

PROJECT COMPONENT: PUBLIC WORKS PROGRAMME (PWP)

Background

1. The Public Works Program Component (PWPC) is one of the three project components under TASAFA. Other components include:- Community Development Initiatives, and Institutional Development.
2. The PWP is designed to provide an effective safety net for targeted persons from vulnerable households in identified poor communities. PWP will do so by promoting labour intensive activities creating job opportunities for the poor and in the process create or improve infrastructure.

Objective

3. The objective of the PWP, a Safety Net initiative, is to provide cash income for the targeted poor Beneficiaries through employment in the approved sub-projects, which include infrastructure construction, rehabilitation and maintenance.
4. Apart from the income earning opportunities there will be productive assets created in the targeted areas and Beneficiaries' skills will be upgraded thus enhancing future employment opportunities. In order to make the benefits from the assets created by the public works program effective and long lasting public works sub projects should have technically sound quality.

Principles.

5. The guiding principles for the PWP are::

- (i) Targeting which is based on:
 - Poverty ranking noting in particular illiteracy and children school drop out levels, percentage of poor female headed households and lack of job opportunities.
 - Shocks like seasonal droughts and crop failures (food shortages) and other disasters.
 - Intra-District/Island criteria focusing on communities that are:
 - (a) Inaccessible by existing infrastructure
 - (b) Located in remote areas
 - (c) Persistently short of food.
 - (d) Lack access to cash income.
- (ii) Gender empowerment where at least 40% of temporary employment created is allocated to women Beneficiaries. and the rural poor;
- (iii) Sub-projects will promote labour-based technologies, with at least 40 percent of the sub-project funds paying for unskilled labour
- (iii) Protection of prevailing employment opportunities in targeted areas by paying a wage that is lower than the prevailing average wage in the area (a self targeting wage which is 20% below prevailing market wage rate for unskilled labour);
- (iv) Adherence to sectoral work norms, technical and environmental standards in all sub-projects activities;

- (v) Implementation within the local government structures; and
- (vi) Transparent community participation in sub-project identification, beneficiary targeting, and the subsequent sub-project implementation.
- (vii) PWP Subprojects are District/Island managed.

6. Organisation of PWPC Projects:-

The PWPC projects will be organised at District council/Island level and TASAF Management Unit (TMU) and the currently existing Government technical and financial management structures at the district/island levels, using currently available staff. If the workload exceeds capacity of current staff, either at district/island or ward/ village level, contracting procedures will be used to expand capacity rather than increasing staff numbers.

7. Gender Concerns:-

The PWPC operates on an understanding that it is necessary for Works subprojects to target its interventions on that sub-set of households and groups in the community which experience the most economic and social insecurity; such as poor women-headed households. Emphasis will, therefore, be made during sensitisation, Identification, and designing stage to target the women-headed households for employment in subprojects, since they (women headed households) make up a disproportionate share of the poorest families¹. It is by incorporating gender perspective into planning interventions at all levels, whereby project outputs will be more effective and efficient, as well as increasing the prospects for more equitable and sustainable development. A minimum of 40% of all jobs created will be earmarked for women.

8. Accountability and Transparency

- All activities under this component will be undertaken in a transparent manner, with proper records maintained at all levels. The CPC and the community at large will be actively involved in monitoring of the record keeping of labourers working on the subproject. Before any payments the labour records should be authenticated by the CPC. Labour payments shall be made on site in public.
- A project committee (CPC) democratically elected by the Beneficiaries for each subproject shall maintain a system of labour attendance register. The project committee will record attendance on a daily basis and at least two committee members will sign the attendance records, which will form the basis for payment to workers. This will be applicable whether the works are directly under the supervision of government foremen or under the supervision of a contractor. The attendance records will be available for verification by all visiting supervisors.
- Detailed accounts will be kept at the district level with regular reporting

¹ Women-headed households in Tanzania were recorded as 21 per cent of all households, according to the 1991/92 Household Budget Survey by the Bureau of Statistics/President's Office, Planning Commission.

to TMU and supervision by public works programme staff at TASAF (TMU).

- Decisions at the district level will be made through the District Project Committee (DPT) and the Management Team.
- Community participation will be emphasised, whereby communities will be given information on the intervention. Village/Shehia authorities will be kept informed on the ongoing activities while skills development of the Beneficiaries will be emphasised.

INSTITUTIONAL FRAMEWORK

National Level

9. The institutional home of the Public Works Programme will be in the Public Works Program Division (PWPD) of the TASAF Management Unit.

10. The TASAF- PWPD staff will comprise the Director of Public Works Program, who will report directly to the TASAF Executive Director, the Projects Engineer and the Justification Officer all reporting to the DPWP. The Public Works Division will receive support from all the other Divisions including the Community Development Initiatives (CDI) M & E, IEC, MIS Finance and staff in the Executive Director's office. The organization structure of Tasaf and job descriptions for above mentioned staff are shown in Appendix 1

11. The TASAF- Public Works Program Division, under the authority of the TASAF Executive Director and the policy guidance of the National Steering Committee, will be responsible for: -

- Promoting the public works programme activities.
- Receiving and reviewing proposals for public works subprojects from the districts/islands;
- Liaising with the relevant officers at sectoral ministries to access information on norms, standards and specifications for subprojects as provided in the subprojects menu.
- Liaising with sectoral ministries in obtaining and providing technical support to the districts/islands.
- Liaising with sectoral ministries experts and other Authorities to get certification for completed works.
- Facilitate disbursement of funds from the TASAF Finance Division to districts for approved projects;
- Receive and review applications for funding of sub projects.
- Organize technical support and capacity building for TASAF district level staff, community and other stakeholders;
- Arranging and funding for ministry staff, NGO, CBO, OR Consultant to carry out regular technical, administrative and financial supervision.

- Preparing regular reports and evaluations of ongoing and completed public works projects.
- Participating in commissioning planned beneficiary's assessments.

Regional linkages

12. At the Regional level TASAF will when necessary co-ordinate its activities with appropriate public works technical ministries (e.g. Ministry of Works, Ministry of Water etc.). The technical experts from the relevant ministry at the regional level will when requested work with the TASAF PWP Director to ensure that district level officials support public works projects as part of their routine job responsibilities and that the projects follow national guidelines as approved by the Project Steering Committee.
13. Regional sectoral ministries are expected to participate in the certification process of completed subprojects. Independent and neighbouring districts/Islands sectoral Professionals may also be appointed to carry out evaluation and certification.

District level/Island

14. Public Works Program Subproject Management will be carried out at the district/island level.
15. The MT is a technical working committee which will be responsible for the entire process of subprojects realization starting with pre subproject cycle activities through the subproject cycle activities to the post subproject activities.. It will also provide safe custody for the subprojects tools and equipment ensuring appropriate disposal for scrapped tools while retaining the serviceable balance for use in similar activities in district or at the community level. It will be composed of relevant district/island sectoral experts. The MT will be led by the District Executive Director in Tanzania Mainland, the Commissioner for Development Projects for Unguja and Officer in charge- Finance for Pemba. .
16. The functions of the MT shall be:
 - Promotion of the PWP objectives, principles, procedures and its distinction from other component of the Fund;
 - Carry Pre subproject cycle activities.
 - Where appropriate helping the community in identification and selection of sub projects through initiating project ideas, and preparing detail technical specification;
 - Appraisal of sub-project proposals and recommend to the District Steering Committee for approval;
 - Support the Project Committee in all activities towards subprojects realization in accordance with set procedures issued in the PWP Handbook .

- Monitoring of subproject implementation;
- Participating in the evaluation of impacts of subprojects;
- Carry out Post subproject cycle activities.
- Providing linkages with other stakeholders in the district;
- Educating project committees and communities on the scope of employment and works planned and the operational issues, etc;
- Working with project committees and other local leaders to resolve problems with right-of-way, compensation, etc. (The PWRD will not include funds for paying compensation)
- Providing technical support to TASAF's activities in the district.
- Appointing and supervising the District Project Teams which will be responsible for the day to day management of the sub projects.

Project Area Level

17. Organisation of the work at the project site level will involve several actors depending on the design of the project. These will include the District Project Team or District Project Supervision Team, Site Supervisor/Foremen, and at times Contractors, the beneficiary community and the Community Project Committee (CPC). The details of the roles and responsibilities of each stakeholder are presented under the section of Public Works Project cycle.

SCOPE OF WORKS FOR PWP.

18. Types of subprojects to be financed under this component will include the construction and maintenance of various infrastructure facilities.

19. The list of public works subprojects include:

- In rural areas: ,
 - a Rehabilitation and maintenance of rural access roads
 - b Construction and maintenance of water retention structures for small scale irrigation and domestic supplies.
 - c Construction of gully dams to abate flood disaster
 - d Construction and rehabilitation of foot paths and bridges
 - e Construction of rural water supply systems.
- In urban areas, :
 - a Construction and rehabilitation of sewerage systems
 - b Rehabilitation and maintenance of access roads
 - c Construction and rehabilitation of drainage systems
 - d Construction of market places and car parks.
- Environmental protection/rehabilitation
 - a water and soil conservation/reclamation programmes
 - b afforestation, community nursery
 - c establishment/construction of waste disposal pits
 - d construction of terraces.

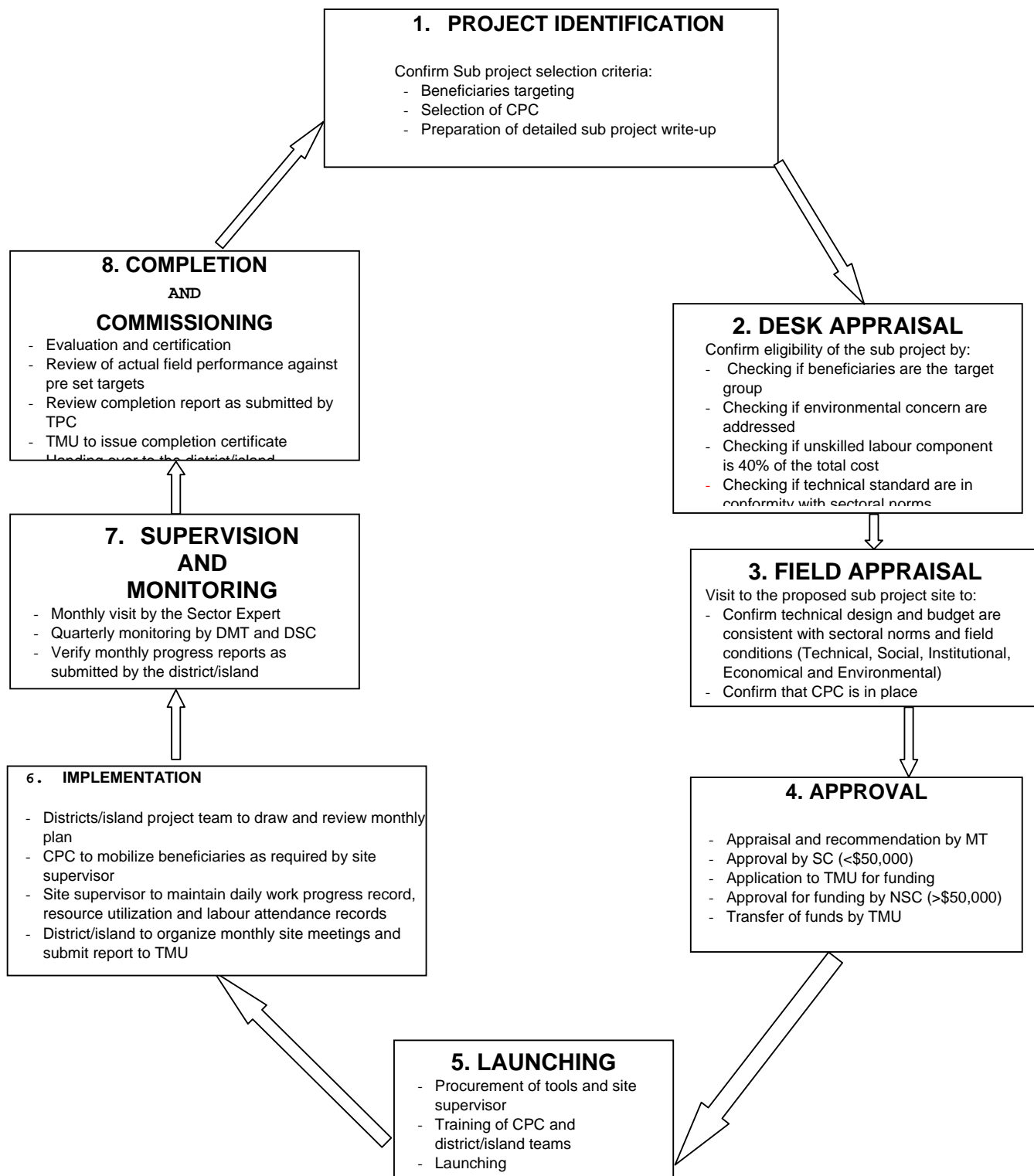
PRESUBPROJECT ACTIVITIES

20. The Planning office in the district/island will carry out the following pre subproject activities:
- O-PRA done in the whole district/island for the purpose establishing community needs and priorities and community action plans (CAP) which will be available to any interested party. In this community needs assessment work TASAF principles and approaches shall **NOT be mentioned what so ever** so as to avoid possible distortion of community priorities.
 - Awareness raising to district/island Management Teams and Steering Committees.
 - Establishment or confirming poverty profiles for the Districts/Islands.
 - Targeting (selecting) for PWP interventions will focus on communities that are:
 - (a) Inaccessible by existing infrastructure
 - (b) Located in remote areas
 - (c) Persistently short of food.
 - (d) Lack access to cash income.
 - (e) Relatively poorer than the neighbourhood.
 - (f) High unemployment
 - Determining District/Island specific Self Targeting Wage Rate.
 - Capacity building for TPC and TAO in project management.

PUBLIC WORKS SUBPROJECT CYCLE

An eight step cycle Fig 1 provides the sequence of activities necessary for the realization of the subprojects. Monitoring and evaluation is a continuous process in built through the stages. Key actors and duration for each stage are set in the benchmarks shown in Table 1.

FIG 1-PUBLIC WORK SUB PROJECT CYCLE



BENCHMARKS FOR PERFORMANCE IN PWP SUB-PROJECT CYCLE

#	Cycle Stage	Actor	Maximum # of days for activity	Duration between stages	Stage value score in % of total
1	SUB PROJECT IDENTIFICATION		24		
	- sub project selection by beneficiaries and selection of CPC	E-PRA Team			
	- Detailed sub project preparation	CPC, Sector Expert CDO Environmental Expert HIV/AIDS	21	7	
2	DESK APPRAISAL	TPC and TAO Sector Expert(s)	1	2	
3	FIELD APPRAISAL	TPC, district/island Sector Expert(s) and Engineer, Ward Council,(D) MT Member and Community Member(s)	3	2	
4	APPROVAL OF SUB PROJECT	MT and SC	20	7	
	- Appraisal and recommendation	MT	1		
	- Approval	SC	1		
	- Application for funding	TPC, DED and CMO	1	3	
	- Approval for funding	TMU, (PO, PE, DPWP, ED)	3	1	
	- Transfer of fund	TMU (DF, PA, Cashier)	14	0	
5	LAUNCHING		247		
	- Procurement	District/Island Project Team, TPC & TAO, Sector Expert District/Island Procurement Officer	247	0	
	- Training CPC and district/island	TPC, Sector Expert and TAO	2		
6	IMPLEMENTATION	CPC and beneficiaries Sub contractors	247	0	
7	SUPERVISION AND MONITORING		247		
	- Supervision	Site supervisor, Sector Expert and DISTRICT/ISLANDST	247		
	- Monitoring	MT, TMU, TPC and SC	MT/SC: 3 day	0	
8	SUB PROJECT COMPLETION AND INAUGURATION		2		
	- Evaluation and certification inspection	Independent Sector experts TPC and PWP Directorate	1	7	
	- Inauguration	TMU/DPWP and MT	1	14	

Project Identification.

Beneficiaries targeting and selection/confirming subproject choice.

21. Awareness raising is done chiefly by the IEC unit of Tasaf using several communication tools while the MT will mostly be responsible for the PWP promotion in the District Council/Island. Promotion in the community is usually done by District/Island PRA Facilitators but a relevant NGO, or CBO may be deployed when appropriate. It is during the promotion meeting that the PRA Team will facilitate the community to make a choice subproject relevant to their community needs from amongst proposal submitted by the District/Island Management Team or other stakeholders. The Community may also come up with a proposal.

Targeting of the Beneficiaries in the selected communities is done in accordance with the following procedures:

- a) Through a participatory process (Wealth ranking) the community in the targeted area will identify the vulnerable households/ persons/groups amongst themselves and draw a list and hand it over to the MT. A Community Project Committee (CPC) will be formed by the Beneficiaries from amongst themselves with women members being at least 40%.
- (b) Further targeting will be through a self-targeting wage rate i.e. a wage 20% below prevailing daily wage in the district or locality. In any case female-headed households and youth groups should be deliberately targeted.

22. As PWP subprojects are mostly initiated at the district/island level it is important to obtain the consent of the targeted community through E-PRA process conducted during the community sensitization session. As the objectives of the PWP of TASAF is providing cash income for groups employed to create infrastructures which will have sustainable social economic values, the involvement of the community from the early stages of project cycle is essential thus subproject identification and targeting should be done with active involvement of the community.

23. The process of sub project identification and formulation will be facilitated by the TPC, District Engineers, District Water Engineer and other sectoral ministry experts using participatory processes, CBO or Non Governmental Organisations can be deployed for the purpose. In the case of Public works projects that benefit more than one village the beneficiaries from all the villages should participate in the identification process and choose a CPC which will represent them in co-ordinating the project implementation, supervision, monitoring and evaluation. In general the project committee will have representatives of all the villages that will participate in the project. The function of the CPC will include to:

- Co-ordinate the participation of the community;
- Be involved in the recruitment of skilled and unskilled labour
- Settle conflicts on the project
- Certify the site payroll prior to submission to the council for payment.

Detailed Project Preparation (Writeup).

24. Detailed projects preparations and entailing design, bills of quantities, prices estimates and implementation schedule will be prepared by the Sectoral Ministry expert. (see Appendix 2 for Guidelines)
25. Districts/Islands sectoral experts will draw up subprojects specifications and budgets using standard project work norms (task rates), self targeting pay rates, materials prices and allowances for tools and administrative overheads. Labour based technologies are used for this purpose.
26. The average cost for a single subproject is set at \$40,000 and the ceiling is \$50,000.for subproject approved at the District/Island levels.

The entire subproject Identification activity can take up to twenty-four days to accomplish.

Desk appraisal

27. The TASAF Project Coordinator will organise appraisal of the sub-project proposals received from the sectoral expert. The appraisal will be done by the District Project Team or any expert appointed by the Management Unit other than the one who prepared the write up. If the project requires skills, which are not within the capacity of the district, External assistance may be obtained/hired fro else where including the sectoral ministries and the open market..
28. TASAF Project Coordinator will check the eligibility of the sub-project at desk level paying particular attention to the following:
- if the proposed subproject is in line with the TASAF objectives of the Public Works Programme and is selected from the approved menu,
 - if the beneficiaries are the target groups of TASAF;
 - if the technology chosen is simple, locally available and labour based (employment intensive)
 - if gender and environmental concerns are addressed;
 - if labour component is at least 40 % of the total cost (TASAF funding)

and the daily wage rate is self-targeting i.e it is 20% below prevailing wage rate as determined through the self targeting wage rate methodology provided in the Field Manual for Wage Rate Determination.

- if technical standards are in conformity with sectoral specifications
- If the daily work norms (task rate) are sectoral specific and responsive to any special local and beneficiaries' needs
- If capacity building at the District/Island and or the community is a pre requisite for smooth implementation

This activity should be completed in a day.

29. If a proposal responds negatively to any one of the above without sufficient mitigating factors the project will be deferred /rejected. After her/his desk appraisal the TASAF Project Coordinator will present project proposals that passed the desk screening to the MT for further review; and the summary of project proposals that could not pass the desk review for the MT information.

The Management Team starts the appraisal through checking whether all the essential documents are in place including:

- Sufficient information on the identification of targeted beneficiaries
- Plans for any types of equipment, tools or hardware to be installed;
- Technical specifications and cost schedules for standard sub projects and locality specific ones.
- Wage rate and project labour cost component.
- Gender concerns – at least 40% of beneficiaries being women
- Environmental concerns addressed
- Work programs.

This is a day's work.

Field Appraisal

30. The field appraisal will involve a visit to the proposed project site by two or more members of the MT with appropriate technical skills, the TPC, the sectoral expert who made the write up and another expert of the same discipline to ensure that the technical designs and budgets are consistent with the existing field conditions.
31. Five major issues that include Technical, Social, Institutional, Economical, and Environmental will also be considered during the field appraisal of subprojects.

Technical issues:

32. The use of simple, inexpensive and labour intensive technologies that are appropriate will be essential. Thus, technical and cost uncertainties or risks, or any technical difficulties foreseen for implementation will be assessed and how they will be; minimised or avoided;
33. The scope of works as detailed in the write up will be reviewed against field conditions noting particularly:
 - The availability of materials in the vicinity.
 - The suitability of implementation technologies, tools and equipment
 - Locality specific conditions.
 - Arrangement for implementation, maintenance and sustainability of operation, for example, training, management and capacity development.

Social Issues

34. Assessment of the area targeting criteria, the beneficiaries (vulnerable groups) targeting process , the daily wage rate in comparison with existing compensation levels.
35. The direct and indirect poverty alleviation with concern for gender balance.
36. The community's awareness of HIV/AIDS pandemic its prevention and control measures.

Institutional issues:

37. Institutional appraisal will assess key strengths and weaknesses of the existing (formal and in-formal) institutions in relation to sub project implementation. Issues that will be considered include; structure and management capacities staff numbers and skills and literacy level; operational and financial performance and prospects;
38. Reliability and need for staff training e.g. in operation or maintenance of the completed project with commitment from the DED on guaranteed future maintenance.

Economic and Financial Appraisal:

39. Economic justification of the asset to be created.
40. Financial flows, including the level and incidence of operating and maintenance costs;
41. Assessment of cost of the project including: unit cost of labour, material, equipment, the prevailing market wage rate and the proposed wage rate to be paid by the sub-project. As a rule the wage rate proposed by the sub project should be 20 % less than the market wage rate in the project area for self- targeting purpose.(The wage rate will have been determined at the pre subproject activities stage and will be District/Island specific.)

Environmental Appraisal:

42. Listing of all adverse or beneficial environmental impacts, and any precautionary or mitigation measures to be taken. (as per issued Guidelines.)
43. The Management Team i.e. the appraisal team will be guided by the following specific criteria in the process of appraisal to select appropriate and viable sub-projects:
 - The activities selected will provide wage employment (safety net) to specified beneficiaries;
 - The works selected will contribute to the long-term development of the area and can be done to quality standards as public works sub projects:
 - They are not activities ordinarily undertaken on a self-help basis in the same locality;
 - The unskilled labour component is a large portion of the total cost (between 40 – 50%);
 - Implementation does not require specialised technical inputs and procedures above what is already available at the district/island level;
 - Detailed project specifications are prepared according to the standards set by the relevant sector ministry;
 - Appropriate mitigation measures are designed for the possible negative environmental impact of the project;
 - The total cost of each sub-project does not exceed US\$50,000 for district approved subprojects. Average cost of project recommended is US\$40,000.

Subproject Approval:

44. A summary report on appraised projects will be submitted by the Management Team the Steering Committee for review and approval. The SC shall approve sub projects whose value does not exceed U\$50,000.00 For a sub project whose value is above U\$ 50,000.00 approval will be granted by the National Steering Committee upon receipt of satisfactory application for funding from the MT duly endorsed by the TMU

Application for funding

45. After approval of the sub project by the SC the MT through the TPC will submit to TASAF application for funding. This is done through a given format.(Form TPWP-01 to TPWP-07)
Accompanying the application forms are:
 - A covering letter signed by the District Executive Director or relevant official in the CMO IN the case of Zanzibar,
 - All attachments to the above forms e.g. site investigations and reconnaissance survey,

- The sub project write up backed up by estimated resources requirement and including environmental protection measures,
- Community consent on the proposed sub project (Minutes of community meeting attended by at least 70% of all members.)
- Report of the Pre subproject activities particularly the determination of the Self Targeting Wage Rate.

Approval for funding

46. The PWP Directorate will review the application for funding in accordance with TASAF PWP objectives and principles of a safety net scheme. In particular the sub project must:
- Show evidence of appropriate geographical and beneficiaries targeting
 - Use a self targeting wage rate
 - Deploy Labour intensive technologies for its implementation
 - Be within budgetary ceilings and approved PWP sub projects menu.
 - Have been designed and can be implemented in accordance with sectoral norms and standards.

Transfer of funds

47. Upon satisfactory outcome of the review funds will be released in as per the disbursement regulation in this Hand book.

Subproject Launching

Appointment of DPT.

48. After the approval of funding the MT will form a District/Island sub project Team (DPT) led by the TPC and comprising of the District/Island heads of relevant sectoral Ministry, Finance (Treasurer), Procurement and store management. This team will be oriented on the sub project management and supervision.

Procurement

49. The DPT will procure the tools, materials, Site Supervisor and where necessary other services and make them available to the Site Supervisor and CPC for sub project implementation. This will be done as per the procurement regulation provided in the TASAF Procurement Hand book. The DPT will draw monthly works implementation programmes on the basis of the overall sub project implementation schedules, issue the same to the Site Supervisor who in turn will draw weekly and daily activities schedules and get them carried out. The Supervisor will maintain daily works progress records, resources utilization and labour attendance records. This documentation will be done as per format provided in this Hand book.

Training of Site Supervisor and CPC

50. The Site Supervisor and CPC will receive a day or two orientations on the principles of the Safety Net and the subproject implementation and supervision systems.

Launching ceremony

51. Upon completion of procurement and training the implementation of the subproject will commence preferably with a launching ceremony.

Subproject Implementation

52. The Site Supervisor, the CPC and sectoral experts will be responsible for the day to day implementation in accordance with the set procedures for planning, controlling and reporting. Further implementation activities include the following:
- The TPC liaising with sectoral Ministry's experts in servicing the CPC.
 - The TPC submitting relevant monthly and quarterly physical progress reports and financial statements to the MT, SC and TMU.
 - Site management and supervision entailing:
 - a. Labour recruitment and registration.
 - b. Tools inventory control..
 - c. Payment of workers.
 - The Site Supervisor submitting weekly reports on a, b ,and c above to the TPC through the sectoral experts.
 - The DPT meet as regularly as necessary but at least twice a month to receive and review site weekly reports and revise where necessary the monthly action plan.
 - The CPC will also be trained on their role in the site works supervision during the sub project implementation.

Supervision and Monitoring

Supervision

53. Supervision is intended to ensure that:
- The implementation program is adhered to.
 - Quality is maintained
 - Productivity is as per subproject write up
 - Gender concerns are addressed
 - Environmental concerns are continuously addressed
 - Wages are paid on time and to the right Beneficiaries
 - Materials, tools and equipment are properly stored and accounted for
 - Site records are maintained and used for subprojects management

This activity is continuous through out the subproject implementation and is carried out by the sectoral expert, TPC and TAO.

Monitoring

54. Monitoring is done by the MT, SC, and TMU. Its purpose to ensure that intended objectives are achieved within the set time frame. It is done quarterly by the MT and SC so as to verify monthly progress reports as

submitted by the DPT. Using specific format provided in the Handbook the MT will capture the necessary information on physical progress, corresponding expenditure and compare them with the original plan. Further information will include:

- Adherence to the planned cash transfer to the beneficiaries with the set gender balance.
 - Adherence to technical standards and work norms as per sectoral Ministries' specifications.
 - Impact assessment in regard to poverty alleviation.
 - Value of the asset created i.e. determining as to whether the undertaking is cost effective.
55. The TMU will carry out monitoring as frequently as necessary but at least twice in the subproject implementation period. The purpose of the TMU monitoring is to determine the success or otherwise of the sub project in meeting the Tasaf PWP objectives. Using monitoring information from the Field Monitoring Form the TMU will use the following indicators to determine the success of the sub project:
- Number of beneficiaries employed at the sub project as a percentage of the identified core poor in the community .(50% being the minimum)
 - Number of beneficiaries qualifying to enter the prevailing main stream of economic activities in their community
 - Value of asset created and the cost effectiveness of the methods used in implementation.
 - Sustainability of similar income generating activities.
 - Beneficiaries awareness of HIV/AIDS pandemic, its protection and alleviation measures with actual activities in place.
 - Environment management skills gained by the beneficiaries.

Completion and Commissioning:

Completion and certification

- 56 The TPC will cause a completion report to be prepared by the sectoral expert and TAO soon after the main activities in the subproject write up have been implemented (95% of the physical and financial targets). This report together with the original subproject write up will be availed to an evaluating expert from relevant Ministry or its agent who will perform an evaluation and certification citing among other things:
- Type, Location and Duration of the sub project.
 - Scope and total cost.
 - Number of beneficiaries (male and female)
 - Person-days of labour deployed and earnings received.
 - Capacity built up in the community.
 - Value of asset created or rehabilitated (where necessary determined by technical auditing.)
 - Type, quantity, state and residual (depreciated) value of the tools.

The TMU will issue a **COMPLETION CERTIFICATE** upon receipt of the certification report.

57. Pending works necessary to prepare the subproject handover shall be itemised and priced to funded largely from the retained 5% of the budget. Expenditures in excess of the above will be treated as a variation requiring specific approval of the MT, endorsement by the SC and application for additional funds to the TMU. Upon completion of pending works as itemised during the certification process the TMU will hand over the completed subproject by issuing a **HANDING OVER CERTIFICATE**.

Commissioning (Inauguration)

- 58 Subprojects handed over to the District/Island will be, where possible be commissioned (inaugurated) in public ceremony.

Post completion activities

59. After the completion of the subproject, environmental assessment will be conducted and where necessary mitigation measures instituted. 'As built' documents, operations and maintenance procedures will be prepared and availed to the District/Islands. An assessment of skills gained during the implementation of the subproject will be made with a view of promoting future use.

Disbursement

60. With regard to the PWP subprojects, a project bank account will be opened by the TASAF Project Coordinator. The disbursement from the TMU to this account will be done on tranches of 40%, 30% and 30%. In addition to the initial 40% the total cost of the tools and equipment will be provided. Release of the second tranche of 30% will be after justification of 70% of the previous tranche with cost of tools and equipment recovered there from. Further 25% will be released after fully account of the 1st tranche and 70% of the second payment. The balance of 5% will be paid after the practical completion of the subproject. Payment for labour and other subproject expenses will be in accordance with the standing financial regulations of the district council and contractual obligations in the case of contracted subprojects provided that IDA procurement regulations always prevail over the former.

Procurement Guidelines

61. Procurement for the sub project will be done by the DPT. This will entail supplies of tools, equipment, materials and services such as contracting and consultancies. The TMU, may procure on special cases, goods and services for sub project(s) provided there is a clear advantage in doing so. The DPT will carry out procurement in accordance with the District Council regulations provided they are compatible with IDA regulations as detailed in the Financing Agreement of TASAF. Key among these regulations are:
- All contracts for goods and supplies costing less than US\$ 10,000 will be procured through National Shopping Procedures.(three quotations from reliable supplies) The DPT or any other Implementing Agent (IA)

will need to advertise the availability such contracts through posting of announcements on the councils' notice boards or where ever it is usually done for the councils' works. All invoices received and their addresses must be retained in safe custody. The District Procurement Committee has to record the minute bearing their decision to award the contract to the one of the three suppliers.

- Contracts for works costing less than US\$ 10,000 may also be procured through obtaining three quotations. The quotations (pro forma invoices) must be maintained in the file and reasons for awarding to the supplier of choice to made by the Procurement Committee and that decision appropriately recorded.
- All contracts exceeding US\$10000 will require prior review by the TMU

Monitoring of procurement at the sub project level will be done by the MT monthly and reported quarterly to the TMU

TECHNICAL ASPECTS

Technical standards

62. Public works projects must serve both as a channel for employment generation and creation of productive assets. Therefore, although measures should be taken to maximise the labour content of the works, this should not be allowed to compromise the technical quality of the work completed.

Labour work norms

63. There are already existing, norms for the daily output of unskilled labour under the MOW. Road works comprises activities such as bush clearing, stumping, levelling, embankments, setting out, ditching, and drainage. Under the Public works programme these norms may be adjusted to take into account the fact that most of the unskilled labour employed will have no experience with road works and will be employed for relatively short periods in addition to possible disability of some of the beneficiaries.

Similarly for other types of sub projects sectoral norms will be adapted for this purpose. Where applicable the MOW norms will apply in case of non existence of sectoral norms alternatively norms will be developed for the specific sub project.

In any case climatic conditions, other seasonal factors and locality specific factors will be considered in the course of works planning and implementation.

Contracted works

64. At the field level projects will be executed either by working directly with the communities through the project committees ("directly managed works") or by contracting portions of the work to small local contractors ("contracted works").

APPENDIX I TASAF ORGANIZATION STRUCTURE AND JOB DESCRIPTIONS FOR THE KEY STAFF IN THE PWP DIVISION

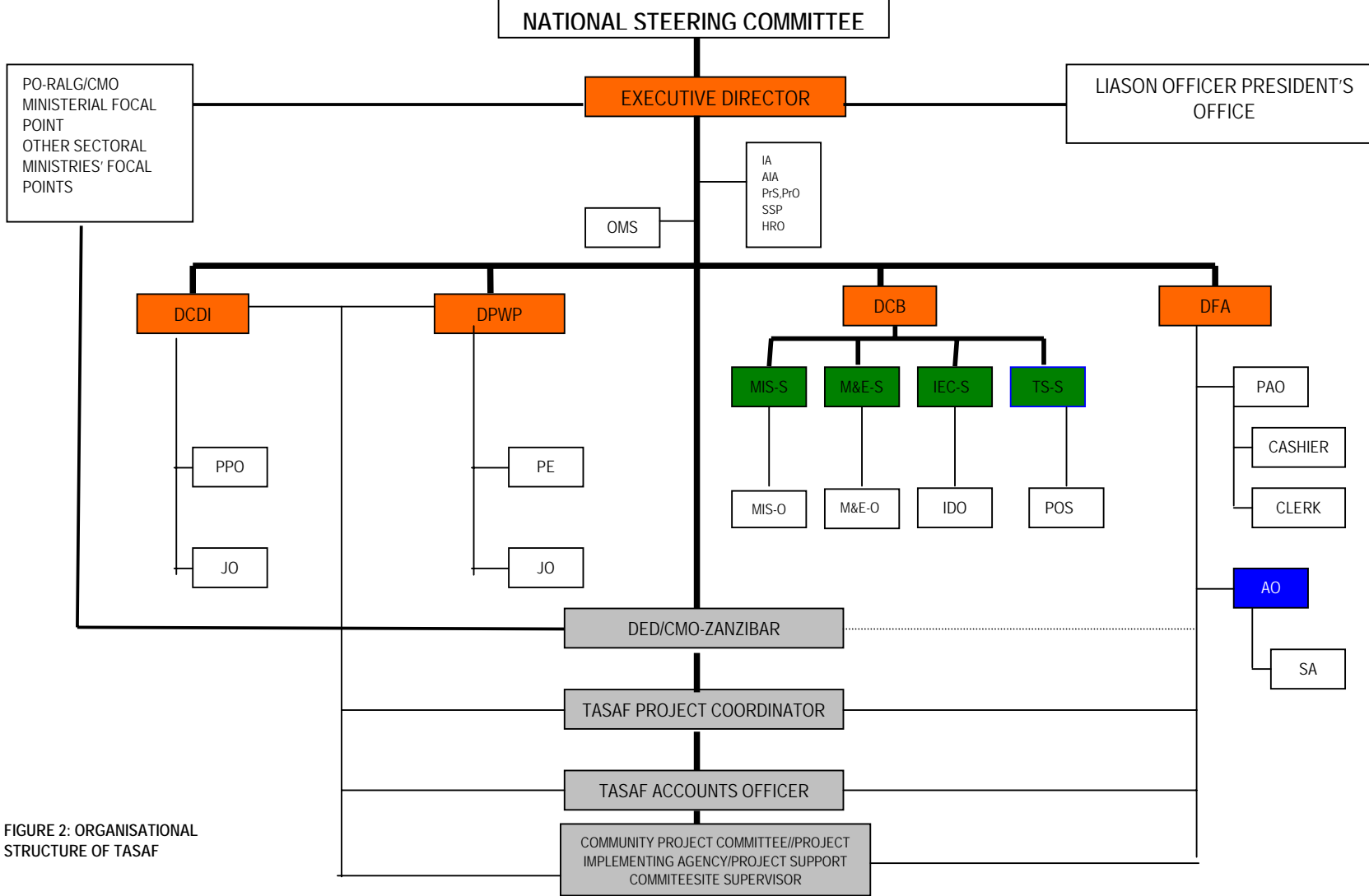


FIGURE 2: ORGANISATIONAL STRUCTURE OF TASAF

ABBREVIATIONS

DCDI – DIRECTOR OF COMMUNITY DEVELOPMENT INITIATIVES
 DPWP – DIRECTOR OF PUBLIC WORKS PROGRAM
 DCB – DIRECTOR OF CAPACITY BUILDING
 DFA – DIRECTOR OF FINANCE AND ADMINISTRATION
 MIS-S – MANAGEMENT INFORMATION SYSTEMS SPECIALIST
 M&E-S – MONITORING AND EVALUATION SPECIALIST
 IEC-S – INFORMATION EDUCATION AND COMMUNICATION SPECIALIST

TS – TRAINING & SUPPORT SPECIALIST
 PPO – PARTICIPATORY PLANNING OFFICER
 PE – PROJECT ENGINEER
 PAO – PROJECT ACCOUNTS OFFICER
 JO – JUSTIFICATION OFFICER
 MIS-O – MANAGEMENT INFORMATION SYSTEMS OFFICER
 M&E-O – MONITORING AND EVALUATION OFFICER
 IDO – INFORMATION AND DOCUMENTATION OFFICER
 POS – PROGRAM OFFICERS
 OMS – OFFICE MANAGEMENT SECRETARY

IA – INTERNAL AUDITOR
 AIA – ASST. INTERNAL AUDITOR
 PrS – PROCUREMENT SPECIALIST
 PrO – PROCUREMENT OFFICER
 SSP – SOCIAL SUPPORT PROJECTS
 HRO – HUMAN RESOURCES OFFICER
 AO – ADMINISTRATIVE OFFICER
 SA – SUPPORT ASSISTANT



PUBLIC WORKS DIRECTORATE

TITLE: Director of Public Works Program

Reporting Relationship:

The Director of Public Works Programme will be answerable and report to the Executive Director. He/she will be responsible for supervising the: Programme Officers and the Project Engineer. He/she will be appointed by the National Steering Committee (NSC) of TASAF.

Basic function:

To plan, control and report on the day-to-day activities of the Public Works Programme of in accordance with the Operation Handbook, the specific objective of providing wage employment to targeted groups (vulnerable), other set procedures, and policies thereby create viable infrastructure assets and promote community skills.

Principle duties and responsibilities:

1. To plan, manage and co-ordinate the development, implementation and monitoring of the PWP sub-projects and specifically;
2. To promote safety net activities in the targeted districts, and project areas;
3. To participate as member of TASAF management Team in the planning, co-ordinating and reporting on the activities of TASAF;
4. To establish and oversee regulations and procedures for PWP sub-projects;
5. To review and analyze selectively, sub-projects implemented under the public works programme, and subsequently recommend any changes to the program to the National Steering Committee.
6. Recommend for the NSC approval sub-projects that exceed the DSC ceilings or that fall in areas where there are no DSCs to approve, e.g. urban areas such as Dar –es Salaam; To supervise the Project Engineer in ensuring delegated functions are fully carried out.
7. To review and approve all engineering and technical specifications for the sub-projects.
8. To supervise, through Programme Officer PWP the carrying out of all the activities of the sub-projects in the districts.
9. To liaise with other TASAF departments and sections to ensure appropriate funds disbursement to TASAF District Accounts for implementation of TASAF-

funded projects.

10. To liaise with Sectoral Ministries and agencies such as USAID/FEWS to ensure adherence to set standards in the design and implementation of PWP sub-projects and in the selection of vulnerable areas;
11. To establish and implement contracting procedures for sub-contracted PWP sub-projects.
12. To organize and implement capacity building for District Project Planning Teams in the PWP project districts/areas.
13. To periodically conduct project supervisory inspection and progress reports preparation, review justification reports from the districts, and prepare necessary management information on the same.
14. To appraise the performance of the TASAF staff annually.

Person specifications:

- Postgraduate degree in civil engineering or community-related disciplines.
- Registration with Professional Bodies/Associations.
- Advanced qualifications in management from recognised institution.
- Twelve years post qualification experience, five of which must have been at senior managerial position e.g. project manager.
- Experiences in public works management in both rural and urban areas.
- Experiences in participatory process will be an added advantage.
- Exposure to operationalisation of Social Funds will be an added advantage.

1. **TITLE:** PROJECT ENGINEER

2. **REPORTING RELATIONSHIP:-**

The Project Engineer will be **answerable and reports** to the Director of Public Works Program. He/she will be appointed by TASAF Management Unit.

3. **BASIC FUNCTIONS:-**

The Projects Engineer deputises for the Director of Public Works Program and participates in the operationalization of the PWP objectives at the MU, Districts and Communities.

4. **SPECIFIC RESPONSIBILITIES:-**

- i. Reviews applications for sub project funding and prepares costing structure as per TASAF Operational Manual and PWP Handbook
- ii. Prepares sub projects Financing Agreement and ensures its execution and liaises with JO (PWP) to track compliance.
- iii. Provides technical backstopping to the Districts/Islands during sub projects preparation and execution
- iv. Participates in quality assurance during sub projects preparation and implementation
- v. Liaises with JO (PWP) and MIS- S in preparing and maintaining sufficient and user friendly information e.g unit costs, OBOQs, task rates that is necessary for sub project pricing and expenditure justifications.
- vi. Participates in drawing up PWP annual action plans and budgets
- vii. Carries engineering verification of sub projects write up as submitted by the Districts/islands.
- viii. Maintains current status (progress report) on PWP sub projects preparation and implementation.
- ix. Verifies expenditure justification as done by JO (PWP) prior to submission to managements for disbursement.

- x. Generally provides engineering services to the TMU and District as may be demanded
- xi. Participates in promoting labour intensive technologies in the implementation of TASAF funded Safety Net activities
- xii. S/He is responsible for the operation of the draughting system that shall be used to provide guidelines (drawing etc) to District and CPCs.
- xiii. Performs any other official duties as may be assigned from time to time by Management.

5. DUTY STATION:-

TASAF Head Office

6. PERSON SPECIFICATION:-

- A degree in Civil Engineering
- Registration with ERB
- Computer literacy
- At least 8 year post qualification working experience in multidisciplinary construction/design projects three of which should have been at Project Engineer (Team) leader/Manager or Site Agent.
- Experience in community empowerment processes is an added advantage.

TITLE: JUSTIFICATION OFFICER PUBLIC WORKS PROGRAM – JO PWP

1. REPORTING RELATIONSHIP:-

The Justification Officer (PWP) will be answerable and reports to the Director of Public Works Program and works closely with TPCs, TAOs and Sectoral Experts in the Districts/Islands

2. BASIC FUNCTIONS:-

Carries out post review of PWP sub projects activities so as to ensure adherence to the objectives and principle of the Public Works program in particular to determine the value for money in pre set stages of sub project activities and the beneficiaries empowerment objectives

3. PRINCIPAL DUTIES AND RESPONSIBILITIES:-

He or She

- (i) Receives and review periodic (monthly/Quarterly) reports on sub projects implementation from the Districts/Islands, prepares consolidated monthly and quarterly performance reports.
- (ii) Provides the TMU's feed back to the Districts/Islands on performance.
- (iii) Receives and evaluates expenditure reports in lieu with laid out TASAF procedures and compares physical progress with expenditures.
- (iv) Liaises with the Project Account to ensure disbursement of approved sub project expenses
- (v) Liaises with the Project Engineer and MIS – S to create and maintain up to date unit price data base for inputs to sub projects in the PWP menu and subsequently prepares unit cost for PWP sub projects and issues same to the Districts/Islands so as to assist in sub projects preparation and implementation.
- (vi) Participates in targeted capacity building in/technical back stopping activities.
- (vii) Facilitates preparation by the District/Islands final completion sub project reports as per OM and PWP Handbook.
- (viii) Works closely with TPCs , TAOs and Sectoral Experts to ensure sufficient documentation and appropriate reporting on the operation in the Districts/Islands.
- (ix) Participates in technical audits as and when required

- (x) Performs any other official duties as may be assigned from time to time by Management.

4. DUTY STATION:-

TASAF Head Office

5. PERSON SPECIFICATION:-

- 6.1. A degree in Civil Engineering with at least 8 years post qualification experience in managing multidisciplinary construction projects three of which must have been at a level of Site Agent/Project Engineer.
- 6.2. Registration with ERB
OR
- 6.3. A registered quantity surveyor with at least 10 years post qualification experience 5 of which must have been at the level of Site Agent a multidisciplinary construction project.
- 6.4. Computer literacy.
- 6.5. Experience in community empowerment process is an added advantage.

TITLE: Sub project Site Supervisor

1. Reporting Relationship:

The Sub project Site Supervisor will be appointed by the DMT on recommendation from the DPT.

S/He reports to the TDO on administrative aspects and the sectoral Ministry Head on technical matters.

2. Basic Functions

To draw daily and weekly sub project implementation programmes and to supervise works execution at site. To prepare daily and weekly reports as per approved format and submit the same to the TDO within the prescribed period.

3. Principal duties and responsibilities

- To assign daily work tasks to the targeted beneficiaries as per approved work norms.
- To maintain workers attendance register in the format provided
- To maintain daily inventory of tools and equipment and materials.
- To prepare daily time sheets (working time records)for all beneficiaries at work at the site.
- To prepare and submit to TDO weekly reports on works progress in line with the approved implementation programme.
- To prepare weekly wage claims and submit to the TDO for approval and payment.
- To ensure, with collaboration with the CPC, that works are carried in accordance with approved technical standards, the TASAF PWP principles approved environmental protection procedures and are appropriately measured.
- To perform any other duties as may assigned by the TDO, sectoral expert or the DPT.

4. Duty Station

Employed temporarily, for the duration of the subproject, by the District/ Island Management Team and stationed at the subproject site.

4. Person specifications:

A Technician in the relevant discipline. with training in the use of labour based technologies in construction or such similar undertakings.

At least five years post qualification practical experience as Site Supervisor of above mentioned jobs.

APPENDIX II GUIDELINES FOR SUB PROJECT WRITE UP (Proposal preparation)

1. Introduction

The third step in the PWP sub project cycle is the preparation of the Detailed Sub project Write up (Technical proposal of the sub project) The PWP sub projects emanating from the approved menu (see clause 19 of the PWP Hand book) are essentially small in size using labour based technologies but adhering to sectoral Ministries' standards.

These Guidelines therefore seek to provide a general framework around which the technical proposal will be built up. The framework has five main steps that are used in developing the sub project proposals (write ups.)

2. Steps for PWP sub project Write up

2.1 Preliminary data/ information collection:

The type of sub project promoted by the appropriate organ, targeted at specific area and for selected beneficiaries provides the primary data i.e. the sub project type, size or scope, area of implementation and the would be implementers. The collection of the preliminary data there fore will entail site exploration to:

- Ascertain the scope of works as provided by the sub project promoters and skills available amongst the would be employees (beneficiaries)
- Determine the availability of some of the inputs at the site e.g. the right soils and other borrow materials in the case of road works, water, electricity and general state of accessibility of the site.
- Note any obstructions to the proposed sub project implementation including interference to the statutory Right of Way in the case of road work.
- Determine the possible environmental damages (Environmental impact assessment) that can be caused by the sub project implementation and to specify mitigation measures.

Information collected above forms the basic sub project overview that determines the ultimate sub project outputs.

2.2 Review the functional output of the sub project e.g. the traffic volume of a road sub project or level of maximum volume of water storage by a dam and subsequent daily draw down or volume of wood expected from an afforestation sub project. Review of necessary technical specifications for developing such sub projects.

The results of this review should be:

- The quantified size of product and level of services available upon completion of sub project implementation
- The standards to be achieved and maintained (Quality

assurance) e.g. rehabilitating a road to earth road standards or gravel standards as per Ministry of Works specifications.

2.3 Design and price estimate:

Having determined the scope, output, standards specification the subsequent stages will be:

- Carrying out calculations where necessary so as to ensure that functional requirements, safety and economy are optimized.
- Preparing or acquiring necessary Drawings (plans) sufficiently detailed to facilitate determination of quantities and the actual execution of site works.

The output from this stage will be:

- Drawings (plans) specific to the sub project and standard provision
- Detailed Bills of Quantities with price estimates.
- Summary of materials, tools and equipment, labour, supervision costs and other site operations cost.

2.4 Implementation methodologies and programmes:

The implementation programme drawn on the basis of activities shown on the Bills of Quantities shall be drawn up with timing schedule shown on weekly basis and reduced to bar charts to produce an over all picture of the programme. The methodology of implementation for each activity shall be appended

2.5 Reporting:

As the sub projects menu varies so are the standards and norms, the sub project write ups shall therefore contain relevant specification for reporting. These specifications shall be based on the PWP Hand book with necessary descriptive modifications but without altering the frame work and logic of overall performance indicators i.e. the cash transfer to the beneficiaries and other costs vis-a-vis the set targets and value of asset created.

The contents of the sub project write up will thus be:

- (i) Preliminary information consisting of:
 - Type and scope of sub project
 - Location and its compatibility with PWP targeting criteria, availability of inputs and possible obstructions.
 - Targeted beneficiaries their skills level, gender balance and necessary pre implementation capacity building
 - Environmental impact assessment and proposed mitigation measures.
- (ii) Review of the sub project functional outputs and the necessary technical inputs (standards) for successful implementation.
- (iii) Design and price estimating entailing preparation, verification and approval of:

- Design calculations (where necessary)
 - Drawings (where appropriate)
 - Priced Bills of Quantities, schedules of materials and unit prices where possible
 - All other sub project costs including supervision and other overhead expenses.
- (iv) Works programme based on activities scheduling and labour inputs with labour wages equal or more than 40% of total Tasaf funding.
- (v) Reporting procedures that are based on standard PWP format and yet sub project specific.

APPENDIX III

TANZANIA SOCIAL ACTION FUND (TASAF) **PUBLIC WORKS SUBPROJECT FINANCING AND EXECUTION AGREEMENT** **AND SCHEDULE OF CONDITIONS.**

THIS AGREEMENT is made and entered on thisday of..... **DAR ES SALAAM** between the Tanzania Social Action Fund (TASAF) and the District CouncilDistrict/Island for the Financing and Execution of a Subproject in Public Works Programme (PWP) in the said District/Island.

Whereas the Tanzania Social Action Fund desires to facilitate the creation of wage employment for specially targeted needy individuals (Beneficiaries) for the purpose of alleviating their own poverty and whereas the District Council/Island Management Team desires to implement the said Public Works Programme subproject and has caused technical specification; drawings and implementation programmes to be made, has submitted a maintenance programme for the completed works, has made price estimates for the works and submitted an application for funding to TASAF, the Tanzania Social Action Fund and the District Council/Island Management Team hereby agree on the following:-

1. The Subproject named shall consist of the following components:
 - (i)
 - (ii)
 - (iii)And its total cost is **Tshs**.....

2. The total TASAF funding of the subproject in current prices and as per application No: submitted by the Council vide their letter Ref. No:..... is **Tshs**(in words) (.....)

Made up of: -

- (i) Preparatory activities **Tshs**...../= (up to 5% of total TASAF funding)
- (ii) Wages for the Beneficiaries **Tshs**(at least 40% of TASAF funding)
- (iii) Materials **Tshs**=%
- (iv) Tools **Tshs**.....(up to 10% of TASAF funding)
- (v) Fuels transport and plant hire **Tshs**...../=.
- (vi) Direct Site Supervision **Tshs**/= (up to 5% of TASAF funding)
- (vii) Monitoring by DMT **Tshs**..... (up to 3% of TASAF funding)
- (viii) Other minor expenses Tshs (up to 2% of TASAF funding)

(ix) Contingencies **Tshs**.....(up to 10% of TASAF funding)

3. Agreed financing structure is as follows:

- TASAF funding..... **Tshs**/=
- The Council contribution of Tshs...../=.
- Others.....Tshs/=.

Disbursement from TASAF will be made in tranches as provided in the disbursement procedures detailed in clause 61 of the PWP Handbook.

4. All payment made by TASAF for this purpose shall be made to the TASAF District Account maintained and operated as per TASAF approved procedures and the GOT regulations as is applicable in the aforementioned District Council. A project vote book including but not limited to the maintenance of separate Cash book shall be established for this purpose.
5. Expenditure reports reconciled with physical works progress shall be submitted to TASAF monthly.
6. Up to 40 – 50% of the TASAF funding shall be devoted to payment of wages to the targeted beneficiaries.
7. The works price (Contract) is fixed price contracts allowing no price escalation save for escalation arising out of statutory provisions.
8. The District Council/Island Management Team shall be responsible for:
 - 8.1 Diligent execution of the works as per agreed works programme and completing the works within the agreed period.
 - 8.2 Payment of labour as per agreed wage rates.
 - 8.3 Procurement of materials services and tools for the project as per provisions in the bills of quantities.
 - 8.4 Maintenance of the works to the required standards as shown in the approved programme.
 - 8.5 Quality assurance and Environmental protection.
9. The Council agrees to provide on demand full information on the works progress to TASAF or its appointee.
10. The Council/ Island Management Team shall not under any circumstances utilise funds for this project for any other purposes whatsoever.
11. TASAF undertakes to release payment within seven days after works

progress certification.

12. This agreement may be amended or cancelled by mutual consent of TASAF and the Council provided that TASAF is empowered to suspend any payment due if funds misappropriation or other misuse becomes evident.
13. Any dispute arising from implementation of this agreement shall be settled in accordance with the GOT standing regulations.
14. This agreement is valid for the entire period of the life of the project.
15. Certified attachment constituting integral parts of this contract are:
 - 15.1 Application for funding based on the subproject cycle.
 - 15.2 Project priced bills of quantities and schedule task rates and inputs.
 - 15.3 Technical specifications including drawings where applicable.
 - 15.4 Environmental Impact Analysis and Mitigation measures.
 - 15.5 All operating instructions as may be issued by TASAF from time to time and agreed upon by the Council;
 - 15.6 Approved labour recruitment procedures and levels;
 - 15.7 Approved maintenance programme of the works;
 - 15.8 Relevant provisions of the TASAF Public Works Implementation Handbook.

AS WITNESS the hands of the said parties.

Signed for TASAF by:

Name:.....Designation:.....

Signature:.....Date:.....

In the presence of:

Name:.....Designation:.....

Signature:.....Date:.....

Signed for the Council/Island Management Team by:

Name:.....Designation:.....

Signature:.....Date:.....

In the presence of:

Name:.....Designation:.....

Signature:.....Date:.....

ANNEX 1: ISSUES ANALYSIS MATRIX

CATEGORY	PROBLEM	ACTION	WHOM & HOW	RISKS
TECHNICAL	(Lack of capacity) District/Govt, CPC and beneficiaries	Training needs assessment Orientation for DPT and CPC On the job training for Beneficiaries.	Technical Trained (DE) + (TMU) Community Project Committee (Criteria for selection) NGOs/CBOs for Women + Youth Disadvantaged groups	Most disadvantages left out (e.g. elderly (men & women) Cultural attitude toward women involved in capital works construction
	Information	(TEC) Information Education and Communication Awareness Creation/ Sensitisation Community Participation Traditional ngomas etc. village radios training -	TMU/Districts/ Wards/Villages → Village assembly facilitated by Experts/Professionals at (Village Wards/District level, civil societies (NGOs/CBOS	ability to reach the poorest and disabled persons → unavailability of disaggregated data
SOCIAL	Gender Equity Targeting Transparency & Account-ability	Criteria: 40% of all labour being Women Facilitation Poverty Banking Access to Information/Training to maintain accounting files	DMT-Monitoring/Evaluation Indicator DMT and other stake holders. Poverty related data → Media/Community tasks responsibility through village assembly and ward Development Committees	Poor work attendance Misappropriation of funds
Institutional	Roles definition at all levels	→ Clear guidelines and function	- TMU/R/D/Com Sectoral Ministries	-Resistance to change
	Lack of co-ordination	→ Re-orientation	- TMU/R/D/Com Sectoral Ministries	Compartmentality -Passiveness
	Weak flow of information	→ MIS (improving) Management Information System	- Same -	-Lack responsive
	Participation	Training in PRA/PLA Participatory Rural Appraisal/ Participatory Learning Aid	-MU/D/W/V/Community Village Assembly PMU/D NGOs/CBOs	-Resistance to change
ECONOMICAL	Sustainability of funds Retention, further development and trained Beneficiaries Willingness to	Utilizing maintenance and development funds to offer continued employment. Introduction of user-fee Full Community Participation & Accountability (through Awareness, Mobilisation & Participation) Flexible system as remuneration (% cut to subsidise local contribution)	The District Council and other Donors. community	Quality assurance Resistance from the community Some disadvantaged groups might be

	contribute - Mechanism for Community Contribution	Community Participation Awareness Campaign Material goods be accepted instead of cash → Collection - take into account seasonality (rural income)		excluded
ENVIRONMENTAL	Sustainability Tree cutting (during construction) Affect Physical features Affect Catchment areas - Affecting Social economic and cultural well being	Environmental Impact Assessment (EIA) Cost Benefit Analysis Community Involvement through training & Awareness Tree planting programmes Community Based Conservation (CBC) programmes	TMU/DWV Sectoral Ministries, Village Assembly - NGOs/CBOs dealing with the issue	Dilemma/ trade off between road/Environment Resistance from the community Disturb wild species (birds, animals etc.)

ANNEXES II–XVIII FORMS

Serial Number	Subject description	Identity Number	Annex Number	Location (Action area)
1.	Report on Awareness raising, Sub project identification and Targeting.	TPWP-01	ANNEX II	District-TDO.
2.	Report on community sensitisation and Beneficiaries targeting.	TPWP-02	ANNEX III	District-TDO
3.	Letter of submission of sub project write up.	TPWP-03	ANNEX IV	District sectoral Expert.
4.	Desk Appraisal	TPWP-04	ANNEX V	District-TDO.

5.	Field appraisal	TPWP-05	ANNEX VI	District-TDO.
6	Approval by DSC-Resolution.	TPWP-06	ANNEX VII	-do-
7.	Application for funding.	TPWP-07	ANNEX VIII	-do-
8.	Approval for funding	TPWP-08	ANNEX IX	-do-
9.	Monthly Sub project Implementation Programme.	TPWP-09	ANNEX X	TDO and sectoral expert.
10	Daily Attendance Records (Time sheets.)	TPWP-10	ANNEX XI	Site Supervisor and CPC.
11.	Daily/Weekly Programme/Progress report.	TPWP-11	ANNEX XII	-do-
12	Daily resources utilization report.	TPWP-12	ANNEX XIII	-do-
13	Daily inventory records	TPWP-13	ANNEX XIV	-do-
14	District Monthly Progress report	TPWP-14	ANNEX.XV	TDO and sectoral expert
15.	Monitoring report.	TPWP-15	ANNEX XVI	DMT and TMU
16.	Evaluation and Certification	TPWP-16	ANNEX.XVII	TMU and External expert.

These forms, attached to this Handbook are designed to facilitate smooth record keeping and periodic reporting at the sites (project areas) Districts and at the TMU. Information (data) obtained from them will be in MIS accounting and general management. They are numbered in the sequence of the sub project cycle and divided into seven categories namely:

- Forms for sub project preparation which include TPW-01 to TPW-06
- Application for funding that is submitted to the TMU by the District Council TPW-07.
- Approval for funding by the TMU TPW-08
- Forms for sub project implementation which include TPW-09 to TPW-14
- Field monitoring TPW-15.
- Evaluation and Certification TWP-16

Further documentation at the Districts and the TMU is done in accordance the Operations Manual.