

Key Cycle Stage	Institution and Activities Taken			
	Community	Implementing Entity (Project Management Committee)	Local Government (if it is not the funding agency)	Funding Agency
Preparation	<ol style="list-style-type: none"> 1. Identify and prioritize needs 2. Elect project management committee 3. Agree on community contribution and project plans 4. Confirm understanding of project costs/benefits 5. Participate in field appraisal 	<ol style="list-style-type: none"> 1. Plan project and prepare application including maintenance plan 2. Develop community contribution plan 3. Submit application for funding 4. Present project plan at field appraisal 	<ol style="list-style-type: none"> 1. Raise awareness among local leaders/communities 2. Assist community with preparing project 3. Agree on local govt. contribution and maintenance plan 4. Conduct desk appraisal 5. Coordinate with local development plans 6. Participate in field appraisal 7. Approve subproject proposal 	<ol style="list-style-type: none"> 1. Develop overall information and education campaign targeting key stakeholders including contractors/suppliers and local leaders 2. Develop annual program of support to communities 3. Develop procedures and policies for implementation of subprojects 4. Facilitate technical review of subproject proposals (desk/field) 5. Final approval of subproject proposal
Implementation	<ol style="list-style-type: none"> 1. Mobilize community contribution 2. Attend subproject meetings 3. Monitor project mgmt. committee 4. Monitor subproject implementation 5. Monitor accounting of subproject funds 6. Monitor procurement of materials/services 7. Ensure that audits (internal/external) are conducted 	<ol style="list-style-type: none"> 1. Monitor community contribution 2. Sign financing agreement 3. Manage and supervise project implementation 4. Handle accounting of subproject funds 5. Engage auditors (internal or external) for audit review of financial reports 6. Procure materials/services 7. Contract independent technical supervision 8. Contract labor (skilled and unskilled) 9. Report to community, local government and funding agency 10. Day-to-day monitoring of project 	<ol style="list-style-type: none"> 1. Provide capacity building and training for community 2. Train project management committee members 3. Monitor project implementation 4. Provide technical supervision 5. Resolve conflicts as necessary 6. Foster effective working relationship between communities and local level institutions 	<ol style="list-style-type: none"> 1. Develop and implement capacity building and training for key stakeholders 2. Sign financing agreement 3. Facilitate procurement of goods/services at community level (maintain unit cost database, list of pre-qualified contractors, develop standard designs) 4. Verify subproject expenditures 5. Facilitate timely financial disbursements to communities 6. Provide/Coordinate technical supervision visits 7. Oversee procurement of materials/services 8. Monitor operations against targets 9. Appraise and monitor subprojects/review progress reports 10. Carry out internal audits/contract external audits 11. Update relevant implementation manuals
Completion	<ol style="list-style-type: none"> 1. Agree on maintenance plan and fees 2. Maintain project assets after completion (ensure maintenance committee/fund is in place) 	<ol style="list-style-type: none"> 1. Put in place maintenance plan and fees 2. Organize inauguration ceremony 3. Sign off on completed projects 	<ol style="list-style-type: none"> 1. Ensure implementation of maintenance plan and fees 2. Certify completed projects 3. Sign off on completed projects 	<ol style="list-style-type: none"> 1. Ensure implementation of maintenance plan and fees 2. Certification of completed project 3. Sign off on completed projects 4. Ensure maintenance committee/fund is in place