COMMUNITY-LED ACCELERATED WASH (COWASH IV)



Community Managed Programme Implementation Manual for Community Water Supplies

Using **Woreda Office of Finance (WoFED)** as Fund Channelling to WASHCOs

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ACRONYMS AND ABBREVIATIONS

Abbreviation	Interpretation	Abbreviation	Interpretation
Birr	Ethiopian Currency	RPMU	Regional Program Management Unit
CBE	Commercial Bank of Ethiopia	RSU	Regional Support Unit
CDF	Community Development Fund	RWCO	Regional WASH Coordination Office
CIS	Corrugated Iron Sheet	RWMU	Regional Water Management Unit
CMP	Community Managed Project	RWSC	Regional WaSH Steering Committee
COWASH	Community Led Accelerated WASH in Ethiopia	RWSEP	Rural Water Supply and Environment Programme
CSO	Civil Society Organization	OMFI	Omo Micro Finance Institution
CWA	Consolidated WaSH Account	RWTT	Regional WASH Technical Team
FTAT	Federal Technical Assistance Team	SWAp	Sector Wide Approach
		SWEPR	South-west Ethiopian Peoples' Region
GI	Galvanized Iron		
GoE	Government of Ethiopia	SDG	Sustainable Development Goal
GPS	Positioning System Global Positioning System	WASH	Water Supply, Sanitation and Hygiene
GTP	Growth and Transformation Plan	WASHCO	Water Supply, Sanitation and Hygiene Committee
HCB	Hollow Concrete Block	WAT	Woreda Appraisal Team
		WoE	Woreda Office of Education
HDP	High Density Polyethylene	WIF	WaSH Implementation Framework
KWT	Kebele WASH Team		
M&E	Monitoring & Evaluation	WMP	Woreda Managed Project
MoWE	Ministry of Water & Energy	WoFED	Woreda Finance and Economic Development Office
MoWIE	Ministry of Water, Irrigation and Energy		
MFI	Microfinance Institution	WHO	Woreda health Office
		WRDB	Water Resource Development Bureau
NWCO	National WaSH Coordination Office	WSP	Water and Sanitation Program Africa
O&M	Operation and Maintenance	WoW	Woreda Office of Water
OWNP	One WASH National Program	WWT	Woreda WaSH Team
PMU	Program Management Unit	UAP	Universal Access Plan
POM	Program Operational Manual		
PVC	Poly Vinyl Chlorine		

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1. Introduction

1.1 Background

Government of Ethiopia (GoE) has sets out its development goals in successive Growth and Transformation Plans (GTPs), which identify water and sanitation as priority areas for achieving sustainable growth and poverty reduction. To facilitate achievement of the GTP and UAP targets, GoE has prepared a WASH Implementation Framework (WIF) to provide guidance for implementing the Programme and also defines the roles and responsibilities of major stakeholders in the WASH sector.

The One WASH National Program (OWNP) is the Government of Ethiopia's (GoE) main instrument for achieving the goals set out for WASH in the Growth and Transformation Plan (GTP). The program was designed to be implemented in two Phases. Phase I covered the period from July 2013 to June 2015 and Phase II from July 2015 to June 2020. Phase I of one WASH, as is specified in the One WASH national program, is designed to increase harmonization and alignment among and between development partners and the GoE. During this phase WASH organizations and procedures are supposedly to be fully established and become operational at all levels. During this Phase I, partners, including Civil Society Organizations (CSOs) are expected to increasingly align their targets, plans and activities with the program and strengthen coordination in planning, implementation, monitoring and reporting of all WASH activities amongst stakeholders at different levels. Any new WASH programs or new phases of existing WASH programs are also expected to align with the Program's principles, approaches and plans.

The development objective of the OWNP program is to "increase access to improved water supply and sanitation services for residents in participating woredas, towns, and communities in Ethiopia".

The intermediate objectives of the water supply component of the OWNP during 2021 to 2025, more specifically are:

- 100% rural population using water supply with basic services of which 35% using piped water supply and 22% using safely managed drinking water supply services;
- 100% of the urban population using piped water with basic water supply services of which 58% using safely managed drinking water supply services;
- Decrease rural water supply schemes non-functionality rate to 5%;
- 100% of woredas having spare parts supply chain services for rural water supply schemes maintenance;
- 100% of woredas with water quality monitoring system in place and rural water supply schemes with water safety plan;
- 60% of woredas having the private sector and/or small and microenterprises involved in rural water supply O&M activates;

- 72% of urban water supply utilities with non-revenue water 20% or less; and (viii) 30% of urban water supply utilities with 16 hours/day or more continuity of water supply at premises.

In September 2013, the Ethiopian government launched its (multi-sectoral) Sector-Wide Approach (or SWAp) for water, sanitation and hygiene called the One WASH National Programme Phase I (OWNP I) for a period of 2013-2018. The plan brings together four ministries - Water Irrigation & Energy, Health, Education, and Finance - in a bid to transform the way water and sanitation services are delivered to the people of Ethiopia. It is a further step in the gradual development of the essential policies, guidelines, financing and coordinating mechanisms to deliver universal access to water and sanitation, and to sustain services, across the country. It consolidates planning, budgeting and reporting activities of WASH in a broad sector wide approach with the catch phrase "One plan – one budget – one report", highlighting the harmonising of WASH efforts around the country. WASH management will improve under One WASH, with a Consolidated WASH Account at the Ministry of Finance (MoF). The second Phase of OWNP for a period of 2018-2020 was launched on March 22, 2019.

The OWNP has helped the sector transition from a project-based to a multi-sector approach guided by an established WaSH Implementation Framework (WIF). The OWNP aims to coordinate WaSH activities and to improve efficient use of financial resources for enhanced service delivery in rural, urban, and pastoral communities, as well as in public institutions such as schools and health facilities.

To achieve substantial acceleration towards meeting the Growth and Transformation Plan (GTP) and Sustainable Development Goals (SDG) targets, the government is integrating innovative and less expensive models with conventional modes of implementation. To this end, the Government of Ethiopia has endorsed the inclusion of Community Managed Projects (CMP) for rural WASH in the National WASH Programme.

One WaSH - Consolidated WaSH Account Project (One WaSH - CWA) duration is of five years duration, from 2019 to 2023. Due to limits on the duration of One WaSH - CWA, limited finances, construction and drilling capacity (lack of skilled technicians, contractors and equipment), the Project recognises the need to prioritise low-cost water supply facilities that can be constructed by local artisans through community managed projects. The guiding principle of the Project is, "some for all, not all for some", to ensure that un-served areas, communities and households receive at least a basic level of water supply and sanitation services. Focusing on lower-cost options that can be constructed by artisans and managed by communities will also reduce the long-time frames currently spent on procurement.

Community Managed Projects (CMP) is one of many OWNP innovations, alongside Self-supply, Woreda-Managed Projects (WMP), NGO projects and multi-village schemes.

Community Managed Project (CMP) Implementation Manual was developed and used by COWASH and implemented in 76 woredas using Micro Finance Institutions (MFIs) as intermediaries to transfer funds to communities/WASHCOs to procure project goods, materials and services for the implementation of WASH facilities at communities and institutions.

The Program Operational Manual (POM) of the One WaSH - CWA Programme has recognised that adjustments are needed for community representatives to access public funds and for community procurement. The POM published in September 30, 2014 says (4.3.5): "The program will involve activities that will be carried out directly by the community. The procurement procedures to be followed by community will be elaborated in a separate manual that will be approved by the MoWIE and MoF." The One WASH – CWA Project Appraisal Document (PAD), Jan 30, 2019, says: "Strengthening of community WaSH committees (WASHCOs) through technical assistance to enable self-operation of water services (including legalization of committees, establishment of bank accounts and financial record keeping of collected fees, diversification and inclusiveness of committee members to ensure adequate representation).

The OWNP II document clearly recommends to take the CMP modality into use and states shortly on how it should work: "At the woreda level, the WoFED manages the WASH fund. The WoFED will open a special account for WASH funds. In woredas where CMP projects are implemented, the WoFED will also open another account dedicated for CMP or can outsource the channelling of the fund to a service provider (Cooperative Bank, MFI). In either case, the responsibility for managing Programme funds will be the WoFED.

1.2 The Community Managed Projects (CMP) modality

1.2.1 Motivation for introducing CMP into One WASH – CWA Project

The main challenges in rural WASH are high number of existing rural water supply schemes requiring improvements, low woreda level implementation capacity, high levels of non-functionality of rural schemes, low financial absorption capacity and significant human resource capacity challenges, in particular at woreda level. This situation has persisted despite large but limited capacity building initiatives

The need for a more innovative approach was strengthened by the desire of the GoE to empower communities. The Rural Water Supply and Environmental Programme (RWSEP) which was launched in 1994; responded by establishing the Community Development Fund (CDF) from 2003.

The success of RWSEP led to growing interest by GoE and donors in the CDF. The Government of Finland asked the World Bank, Water and Sanitation Program (WSP)-Africa to undertake an independent study to evaluate the achievements of CDF and to recommend concrete and feasible measures to scale it up.

The emergence of CDF as an effective financing model was a factor in the development of the WASH Implementation Framework to consolidate harmonisation and establish effective integration between WASH interventions and a more effective implementation mechanism. In turn, the WIF as well as the OWNP I and II documents recognise CMP as one of the implementation modalities for rural WASH.

1.2.2 Advantages of CMP

The Community Managed Project implementation modality addresses the challenge of speeding up the development of sustainable rural WASH services and furthers sector policy objectives of decentralised, effective and sustainable service delivery. CMP delivers on integrated, participatory, decentralised approaches by enabling communities to initiate, plan, implement and manage their own water and sanitation projects.

CMP promotes sector policy

The community management approach is responsive to community demand and its readiness to play an active role in the development of WASH services. CMP stimulates awareness in the community and promotes a sense of ownership which is essential for sustainability. It provides incentives for community to strengthen their organisation and capacity. It is pro-poor as it reaches areas that have not already been served through the governmental system and involves low-cost infrastructure that communities can afford to operate and maintain. CMP engages with financial institutions and private operators. It supports Community Water Committees (WASHCOs) to manage their own water supply and sanitation and inculcates a culture of saving in communities.

Efficient model of implementation

According to the WSP-Africa evaluation, in communities where CMP was implemented:

- Project implementation rate increased by up to a factor of 5

- Utilisation of investment budgets increased from an average of 53% to close to 100% (other large donor programmes average below 50%).

Higher sustainability

- WSP evaluation and other studies indicate that CMP schemes have achieved functionality rates of 94%, significantly above the national average of 75 %.

CMP empowers communities and local service providers

- CMP has resulted in increased community ownership of projects, including their capacity for implementation and maintenance.
- CMP builds locally available private sector capacity for construction and maintenance and facilitates the establishment of local spare parts supply chains.
- CMP stimulates woreda capacity for facilitation and supervision and releases resources from implementation management.
- As communities save for O&M, CMP brings local banking closer to the community.

1.2.3 COWASH project and use of the manual

For the aim of establishing CMP financing as an efficient mechanism for rural water supply development in regions suitable for its introduction, Community-Led Accelerated WaSH in Ethiopia (COWASH) project has been established. The finance for the project is covered from the Government of Finland, Government of Ethiopia/regional governments contributions and beneficiaries of the projects. The project is functioning at two levels: federal and regional levels.

The CMP approach has been in use in COWASH project since 2011 in three phrases. The third phase of the project which has been implemented from to end of March 2021 was implemented in 76 woredas located in 5 regions using Micro Finance Institutions (MFIs) as intermediaries to transfer funds to communities/WASHCOs to procure project goods, materials and services for the implementation of WASH facilities at communities and institutions.

Since April 1/2021, the fourth phase of the project which is going to be implemented until end of December 2024 has been started. The phase IV is to be implemented in close to 104 woredas located in 6 regions (Amhara, Benishengul Gumuz, Oromia, SNNP, Sidama and Tigray). In the phase only **community water schemes** are to be implemented using the CMP approach. The overall objective of the project is to contribute to achieving Ethiopia's Ten Years Development Plan (2021 – 2030) which targets for the WASH sectors in terms of water, sanitation and hygiene access coverage and quality of service delivery in selected rural areas by using CMP approach.

In all the past three phases funds for the construction of water schemes to WASHCOs were channelled using the MFIs but in phase IV due to various reasons the need for testing the woreda finance office to channel investment funds to WASHCOs has arisen and this manual which disburses community water supply ***investment/construction funds to WASHCOs through WoFED*** *has been prepared to be* ***tested in SNNP and Sidama*** *regions. Based on the testing result the fund flow modality will be scaled up to other COWASH regions. Now South-west Ethiopian Peoples' region is a split from the former SNNP region, the new region will use this guideline for the implementation of the CMP approach in the region.*

2. Principles and concepts of Community Managed Projects (CMP)

The Water Resource Management Policy (1999) and the One Water National Programme (2013 and 2019) both support decentralised management and integrated, participatory approaches to providing improved water supply services. Communities and the recovery of O&M costs are recognised and supported in this policy.

The Community Managed Project (CMP) option delivers on these policy aims by supporting communities to initiate, plan, implement and manage their priority water projects. In the case of communities, CMP relates only to water schemes since sanitation is developed by households, under the community-led total sanitation and hygiene approach.

The CMP option makes communities responsible for developing, managing and operating water schemes. Funds for physical construction are transferred to the communities from woredas making communities responsible during the full project cycle, from planning, implementation (including procurement of most materials and labour) and O&M. The WASHCO is directly responsible for contracting, procurement and quality control and is financially accountable to the community, the kebele and the woreda administration. There is no handing over of scheme to communities, since the community already owns the project from the initiation.

Representatives of the community user groups become the project managers while the government structures at woreda and regional level, freed from managing the implementation of a large number of individual projects, can focus on facilitating progress towards their targets. This includes channelling funds, administration, training, supporting capacity building of communities, monitoring and managing the woreda WASH programme.

Groups with the potential capacity to take on the CMP role are Water, Sanitation and Hygiene Committees (WASHCO). When this document refers to community in relation to CMP, it refers to these entities.

The core principles of CMP under the public finance and procurement management system are the following:

- CMP is appropriate for communities that demonstrate the demand and capacity to manage the development of water schemes. It is initiated by a community asking for a water supply scheme and expressing readiness to manage the process. It is subject to such a scheme being appropriate to the local rural WASH plan (see 3.2.4 below) and subject to approval by the woreda after assessing the readiness and capacity of a community to manage the process. It is designed for the installation of water supply technologies as defined in section 4.2.
- Investment funds are transferred from to the (regional) Bureau of Finance (BoF) and then to the (district) Woreda Finance and Economic Development Office (WoFED);

- The Woreda Finance and Economic Development Office (WoFED) establishes a WASH account at woreda level, which includes the allocated budget for CMP[1]. WoFED withdraws money from this account in accordance with budgetary decisions and provides communities with finance to carry out their responsibilities. The WoFED accountant opens subsidiary ledgers for each WASHCO showing the total budget and the funds dispersed to community representatives.
- The community group becomes directly responsible for core implementation: contracting, procuring and supervising construction and/or rehabilitation;
- Procurement by the community is subject to oversight by the Woreda WaSH Team;
- The community group undertaking a CMP is financially accountable to the Kebele and Woreda office of Finance and Economic Development;

3. Implementation arrangements for CMP

3.1 Overall institutional arrangement

The One Water National Programme is overseen by the National WASH Steering Committee (NWSC) whose members include Ministers and State Ministers from the Ministries of Water and Energy, Health, Education and Finance. The NWSC is chaired by the Minister of Water and Energy (MoWE). The technical arm of the NWSC is the National WASH Technical Team consisting of Directors from the four WASH ministries.

The National WASH Coordination Office (NWCO) is responsible for coordinating, planning and oversight and reports to the National Steering Committee. Each of the participating ministries (listed above) also has a WASH Programme Management Unit (PMU) responsible for implementation. In addition, the Ministry of Water and Energy will assign the relevant Directorates under it to support the Community-Managed Approach as part of One WASH National Programme.

Regions, zones and woredas also need to strengthen their WASH structures by appointing CMP focal units to assist the process.

[1] The Woreda Rural WASH Fund comes from two sources: one sum from the Regional Block Grant and another from the (donor given) National Consolidated WASH Account. These two flows are held in separate accounts at woreda level to ensure auditing accountability, but for budgeting purposes they are combined.

3.2 Detailed institutional responsibilities

3.2.1 Federal responsibilities and posts

The responsibilities of NWCO include promotion of CMP. For this the NWCO shall appoint one CMP specialist. The PMU has a responsibility to support implementation and supervisory management of the CMP, and this requires a dedicated PMU-CMP focal person.

Institutionalisation does not stop at programme implementation; it is also required for post-construction. Therefore, the Ministry of Water and Energy in its appropriate directorate should also establish a unit for CMP.

Federal level responsibilities with regard to CMP will be the following:

- Developing CMP policies, strategies
- Including CMP in the national WASH plan and reports
- Developing CMP implementation guidelines and procedures
- Developing CMP specific training materials
- Promoting the CMP modality nation-wide
- Facilitate funding resources for CMP
- Providing technical support, capacity building and supportive supervision to regions in regards to CMP
- Conducting CMP related research and studies
- Facilitating experience exchange and networking between regions for CMP
- Supervision, follow-up and reporting on CMP related issues, outcomes and progress (disaggregated in national reports)

3.2.2 Regional structures

Main structures

At regional level the main structures involved in CMP are the following:

- Regional WASH Coordination Office (RWCO)
- Regional WASH Technical Team (RWTT)
- Regional Programme Management Units (RPMU) in water, health and education
- COWASH Regional Support Unit (RSU)
- Regional Bureau of Finance (BoF)

The overall responsibility for fund management is with BoF. The other main responsibilities at regional level are the following:

- Selection of woredas (for CMP promotion in appropriate kebeles) in consultation with zone administration and as per the region-specific criteria;
- Ensuring that in each selected woreda, WASH stakeholders are committed to partnership for harmonised, aligned and coordinated WASH that the woreda is ready and willing to adopt the CMP modality;
- Ensuring that a CMP investment fund allocation is made available for each selected woreda in line with their annual plan;
- Setting an annual maximum investment ceiling for each project type;

- Recommending minimum community up-front cash deposits by the WASHCO group to cover operation and maintenance (O&M);
- Recommending (optional) community contributions for investment according to the regional context;
- Reviewing CMP elements of the region's annual WASH plan & budget (based on woreda, zonal and bureau plans) for Regional WASH Steering Committee endorsement.
- Supervision, follow-up and reporting of CMP related issues, outcomes and progress (disaggregated in regional reports)

Regional Programme Management Unit and CMP team

The Regional Programme Management Unit (RPMU) is responsible for effective implementation of regional WASH programme and has formal oversight of CMP. However, due to the specialised nature of CMP and the intensive support required by woredas and communities, a CMP team called Regional Support Unit (RSU) for technical support and assistance has been developed under the Water Bureau.

The CMP team comprises a team leader/coordinator, technical specialists, financial specialist, capacity building specialist, planning and M&E Specialist and zonal /woreda advisors. To carry out its function effectively, the CMP team needs to work with a degree of autonomy, according to specific regional ways of working. If the number of woredas implementing CMP is substantial, it is advisable to have a zonal support advisor.

3.2.3 Zonal responsibilities

Zonal responsibilities vary between regions depending on their size and capacity. For CMP, the main responsibilities of zones are to:

- Provide training to woreda WASH sector offices and woreda WASH teams
- Supervise training conducted by woreda
- Supervise the activities of woredas
- Provide technical support to woredas

3.2.4 Woreda structures and CMP cycle

Each woreda has a Woreda WASH Team that is accountable to the Woreda Cabinet for WASH implementation and is chaired by the Woreda Administrator or his/her designate. WWT composition and responsibilities in general are explained in WIF.

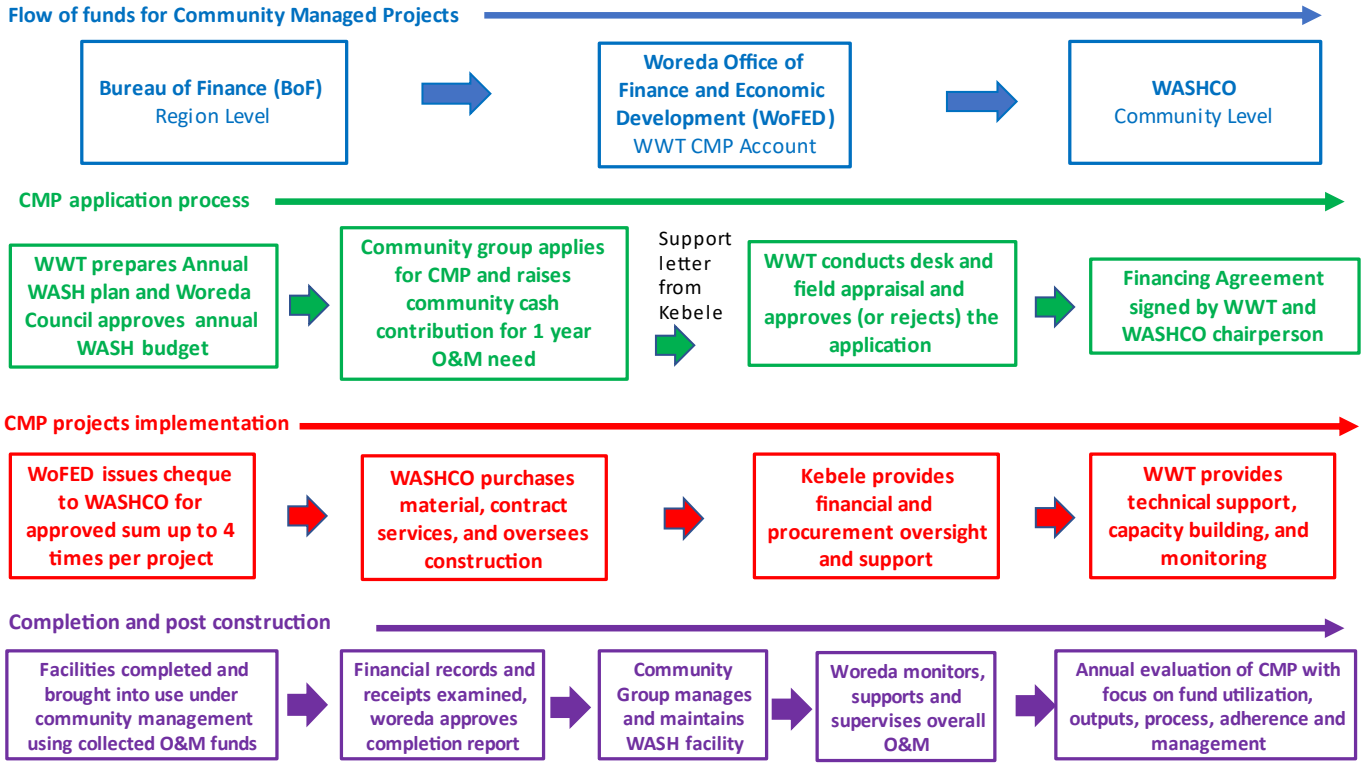
There are five steps at woreda level and below in the complete cycle from the planning of rural WASH services to the point where a community has implemented its own project and is successfully taking care of operation and maintenance.

Phase 1 Woreda planning
Phase 2 Community level preparation
Phase 3 Fund channelling
Phase 4 Implementation
Phase 5 Operation and maintenance

Figure 1 illustrates funding flow from federal to regional and to woreda (district level) with funds issued to approved community representatives to purchase materials and services. It

also illustrates the application process, implementation, completion and post-construction O&M and monitoring.

Figure 1: The Community Managed Project Cycle



The formal starting point is the development of a rural WASH plan drawn up by a Woreda WASH Team based on community priorities. Communities are sensitised and trained to identify their development priorities. Based on community demands, the Woreda WASH Team (WWT) develops an annual COWASH plan with both targets for the number and types of facilities and financial plans including community water supply construction using the CMP approach. For planned community water supply schemes to implemented using the CMP approach, investment money will be allocated and disbursed in the following way:

- The annual Woreda WASH Plan will be the basis for the annual Woreda WASH Budget set within the regional ceiling;
- The CMP investment grant will be separately budgeted in the Woreda WASH Budget;
- Once the woreda approves the WASH plan and budget, the CMP investment grant will be channelled from BoF to WoFED as a separately designated part of the WASH Budget;
- Woredas and kebeles will create awareness through orientation of communities to organise and identify their priority development areas;
- Communities through a WASHCO prepare and submit WASH CMP project applications for grant approval;
- Communities collect an appropriate amount to cover operation and maintenance costs; this money, not being part of the government allocation, can be deposited with any bank, micro-finance institutions or other financial entity they can establish in their own name;

- WWT will appraise community applications. If an application is approved, the final design and cost estimates will be decided and separate funding agreement for each project will be signed by the WWT and the relevant community group, which should be certified by the woreda;
- The WWT submit the list of projects with the amounts of the investment grant to WoFED which disburses money from the WASH account;
- The community group starts to implement the CMP project, procuring necessary services and goods in line with the WASHCO Procurement Guideline defined in this document (Annex ZN) and subject to oversight by the woreda;
- During the execution of the project the kebele administration provides financial and procurement oversight and support to the WASHCO.
- The Woreda WASH team provides technical support, capacity building and monitoring;
- When the facility is complete, the WASHCO uses the upfront contribution they collected and deposited for O&M to ensure sustainable post-construction service and establishes a tariff system to collect user fees annually for O&M.
- Woreda monitors, supports and supervises O&M of the CMP schemes.

Responsibilities related to CMP include:

- Selection of CMP kebeles in consultation with kebele administration;
- Ensuring that the woreda is fully prepared for CMP and that WASH sector stakeholders in the woredas are committed to implement harmonised, aligned and coordinated WASH in partnership;
- Assuming financial and operational responsibility for the CMP investment fund management through the Woreda Finance and Economic Development Office;
- Making timely fund requests and follow-up fund transfers and use;
- Approving variations within the critical maximum investment ceiling approved by the RWTT for each scheme type;
- Deciding on minimum community up-front cash deposits by as well as the minimum user fees the WASHCO to collect and cover project management and operation and maintenance (O&M), in line with the regional guidance;
- Allocating, approving and channelling woreda level investment funds for CMP
- Reviewing and approving plans and budgets for CMP in the woreda annual WASH plan, forwarding them for RWTT review and RWSC approval.

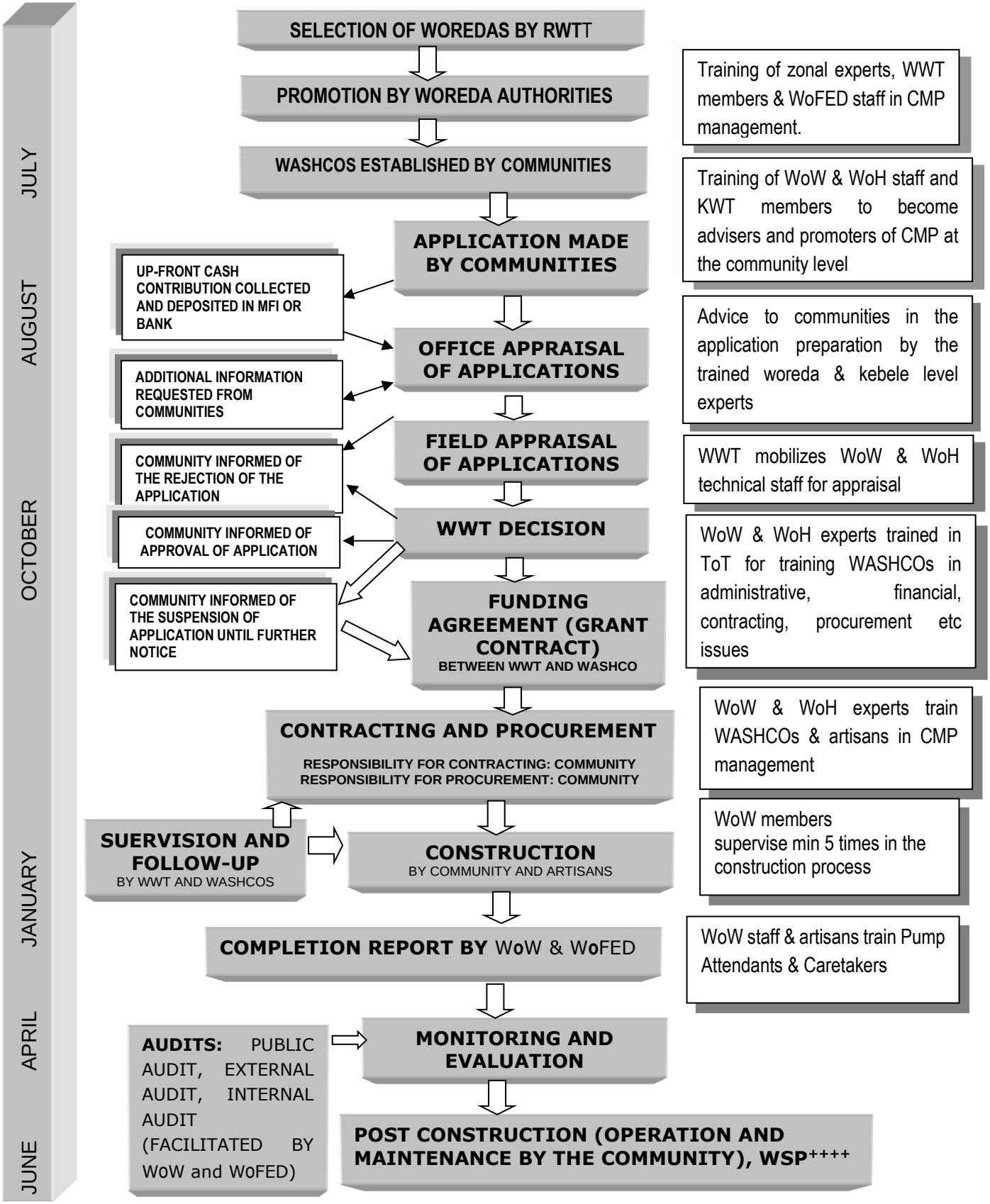
Diagrammatic representation of the CMP cycle

The CMP cycle is described in the following diagram that indicates the phasing of activities as foreseen in the woredas as per the experience gained. The major training activities should be carried out before the construction starts. The diagram below presents the option where investment funds are channelled to the community through the WoFED.

Water Users' Associations (WUAs) Legalization

One of the important CMP project processing cycles in phase IV is the **legalization of water users' associations (WUAs)** depending on the proclamation by each region for this purpose. From the CMP project processing cycle point of view, it is very important legalizing WASHCOs in the preparatory phase/cycles of the approach, that is before the WASHCO signs funding agreement/grant contract with the WWT. As one of the important responsibilities vested to WASHCOs in the legalization of WUAs is legality of WASHCOs for making any agreement with other parties and the possibility to sue or be sued when breaching of agreement happens due to various reasons.

FIG 2. The Community Managed Project Cycle with Responsibilities



WSP++++ concept combines Water Safety Plan (WSP) that also addresses climate change adaptation and disaster risk reduction (+), O&M and water fee collection (++), inclusion (+++) and sanitation (++++).

In each woreda where CMP is implemented, the Woreda Office of Water (WoW) will appoint a technical person as CMP supervisor to undertake practical duties within the WWT mandate.

The CMP supervisor is responsible for implementation and progress of community CMP and overall CMP project within the woreda and plays a leadership and coordinating role with CMP focal persons in health and education bureaus who are responsible for day-to-day monitoring and supervision of individual projects.

The CMP supervisor takes the notes and assists the permanent WWT secretary to finalise the minutes of meetings that discuss CMP related issues.

The CMP supervisor and the head of the woreda water office are responsible for receiving community applications on behalf of the WWT.

The WWT meets once every 15 days to discuss CMP issues, and approves applications in accordance with agreed principles. The WWT ensures that each project application is appraised in a timely fashion and that WASH sector offices in the woreda are carrying out their responsibilities in CMP implementation.

Woreda staff, particularly Woreda Office of Water (WoW) members shall provide guidance and technical support in site selection, planning, social, environmental and climate risks screening, climate resilient water safety planning, accessibility design, budgeting, training, procurement, supply and transport of materials supervision and monitoring.

Detailed works of woreda during the construction and implementation of CMP are:

- Technical assistance in site selection and supervision of WASH facilities;
- Procurement, storage and transport of materials if these responsibilities are delegated by the community;
- Lending moulds, special tools and other equipment to communities;
- Training WASHCOs in contracting and procuring services, materials and equipment;
- Training WASHCOs in monitoring and quality control work in progress;
- Training WASHCOs and community members in O&M, hygiene education, inclusion of persons with disabilities and gender sensitisation and women leadership;
- Ensuring that woreda and kebele stakeholders have adequate knowledge of WASH in general and CMP implementation in particular;
- Assisting and training WASHCOs in the financial management of CMP, in community contributions and public auditing of projects;
- On site field visits to check the quality and progress of CMP construction;
- Technical support for community representatives and artisans;
- Preparing financial reconciliations and progress reports during implementation;
- Internal audit;
- Endorsing the project completion report prepared by WASHCO.

3.2.5 Community level structures

Communities represented by WASHCOs are fully responsible for the overall implementation of the WASH facilities: contracting artisans, contractors and suppliers, procuring construction materials & tools, borrowing specialist construction equipment from the WoW, organising

materials and labour contributed from the community, organising community cash contributions for project management and operation & maintenance. If they wish, WASHCOs groups can, with technical assistance from the woreda, make a single turnkey contract with artisans or contractors, covering the whole physical works within the limits given in this document.

WASHCOs are responsible for stimulating their communities/members to fully commit to the community managed project, to ensure that they have a genuine sense of ownership. On matters of design, siting, regulation etc. it is important that the community makes the choices, even though they are advised by woreda experts. Raising sufficient finance for sustainability is an ongoing and continuous long-term community commitment.

Detailed works of communities during the construction and implementation of CMP projects are:

- Representing community opinions in the development and management of improved water and sanitation facilities.
- Mobilising users (including persons with disabilities) to participate in all aspects of implementation, such as design, site selection, construction, management, O&M and monitoring.
- Ensuring re-election and training of new committee members as necessary.
- Signing all relevant agreements, certificates and contracts.
- Identifying and maintaining a list of water source users.
- Collecting community contributions towards O&M of the facility (pump attendant/caretaker wages, grease, spare parts etc), and any further contributions the community decides to make towards construction in materials, labour or cash.
- Receiving funds from WoFED drawn on the woreda WASH bank account up to four times a year. Any money cashed but not spent must be kept safely and separately and accounted for;
- Organising supporting labour from community members and decide on exemptions
- Procuring materials and services
- Supervising the work of the artisans
- Preparing progress reports and submit these to the woreda
- Preparing financial reports, requests and receipts and submitting these to WoFED.
- Promoting improved hygiene practices and sanitation among water users and record current latrine and handwashing status.
- Promoting protection and development of the water catchment area and closure of the micro-catchment.
- Carry the preparation and implementation of water safety plans
- Setting up and enforcing by-laws that reflect community requirements to govern the water source and its use;
- Appointing caretakers and pump attendants and monitoring their performance. Agreeing O&M tasks and responsibilities with water users.
- Ensuring that major damage to the scheme is immediately reported to the Woreda Water Office.

4 Eligibility for CMP funding

4.1 Communities eligible for CMP funding

Communities that wish to apply for funds from CMP must comply with the following criteria:

- The community considers the lack of safe water a major problem;
- Improving access to water is a priority in the kebele development plan;
- Support is demonstrated by a support letter from the kebele;
- The community is willing to establish a WASHCO to take financial and operational responsibility for construction and future operation and maintenance;
- The community will elect women to WASHCO > 50 % and encourages also persons with disability to be elected
- The community is willing to contribute in labour, in kind, and in cash. The minimum community contribution expected for different water supply technologies is as follows;
    - 15% for **new** hand dug wells equipped with hand pump, development of spring on spot, development of spring with collection chamber and construction of rural piped schemes (RPS) from gravity springs.
    - 20% for **rehabilitation** or **expansion** of hand dug wells equipped with hand pump, shallow wells equipped with hand pump, development of spring on spot, development of spring with collection chamber and rural piped schemes from gravity springs.
    - 5% for new shallow wells drilling and equipped with hand pump,
    - 10% for new rural piped schemes (RPS) from motorized spring or deep well.
    - 1% for new deep well drilling.
- The community demonstrates its commitment by depositing a cash contribution in a nearby registered financial institution, at a minimum covering O&M costs for a year;
- Communities located within a Kebele that has adopted a community-led total sanitation approach should demonstrate that each household has a basic or improved latrine
- It is recommended that communities which have not been served are given priority;
- It is recommended that at least 30 adjacent households should benefit a new water scheme. Provided all other criteria are fulfilled, the WWT may accept applications from fewer than 30 households, if there are exceptional factors, such as excessive distance to the closest water scheme or an intervening natural barrier (e.g. a river) to cross.

4.2 Eligible technology

An important feature of CMP is the focus on low-cost technologies such as hand-dug wells and springs, well-suited to the hydrological conditions in many parts of Ethiopia. Less complex procurement processes lend themselves to community management.

CMP can be also used for higher technology options such as drilled wells and rural gravity piped schemes and there are such experiences which cand be scaled up.

Community Managed Projects are intended for financing new construction, reconstruction, rehabilitation or re-location of one of the approved technologies provided that costs do not exceed the critical maximum budget ceiling established by the regions.

The following water supply technologies are eligible:

Water

- Community hand-dug wells fitted with a hand pump
- Community spring development on spot or with collection chamber
- Community shallow drilled wells fitted with hand pump
- Community rural piped schemes from gravity springs
- Community rural piped schemes from motorized springs
- Community rural piped schemes from deep well sources.
- Deep well drilling for rural piped scheme.

Multiple use

In addition, it is possible to apply for additional components for multiple use of water to improve livelihoods, so long as the total estimated construction costs do not exceed the critical maximum budget ceiling. Examples include cattle troughs, basins for washing clothes, showers and small-scale traditional irrigation from surplus water.

4.3 Eligible costs within CMP grant

In order to be considered eligible in the context of the CMP approach, costs must:

- Be used for WASH facilities only and incurred in adopting the CMP modality;
- Be mentioned in the budget estimate annexed to the Funding Agreement;
- Be cost-effective and within the acceptable market prices;
- Be incurred during the duration of the execution of the project and following the signature of the Funding Agreement;
- Be identifiable and verifiable expenditures recorded in the WASHCO register book, backed by originals and supporting documents.

If the above conditions are met, the following direct costs are eligible:

- Purchase costs for equipment (new or used) and services (transport, rent, etc.), provided they correspond to market rates;
- Purchase costs of construction materials;
- Expenditures on subcontracting artisan(s) for labour and/or for turnkey contract;
- Expenditures on contractors and suppliers;
- Authorised community members travelling outside their working areas in pursuance of the construction of WASH facilities will be paid the minimum allowable subsistence allowance of the respective regional guideline.
- Transport expenses will be reimbursed, on condition that valid receipts are presented.
- For government employees working as WASHCO members the subsistence payment must be in line with regional government guidelines for travel within and outside a woreda town and their working cities for constructing WASH facilities.
- The budget for WASHCO allowance & transport expense has to be approved by the WWT as a WASHCO administrative expense as part of each project investment cost. The maximum allowable percentage of this budget will be 5% of the total grant/CMP budget to be allocated from the project (excluding the community contribution).

The following costs cannot be included in the application for CMP investment fund and will not be met:

- Costs of preparatory activities before the signing of the Funding Agreement;
- Inputs that are defined as community contribution in kind or in cash.

CMP funds cannot be used as a source for credit or loan.

5. CMP application and follow up

5.1 CMP application for community groups

Communities interested in developing a water scheme through CMP prepare and submit applications for WASH grant to Woreda WASH Team (WWT) for review and approval.

The WASHCO is going to take responsibility for procurement and construction, maintenance, rehabilitation/augmentation, replacement/ reinvestment and insurance, must be established before an application is made. The composition, strength and resilience of the community are important for the sustainability of the WASH facilities.

The Woreda Office of Water (WoW) distributes application forms to the Kebele WASH Team, whose members will also be trained in CMP to enable them to function as promoters and community level advisors. Kebele WASH team members, woreda water office staff and members of the WWT should commit themselves to helping applicants in the preparation of applications.

Application must be submitted on the Community Managed Projects Water Point Application Form, (Annex A of this guideline) which should be translated into the working language of the region. Applications should complete the form carefully and clearly, following the instructions and providing the supporting documents listed. When an application is received the woreda opens a project follow up form to track its progress (Annex B).

The final design and cost estimate of the application will be decided through the desk and field appraisal process elaborated in sections 5.1.3 and 5.1.4.

5.1.1 Budget estimate as part of CMP application

Budget estimates are prepared as a part of the application process. Applicants should pay special attention as the budget estimate will be the basis for the Funding Agreement. The Woreda Water Office must prepare information on the estimated average construction costs of different technologies and on how to value the community contribution. This information should be updated annually and shared with the Kebele WASH Team.

5.1.2 Submission and processing of applications

The plan developed by the community is assessed at district level with an initial desk appraisal followed up by a field visit and appraisal. Any revisions needed to the design are negotiated and the design estimate revised.

Communities are expected to raise and place in a savings account a cash contribution equivalent to one year's operation and maintenance costs.

After a successful completion of the approval process by the woreda, a funding agreement is signed between the WWT and the WASHCO.

5.1.3 Desk appraisal

Applications should be delivered by hand to the CMP Supervisor preferably on working days. The following processes take place in the presence of the WASHCO members:

- The application is numbered: Application No. **XX /EFY (XXXX**);
- The application is registered and a Project follow-up form (Annex2) is opened and attached to the project file;
- The CMP Supervisor or his/her delegate performs an office-level "desk appraisal" (Annex D) to verify administrative compliance in the presence of WASHCO members, with immediate feedback if any essential documentation is missing.
- The CMP Supervisor or delegate issues a receipt to the applicant acknowledging submission of the application and that it is (or is not) administratively compliant (Annex F). In the latter case (non-compliant) the applicant will receive written explanation of the reasons, e.g. list of missing documents, and will be given instructions on how to complete the application satisfactorily. Timing for re-appraisal may be agreed, if convenient;
- In case of administratively compliant application, the CMP Supervisor or his/her delegate will propose to the WASHCO members the timing of a field appraisal.
- The field appraisal should take place as soon as possible, preferably before the next WWT meeting or within 15 days.

Desk appraisal criteria for community CMP are detailed in Annex D. They assess:

- Is the technology type eligible for financing by the CMP?
- Is the proposal for a hand-dug well with hand pump, hand-dug well with rope pump, spring development, shallow drilled well with hand pump, rural piped scheme from gravity spring, rural piped scheme from motorized springs or rural piped scheme from deep wells?
- Is the requested contribution for external budget support within the critical maximum budgeted ceiling applicable for the CMP grant in the woreda if any?
- Does the indicated community contribution for construction (in kind & /or in cash if committed), satisfy the minimum percentage required?
- Is the indicated upfront cash contribution from the community greater or equal to one year's O&M?
- Does the application contain the following?
    - ✓ Minutes of community meeting stating that the WASH facility is a priority and the felt need of the community
    - ✓ List of participants at the meeting including signatures
    - ✓ List of elected WASHCO members including their sex, age and responsibilities
    - ✓ Verification of upfront cash contribution from community if collected and deposited in a savings account at a finance institution before submission of the application

- ✓ Recommendation letter from the kebele administration

Using these criteria, the CMP Supervisor or delegate makes a decision about whether the application is administratively complaint and, if so, recommends field appraisal. In case of refusal, reasons must be given in writing and the applicant given guidance on how to make the application complaint. The receipt form in Annex F should be signed and dated.

5.1.4 Field appraisal

The purpose of the field appraisal is to verify that the proposed WASH facilities construction meets the feasibility criteria. Woreda Appraisal Team (WAT) members (mainly experts from WOW) carry out the field appraisal. The composition of the WAT may vary, but each team is expected to have at least one technical expert and one expert with the ability to cover gender, disability inclusion, community-based planning and implementation, IEC, sanitation, climate risks as well as management related aspects. The Field Appraisal form is presented in Annex E.

While verifying the feasibility of a water scheme construction, the WAT may propose budget corrections, site re-selection, or other corrective actions. If these can be implemented immediately, the application can be revised and reappraised on the spot.

The WWT will appoint a Field Appraisal Team consisting of 2-3 experts with complementary skills and backgrounds. The appraisal will be carried out using participative methods that allow the quality of an application to be improved even during the appraisal in order to guarantee fair evaluation and treatment of all applications/applicants. WAT findings will be recorded during the field appraisal using a checklist and structured questionnaires to ensure that all projects are evaluated in similar manner. The reports will be filed in a project file for future reference at the Woreda Water Office.

The appraisal team will submit its report to the WWT for approval by completing (filling) the Woreda Water Team approval form (Annex G).

The following are the highlights of the criteria used in the field appraisal in order to verify the application of community CMP WASH. See field appraisal form (Annex E) for details:

- **Importance of project to the community**: is it a priority; how many beneficiaries?
- **Social feasibility**: WASHCO members elected democratically with appropriate rules, regulations, levels of participation; acceptability of facilities to the community (cultural/religion/psychological and distance); written agreement with owner of land.
- **Community contributions**: in labour, materials and cash, with materials of appropriate quality, and commitment to manage O&M after construction.
- **Technical feasibility**: suitability of proposed source in terms of quantity, quality, accessibility, location and convenience for development and use; impact of climate change on existing water sources.
- **Climate change & environmental risk management**: provision for drainage, soak away, fencing and other protection measures; possible climate change & environmental

risks and management; feasibility and impact of any multiple use (cattle, clothes washing, shower, etc.).

- **Social inclusion**: women's and possibly persons with disability representation in the WASHCO and participation at all project stages; how far new facility will reduce burden on women and persons with disability; design gender sensitive and accessible to people with disabilities.
- **Sustainability**: community committed to covering O&M costs and collecting water fees; how will it pay the caretaker; access spare parts and carry out preventive and corrective maintenance; maintain water quality; plan to ensure financial and governance transparency?
- **Implementation and costing**: community capacity to procure materials, equipment and services; capacity to make a turnkey contract. Are costs still acceptable and realistic post field appraisal?

5.1.5 Approval

After considering the results of the field appraisal, the WWT takes a decision to approve, postpone or reject the proposed project. Applicants will be informed of the result of the WWT decision in writing (Annex I).

As per the national WaSH Implementation Framework the composition of the WWT in each Woreda consists at least the following representatives: -

- Woreda Administrator (Chairperson)
- Head of Woreda Water Office
- Head of Health Office
- Head of Education Office
- Head of Women Affairs Office
- Head of Finance Office
- Head of Agriculture Office
- NGO representative
- The CMP supervisor (Secretary when CMP issues discussed)

Woreda WaSH Team decisions are considered valid when they have been endorsed by the Chairperson, Water office representative, and other members as defined by the WWT.

The WWT meets once every 15 days to discuss CMP issues, and approves applications in accordance with agreed principles. The WWT also ensure that each project application is timely appraised. WWT also follows up that respective WaSH sector offices in the Woreda are carrying out their responsibilities in WaSH implementation.

5.1.6 Funding agreement for community CMP

If the application is approved, the WWT will instruct the WASHCO about a Funding Agreement between WWT and WASHCO (Annex H) to be signed by WWT and WASHCO chairpersons. Annex J (General conditions of the funding agreement) also applies.

A time schedule for project implementation and a respective payment schedule will be drafted by the CMP Supervisor, indicating the technical assistance and supervision inputs by the Woreda Office of Water (WoW) and WWT members. The schedule is done by collaboration of both parties and every attempt will be made to respect the schedule, to enable woreda personnel to plan their inputs so they will be able to provide timely services to all the WASHCOs whose projects have been approved.

6. Financial management of CMP

6.1 Principles of CMP financial management

The major principles of CMP financing and management are as follows:

- The CMP financial management follows the rules and procedures of this guideline;
- WoFED is responsible for CMP fund budgeting; disbursement; financial reporting, and establishing adequate control mechanism.
- The CMP investment fund is channelled from BoF to WoFED. WoFED opens a WASH account at woreda level and disburses finances to beneficiary representatives in accordance with the approved budget;
- The CMP fund can only be used for investment works including payment to artisans and procurement of goods and transportation and for the per diem and transport expenses of community representatives.
- It is essential to separate community savings for O&M from the CMP funds/grant.
- Community contribution for community water supply is required with the minimum percentages put for each water supply technology in section 4.1.
- Communities are obliged to submit receipts to WoFED showing that 80% of the previous disbursement has been properly used, before any further disbursement.
- Community representatives will be trained by WoFED and supported by water office,
- Woreda water and finance offices provide valuable support to the functioning of CMP financial management by supporting, monitoring and training community representatives in financial management;
- Violation of agreed commitments by communities will be administered in accordance with the funding agreement and government law;

6.2 CMP Budgeting

6.2.1 Budget preparation

CMP budgeting follows the WASH budgeting process using forms and procedures designed by COWASH project. The basis for annual WASH budgets is approved annual plans, prepared at

each level regional, zonal or woreda according to a common planning format provided by the water bureau designed in consultation with the COWASH-RSU. At regional level budget preparation for supporting CMP will follow the standard budget preparation process designed for COWASH IV.

6.2.2 CMP budget preparation at woreda level

The WWT will prepare annual WASH plan for approval by the Woreda Council. The basis for annual WASH plans is the woreda WASH targets set by the region.

Woreda sector offices will prepare their WASH annual budget based on budget ceilings provided by BoF. The CMP investment grant will be separately itemised in the woreda WASH budget. The Woreda Office of Water (WoW) will prepare a community water investment budget. After approval of the budget by Woreda Council, WoFED earmarks the budget allocated for each sector office, showing community managed investments separately. The budget for each community level project has to be separately shown in the budget for channelling and budget control.

6.2.2.1 Management of Investment fund balance at MFI (OMFI) from phase III

It is clear that SNNP Bureau of Finance (BoF) has been channelling WASH facilities investment funds to WASHCOs via Omo Micro Finance Institution (OMFI). So, there is a possibility for some investment money to remain at the headquarter, branches or sub-branches of OMFI. In addition, there is also a possibility some money to be in the hands of WASHCOs, which they are expected to return to OMFI once the WASH facility construction is completed and fund use has been reported to water office.

The issue here is what to do with the money remaining at OMFI or in the hands of WASHCOs. It is obvious that money must be transferred from OMFI to BoF based on phase III investment fund channelling agreement made between the two (OMFI and BoF). For the money in the hands of WASHCO first the OMFI subbranch (woreda bank) and woreda water office of each woreda must work together so that WASHCOs to return any money in their hands or in their CMP investment account if any. Once the OMFI transfers the remaining amount to BoF, BoF can transfer the money to the woreda finance offices together with the money allocated by the region for phase IV. One important thing here is that there may be some money retained at OMFI from each WASHCO as a retention money for the artisan or contractor to be paid after a year of the provisional acceptance of the construction of the WASH facility. So, who to pay this retention money to contractors or artisans when the provisional acceptance period ends must be reached an agreement with the OMFI and BoF? How the agreement reached on this point between the two also affects the amount of phase III remaining investment money to be transferred from OMFI to BoF.

6.2.3 Budget content

Annual work plans and unit rates provide the basis for budget preparation. Based on the work plans, the Regional Support Unit (RSU) and COWASH focal person of each WASH sector bureau will prepare the budget for each activity. In order to streamline the budget preparation, it is essential that unit rates are determined annually. The unit rates are prepared by the RSU and approved by the RWSC. It is also important to use uniform budget categories. The COWASH budget categories in planning include: -

- **Investment**: Costs of constructing water supplies including fee for artisans, costs of materials, pumps, equipment and tools, operational cost of WASHCOs etc.
- **Capacity building**: Costs of capacity building such as training, physical facilities (vehicles, office equipment, etc.) and associated expenses.
- **Technical assistance**: Costs of the provision of support, technical assistance and monitoring at regional, zonal and woreda level including costs associated for study, design, monitoring and supervision.
- **Operational costs**: Fuel costs, maintenance of office equipment, per diem and related operational costs and expenses.

The part of the COWASH budget category planned for use in the CMP approach for community water supplies is only the **investment fund**.

6.2.4 Budget control

WoFEDs are responsible for recording, maintaining, and controlling CMP investment budgets and for ensuring that implementing communities can handle their financial management requirements.

Budget control is exercised to ensure that CMP funds are spent as planned with respect to categories, cost, timeliness, and value for money. Primary responsibility for budget control in CMP rests with WoFED. However, water office will provide support by collecting financial reports from communities' periodic inspection of works and procurement and regular monitoring of the whole process.

The main tools for budget control are, ledger cards, and budget tracking, achieved through using the budget expenditure subsidiary ledger card that combines commitment accounting and budget expenditure approvals. For each budgeted item of expenditure, this ledger card will identify the approved budget, any additions or deductions, the committed and uncommitted budget, payments made for budget expenditure, and the budget balance.

6.3 Fund channelling

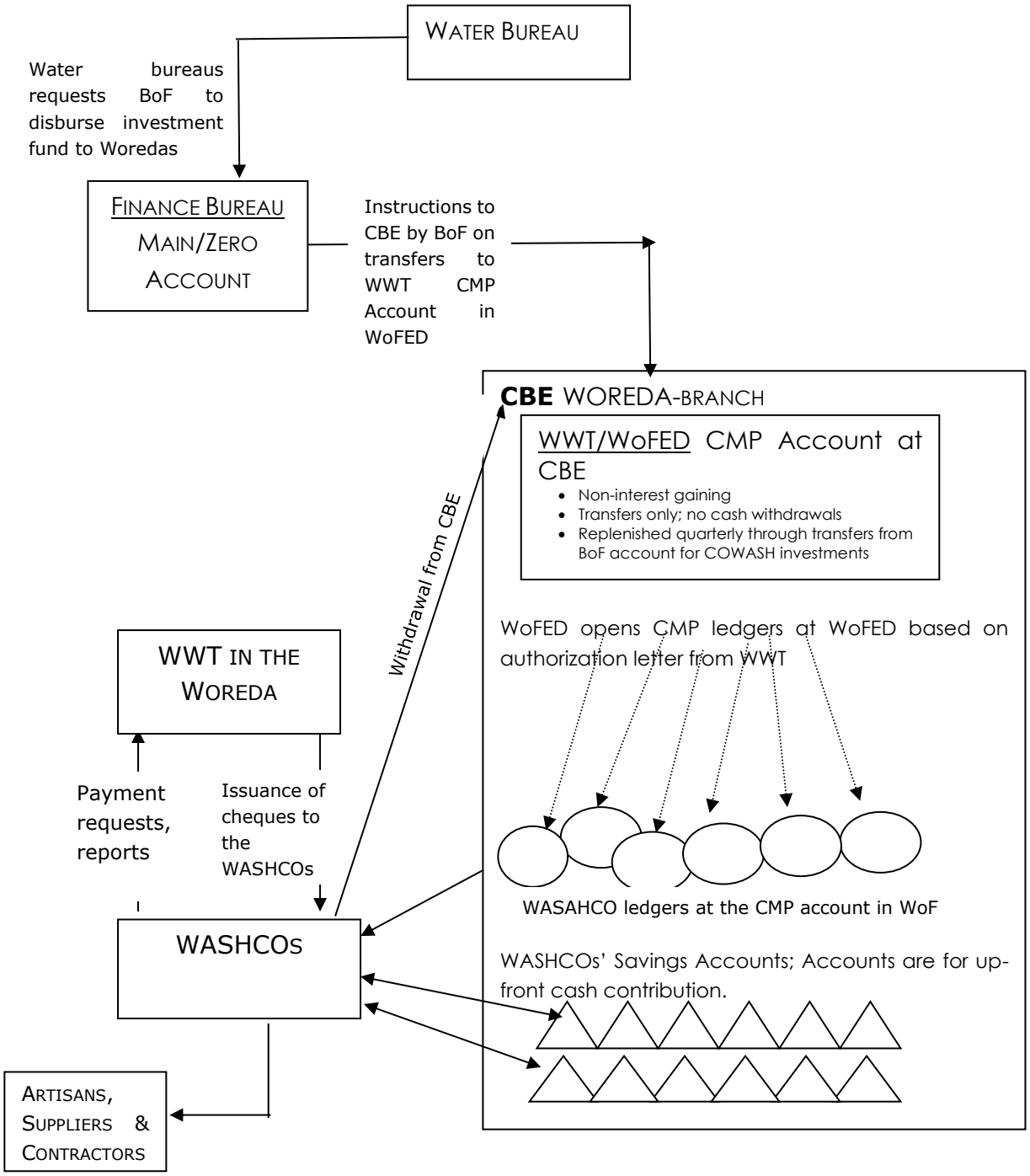
6.3.1 Investment

CMP investment fund channelling follows the BoF-WoFED-WASHCO fund flow:

- After approval of the woreda WASH plan and budget, the CMP investment grant, will be channelled from BoF to WoFED as part of the WASH Budget;

- Communities through the WASHCO prepare and submit CMP project applications for WASH grant;
- WWT appraises communities' applications. The final design and cost estimate is decided during the appraisal stage, WWT approves the project and a separate financing agreement for each project is signed by the WWT and WASHCO;
- WoFED opens a bank account at the at nearby CBE branch for receiving CMP investment fund to be transferred from BoF. The account will be manged and administrated by WoFED. In addition, WoFED opens a general ledger for WWT CMP Account and makes the balance up to date to know exactly the balance left at the bank. This is further corroborated through monthly bank reconciliation prepared by the accountant.
- WoFED opens subsidiary ledgers to account for sums allocated to the respective WASHCO and to manage disbursement and budget control. For opening the subsidiary ledger in the name of the approved water scheme, the WWT writes a letter to WoFED for opening WASHCO account/ledger at WoFED (Annex Y);
- For the WoFED to disburse money from the CMP investment fund account opened at CBE to each WASHCO ledger, it has to get letter of authorization from two of the WWT members (namely the Woreda Administrator, Water Office Head or Health Office Head). If the **woreda administer** is present in the woreda he/she is one of the mandatory signatories of the letter of authorization. The woreda health office head signs on the authorization letter only when either of the woreda administrator or water office head is not present in the woreda. The format for this use is Annex U (Cash Transfer & Withdrawal Authorization). The woreda finance office head is not the signatory of the letter of authorization as he/she is one of the signatories of the cheque for the CMP investment fund account opened at CBE by WoFED.
- WWT will write a letter to WoFED detailing the communities that can access the WASH and how much they are approved to receive.
- WoFED will employ a WASH Accountant if the number of projects annually is significant. If the number of the projects annually are not many WoFED can assign one of the accountants in WoFED to manage the WASH fund at woreda level. If the WoFED will decide on the employment of an accountant, the salary of the accountant shall be paid from the GoF contribution.

Fig 3. Flow of Funds for Water Schemes Construction using CMP approach via WoFED



6.4 Accounts

6.4.1 Programme accounts

Each woreda will open one Woreda WASH Bank Account at CBE for the CMP WASH grant, to be managed by WoFED. For CMP, cheques will be written from this account in the name of recognised community representatives (two per community).

6.4.2 Community Cash Contribution for Construction

In addition to the in-kind contribution for construction and the upfront cash contribution for O&M, community cash contribution for construction is also encouraged as it increases the ownership of the community on the project. If the community contributes cash for construction the management and reporting of the cash contribution will be as follows.

- In the project application or in the field appraisal the amount of cash contribution from the community for construction, if any, has to be mentioned. In addition, for what purpose the cash contribution is to be used is also very important such as: procurement of construction materials such as sand, stone, river gravel etc. or labor cost such as payment to artisans. It is recommended that the amount of community cash contribution and for what purpose it is used to be mentioned in the funding agreement signed by WWT and WASHCO chairperson.
- Sometimes communities may not be willing to commit for cash contribution during the application and appraisal of the project but some construction materials such as sand to supply as in-kind. But when the project is in implementation, they may realize that they cannot supply the sand in kind, hence they contribute cash and procure the sand. In such cases mentioning the cash contribution in the funding agreement is not possible.
- The cash contribution collected by the community for construction which is different from the upfront cash for O&M can be saved in the account opened by the community for O&M before it is used for payment but the amount deposited for O&M and the amount deposited for construction purpose have to be clear.
- The construction materials procured or labor payments made from the community cash contribution has to be reported to the Woreda CMP Supervisor like the in-kind contribution of the community (labor or materials) using Community Cash Contribution Use Report (Annex ZB3) designed for this purpose. The receipts for the materials procured and/or the labor payments made from the community cash contribution be copied and attached with the community cash contribution use report format and attached with WASHCO file.
- The final actual total construction cost of the project will be the sum of the contribution of the community (labor, materials and cash for construction if any) and the CMP grant given to the community.

6.4.3 Community savings accounts for O&M

Communities must open a savings account at any recognised financial institution before the community submits a project application, as a precondition for receiving CMP funds from the woreda. The amount of this upfront contribution will be decided by the woreda, in line with

regional guidelines, to cover at least half year's (Preferably one year O&M cost) operation and maintenance costs (O&M). The usual practice is to contribute Birr 1,500-3,000 per water point.

- WASHCOs opens a saving account in any suitable registered financial institution (MFI, CBE etc…) and deposits the community's up-front contribution for O&M. Copy of the deposit slip (bank credit advice) should be submitted to the CMP Supervisor so that he/she can file it in the WASHCO's project file;
- This interest-bearing account should be linked to a future credit facility;
- In special cases, opening the account can be delayed to the field appraisal (but before project approval) to allow time to collect funds;
- Signatories should be the WASHCO chairperson and cashier;

6.5 Disbursement

6.5.1 Disbursement arrangements

Payments to WASHCO (by cheque) will be made no more than four times in a fiscal year or in the implementation period of the project, with the schedule of withdrawals determined by the CMP supervisor.

At woreda level

- The Woreda WASH Team (WWT) approves how much is to be used for investment through CMP approach in the fiscal year;
- For projects implemented by WASHCO, the budget for each project will be approved by the WWT and notified to the WoFED accountant to open ledger for each project;
- Payments from WoFED to community representatives by cheque, will be made up to maximum of four times a year so long as 80% of any previous payment has been properly used, verified by receipts;
- Payments to WASHCOs will be effected when WWT has issued a written letter authorising such payments written to WoFED, and the following conditions have been met;
    - A project and budget have been approved in the annual woreda WASH plan;
    - A funding agreement has been signed by WWT and community representatives
    - The community has opened a savings account for upfront contributions for O&M costs;
    - The budget has been transferred from the region to WoFED;
    - WASHCO submit receipts (supporting documents for the expenditure) for those approved disbursements to WoFED after the first cheque is issued to WASHCO;

At community level

- WASHCO opens a saving account in any suitable registered financial institution and deposits the community's up-front contribution for O&M;
- WASHCO appoint representatives/signatories to access grant payments from WoFED;
- When these community representatives make payments, they must obtain receipts and adhere to WASHCO procurement guideline (Annex ZN) in this manual;
- The WASH fund will be used for investment expenses related to construction works and for project management costs such as per diem payments to WASHCOs and transport;

- The first instalment will be released to WASHCO in not more than three weeks after the funding agreement has been signed but not before WASHCOs have been trained.
- Additional payments/instalments can be made only when the WASHCO representatives have used at least 80% of the previous withdrawal and this has been approved by the CMP supervisor (for sample instalments see the figure below);
- Periodic and regular monitoring shall be carried out by CMP supervisor to ensure adherence to this CMP Financial Management Manual and WASHCO procurement guideline;
- The copies of all financial transaction documents shall be kept by WASHCO in a safe place for each project arranged by date, with support from the CMP supervisor;

Detail procedure for release of funds to WASHCOs other than the first instalment

WASHCOs shall submit the necessary documents (see below) and request to the CMP supervisor for the release of CMP investment fund. CMP Supervisor will check the documents and request and approves them if they fulfil required criteria described below. When WASHCOs are requesting fund to be released from the Woreda WaSH Team CMP account at WoFED to WASHCOs, the following documents must be attached with the request:

  - Properly filled fund release request form (Annex ZD).
  - WASHCOs investment funds' register (WASHCO ledger) prepared in two copies. One will remain with the WoFED CMP Accountant's financial file opened at WoFED and one will be returned to WASHCOs (Annex N).
  - Original receipts of the payments made by WASHCOs.
  - Payment certificates and other supporting documents such as minutes of meetings, Pro forma invoices etc.

- All the documents submitted by the WASHCOs with the fund release request will be checked and approved by the CMP Supervisor with the assistance of the respective water office expert responsible for provision of technical support to the specific water scheme.

- If the reports, requests and receipts from the WASHCOs are found to be correct, the CMP supervisor receives the original receipts and signs on the back/top. The CMP Supervisor prepares acknowledgement of receipts of accounts (Annex S) and signs it by listing the receipts he has received from the WASHCOs and sends it with the annexes to the CMP Accountant for co-signing.

- The CMP supervisor communicates the accountant at WoFED, the WASHCO goes to the office of the CMP Accountant at WoFED and submits those documents to the accountant. The accountant re-checks the documents received from the WASHCOs and co-signs on the back/top like what the CMP supervisor did. S/He also co-signs on the acknowledgement of receipts of accounts (Annex S) prepared by the CMP supervisor and receives all the financial documents from WASHCOs. The acknowledgment of receipt of expenditure documents (Annex S) will be prepared in two copies. One copy will be given to WASHCO, and one copy is retained and attached with the CMP Accountant at WoFED.

- After reports, request and receipts are checked and approved, the fund to the WASHCO from Woreda WASH Team, WWT CMP Account at WoFED shall be released as follows. This will be facilitated by the WoFED CMP Accountant.
  - i) Two of the three WWT members (namely Woreda Administrator, Woreda water Office Head or Woreda health Office Head) will write a letter of authorization (Annex U) to WoFED to transfer the approved amount to WASHCO's CMP investment fund account or ledger. If WASHCO does not have savings account at the CBE, the WASHCO can be provided a cheque to withdraw money from the WWT CMP Account at the CBE.
  - ii) WoFED accountant prepares letter/cheque, singed by the respective signatories of the CMP investment account at WoFED and letter/cheque is given to WASHCO's elected representatives.
  - iii) Thereafter WASHCOs can withdraw the money and pay to suppliers, contractors and/or artisans.

Table 1. Sample payment schedule for approved CMP contribution for a hand dug well or a spring protection with and estimated construction budget of birr 60,000

Instalment	Timing (Weeks from the date of Funding agreement)	Percent from the approved budget	Amount in BIRR	Cumulative value of receipts required before next instalment may be released (=80 %) BIRR	Remarks
Instalment 1(advance)	Max 3 weeks	20 %	12 000[2]		The costs of the **digging phase** should be estimated and used as the reference for the first instalment
Instalment 2		30 %	18 000	9 600[3] (80% of 12 000)	The costs of the **cylinder production and installation** should be included in the second instalment. Woreda assisted procurement should be estimated and deducted from the 2nd instalment when applicable.
Instalment 3		30 %	18 000	26 400 (12,000+80% of 18,000)	Well head construction phase should be estimated and used as the reference for the third instalment.
Instalment 4		20%	12 000	44 400 (12 000 + 18 000 + 80% of 18 000)	Applicable for controlling the maximum one-time instalment.

[2] Sample values to be replaced with correct amounts when applying the Agreement model
[3] Sample values to be replaced with correct amounts

6.5.2 Record keeping

In line with the fund channelling described in 6.3, WoFED accountant opens and keeps a general ledger for WWT CMP Account. Any transfer received from BoF to WWT CMP Account will be recorded on this general ledger as a receipt. Payments made to community representatives/WASHCO's (payment made by cheque or transfer made to WASHCO's accounts) are recorded as an expenditure and posted to the general ledger. This amount should also be posted to subsidiary ledger of the WASHCO accounts so as to control the actual expenses and their respective budgets. Payments made by communities for goods and services will be checked at every time when funds are requested by WASHCOs. And the actual expenditures should also be posted to their respective subsidiary ledgers so as to know the amount left with WASHCO's or to balance the amount given to WASHCO's versus the expenditure documents submitted to WoFED accountant.

6.6 Managing budgets during construction

6.6.1 Budget limits

The maximum grant funding stipulated in the Funding Agreement is based on the project budget estimates. This becomes final only on completion of the project and presentation of the final expenses and receipts.

In some cases, the final CMP contribution may be higher than the planned budget, for example, due to the long distance to access building materials, escalation of material costs or increased depth of well. The WWT is entitled to approve justified exceptions, provided that approval criteria are strictly applied. Exceptions should not put annual targets for WASH facilities at risk, and must be financed within the total woreda CMP budget allocation. WWTs should review cost estimates carefully to avoid the extra work needed to manage exceptions.

6.6.2 Failure to meet the objectives of the funding agreement

If the community fails to implement the WASH facilities construction project as agreed in the Funding Agreement, the WWT reserves the right to terminate the Funding Agreement and notify WoFED to cease payments. The WWT can reduce the budget and/or may demand full or partial repayment of the funds already released, if the community does not fulfil the terms of the Funding Agreement.

A typical case of WASHCO failure to meet objectives is the case of abandoned wells. A dig is considered a failure when WoW assesses that the yield of water in the well is not sufficient for the beneficiary community.

- Failed digs will be documented and verified by the Woreda Water Office and/or WWT members.
- After a failed dig or drilling, WoW staff together with WASHCO makes a new trial or abandon the site. The WoW records the use of material and labour for the first trial, and authorises a new trial. WoW also issues an order to fill the trial hole. The maximum number of trials for a hand dug well is three and for drilled well is two;

- If the third trial for hand dug wells and the second trails for drilled wells also proves a failure, the WoW immediately forwards report concerning the abandoned well to the WWT together with the monitoring report confirming that the trial holes have been filled with soil and stating the total costs of labour and tools;
- Total verified costs of the abandoned wells are calculated by the WASHCO and the WoW together. The WWT notifies WoFED to adjust its accounts;
- If any expenses made by WASHCO cannot be verified the WASHCO shall bear the costs of these expenses and return the remaining balances to the woredas per the Funding Agreement. If WASHCO fails to return the balance, the WWT will initiate a collection procedure, and information on such an event will be published at the woreda administration information board before taking any appropriate administrative measures as per the Ethiopian Law.

6.6.3 Amendments to the funding agreement and budget variations

Any modification of the Funding Agreement and budget variations must be set out in a written amendment to the original Funding Agreement. However, some modifications may simply be notified to the WWT (see article 7 of the General Conditions, Annex J). The responsibility of the respected WaSH officers is to supervise and follow-up the works ongoing. They must check the possible future variations to the Funding Agreement in advance in order to avoid unnecessary late claims from the community on the variations made.

A. <u>Variations within the approved budget line items</u>

Exceeding of the budget line item is allowed if the variations are not exceeding the total approved budget in the Funding Agreement.

B. <u>Variations above the approved total budget</u>

These variations could be entertained in the following three ways:

i) If the variation is up to 10% of the approved budget.

These types of variations occur when there are unforeseen works. In this case, WASHCOs apply the variation & should appeal/inform the applied variation (in writing) to the CMP supervisor. CMP Supervisor is authorized to approve this variation if he/she is convinced for the reasons and justifications given by WASHCO.

ii) If the variation is greater than 10% and less than 30% of the approved budget

- In this case the construction is no need to be stopped
- WASHCOs should state in writing the causes of the expected variations to the CMP Supervisor, who further forwards these for the approval of the WWTs.
- The reasons for variation should be assessed at office or field level. Then, based on the assessment result, the CMP Supervisor shall judge the reasons for variation and provide recommendations to the WWT for decision as soon as possible.
- After evaluating the assessment report and recommendation, the WWT decides on the variation. See annex ZE for Variation assessment Format and Annex ZF for the variation approval/decision.

- Finally, if the causes of the variation are accepted by the WWT, a Funding Agreement amendment will be prepared in two copies and signed by the WWT and WASHCOs.

iii) If the variation is greater than 30% of the approved budget:

This type of variation entails consequences on the project budget. Therefore, the variation should be applied as follows:

- WASHCOs should appeal in writing to the CMP Supervisor stating in detail the causes of variation. But project implementation shall be interrupted (stopped) until the WWT discusses the appeal.
- A team of two or more experts from Woreda WaSH sector office (including the CMP supervisor) shall assess the causes of the variation at office and/or field level. If the situation is beyond their capacity, the WWT shall request expert support from the respective zone office or region bureau. Finally, the team will present its recommendations to the WWT.
- Finally, if the causes of the variation are accepted by the WWT, Funding Agreement amendment will be prepared in two copies and signed by the WWT and WASHCO.

When the different variations stated above are approved, emphasis should be given that the following conditions are met:

1) The variation does not affect the basic purpose of the project; and
2) The critical maximum budget ceiling (if set) applicable for one project (e.g., HDW, SPD, SW, RPS etc…) is not exceeded due to the variation, and
3) In case of an increase in the construction cost, the community contribution will increase respectively to maintain the minimum community contribution percentage defined for the different technology options.
4) Approval of variations should be done as soon as possible. (Specially, projects whose implementation is interrupted and are awaiting decision). The maximum should be 15 days.

6.7 Financial reporting

6.7.1 Community level financial reports

Beneficiaries of CMP grants must provide quarterly expense reports. A simple reporting format shall be prepared as part of the financial manual with guidance on how to prepare these reports. The CMP Supervisor in collaboration with WoFED accountant, collect and summarize those expenditures so that it will be an input for preparing quarterly and annual reports

6.7.2 WoFED reports

CMP financial reports must be prepared for each accounting period including operating results, status of assets and liabilities.

Balance Sheet and Income and Expenditure Statements (Receipt and Payment) are mandatory. WoFED accountant is supposed to produce the following quarterly and annual CMP financial reports:

- Trial balance;
- Fund transfer report;
- Expenditure report;
- Receivable report;
- Payable report, and
- Monthly bank reconciliation statement.

A schedule showing the budget versus actual expenditure or utilization of the allocated fund, item by item, is also supposed to be prepared and attached with the above mentioned quarterly and annual reports.

6.7.3 Financial reporting process

The WoFED prepares and sends quarterly financial reports for the investment fund within 15 calendar days of the close of each quarter, and an annual report within 30 calendar days after the close of each financial year; Reports are sent to the region.

Quarterly financial reports provide information to show that funds disbursed to programmes are used for their intended purpose, that implementation is on track, and budgets will not be exceeded. They show funds received, expenditure, bills paid and unpaid, and link financial reports to physical activity reports.

WoFED is responsible for the preparation of the financial reports; the Woreda Office of Water (WoW) prepare activity progress reports.

Regional Sector offices will publish quarterly financial reports for expenses incurred at regional level within 15 days. During these 15 days RSU also receives the reports from the woredas. Thereafter RSU summarise woreda and region quarterly financial reports withing next 15 days.

In case of annual reports, the regional sector offices prepare their annual financial reports in 30 calendar days and RSU receives the WoFED annual financial reports withing same 30 days period. Thereafter RSU summarise woreda and region annual financial reports within the next 15 days.

Annual reports

Annual reports are prepared mainly for audit purposes. The reporting formats are similar to those of the quarterly reports. The following annual Financial Statements with supporting notes are mandatory:

- Balance sheet;
- Statement of use of funds;
- Special account statement.

The GoE calendar will be used for planning, budgeting and reporting. To facilitate consolidation and to reduce errors, the year for the annual accounts is that beginning on July 8 (Hamle 1)

and ending on July 7 (Sene 30). The annual report will become the consolidated report of the four quarters.

6.8 Internal control and auditing

6.8.1 Internal control

Cash

- Petty cash must be kept in a locked safe under the responsibility of the cashier, who has sole access and is totally responsible for it;
- Cashiers should have no part in the preparation of, or access to, the accounting records or chequebooks other than documents currently in use;
- The cashier must record cash receipts and bank deposit slips in numerical sequence on a daily cash receipts journal. The cashier's records must be subjected to regular independent verification and a responsible official should make periodic surprise counts of cash on hand;
- Bank reconciliation should be regularly prepared;

Cheques

- Tight security over chequebooks or pads should be maintained; ensuring that they are complete when received from the bank and that cheques are stamped "A/C Payee Only". Cheques should be kept in safe custody and the serial number recorded in a register;
- The woreda accountant should keep unused chequebooks safely, specifying the date received from the bank. When cheques are issued, they should record the serial no., date issued, to whom it is issued, signature for receipt, date used-stubs returned, returned stub sequence and signature for return. Blank cheques should never be signed. The accountant should verify used stubs for completeness.
- Signing authority limits should be defined and observed and no unauthorised person should have access to unused chequebooks;
- Crossed or order checks must be used to make all payments other than imprest (petty cash) replenishment, salaries and wages, personal advances, refunds for out of payment expenses, personal allowances and other items of a private and personal nature;
- Cheque stubs should be completed with date, payee, amount and vouchers number;
- If an error is committed in cheque preparation, the cheque should have "CANCELLED" written diagonally across its face and the signature portion should be destroyed. The cancelled cheque should be retained in the chequebook for reconciliation purposes;
- Cheques should never be made to SELF or CASH;
- Regular bank reconciliation should be performed by a responsible person who does not issue or record cheques.

6.8.2 Safeguard at WASHCO

- The community signs a funding agreement that includes community obligations;
- The funding agreement shall clearly state that designated representatives have a legally binding accountability for funds received;

- Water and finance offices should review and verify monthly artisan and WASHCO progress reports;
- WASHCO submits expenditure documents to CMP Supervisors so that it will be a basis for preparing quarter reports. Investment cost expenditure documents are filed in the WASHCO's project file at the WoFED files;
- Water and finance offices cross checks expenditure against progress reports.

6.8.3 Internal audit

- Woreda and regional auditors shall undertake internal Audit of CMP accounts;
- Internal audit reports shall be submitted to WoFED and BoF. Corrective actions shall be taken based on their recommendations and subsequent audit reports will specify the actions taken. In addition, summarized findings, its mitigation plan and actions taken per region will be sent to FTAT. And FTAT will give advice to avoid recurring audit findings and further strength accountability in the given region. Those audit findings will be used as learning ground and for enhancing the capacity of internal auditors during the training sessions.
- The internal auditors ensure proper adherence to the GoE and WIF policies and procedures and corresponding financial management guidelines for CMP approach;
- Implementing offices are responsible for ensuring compliance with financial management and reporting requirements for grants and government budget allocated for CMP;
- It is expected that the funds will be used only for the intended purposes and for approved work programmes and budgets.
- Internal Audit Guideline prepared by COWASH if any will be in use.

6.8.4 External audit

Audits of CMP funds will be carried out with audits of other WASH programs following similar procedures. For specific community grants, office of the auditor general of the region will carry out the audit and among other things they will cover the following activities:

- Verifying that disbursement procedures and systems are followed;
- Verifying that basic accounting records are adequately maintained and updated;
- Examining actual expenditures incurred and fund transfer received at regional and woreda levels for project purposes;
- Ensuring that the internal controls are adequate in terms of payments, purchases, requests and authorisations;
- Verifying supplementary financial information is fairly presented, in all material respects.
- Copy of an audit report that covers the CMP funds will be sent to relevant regional and federal bodies (RSU and FTAT) so that it will extend hands to give professional advice in rectifying the audit findings.

6.9 Summary on receiving and documenting of WASHCO files

As shown in different sections of the manual CMP supervisor from water office and the WoFED accountant are the two persons in the woreda who have major responsibility for the CMP related processes and documentation. Of course, in different sections of the manual and also in Annex

X (Duties and Responsibilities of Various Actors), the duties and responsibilities of the two people in the CMP processes and management are shown in detail. In general, the CMP supervisor is responsible mainly for the non-financial management related processes and documentations and the WoFED accountant for the financial management related process and documentations.

Both the CMP supervisor and the WoFED accountant open a file for each project applied to the WWT. The file at the water office is to be opened when the CMP supervisor receives the application from the WASHCO but the file at WoFED will be opened as soon as the funding agreement is signed between the WWT and the WASHCO chairperson of each water project approved by the WWT.

The following table makes the responsibilities of the two persons very clear in receiving and documentations of materials from WASHCO.

Table 2. Responsibility of CMP supervisor and WoFED accountant in receiving and documenting materials from WASHCOs

It. No.	Annex No. in the CMP manual	File name in this folder	Received and documented by	
			CMPS	WoFED
A	**Preparatory activities related documents & formats**			
1	Annex A	Filled water point application form	**X**	
2	Annex D	Filled desk appraisal form	**X**	
3	Annex E	Filled field appraisal form	**X**	
4	Annex F	Signed desk appraisal result informing form	**X**	
5	Annex G	Signed WWT Approval form	**X**	
6	Annex I	Signed WWT approval result informing form	**X**	
7	Annex H	Signed Funding agreement between WWT & WASHCO	Copy	Original
B	**Implementation related documents & formats**			
8		Signed construction contract agreement between WASHCO & artisan/contractor	Original	Copy
C	**Procurement related documents & formats**			
9		Signed WASHCO procurement minute		**X**

Table 2. Responsibility of CMP supervisor and WoFED accountant in receiving and documenting materials from WASHCOs (Continued)

It. No.	Annex No. in the CMP manual	File name in this folder	Received and documented by	
			CMPS	WoFED
D	**Financial management related documents & formats**			
10		Filled & signed WASHCO cash payment receipt		**X**
11	Annex N	Filled & signed WASHCO account form/ledger		**X**
12	Annex S	Filled & signed acknowledgment of receipt of WASHCO account		**X**
13	Annex U	Signed WASHCO cash withdrawal from		**X**
14	Annex Y	Signed WASHCO account opening letter		**X**
15	Annex ZD	Filled & Signed WASHCO fund release request form		**X**
16		Approved construction payment certificate	Copy	Original
E	**Construction progress recording & reporting formats**			
17	Annex ZA1	Filled & signed daily community labor contribution record	**X**	
17	Annex ZA2	Filled & signed daily community material contribution record	**X**	
19	Annex ZB1	Filled & signed community labor contribution summary form	**X**	
20	Annex ZB2	Filled & signed community material contribution summary form	**X**	
21	Annex ZB3	Filled & signed Community cash contribution use report summary form	**X**	
22	Annex ZC	Filled & signed daily common construction materials use record	**X**	
23	Annex M1, Annex M2, Annex M3 and Annex M4	Filled & signed daily construction progress record by WASHCO	**X**	

7. Procurement of goods and services for CMP

Communities will be responsible for the WaSH facilities construction related procurement of tools, materials and services, with the exception of moulds, pipe traders and some other specialist tools that they may borrow from the Woreda Water Offices.

7.1 Procurement Principles

The basic principle of procurement in CMP is that the communities undertake the procurement of services and goods by themselves. However, considering the capacities of communities it is important to identify the method of procurement, type of goods and services and thresholds for community procurement. The list of some of the goods and services to be procured by communities are seen in Appendix 1.

Communities will be responsible for the WaSH facilities construction related procurement of tools, materials and services. Exception: moulds, tools for pipe connections, and other specialist tools which are not economical to be bought for a water point. They may borrow from the Woreda Office of Water (WoW)

In the cases where the community is not capable of handling the procurement process, they may look for turnkey contract price for the whole job. In this case the turn-key contract has to be approved by the WWT. Turn key projects should be approved by the woreda and the Woreda WASH Team should provide support and close follow up.

In case the WASHCO do not have the capacity to handle turnkey contract it can delegate the WWT to handle the procurement process on its behalf but payment to the contractor shall be approved & affected by the WASHCO.

The CMP modality for community-managed procurement is actively promoted in which the supply/procurement of materials and works required for water projects construction is carried out by the WASHCO.

The general structure of the procurement methods to be used by WASHCOs for the CMP approach follow that of the Ethiopian Federal Government Procurement and Property Administration Proclamation no 649/2009 and the Federal Government Public Procurement Directive issued by the Ministry of Finance and Economic Development (MoFED) June 2010 but by choosing & adapting some of the methods so that the procurements can be handled easily by WASHCOs considering their limited capacity and the voluntary nature of WASHCOs work. Accordingly, there is a separate WASHCO procurement guideline to be used for the implementation of community water supplies in COWASH IV. The thresholds and the methods of procurement to be used by WASHCO in CMP in COWASH IV are described in detail in Annex ZN.

7.2 Community responsibilities in procurement

Communities undertaking CMP projects are responsible for the procurement of goods and services related to WASH facilities construction.

Community procurement will be governed by public procurement directives and regional procurement guidelines. Regions will make any exemptions or adjustments without violating federal procurement laws and taking into account:

- The nature of the project (small investment with diversified inputs)
- WASHCO members' academic levels
- Voluntary nature of the work by WASHCOs
- Short construction period
- Distant/remote locations

Community representatives can handle the procurements using the designed method of procurement. The community bears responsibility for the final results. So, they must be quality conscious in their selection. WoWs should assist the community in selecting the best artisans available.

WASHCO may request/delegate woreda, zonal or regional government offices in writing to procure contractors and suppliers on their behalf if they feel this is beyond their capacity.

Where the community is not capable of handling the procurement process, they may look for turnkey contract price for the whole job. A turnkey contract has to be approved by the WWT, which will check that prices are in line with known market prices and cost estimates and that the community contribution in the Funding Agreement remains the same. The contract should stipulate that the artisan/contractor takes responsibility for the quality of the materials.

Communities will be responsible for the related procurement of tools, materials and services, with the exception of moulds, tools for pipe connections, and other specialist tools which can be borrowed from the Woreda Office of Water (WoW). Communities shall pay special attention to ensure that the quality of materials is not compromised, and should ask for an expert opinion in case of doubt.

7.1.2 Transportation arrangements

Materials should be transported by communities. The cost is eligible for CMP funding if expenditure criteria are fulfilled and appropriate receipts presented. While it is intended that communities should take overall responsibility, woredas should show willingness to assist transportation arrangements if they are difficult to resolve

7.2 Woreda procurement

Subject to regional and Woreda WASH Team approval, the woreda may bulk purchase and store specialised equipment and materials such as hand pumps. The WASHCO follows the woreda water office process for taking such equipment from the stores. Woreda will procure all items when communities delegate the woreda in written.

Community representatives have to approve the payments for goods and services procurements delegated by WASHCOs to woreda. For this effect community representatives have to have the copy of the signed agreements between the woreda and the supplier or contractor. The hand pump procurement does not need the delegation.

The goods and services that can be procured by Woreda upon delegation by WASHCOs are shown in Appendix 2.

8. CMP capacity building and training

8.1 Levels of training

The introduction of CMP requires intensive capacity building from federal to woreda level and an unwavering commitment to facilitate the process. Special attention should be paid to the capacity to create awareness and understand requirements for successful implementation. The trainings are planned at different levels each year depending on the need.

8.1.1 Federal level

Capacity development at federal level focuses on human resource development, especially on increasing knowledge of policies and strategies. It has been proposed that MoWIE design a policy level training package for the federal and regional level implementers. Federal level training courses, workshops, seminars and learning alliances should be organised jointly with WASH stake holders, in-country and abroad. The CMP Federal Technical Assistance Team focuses on training regional and zonal personnel, including Regional Support Unit (RSU) staff, on the CMP approach.

8.1.2 Regional level

Physical capacity building is carried out at regional, zonal and woreda levels. Finance for this is included in respective work plans and budgets, which include improving private sector capacity, for example by training artisans on the CMP approach.

Each Regional CMP Support Unit organises, supports and reports on capacity development. The CMP Federal Technical Assistance Team must ensure that training materials and materials are prepared for zonal and woreda WASH technical teams to acquire specialist knowledge. Cooperation between all WASH stakeholders is required for effective use of resources and to avoid overlapping or contradictory activities and ensure that CMP is understood properly.

Regional specialists should also have opportunities to take part in workshops, conferences and training courses, in-country and abroad.

The Regional CMP Support Unit (RSU) has responsibility for accelerating implementation of the CMP approach, and needs strengthening so that it can support zones and woredas and build their capacity in turn. This should include physical building the physical resources of Regional CMP Support Units, each of which requires a vehicle, LCD projectors, computers, printers, filing cabinets, copy machines, etc. The RSU will in turn cooperate closely with stakeholders in rural WASH development to utilise its limited resources efficiently.

The Federal CMP technical assistance team conducts 'training of trainers' at regional level and this cascades downwards in the model defined in the WIF. Woreda level training by regional and zonal staff should be included in regional plans. The Federal CMP technical assistance team with other stakeholders will encourage and support Regional Governments to grant formal,

legal recognition of properly-constituted WASHCOs including recognition of a WASH mandate for sanitation and hygiene improvements, as well as environmental protection of drinking water supplies.

8.1.3 Zonal level

Zonal WASH Teams need to be strengthened (or established) to plan and coordinate WASH training and capacity building. Zones receive the same human resource development capacity building as regions. Their role is to provide human resource capacity building in new woredas and refreshment training of experts in woredas where the CMP approach is already being replicated. Zones provide training to woreda WASH sector offices and the Woreda Water Team and supervise training conducted by woredas.

Zone level physical capacity building is limited to the provision of one LCD projector, computers and printer in the water, health and finance sectors.

8.1.4 Woreda level

Special attention should be paid to awareness creation and improving the understanding of woreda administrators about the requirements for successful implementation of the CMP approach, in order to create an enthusiastic enabling environment for rural WASH development. It is essential that Woreda WASH Teams receive extensive capacity building for CMP management.

Zone WASH Teams and WASH personnel from RSU and regional bureaus will train technical personnel in the woreda water, health and education offices in CMP promotion, application preparation, desk and field appraisal, project approval, monitoring and evaluation, CLTSH, operation and maintenance management and water safety planning. The Woreda Finance and Economic Development Office and other financial intermediaries will be trained in CMP financial management and procurement.

Woreda level physical capacity building includes the provision of motorbikes, computers, printers, filing cabinets, one copy machine, water quality testing kits and heavy construction equipment and tools.

8.1.5 Community level

For CMP to succeed, Kebele and community members, WASHCOs need to be trained in managing and maintaining their facilities. They need to understand CMP construction and financial management, operation and maintenance management, hygiene and sanitation, gender and environmental protection, Self-supply and water safety planning. They will also need to be able to conduct climate risk screenings.

The WASHCO will table its constitution for local discussion and approval. That opportunity should be used to empower women and persons with disabilities in particular to ensure that their capacity, opinions and demands are respected.

8.1.6 WASH service providers

WASH service providers, such as artisans, spare part suppliers, maintenance entrepreneurs, sanitation marketing entrepreneurs play an important role in WASH service delivery and can

be better institutionalised. Woreda capacity building should extend to certifying and registering these services as Micro and Small Entrepreneurs or Artisan Cooperatives/Associations, depending on the regional policies.

8.2 Trainings for effective implementation of the CMP Approach

For the effective implementation of the CMP approach at all levels, the following list of trainings are required to be given at different levels.

- CMP concept and principles awareness creation training at federal level for federal WASH sector ministries;
- CMP management training for WASH related staff at regional, Zonal and woreda levels, focused on the benefits of CMP, roles and responsibilities and application and decision-making processes.
- Appraisal team training for Woreda WASH office members looking in details at the application process and decision making.
- Training of trainers by the PMU and Zonal staff for the woreda team who will conduct training for community groups.
- Training for Kebele WASH Team members to promote CMP and to be able to assist communities to prepare applications and manage the process.
- Training for community group /WASHCO/ members to understand CMP processes, quality assurance, financial management of community contributions and accountability.
- Training for kebele pump attendants in maintenance and in spare parts management and sourcing.
- Hands-on training for artisans in construction of hand dug wells and spot springs.

Training courses range from 3 days up to 60 days (in the case of artisans) and combine presentations, discussions, role play and practical demonstrations and site visits.

9. Reporting

Reporting is an indispensable part of the CMP project cycle and a key input for performance evaluation. Performance reporting allows proper control of management, accounting and O&M, and allows management to compare actual performance with standards and targets. The results indicate where corrective action is required. Separate reporting and monitoring is required to improve the effectiveness of each modality within the One WASH plan, including CMP.

Regions and woredas will plan and report on CMP separately as part of the OWNP. The COWASH Federal Technical Assistance team will provide planning and reporting formats.

9.1 Reporting mechanisms

Regular reporting by WASHCOs to woreda sector offices supports transparency and improves community management. Necessary supervision by the Woreda Water Office includes:

- **Monthly report**: Monthly physical construction and maintenance report prepared by the WASHCO and submitted to woreda water office

- **Quarterly report**: The woreda sector offices should submit quarterly performance reports to the WoW and the respective zonal and regional sector offices. These reports will provide data on the progress of the projects, together with any special trends, needs or requirements. Financial reporting is also on a quarterly basis.
- **Annual report**: The regional sector offices and Regional WASH Coordination Office (RWCO) should assess quarterly reports received from woredas and compile them into annual reports for submission to all regional WASH bodies and the Regional Government.

Uniformity of reporting is of paramount importance to allow the cross-comparison useful to zonal and regional sector offices, and to allow WASHCOs and woredas to "grade" themselves against others. It is therefore useful for reporting formats to be uniform so that all woredas report in the same way and in accordance with OWNP requirements. However, formats also need to be revisable so they can be adapted to changing circumstances.

9.2 Formats for application, administration and reporting

CMP currently uses the following forms for CMP application and administration and formats for reporting**:**

A. Reporting Formats

Category 1: Reports to be prepared at community level by WASHCOs

Report Code	Report Name	Prepared by	Frequency	Distribution	Main contents
1A (Annex M)	Construction monitoring report	Community members in charge of monitoring the construction process progress	Updated daily, submitted to WoW upon requesting each consecutive instalment.	CMP supervisor	1. Daily record of material used, labor inputs, artisan's inputs, achieved results, problems encountered and proposed solutions. The report will have a place for WoW approval/endorsement. 2. To be prepared in working languages (Amharic, Oromifa, Tigrigna or Sidamigna). 3. To be prepared in two copies. The original will be submitted together with instalment request.
1 B (Annex N)	WASHCO accounts format/WASHCO ledger	WASHCO representative (s) with financial responsibility (account signatories accountable for use of CMP Funds)	Updated in connection of every payment made; one copy submitted upon requesting each consecutive instalment.	CMP supervisor	1. Register of all cash and account transactions related to use of the grant fund. 2. To be prepared in working languages (Amharic, Oromifa, Tigrigna or Sidamigna). 3. To be prepared in two copies. The original will be submitted together with instalment request
1C (Annex ZA1 for labor and ZA2 for materials)	Daily Community contribution	Community members in charge of this activity	Updated daily	CMP supervisor	1. Daily record of community contribution (labor and materials). 2. To be prepared in working languages (Amharic, Oromifa, Tigrigna or Sidamigna). 3. A copy to be submitted when the CMP Supervisor requests.

Category 1: Reports to be prepared at community level by WASHCOs (continued)

Report Code	Report Name	Prepared by	Frequency	Distribution	Main contents
1D (Annex ZB1 for labor, ZB2 for materials, ZB3 for cash)	Community contribution summary	Community members in charge of this activity	Just after construction completion & before completion ceremony	CMP supervisor	1. Summary of community contribution (labor and working materials) 2. To be prepared in Working languages (Amharic, Oromifa, Tigrigna or Sidamigna) 3. One copy to be kept in the project file at Woreda level
1E (Annex ZC)	Daily major construction materials use	Community members in charge of this activity	Registered daily	CMP Supervisor	1. Daily record of major construction materials consumption 2. To be prepared in working languages (Amharic, Oromifa, Tigrigna or Sidamigna) 3. A copy to be submitted when the CMP Supervisor requests.

Category 2: Reports to be prepared at Woreda Level (by WWTs)

Report Code	Report Name	Prepared by	Frequency	Distribution	Main contents
2 A (Annex P.1) & Annex P.2	CMP monthly financial report	Prepared by WoFED accountant	Monthly	Bureau of Finance (BoF)	• Annex P.1. Summary of Funding Agreements, expense report summarizing costs verified by each WASHCOs. • Annex P.2 Monthly bank reconciliation statement
2 B (Annex Q.1, Annex Q.2, Annex Q.3, Annex Q.4, Annex Q,5 and Annnex P.2)	CMP quarterly and annual financial reports	Prepared by WoFED accountant with the assistance of WWT	Quarterly and Annually	Bureau of Finance (BoF)	• Annex P.2. Monthly bank reconciliation statement. • Annex Q.1. Trial balance; • Annex Q.2. Fund transfer report; • Annex Q.3. Expenditure report; • Annex Q.4. Receivable report; • Annex Q.5. Payable report; and • Annex Q.6. Revenue or Receipt Report.

Category 2: Reports to be prepared at Woreda Level (by WWTs)- Continued

Report Code	Report Name	Prepared by	Frequency	Distribution	Main contents
2 C Annexes ZH	CMP quarterly construction progress report	Prepared by CMP supervisor with assistance by WWT members	Quarterly	BoW/Regional Support Unit (RSU)	Summary and statistics on CMP progress, i.e. The construction progress of projects. Main problems encountered in the implementation during the quarter, main achievements, training outputs. Additionally, using the following annex: Annex ZH: Status of WASH facilities construction

Category 3: Reports to be prepared at region level

Report Code	Report Name	Prepared by	Frequency	Distribution	Main contents
4 A (Annex Z)	CMP/COWASH quarterly progress report outline	Regional Compiled by the Regional Support Unit (RSU)/ representing BoW & BoF.	Quarterly	Will be distributed by BoF to WASH bureaus, FTAT	Analytical summary of technical and financial reports mentioned above. The reporting format will be prepared based on the annual plan.

Category 4: Reports to be prepared by Auditors (Audit Report)

Report Code	Report Name	Prepared by	Frequency	Distribution	Main contents
NB: No appendix and no special format. Simple audit report expected	Internal Audit report	Woreda Finance Office auditors	At least annually, in May-June	BoF, RSU	– Woreda CMP Budget and total expenditure with bank balance – The accounting system used – Simple audit expected – no special format.

NB. Reports from communities (prepared by WASHCOs) must be prepared in Working languages (Amharic, Oromifa, Tigrigna or Sidamigna).
The CMP supervisor will endorse the reports every time their contents have been verified.

B. Non - Reporting Formats
Category 1: Formats to be used by WASHCOs (Community level)

Format Code	Format Name	Prepared By	Contents of the Format	Distribution	Remark
1A (Annex A)	Water Points Application form	Communities with support from KWT & WoW members.	Information which helps to receive CMP grant	CMP Supervisor or Woreda water office staff	1.Application form can be found in WoW office & kebele manager office 2. Application form will be filled in Working languages (Amharic, Oromifa, Tigrigna or Sidamigna)
1C (Annex ZD)	Budget release request form from WWT CMP account to WASHCO account	Signatory WASHCO members	Cash received from previous instalments, Receipts to be settled, payment document and amount requested this time	CMP Supervisor	1. To be prepared in Working languages (Amharic, Oromifa, Tigrigna or Sidamigna) by WASHCO for each instalment (one copy only) 2. To be kept in the project file at WoW
1D (Annex ZE)	Post implementation status reporting form	WASHCO	The minutes of the annual public audit	CMP supervisor	1. To be prepared in Working languages (Amharic, Oromifa, Tigrigna or Sidamigna) by WASHCO for each public audit 2. To be kept in the project file at WoW
No form currently available	Quarterly expenditure Report	WASHCO	Quarterly Bank Balance and expenditures	Woreda Finance	WASHCO prepares and submits report WASHCOs currently submit receipts to CMP supervisor
1E (Annex ZL)	Project Completion Report Format	WASHCO	The project completion format	CMP supervisor	1. To be prepared in the regions working languages. 2. One copy to the WoW & one at the WASHCO in the project fie.
1E (Annex ZN)	WASHCO procurement guideline	WASHCO	When procurement of goods, services and works is to be made.		Can be translated in Working languages (Amharic, Oromifa, Tigrigna or Sidamigna).

Category 2: Formats to be used at Woreda level

Format Code	Format Name	Prepared By	Contents of the Format	Distribution	Remark
2A (Annex B)	Projects follow up form	CMP Supervisor or WASH Sector Heads	Steps in the CMP project cycle	To be kept in the project file	1. To be ready when the project application is submitted 2. To be filled in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) when the project reaches certain steps in the project cycle
2B (Annex D)	Office appraisal report form	CMP Supervisor or WASH Sector Heads	All Office appraisal criteria	The appraisal result will be submitted to WWTs	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) 2. To be filled when applications are submitted and kept in project files
2C (Annex E)	Field appraisal report form	Members of appraisal team (CMP supervisor & sector offices technical staff).	All field appraisal criteria	The appraisal result will be submitted to WWTs	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) 2. To be kept in project files

Category 2: Formats to be used at Woreda level (continued)

Format Code	Format Name	Prepared By	Contents of the Format	Distribution	Remark
2D (Annex F)	Acknowledgement of receipt of application and informing Office appraisal result	CMP Supervisor or WASH Sector Heads	After assessment, WASHCO will be notified on one of the following (in writing). - The application has passed for field appraisal - Additional documents are needed, or - The application is not accepted	To the WASHCOs, which submitted the application	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) after the Office appraisal 2. Two copies will be prepared out of which one will be given to the WASHCOs and the other will be kept in the project file
2E (Annex G)	WWT Project approval form	CMP Supervisor or WWT Secretary	Information needed by the WWTs to approve projects	To WWTs	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) 2. To be prepared in one copy and kept in the project file
2F (Annex I)	Letter informing approval of project application & invitation to WASHCOs to sign Funding Agreements	WWT Chairpersons	-Approved project budget - Necessary information to sign the Funding Agreement - Invitation to sign Funding Agreement	To WASHCO Chairperson of the approved project	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) 2. Two copies will be prepared out of which one will be given to the WASHCOs and the other will be kept in the project file.
2G (Annex H)	CMP Funding Agreement	CMP Supervisor	- Approved project estimated budget - Estimated community contribution - Release of funds and settlement procedures - Reporting guidelines - Situations that need to waive the Funding Agreement	- One copy to WASHCOs - One copy to be kept in the project file - One copy to WoFED	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) after projects are approved and WASHCOs fulfil the requirements 2. To be signed by WWT and WASHCO chairpersons

Category 2: Formats to be used at Woreda level (continued)

Format Code	Format Name	Prepared By	Contents of the Format	Distribution	Remark
2H (Annex J)	General Conditions of the Funding Agreement	CMP Supervisor	General Conditions on which the Funding Agreement is based	Attached to the Funding Agreement, will be distributed to those WOH entered to agreement	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) after projects are approved and WASHCOs fulfil the requirements 2. To be signed by WWT chairperson and WASHCO chairpersons.
2I (Annex S)	Acknowledgment of receipt of accounts	CMP Supervisor	Summation of expenditures supported by receipts and amount of cash to be released in the future	- One copy to the WASHCOs - One copy to be kept in the project file at Woreda level	1. To be prepared after the accounts are checked and found correct 2. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) 3. To be prepared in two copies 4. The copy in the project file will be used by WWTs when instructing WoFED to release cash.
2J (Annex U)	Cash transfer & withdrawal authorization letter	- Prepared by the CMP supervisor. - Signed by any two of the Woreda administrator, Water office head or Health office head	WASHCO member in charge of cash withdrawal and amount of money to be withdrawn	- To WoFED to be used for preparing cheque to WASHCO to withdraw money. - Will be filed at the project file in WoFED.	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) 2. To be prepared after the accounts are checked, found correct and have sufficient money.

Category 2: Formats to be used at Woreda level (continued)

Format Code	Format Name	Prepared By	Contents of the Format	Distribution	Remark
2K (Annex X)	Duties and Responsibilities of Various Stakeholders		It lists the different stakeholders, their roles and responsibilities.	Should be one of the issues to be covered during trainings.	Can be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna)
2L (Annex Y)	Letter for opening WASHCO account/ledger at WoFED	WWT Chair person	WASHCO member in charge of opening account in MFI sub-branch	-One copy will be sent to MFI sub-branch - One copy to be kept in the project file	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) 2. To be done after project approval but before signing Funding Agreement
2M (Annex ZE)	Variation assessment report	Assigned experts (from WASH Sector Offices & CMP supervisor)	Reasons for variations as presented by the user communities	WWTs (only one copy to be kept in the project file)	1. When variations are requested by WASHCOs 2. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna)
2N (Annex ZF)	Variation approval form	CMP Supervisor or WWT Secretary	Basic information which indicates variations	WWT members	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) 2. To be prepared in one copy and kept in the project file
2O (Annex ZG)	Project supervision report form	CMP Supervisor and the person assigned for supervision from WoW	- Construction progress, - Financial management - Community contribution - Problems encountered - Solutions proposed	- To be prepared in one copy after each supervision - To be kept in the project file	1. To be prepared in English 2. If there are issues which need decision, they will be presented to the WWT chair person

Category 2: Formats to be used at Woreda level (continued)

Format Code	Format Name	Prepared By	Contents of the Format	Distribution	Remark
2P (Annex ZJ)	Physical and Financial annexes to the Funding Agreement	CMP Supervisor	Physical progresses and plan for release of funds	To be prepared in three copies. One copy will be attached to the Funding Agreement and the rest two copies will be given to those WOH signed the agreement	1. To be prepared in Working languages (Amharic, Oromifa, Sidamigna or Tigrigna) 2. To be prepared together with the Funding Agreement
2Q (Annex ZM)	Project completion checklist	CMP Supervisor	Checklist on the project completion	To be prepared in one copy & be filed at WoW	1. To be prepared in English.

9.3 Project completion

9.3.1 Final instalment of funding and retention payments

The final instalment from the woreda WASH fund to the WASHCO account is made following a written request showing the exact amount to be paid. The Kebele WASH Team should assist WASHCO in this regard.

Upon completion, the WASHCO submits original receipts. If money received has exceeded actual payments made, the WASHCO should return the balance back to the woreda to discharge its financial responsibilities. A retention sum will be held by the woreda for an agreed period (a year) to ensure that work has been completed to the required standard and will then be released to the WASHCO. A project completion checklist can be found at Annex ZM.

9.3.2 Records and accounts of the operation

WASHCOs have obligations described above to keep accurate and regular records of construction and accounts. The WASHCO must keep their records in a safe place for five years after the end of the project. Original receipts and accounts handed to the woreda finance office accountant (WoFED Accountant) and will be kept in the Woreda Finance and Economic Development Office archive or other suitable and safe location for audit purposes.

Audit processes and procedures apply to water schemes implementation.

Appendix 1. Materials and Goods to be Procured by WASHCOs

1.1) Construction materials and tools to be procured in the CMP approach

Appendix 1.1.A) Construction materials to be procured by WASHCO for water supply projects

Item No.	Description of Material	Unit	Remark
1	Cement	Quintal	
2	Sand	M^3	Number of communities have experience of contributing
3	Coarse aggregate	M^3	
4	Stone	M^3	Many communities have experience of contributing
5	River gravel	M^3	Number of communities have experience of contributing
6	Different diameter reinforcement bars	Pcs	
7	ϕ 6 mm reinforcement wire	Kg	Procured in roll
8	ϕ 1.5 mm tying wire	Kg	Procured in roll
9	Timber for formwork	Pcs	
10	Different size Nails	Kg	
11	Different size eucalyptus poles	Pcs	Many communities have experience of contributing
12	Corrugated iron sheet (CIS)	Pcs	
13	**Pipes and fittings**		
13.1	Different diameters Galvanized Iron (GI) pipes as per the design	Pcs	
13.2	Different diameter High Density Polyethylene (HDP) pipes as per the design	M	
13.3	Different fittings based on the design	Pcs	
14	Fibre for Galvanized Iron (GI) pipe fixing	Kg	
15	Paint for Galvanized Iron (GI) pipe fixing	Kg	
16	Hand pump	Set	

Appendix 1.1.B) Construction hand tools to be procured by WASHCOs for water supply projects

Item No.	Description of equipment and tools	Unit	Remark
1	4mm nylon rope for laying out	Meters	
2	18 mm nylon rope (for taking soil from the well during excavation and for lowering cylinder to the well)	Meters	
3	Shovel having short handle for taking out excavated soil	Pcs	
4	Shovel for mixing cement	Pcs	
5	Bucket for water	Pcs	
6	Bucket for cement	Pcs	
7	Gesso	Pcs	
8	Wedge	Pcs	
9	5 kg hammer	Pcs	
10	2 kg hammer	Pcs	
11	Chisel	Pcs	
12	Pick axe	Pcs	
13	Helmet	Pcs	

Appendix 1.2) Services to be procured by WASHCOs

- Transport services for construction materials and tools.
- Procurement of labour service from artisans, small and micro enterprises and contractors.
- Renting of equipment and tools.
- Turnkey contracting of construction

Appendix 2. Materials, Goods & Services to be Procured by Woreda

Appendix 2.1) Construction materials to be procured by Woreda with delegation by WASHCO

Item No.	Description of equipment and tools	Unit	Remark
1	Afridev hand pump with all its accessories	Set	
2	Different pumps and generators for RPS if any	Set	

Appendix 2.2) Services to be procured by Woreda

- Consultancy service (for study, design, supervision) if needed.