The buildings should be inspected on a regular basis and the Committee must

- ▷ draw up a schedule of work
- ▷ organise groups to do certain jobs each week, other jobs on a less regular basis
- ▷ give each group its own defined tasks
- ▷ make sure that they do the work
- ▷ call on the whole community to do something about the backsliders.

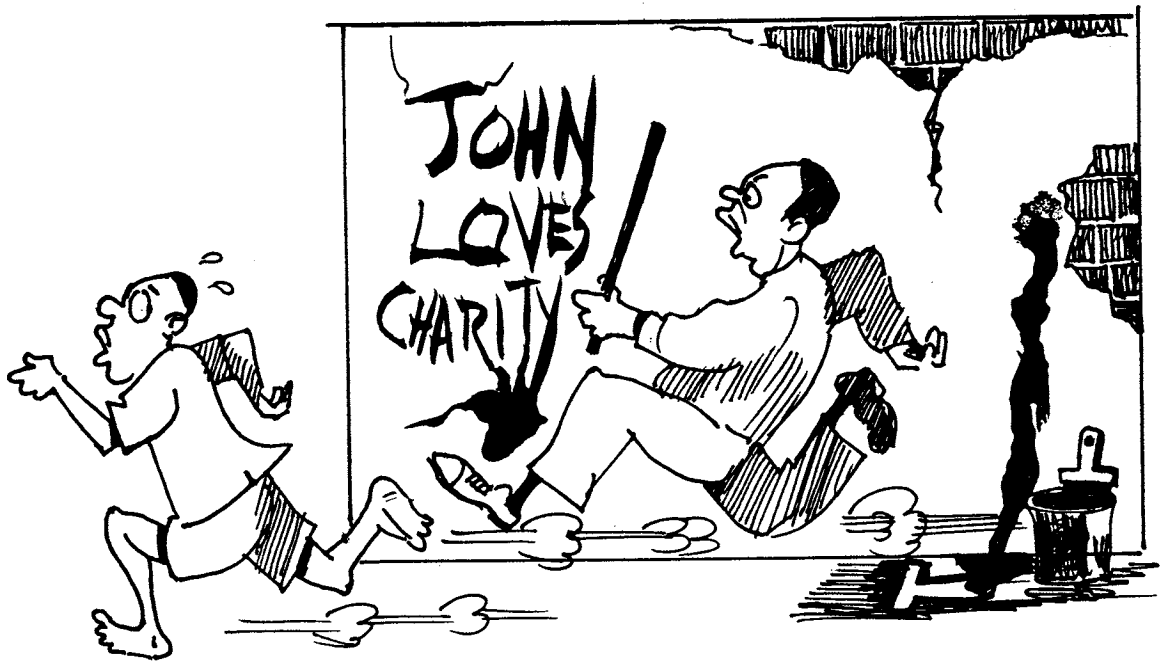
Below are listed some of the tasks the groups can be given and also some of the things which the Committee must watch for in maintaining its buildings.

Preventive Maintenance Tasks

BUILDINGS:

General Cleanliness

- 1 Wash dirty marks on gloss paint.
- 2 Clean windows.
- 3 Encourage everyone to stand up straight!:
Do not let people lean against walls; they make the paint dirty.
- 4 Do not let people - especially children - put their hands on the walls.



- 5 Do not let people write on the walls.
- 6 Do NOT sweep the ground away from the outside walls because this could allow water to damage the foundations during the Rains.
- 7 Collect and remove all litter to a pit and burn regularly.
- 8 Clean out drains and ditches before the Rainy Season.



- 9 Slash all tall grass and make fire breaks around the buildings in May.
- 10 Plant trees as wind breaks but not within 5 metres of walls. Do not cut down trees unless absolutely necessary.
- 11 Wipe down any termite soil tunnels as soon as they are seen and apply ant poison.

Walls

- 1 If there are any small holes in the plaster, make up a small amount of cement filler. Fill up the holes before they get bigger.

HINT

Mix sand:cement @ 1:1 and moisten with water and white wood glue @ 1:1.

- 2 Do not allow people to lean their bicycles against the walls - the metal parts make holes.
- 3 Place furniture away from the walls so that it cannot scrape and scratch the paint.
- 4 Do not hammer nails into plaster. Use notice boards.
- 5 Where there is damp on an outside wall, check the plaster, mortar joints and the roof for leaks. Repair where necessary.



Doors and Windows

- 1 Do not slam doors or windows: it damages the locks and breaks the glass panes.
- 2 Check locks and hinges for missing screws and replace; oil locks and hinges regularly.
- 3 Nail a piece of flat metal 15 cms wide on to the bottom of flush doors to protect them from rats and mice which may eat through them.
- 4 Make sure that the window stay is used if the window is left open. Check that the stay's screw is secure. If there is no stay, do not leave the window open on windy days.



- 5 Agree a policy on glass panes. What happens when one gets broken? Who pays? If a child breaks a pane in a school, does the child or his parents automatically have to replace it?
- 6 Check the condition of putty periodically. If it has dried out and cracked, replace it.



Timber

- 1 Where timber is eaten by termites, cut out the section, renew with treated timber and treat the source of termites.

Roof

- 1 Do not store crops on an asbestos roof.
- 2 Do not throw stones on roofs - they crack asbestos; they scratch iron sheets and damage the zinc coating. This allows the metal to rust and eventually form a hole.
- 3 Trace damp patches on ceilings as soon as they appear. Find the hole in the roof and paint with pitch / bitumen paint mixed with cement.
- 4 Cut down large branches which overhang the roof. They could break in strong winds and damage the roof.

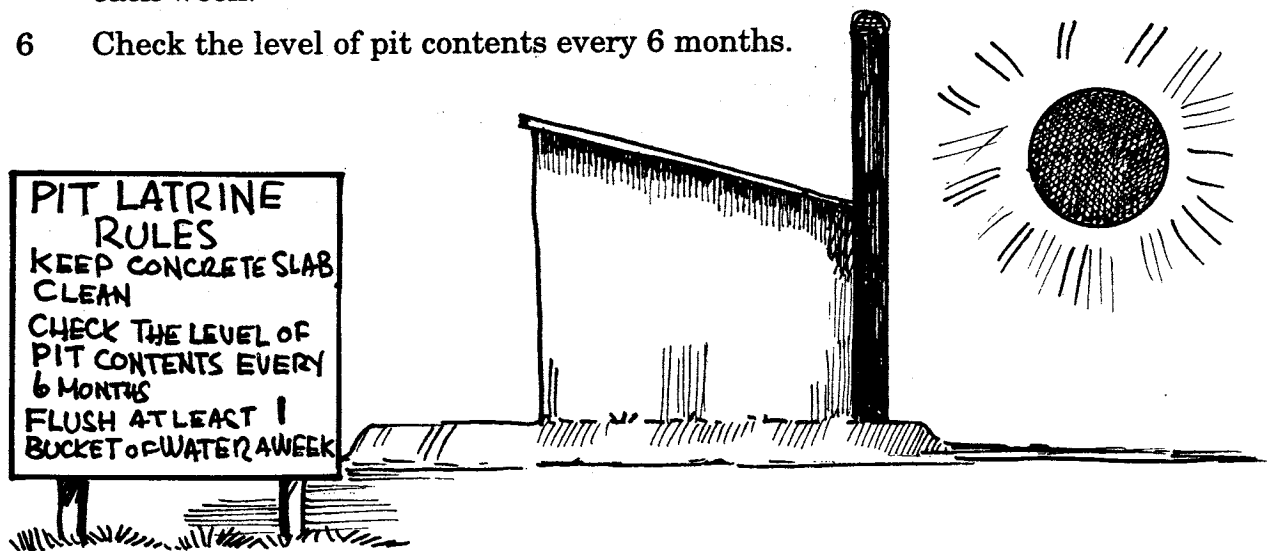
TOILETS

Water borne toilets

- 1 Educate users so that they do NOT
 - ▷ squat or stand on pan
 - ▷ put things into the pan which will block the drain
 - ▷ use without water being available.

Pit Latrines

- 1 Make sure that the ground slopes away from the slab so that no erosion takes place over or close to the pit.
- 2 Do not permit urination against the walls.
- 3 Keep the squat hole covered.
- 4 Keep the concrete slab clean.
- 5 Flush at least one bucket of water into the pit each week.
- 6 Check the level of pit contents every 6 months.



Water

Educate users so that

- 1 where ordinary taps are fitted, they do not force them open fully or closed too tightly.
- 2 they close the tap - especially when there is no water.

HINT

Fit self-closing taps wherever possible.

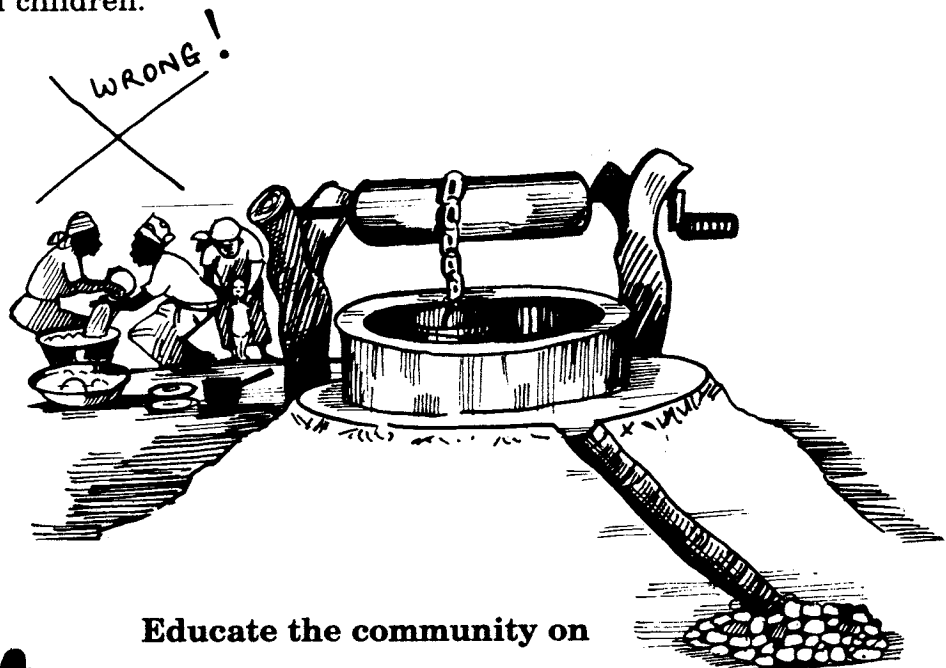
Wells

- 1 Cover wells.
- 2 Grease any moving parts (e.g. where the shaft turns) regularly.
- 3 Check chain links regularly.
- 4 Prevent animals from approaching or children from playing nearby.
- 5 Do not allow water to stand and become stagnant.
- 6 Slash grass around wells.

- 7 Ensure that wells are used only for drawing water; provide another place for washing pots, clothes, small children.

- 8 Provide adequate drainage around the well.

- 9 Keep the water channel free from litter, leaves, etc.



Educate the community on

- ▷ matters of hygiene relating to water
- ▷ water-borne diseases
- ▷ how to minimise health hazards.

Arrange for someone from the local DHI's office to give a talk to the community on **health and hygiene**.

Solar Light

- 1 Keep the battery electrolyte at the correct level.
- 2 Add only distilled water.
- 3 Keep the terminals clean, tight and greased with Vaseline.
- 4 Replace blown tubes.
- 5 Clean all wires and tighten connections annually.

Key Points

- * Every project must have a Maintenance Committee.
- * Repair any damage early. It will save money later.
- * Educate the community to look after their buildings and facilities.
- * It is YOUR responsibility to keep them in good condition.

18 Completion



*The End of the Project
The Completion Certificate
Congratulations!*



When is the Project Complete

Project completion means that:

- ▷ all targets are physically finished
- ▷ the final justification of funds has been accepted by MPU as satisfactory

The **Regional Officer** will himself inspect the project and make sure that all your targets have been physically completed.

In Lusaka the **Justifications Officer** will verify that

- ▷ your final Justification is satisfactory
- ▷ you have justified 100% of all the funds you have received

The Completion Certificate

MPU Lusaka will prepare a Completion Certificate and send it to the Regional Officer.

He will copy it and obtain the signatures of all the relevant institutions.

You will receive *your own* fully signed copy.

**It is proof that you have fulfilled the
Financing Agreement which you signed.
Your contractual obligation to MPU is over.**

Copies are also sent to the

- ▷ Provincial Line Department
- ▷ District Line Department
- ▷ District Council
- ▷ Provincial Planning Unit
- ▷ MPU Headquarters

A Finished Project - a Building in Use

If the project was a school or a Health Centre, the building may be handed over officially to the relevant Ministry for

- ▷ staffing and
- ▷ the provision of regular essential supplies (e.g. drugs)

BUT, even when the building has been handed over to the Ministry for those purposes, it still belongs to **you**, the Community.

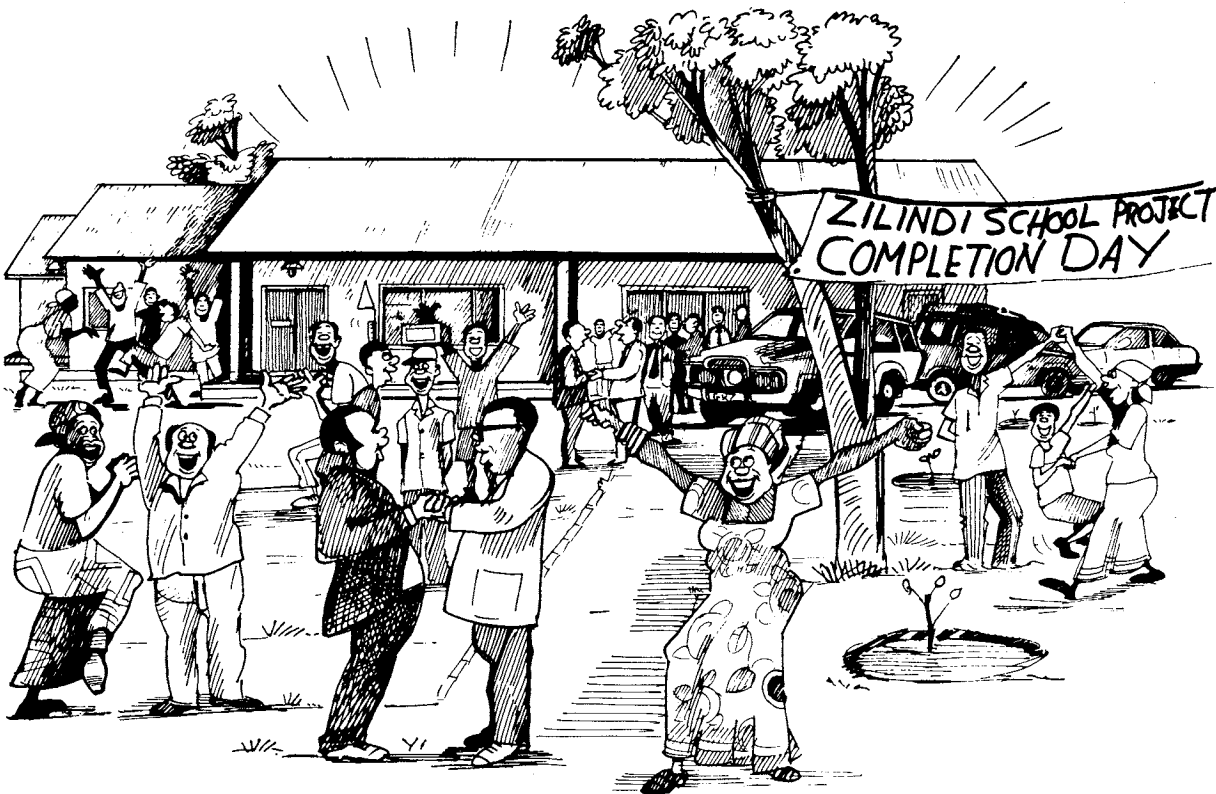
You have built it.

Now you will use it.

You must maintain it.

Be proud of your achievement.

CONGRATULATIONS!



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