

**ERITREA EDUCATION SECTOR
DEVELOPMENT PROGRAM
(ESDP)**

(FINAL DRAFT)

**MANUAL
ON
SCHOOL CONSTRUCTION
THROUGH
COMMUNITY PARTICIPATION**

PROGRAM MANAGEMENT UNIT
MINISTRY OF EDUCATION
ASMARA
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Acronyms and abbreviations

CAC	Committee at Community level
CP	Community Participation
CPA	Community Project Account
DCA	Development Credit Agreement
DG	Director General;
EESIP	Eritrea Education Sector Investment Project;
ESDP	Education Sector Development Program
FMCP	Financial Manual for the construction under community participation
IDA	International Development Association;
MOE	Ministry of Education
MOPW	Ministry of Public Works
PAD	Project Appraisal Document
PIM	Project Implementation Manual
PMCP	Procurement Manual for the construction under community participation
PMU	Program Management Unit of MoE;
RSA	Regional Special Account
SA	Central Special Account
WB	World Bank
ZA	Zoba Administration
ZE	Zoba Engineer
ZFO	Zoba Finance Officer
ZPC	Zoba Project Coordinator

Manual for School Construction through Community Participation

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I. Guidelines for School Construction through Community Participation

General

Development and improvement of local infrastructure by *community participation* reflects the continued involvement of the people in planning, implementation and sustenance of local infrastructure. Projects using beneficiary community groups as implementing agents at the field level are based on the idea that local development can happen only if the beneficiaries take direct responsibility for their own development, and the role of the government is to provide facilitating support. The approach requires that the beneficiaries must feel involved in all phases of the programs supporting their development. Thus, participation of the community has to be an overriding consideration in designing the various procedures relating to their programs, including procurement and disbursement. The level of participation could vary from simple recommendation and approval of the project to allocating financial and manpower resources for the project. Community involvement could be a life time involvement as in administrating the implementation of the project and safeguarding the output.

Experience has shown that active and dedicated participation of the key stakeholders in the design and implementation of projects, especially those at the grass-roots level, contribute significantly to the sustainability of developmental activities, through increased ownership and more effective use of grass roots level inputs.

In this context, the objective of community participation is to develop a mechanism so that the community at grassroots level play leadership roles during the planning and implementation phase of the school construction projects and also ownership responsibilities throughout utilisation period of the facilities.

Community Participation in School Construction

To address the various urgent development needs of the education system, the Government of Eritrea has developed an overall Education Sector Development Program (ESDP). The objectives of this program are to: (i) improve access to and equity in education; (ii) improve the quality of education; (iii) promote science and technology; and (iv) diversify provision of education. This program represents a significant milestone in Government's plans for the education sector in Eritrea.

As part of a larger Education Sector Development Program (ESDP), the Government of Eritrea is currently implementing an IDA, EC and ADF assisted projects. The projects were designed to support specific activities in all of the four pillars of the overall Sector Development. One of the main components of the program is to increase equitable access to basic and secondary education through rapid improvement and development of educational infrastructure and facilities. To achieve this objective it is important to set up strategies and approaches for cost effective construction of schools. One of these strategies is to develop community's participation and

ownership in school construction projects, and also ensure community's participation for the maintenance of the buildings, which implies full acceptance of the community members as primary stakeholders in the improvement and provision of basic education.

The purpose of this manual is to develop a system, with clearly defined roles and responsibilities, so that effective and transparent partnerships will be formed between the community and the other stakeholders. In this strategy MOE will allocate the budget for the construction works.

Construction of schools through community participation is economically beneficial because significant amount of cost reduction can be realised as a result of the very low margin of '*indirect cost*' involved. Experiences of similar community based construction projects, implemented in Eritrea, indicated substantial reduction in cost of construction.

Some of the other advantages of construction through community participation (CP) are:

- Developing longer term relationships with government agencies, encompassing, planning, implementation, operation and maintenance of the infrastructure.
- Community members are directly affected by the way in which work is carried out in their area, and have a strong incentive to see that it is carried out properly and helps them to develop a sense of ownership of the facilities.
- The participation process offers empowerment and greater control to the community members as well as training and skill development.
- Creates employment opportunities for the community members.
- Relatively shorter time of construction can be realised.

Construction through CP could be applied for a fair volume of construction work. Nevertheless, since large scale construction projects entail complex technical, administrative and management system, in this case only elementary and middle schools are considered for construction through CP.

II. Key Stakeholders in School Construction through Community Participation.

In this case the primary stakeholders are: the MOE represented by PMU, Zoba Administration (Local Government) and the Community.

PMU will allocate budget for the construction works approved for implementation at the Zoba. The project funds would be provided directly to the Zoba Administration (ZA) into the Regional Special Accounts (RSAs). Funds deposited in the RSA will be remitted to Community Project Accounts (CPA) operated by respective projects' Committees at the Community level (CAC). The PMU will also provide necessary technical and management support throughout the implementation period. In collaboration with ZA, the PMU will assign Zoba Engineers (ZE), Zoba Financial Officer (ZFO) and a Zoba Accounting Assistant to support the ZA to monitor and

supervise the physical progress of the projects, to conduct and manage financial transactions of the projects and also provide technical and management support to the community.

The ZA will be responsible for overall management and coordination of the project works such as site supervision, technical and financial administration. It is also responsible for ensuring that funds are used only for eligible expenditures financed under the construction projects and that all incurred expenditures are supported by pertinent documents. The ZA is accountable to PMU for the use of funds deposited in each CPA and will prepare and send monthly fund accountability reports to PMU. The ZA will ensure that all fund accounting documents including the RSA and CPA bank statements and cash books and payment vouchers are properly and regularly maintained. The ZA will oversee all procurement activities and also take the duty of procurement of materials of construction that are not locally available. The procurement process shall be based on a competitive bidding and the evaluation results shall be reported to PMU.

To ensure effective communication the community shall be represented by a committee formed at the community level called Committee at Community level (CAC). The committee may include members from village administration, relevant community groups, school committee (PTA) if there are any, etc. The CAC takes the responsibility of organising the community to ensure implementation of the construction project. It will be the task of this committee to coordinate the involvement of the community. The CAC will appoint a Chair, Secretary and Treasurer for its membership and shall operate in accordance with the CAC Operations Manual. Besides, the committee will play crucial role in ensuring on time delivery of materials of construction and assignment of skilled and unskilled workers from the community based on actual requirement. The CAC will act as the trustees (signatories) of the community in managing funds transferred to the individual CPA. The CAC shall review and approve monthly fund accountability statements prior to their submission to the ZFO. They shall also make arrangements for dissemination of regular public information regarding overall project progress and fund accountability.

In the process recommended in this guideline, the community is responsible for implementing the school construction projects and the CAC will make payments to the workers and local suppliers. In order to carry out payments without delay and facilitate implementation of their project according to the planned schedule, the CAC shall ensure timely availability of funds and regular replenishment of the CPA. The CAC shall appoint signatories to the CPA which shall be operated in accordance with the CAC Operations Manual.

The CAC will employ a qualified foreman, accounts clerk, assistant procurement and a timekeeper/storekeeper, preferably from the community.

The foreman will be responsible to coordinate the different activities of the construction work to ensure they are carried out as per the design drawings, specification and in line with the schedule of work. The foreman will also take the responsibility of hiring construction workers needed with prior approval of the CAC. The foreman is responsible to supervise the activities of the workers. Purchasing of materials and equipment, and hiring of labourers and skilled persons originate from his request to the CAC.

The Accounts Clerk will work under the direction of the CAC Treasurer to maintain a cash book and payment vouchers in respect of CPA transactions. The Accounts Clerk shall ensure that monthly fund accountability reports are approved by the CAC and submitted to the ZFO at the end of each month on a timely basis and in accordance with the CAC Operations Manual.

The Assistant Procurement will work under CAC and will be responsible for the procurement of all goods and services required for the implementation of the project by collecting quotations

from local bidders or by direct contracting based on the procurement manual, PMCP. He is also responsible to deliver the procured materials to the store keeper and keep original documents and receipts for the accounts clerk for payment.

The timekeeper/storekeeper will keep watch over times during the working period. He or she keeps records of attendance of workers, the categories of workers, the number of hours worked, and all the information required to compute workers' wages, including records of truancy or illness. The time keeper supplies information to the foreman and CAC for the progress report compilation and in issues concerning the number and categories of workers on site and also for payment of wages. The store keeper is responsible to keep and regularly maintain a clear record of items delivered and withdrawn from the store.

For security and safety purposes a temporary shelter or a store should be erected within the site to keep materials and tools, such as cement, paints, corrugated iron sheets, reinforcement bars, nails, steel, timber sections and others. Besides a temporary site office should also be either erected or rented to keep the necessary documents and records. The cost incurred due to the provision of the of the temporary store and site office should be included to the project cost.

As indicated in the implementation procedure under the feasibility investigation, if the scope of the construction project has been evaluated to be beyond the capacity of the community the responsibility of the project shall be given to local builder (s). In such a case at least three local builders may be invited to take either the whole project work or subcontracting part of the work under the management and coordination of CAC. The options for contracting the local builders are:

- i. Full contract with Local Builder: in this case the local builder will provide locally available materials, labor and equipment and on-site management necessary to complete the works.
- ii. Sub contracting with Local Builders i.e the Community provides materials of construction and the Local Builder provides labor and on-site management.

If the implementation of project has been evaluated not feasible through either full community participation or through local builders the project will be implemented through the procurement procedures under National Competitive Bidding (NCB).

Duties and Responsibilities of the Stakeholders

To achieve the objectives set in construction through CP and also create an atmosphere of mutual understanding, the duties and responsibilities of the partners including their functional relationships need to be clearly defined

1. Duties and Responsibilities of PMU

- Provides the overall project finance and technical support to the Zoba Administration and the Community.

- Approves the commencement of the construction works.
- Supply the necessary drawings, specifications and bill of quantities and other necessary documents for school construction to the Zoba Administration.
- Develop and provide copies of the FMCP and PMCP to stakeholders and make arrangements for capacity building in order to ensure compliance with operational requirements at all levels.
- Make arrangements for timely budgetary provision and the smooth and regular flow of project funds to facilitate timely implementation. Specific activities shall include the establishment of a Grant Accountant function, development of financial monitoring reports (FMR) preparation capacity, preparation of quarterly overall project progress, procurement progress, fund accountability, projected funds requirement and application for replenishment of the SA.
- Maintain effective project implementation and fiduciary risk management arrangements including effective overall oversight by the steering committee, an effective internal audit function, clear operational procedures and guidelines, capacity building of stakeholders, and timely reporting.
- Assign an engineer/s (ZE)¹ working at Zoba level to carry out periodic supervision to the construction sites, check progress reports and recommend them for payment and also provide technical support to the community.
- Assign Zoba Finance Officers (ZFO) and Accounts Assistants² to coordinate and manage financial activities and to ensure all financial transactions and cash flow are conducted according to the standard policies, procedures and financial manual (FMCP).
- Assign a Grant Accountant³ at the PMU to facilitate overall fund availability and accountability.
- Assign an Internal Audit function⁴ to oversee the effectiveness of project accounting and internal control functions, including the activities of the CAC and ZFO.
- Assign or recruit other new staff to the Zoba offices as may be necessary to ensure smooth and efficient management of the construction project work at regional level.

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2. Duties and Responsibilities of the Zoba Administration

¹ Refer Annex A for duties and responsibilities

² Refer Annex A for duties and responsibilities

³ Refer Annex A for duties and responsibilities

⁴ Refer Annex A for duties and responsibilities

- Take overall responsibility for coordination and management of the construction works including technical, administration and financial aspects.
- Operate in accordance with procedures set out in FMCP and PMCP and follow standard reporting and communication procedures, ensuring that any change in circumstances, particularly the exposure to risk, affecting the project are evaluated and appropriate action taken.
- * M • Support the community to acquire technical, organisation and management skills to efficiently undertake the construction work by providing on-job training and short term training.
- Assign Zoba Project Coordinator (ZPC) to administer and coordinate the implementation of these construction projects in the Zoba.
- Supervise and monitor the progress of construction project in terms of quality, time and budget and report periodically to PMU. Periodic site supervision visits and project administration shall be carried by the ZE.
- * M • On behalf of the community, through the Zoba procurement officer, take responsibility of procuring materials of construction that may not be available at the community level from suppliers through competitive bidding.
- ZFOs and Accounts Assistants will collate and submit respective RSA and CPA financial accountability and project implementation progress information on a timely basis. These will be presented in standard spreadsheet format and remitted to the PMU head office for compilation and presentation in agreed FMR format.
- Make arrangements for public disclosure of information regarding project implementation progress; periodic resource allocation and fund accountability and sharing of experiences of best practice among beneficiary projects.
Arrangements should be made for prominent disclosure of such information on public bulletin boards and for timely update of information.
- Receive and handle complaints regarding project implementation and ensure that these are resolved expeditiously.

3. Duties and Responsibilities of the Community

- Form a committee at community level (CAC) consisting of three people that may be headed by the Village Administrator or other appropriate person. CAC shall represent the community regarding the construction project. Depending on the situation and type of project work the CAC may be represented by PTA, Village Development Committee and others. The CAC will act as the trustees (signatories) of the community in running the fund transferred to the individual Community Project Account (CPA).
- Elect from amongst members, a Chair, Secretary and Treasurer whose respective functions are set out in the CAC Operations Manuals.

- The CAC will review and monitor operations of the CPA through approval of monthly fund accountability statements, ensuring that these are submitted to the ZFO on a timely basis.
- Carryout and complete the works as per the design drawings, specifications and within the agreed time of completion.
- The CAC will coordinate the implementation of the works by organising the community and ensuring allocation of materials, equipment and labour (skilled and unskilled).
- Ensure preparation of simple expenditure reports that are paid for workers salaries and for materials and equipment of construction procured from local suppliers.
- Make arrangements for public disclosure of information regarding project implementation progress and periodic resource allocation and fund accountability.

III. Implementation Procedure of School Construction through Community Participation

1. Feasibility Investigation

The PMU will be provided by ZA with recommendations on the functional, technical and financial feasibility of the project.

The Zoba Engineer shall carry out studies to evaluate the management and technical capacity of the community, availability of resources, community requirements as users, site conditions, preliminary costs, etc., as necessary to reach decisions.

This stage involves the ZE, the Village Administrator and the community. Providing the necessary information to the community on the proposed school construction project is crucial to get the right information.

Details of the tasks that need to be investigated at this stage include the following:

- Assessment of the capacity of the community to appoint the CAC as the trustees representing the community.
- Assessment of the scope and cost of the project is consistent with management capacity and technical capability of the community.
- Consideration of capacity of the community in terms of manpower & management skills.
- Availability of materials for construction in the near vicinity.
- Availability of access roads and transport facilities.
- Estimating construction costs and delivery time.

The procedure of collecting information will be done through the checklist attached herewith in Annex C: **Community Capacity Investigation Checklist**.

Community groups want
the school, have authority
to form committees & get
materials to maintain buildings
with committee!

2. Eligibility Criteria

Selection of the community based school construction project will depend on a number of factors such as scope of the project, capacity of the community and locally available resources.

Some indicative important criteria for project selection are shown below. The PMU in consultation with Development Partners may modify, add, or delete some of those listed as appropriate.

- (a) The size of the project should be less than eight classrooms or two blocks.
- (b) The scope of work should be simple so that implementation by the community is the most practical solution.
- (c) The community should demonstrate adequate management and technical capacity to coordinate, execute or supervise the project. If not, acceptable arrangements should exist to appoint a capable local builder or contractor to implement the construction project.
- (d) The minimum requirement of labor in the area and the near vicinity should be: One foreman, five masons, two carpenters, one plumber, one electrician, and twenty unskilled workers.
- (e) Due consideration should be given to locating, implementing and operating the project in order to minimize any adverse impacts to the environment and the local community. Suitable mitigation measures should be incorporated in the project decision that could be undertaken within the capacity of the community.
- (f) Materials of construction such sand, gravel, masonry stone and water should be available locally or at distance not very far from the construction site so that the implementation by community is the most practical solution.

Once one or several projects have been recommended by the ZE and approved for implementation through community participation by ZA, a formal agreement in the form of Memorandum of Understanding (MOU) will be signed between PMU and Zoba Administration on handling and modalities of financial administration, project management, auditing and reporting procedures.

On the other hand, if the construction of certain schools were declared, for obvious reasons, 'not feasible' for implementation either through community participation or through local builders, the case shall be referred back to PMU for appropriate action so that the project will be implemented through National Competitive bidding.

3. Site Selection

Selection of the construction site will be carried out by the community taking into account the Area Plans. The suitability of the given site will be confirmed by the ZE following proper investigation in compliance with, MOE functional requirement, local and WB requirements.

The decision will be communicated to ZA and PMU.

4. Submittal and Evaluation of Documents

PMU will submit complete sets of drawings, Specifications and Bill of Quantities in the form of schedule of materials and labour to the Zoba Department of Infrastructure. The Zoba Engineer will issue the documents to the community for pricing and he/she will be involved in their evaluation. The evaluation reports will be copied to PMU. The process should ensure that the ZE prepares Engineer's Cost Estimate based on the standard drawings and schedule of works.

Once the project(s) has been approved by the Zoba Administration, the ZFO will request the required funds from PMU to be transferred to the Regional Special Account (RSA). After making necessary technical and financial evaluation the PMU will allocate the budget.

5. Disbursement of Funds to the Individual Community Projects & replenishment of Funds

Immediately upon receipt of funds from the SA into the RSA, the ZFO shall transfer these funds to CPAs. Timely availability of funds to the community at all times would facilitate procurement and implementation.

As funds get used, the PMU manages the replenishment of the funds into the SA and RSAs. The SA is replenished by the World Bank on the basis of a withdrawal application from PMU as per the DCA, which is supported by a Financial Monitoring Report (FMR) and bank statements for the SA, RSAs and CPAs, showing that the previously provided funds have been disbursed to CPAs in accordance with work plans and cash flow requirements. Respective bank statements must be reconciled to cash books and balances taken into account in estimating required replenishment.

6. Commencement of Construction Work

A meeting will be arranged to announce the commencement of the school construction by the community and to acquaint all the concerned with facts and information about the project.

The process of handing over of the boundaries of the construction site to the community will be carried out by the ZE with full involvement of CAC.

The construction commencement date and period of completion will be agreed and the community shall make all the necessary preparation to acquire materials of construction, workers and equipment.

Purchase requisition list for those materials and equipment to be purchased by ZA must be prepared by the Zoba Engineer and a delivery schedule should be sought from the ZA.

7. Construction Supervision and Monitoring

The construction supervision and contract administration is to be carried out by the Zoba Engineer reporting to ZA and PMU using a standard format, while the financial aspect of the

projects will be monitored, controlled and reported by the Zoba Finance Officer to the ZA and PMU in standard procedures agreed with the World Bank.

Construction site inspections will be carried out every fortnight with site meetings every month. The frequency of the site inspection visits may increase depending on the stage of the construction and also on the technical capacity of the community to carry out the construction work. The monthly site meetings will be used to review progress and issue supervisor's instructions as necessary. The monthly reports will be copied to PMU and will include an assessment of quality, progress, and cost performance.

NOT
COMMUNITIES!

Depending on circumstances, staff members from PMU will carry out either regular or random visits to the construction sites to witness the progress of the construction work.

To the extent possible, the CAC as authorized trustees of the community should procure the construction materials such as stone, aggregate, sand, water and other locally available materials preferably by inviting at least three quotations from local suppliers or directly from one supplier if competitive bidding is not feasible.

The Account Clerk, after getting approval from CAC, shall make the payments to the workers or suppliers from the bank accounts (CPA) into which the funds have been disbursed from RSA. The community will maintain a simple record of the payments made. Original of the approved payments including a brief report will be sent to ZA while copies of the payments will be retained at the community level.

As soon as payments to the community accounts have been made, the ZFO will prepare a Statement of Expenditure sheet and enclose debit advices from the local bank. The ZFO, will then transmit the Statement of Expenditure sheet to PMU, where they will be used for preparing a replenishment application to the World Bank.

The ZE has discretion to issue instructions for unforeseen works up to a limit of 2.5% for any one instruction and 10% cumulatively but must report these at the earliest opportunity to the Zoba Administration and PMU. All variations over these limits must be approved by PMU prior to issuing of instructions. All variation orders must be accompanied by a brief description of the reason for its issue and the cost effect.

8. Final Handover

The final handover of the construction work will be announced by the ZE after all the work items are completed and any defective works corrected. When the handover date is known, the ZE will notify the relevant bodies of the Zoba Administration, Zoba Education Head, Community Representative (as appropriate), PMU and a formal handover of the school will be conducted. The ZE will issue a Certificate of Completion and a copy will be sent to PMU.

9. Ex-post Technical Verification and Ex-post Financial Control

The community has the main responsibility for seeing to it that the works are carried out and that goods and services supplied as agreed upon. The ZE with the help of ZFO will verify costs and prices and receipt of supplies and prepare a short standardised report for each type of activity. The report describes the output, quality, problems encountered, and suggestions for improvement in other similar projects.

The community is expected to make sure that the funds reserved for the projects are used as intended. In addition, auditors from ZA and PMU will visit each community and their bank after completion of the work or receipts of supplies to verify the correct use of funds.

The standard designs documents and Bills of Quantities should be reviewed and upgraded continuously. Any errors or omissions will be repeated many times and it is essential that these be brought to the attention of PMU Technical Staff for correction at the earliest opportunity. In any case, a full review should take place on completion of the first contract and further reviews as desired on completion of each contract subsequently.

Besides reviewing the procedures and the final outcomes will help to develop mechanisms for lesson drawing and sharing experiences, as well as identifying best practices, advantages and constraints in school construction through community participation.

ANNEX A

Duties and responsibilities of the project team for Construction of Schools through Community Participation

1. Zoba Project Coordinator (ZPC)

As part of his/her duties and responsibilities the Zoba Project Coordinator will:

- Implement, administer and coordinate EESIP activities in the Zoba based on the established procedures outlined in DCA, PAD, and Financial Management Manual (FM) and in the PIM.
- Prepare and submit to PMU Head office monthly, annual and quarterly progress reports, work plans and budget.
- As a focal person, help to continuously monitor the proper implementation of the whole program of school construction through CP, identify its potentials and constraints and accordingly develop and suggest effective implementation procedures.

2. Zoba Engineer

The duties and responsibilities of the ESDP Zoba Engineer are:

- Survey and confirm the suitability of identified sites, and certify compliance with Area Plans, ESMF and RPF.
- Make sure that site plans showing the positions of sub-components and incoming services where appropriate are prepared.
- Prepare and compile contract documents using standard drawings and Bills of Quantities (or schedule of works) and prepare pre-tender cost estimate.
- Conduct contract administration, site supervision and cost control according to the procedures detailed in the Implementation Manual.
- Issue variation orders as necessary, within the limits stipulated in the Implementation Manual and seek approval from PMU for variations exceeding such limits.
- Submit monthly progress reports in a standard format, to the ZA and PMU.
- Provide training and technical support to the community.
- Arrange and control the process of final handover of the project in the presence of the community representatives and issue Certificate of Completion ensuring that contract procedures are followed.

REVISOR
* SITE VISIT / *MANAGEMENT* TO COMMUNITY IN IMPLEMENTING PIP, SETTING AND
QUALITY CHECK, ETC.

3. Zoba Financial Officer (ZFO)

The Zoba Financial Officer, supported by the Zoba Accounts Assistant, is responsible to:

- Ensure that financial activities are being conducted in accordance with established procedures outlined in DCA, PAD, & Financial Management Manual (FM) and PIM.
- Prepare, coordinate and finalize of ESDP budgets to be implemented by Zoba.
- Supervise all billing and disbursement activities of the ESDP projects at the Zoba level.
- Collate and submit respective CPA fund accountability and project implementation progress information on a timely basis. These will be presented in standard spreadsheet format and remitted to the PMU head office for compilation and presentation in agreed FMR format.
- Prepare, process, and submit withdrawal applications to ESDP-PMU Head Office for replenishment of the special account, according to the procedures agreed with the Bank.
- Ensure that complete financial reports are regularly submitted and maintained
- Provide the communities with financial advice in collaboration with the Project Coordinator.
- Reports periodically on financial transactions and status of the project and future work plans and budgets to the Zoba Administration with copies to the PMU head office.
- Ensure that regular internal audits of the ESDP Zoba Accounts (RSA) are regularly done and make sure that all necessary documents and information are available for external auditing.

4. Zoba Accounts Assistant

The Zoba Accounts Assistant shall work under the direction of ZFO. His/her duties and responsibilities include:

- Maintain a cash book in accordance with FMCP & PMCP.
- Prepare payments against financial documents.
- Prepare cash on hand and cash at bank position.
- Regularly compare RSA bank statements with the cash book balances and entries.
- Perform any other assigned to him/her by ZFO.

5. CAC Accounts Clerk

The CAC Accounts Clerk will work under the direction of the CAC Treasurer and report to the Zoba Financial Officer. The duties and responsibilities of the Accounts Clerk include:

- Maintain a cash book in accordance with the FMCP & PMCP.
- Prepare payments against official documents
- Prepare cash on hand and cash at bank position
- Regularly compare CPA bank statements with the cash book balances and entries
- Perform any other work assigned to him/her by the Treasurer and the ZFO/Accounts Assistant.

6. Assistant Procurement

The CAC will hire a full-time salaried Assistant procurement (AP), who will be responsible to:

- Prepare and distribute Quotations;
- Collect Quotations;
- Open and Evaluate the Quotations with the CPC;
- Deliver the required materials/services;
- Hand over original documents which evidence receipt of goods/services to the accounts clerk for payment; and
- Keep copies of the documents for his/her respective files.

7. PMU Grant Accountant

The duties and responsibilities of the PMU Grant Accountant include:

- Develop the form and content of periodic financial monitoring reports that will be used as the basis of replenishment of the SA. Primary contents of quarterly FMRs will comprise (i) Financial Reports, including a statement of sources and uses of funds by funding source, a statement of uses of funds by project activity/component; and fund balance statements supported by bank statements (ii) Physical progress (output monitoring) report and (iii) a procurement plan and progress report. FMRs

will cover all project activities, including Government counterpart funding, resources provided by partners and non-cash contributions wherever reasonably quantifiable.

- Develop the capacity of reporting units to prepare comprehensive, yet simplified and standardized monthly statements of expenditure and fund balances. This includes guidelines for ZFOs to collate and submit respective CPA and RSA financial accountability and project implementation progress information on a timely basis.
- Prepare and issue detailed budget guidelines and respective spending units' periodic resource allocation ceilings in a timely manner to guide budget preparation, ensuring full engagement of ZFOs in the budgeting process.
- Develop and maintain FMCP & PMCP. The manuals should incorporate Government financial management guidelines as well as guidelines developed by the project. They should take account of (a) the role fiduciary oversight committees and internal audit; (b) arrangements for public disclosure of information; and (c) the role of CACs and ZFOs.

8. PMU Internal Auditor

The duties and responsibilities of the PMU Internal Auditor include:

- Responsible for oversight of project accounting and internal control functions, including the activities of the CAC and ZFOs.
- Conduct independent institutional risk management on an ongoing basis, monitoring compliance with laid down policies and procedures, and reviewing and recommending enhancement of accounting and internal controls.
- Regularly report to the Project Steering Committee, presenting findings and recommendation implementation progress reports on, at least, a quarterly basis.

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ANNEX B

Issues that need prior consideration for Construction of Schools through Community Participation

In planning construction projects through community participation, great care should be taken in the selection of the communities to be involved. Before selection they must be fully informed of the benefit of their direct involvement in the implementation of the project and the amount of work, time and responsibility that will be required of them. The community must also be informed of the level of skills required of them. Only when this is understood and agreed should the final selection be made.

The scale of the construction work should be kept small in order that the communities are fully able to understand the project and provide adequate labor to complete it.

The methods and materials to be used to construct the buildings should be appropriate for their use, as much as possible locally available and familiar to both the communities and the local skilled people working on the project.

Factors such as farming cycle, which will have a great impact on the availability of labor and the effect of the rainy season on construction work, must be taken into account at the project planning stage to come up with feasible date of commencement and period of construction.

Introduction a system of incentive payments to the community leaders who are involved in coordinating the project works is effective to finish the works according to the plan.

It will be beneficial if the implementing agency supplies and pays adequate numbers of properly trained supervisors to oversee the work on site.

Sufficient time must be allowed in the initial stages of the project for preparation of documentation and procurement of materials and equipment, taking into accounts the fact that most supply items will have to be tendered for.

Adequate transport for project supervisors and materials must be provided and particular provision must be made for transport of bulky materials such as sand and stone to the sites.

Adequate and secure stores must be available at project headquarters and work sites, for the storage of project equipment, materials, fuel, etc. Recruitment of trained storekeepers is crucial.

Accurate records must be kept and equipment and supplies carefully monitored at both the project headquarters and on the work sites in order to avoid misuse and theft and to establish the actual cost of the project when complete.

ANNEX C

Community Capacity Investigation Checklist

A. GENERAL

1. Name of School: _____
2. Zoba: _____
3. Sub-Zoba: _____
4. Town/ Village Administration: _____
5. Location (Village or Town): _____
6. Level: Elementary Middle
7. Number of class rooms: Four Eight other

In case 'other' indicate the number of classrooms and including other facilities to be provided if any: _____

8. Classification: Remote Rural Urban
9. Type of Project Development: New Extension
 Replacement Rehabilitation
10. Distance from the Zoba Administration Office: _____ *kilometers*
11. Distance from the Sub-Zoba Administration Office: _____ *kilometers*
12. Name of the nearest urban center: _____ Distance _____ *kilometers*

B. Management Capacity

1. Is the community ready to own responsibility for the construction of the school in terms of accounting and procurement skills as well as technical management of building construction:

Yes No

2. If yes, explain how and provide the name of the committee that will be responsible for the construction:

3. Is there any Bank or any reputable financial institution near the site:

Yes No

If yes indicate: _____ Name of the Bank, and
_____ Distance form the school

C. Technical experience of the community in building construction

1. Types of permanent buildings common in the area: _____
2. Methods of construction: _____
3. Commonly used materials of construction for:

Foundation: _____
Walling: _____
Roof cover: _____
Wall finish: _____
Floor finish: _____

4. Did the community have experience in the past building permanent buildings (public or private) similar to the school design?:
 No Yes

If yes indicate the involvement of the community in terms of skill or any other contribution: _____

5. Are there experienced local builders (small scale contractors) in the area or in the near vicinity?

Yes No

If yes indicate the names of some of the local builders and their experience, capacity and construction works recently involved:

i. Name of builder (contractor): _____:
Capacity and experience: _____

ii. Name of builder (contractor): _____:
Capacity and experience: _____

iii. Name of builder (contractor): _____:
Capacity and experience: _____

D. Locally Available Resources

1. Indicate the availability of construction materials in the near vicinity:

	<u>Material</u>	<u>Distance in km</u>	<u>Indicative cost (Nfa)</u>
i.	Stone for masonry	_____	_____ per/m ³
ii.	Sand	_____	_____ per/m ³
iii.	Gravel	_____	_____ per/m ³
iv.	HCB	_____	_____ per/pcs
v.	Water	_____	_____ per/m ³
vi.	_____	_____	_____ per/
vii.	_____	_____	_____ per/
viii.	_____	_____	_____ per/
ix.	_____	_____	_____ per/
x.	_____	_____	_____ per/

General remarks or additional information: _____

2. Indicate availability of laborers and adequately skilled experienced local labour around the site or nearby villages:

▪ Unskilled Labor: No Yes Rate(Nfa)/day

If yes indicate:

Estimated number of unskilled labour available: _____ Persons

Unit rate per day: _____ Nakfa

▪ Skilled Labour:

Foreman: No Yes Number of foremen available
 Unit rate (Nfa)/day

Mason: No Yes Number of Masons available
 Unit rate (Nfa)/day

Carpenters: No Yes Number of carpenters available
 Unit rate (Nfa)/day

Plasterers: No Yes Number of plasterers available
 Unit rate (Nfa)/day

Plumbers: No Yes Number of plumbers available
 Unit rate (Nfa)/day

Electrician: No Yes Number of carpenters available
 Unit rate (Nfa)/day

General remarks or additional information: _____

E. Recommendation of the Zoba Engineer who conducted the study:

F. Comments and/or Approval by Zoba Administration:

Name of Engineer conducted the investigation: _____

Date the investigation conducted: ____ *Day* ____ *Month* ____ *Year*

Signature: _____

Approved by: _____

Date of approval: ____ *Day* ____ *Month* ____ *Year*

Signature: _____