

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION AND CULTURE



EDUCATION SECTOR DEVELOPMENT PROGRAMME

**CONSTRUCTION GUIDELINES FOR SECONDARY EDUCATION
DEVELOPMENT PLAN 2004 - 2009**

BEDC, July 2004

CONSTRUCTION GUIDELINES FOR SECONDARY EDUCATION DEVELOPMENT PLAN 2004 - 2009

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Abbreviations

ACGEN	Accountant General
CAG	The Controller and Auditor General
CPO	Central Payments Office, Ministry of Finance
CE	Council Engineer
CD	Council Director
CEO	Council Education Officer
CT	Council Treasurer
DPP	Director of Policy and Planning
DG	Development Grant
EMIS	Education Management Information Systems
ESDP	Education Sector Development Programme
GMM	General Maintenance Manual
GoT	Government of Tanzania
HoF	Head of School
LGR	Local Government Reform
MOEC-HQ	Ministry of Education and Culture Headquarter
MoF	Ministry of Finance
NBC	National Bank of Commerce
PORALG	President Office Regional Administration and Local Government
PPM	Physical Planning & Maintenance
PS	Permanent Secretary
RAO	Regional Academic Officer
RAS	Regional Administrative Secretary
RE	Regional Engineer
RCC	Regional Consultative Committee
REO	Regional Education Officer
SB	School Board
SCI	Student: Classroom ratio
SLO	Statistics & Logistics Officer
SMT	School Maintenance Team
SCC	School Construction Committee
TOT	Training of Trainers
TRA	Tanzania Revenue Authority
WEC	Ward Education Coordinator
WEO	Ward Executive Officer
ZE	Zonal Engineer

1.0 Promotion and Application

- 1.1 Objectives** Development Grant (DG) is a demand-driven plan identified and submitted by communities to the Region. Therefore the first step in the DG plan cycle involves informing school communities and partner organisations about the SEDP and procedures.
- 1.2 Standard Documents** DG promotional: **leaflet**
All forms number 1 – 8, however, more attention will be given to Forms No. 1,2,3,4 & 5.
- 1.3 Promotional Activities and Responsibilities**
1. The Regional Education Officer (REO), the Council Education Officer (CEO) and the Ward Education Coordinator (WEC), all secondary schools, ward, and village/Mtaa administrations, NGOs and other relevant institutions will be trained about the existence and procedures of DG. Every care should be taken to ensure that all sections of the community have access to information and that women and men are equally involved in promotional discussions.
 2. Through meetings, to be held in the Division involving WECs, head of schools and SB/SCC chairpersons, the REO/CEO will distribute and explain the DG promotional leaflet and the application form (**Form number 1**). He/she will explain also the eligible activities. He/she will make sure that the WECs understand the DG activities and are able to provide further assistance to the schools with filling in the application forms.
 3. The SB/SCC will be sensitised to submit their application not later than one month after the information session.
 4. The SB/SCC should be made aware that they, and the communities which they represent, are responsible for:
 - Completing application forms and required documents;
 - Procuring the services of a contractor;
 - Daily on-site supervision;
 - Receiving facilities on completion of contract;
 - Maintaining facilities after completion of contract; and
 - Ensuring equitable access to all facilities for boys and girls.
 5. The REO will receive the schools application forms. He/she will issue a signed and dated receipt of registration to the applicant.
 6. For each applicant school, the REO shall open an DG file where the application form together with all required documents during the whole project cycle will be filed. The school DG file will remain in the REO's office, but shall be accessible to other Zonal / MoEC-HQ officials in charge of DG.
 7. A log will be kept of all applications received (Using **FORM number 3**)

- 1.4 Applicants** The applicants are the SB/SCC of secondary schools.
- 1.5 Eligible Activities** The following activities are eligible for financing by DG:
- Construction of new facilities in existing and new schools;
 - Completion/rehabilitation of permanent facilities with sound structure. Rehabilitation works shall ensure the safety and the durability of the existing structures, e.g. repair and replacement of roof structure and/or roof sheets. Minor repairs and replacement of doors, windows, floor screed, plaster and painting is permitted. The cost of the rehabilitation works should not exceed 65% of the cost of a new facility according to DG standard costs for the region. In case the rehabilitation exceeds 65% of the new facility, new facility should be constructed.
 - Regular preventive maintenance
 - Supply of school furniture.
 - Supply of laboratory equipments, fittings and fixtures, fire extinguishers and fire detectors.
 - Construction of pit latrines and water supply facilities.
 - Construction of teachers houses.
 - Construction and supply of sports facilities and equipment
- 1.6 New schools** The region may propose the creation of new schools in underserved, high and low demand areas.
- Localities identified and approved by councils and regional authorities.
 - Public/community land should be available for the permanent establishment of the school.
 - The REO should establish a teacher redeployment plan, nominating teachers in sufficient numbers for each new school.
 - Communities should apply using the **application FORM number 1** and certifying in writing their commitment for 1) creating a new school, 2) making available enough land for the permanent establishment of the school, 3) Enrolling and retaining all students according to the allocated capacity. Prior to the application, the community should organise a School Construction Committee and nominate a chairperson. The application should be signed by the chairperson of the SCC and the Village/Mtaa Government.
- 1.7 Special Conditions** The following special conditions shall apply to all existing and new schools:
- Where school facilities are provided, there must be a definite operating need, available land, enough teachers and sufficient budgets to cover operating costs.
 - Facilities will only be provided according to the priority criteria (see

forms number 2 and 3).

- All design specifications and sizes of buildings provided must comply with the norms and standards of the DG Technical Handbook.
- Drinking water facilities must be available or included as part of the community or DG contribution.
- Latrines or toilets must be available or included as part of the community or DG contribution. The Head of School must ensure that hygiene awareness training is available for students and separate latrines or toilets are allocated to girls.
- An effective School Construction Committee must be in place for new schools, and should be made up of at least 30% women.

2. Registration & Ranking of Applications

- 2.1 Objectives** The Region should examine the applications to ensure that they correspond to DG criteria. All applications should be ranked according to the priority criteria to ensure that the most under served areas, needy schools and communities are the beneficiaries.
- 2.2 Responsibility** The Regional Secretariat is responsible for ranking the applications.
- 2.3 Standard documents** **FORM** number **2** (ranking) , **FORM** number **3** (report)
- 2.4 Activities at Regional Level** **Within one week of the receipt of an application at Regional level**, the above-mentioned persons in charge should rank the application, using the standard document **Form** number **2**. Ranking activities include:
1. Check the registration number of the school.
 2. Verify that the application form has been correctly completed and all required documents have been annexed,
 3. Check if an application has already been submitted for the same school,
 4. Check if the school is already included in another project,
 5. Check if the applicant and the proposed project conforms with criteria as outlined in the Guidelines, form number 1,
 6. Assess the project proposal and determine the development needs (caution: Expansion and completion needs should be determined according to PART B of FORM number 2).
 7. Rank the school by following the instructions on Form number 2.
 8. File the ranking form with the school application form.
 9. Complete form number 3, inform the Regional Consultative Committee (RSS) and schools of the results; send a copy of Form number 3 to MOEC-HQ and PPM zonals.
- 2.5 New schools** The criteria for new schools described in form number 1 shall be applied first. The priority criteria will be underserved, high and low demand areas.
- 2.6 Training and Monitoring by MOEC** The PPM MoEC-HQ will train the Regions and Councils on how to use **FORMS** number **2** & **3** and will check the ranking/registration forms during the monitoring visits prior to disbursing fund.

3. Field Appraisal

- 3.1 Objectives** The field appraisal applies **only to the applications that have been ranked as PRIORITY SCHOOLS**. The field appraisal aims to:
- Verify all information included in the priority applications;
 - Determine, in consultation with the community, the scope of the project.
 - Assist SB/SCC with selection of contractor where necessary.
- 3.2 Responsibility** REO, RE, RAO, CEO, the CE and their assistants assigned by them constitute the field appraisal team.
- 3.3 Standard Documents** Application form number 4 (appraisal form)
- 3.4 Activities at Regional Level**
- The REO together with RE or supervisor will plan the visits to prioritised schools. Visits shall be grouped according to the most efficient routes to be followed.
 - The REO will check data on enrolment, teachers, facilities, land availability, etc.
 - If the data found is different from the data on the application form, the REO will correct the application form number 1 and recalculate the school priority rank on form number 2.
 - RE will check the site, soil and building conditions, especially the safety and the durability of the buildings to be completed.
 - If after the above verifications, the school remains priority, then REO, RE and CE will determine in collaboration with the SB/SCC the scope of the project and the costs.
 - Caution: The ranking exercise allows the region/council to calculate also the schools' needs. The criteria 3 (D3, expansion needs) calculates the needs on new facilities. The number of new facilities allocated to the school shall not exceed the number given by D3. The criteria 4 (D4, rehabilitation/completion needs) calculates the number of facilities to be completed or rehabilitated. Therefore, the allocated number of facilities shall comply with D4
 - The RE/CE will ensure that drawings and information on site and building condition which will be necessary to estimate the project cost. He will also take a photograph of the proposed site for the facility construction. All costs will be based on the standard DG schedule of rates and the technical specifications of the DG technical handbook.
 - The RE/CE will check the availability of building materials, skilled and unskilled labour; transportation, contractors.
 - Where the threshold for procurement warrants Regional Tender Board approval then it will approve suitable contractors. Where construction is to be carried out by contractors, Regional tender board will also provide the SB/SCC with a list of approved contractors.
- 3.5 Training and Monitoring by PPM MOEC and PPM Zonal** The PPM will provide training for the standard DG Technical Handbook. During the monthly monitoring visits, the PPM Zonal will check the appraisal process and project costs by visiting at least 2 schools, chosen at random, appraised during the period.

4. Review & Approval

- 4.1 Objectives After the field appraisal, the projects are submitted to the Regional Secretariat for final approval and authorisation of expenditure.
- 4.2 Standard Documents **FORM** number 5
- 4.3 Activities at Region Level/monitoring by PPM The Regional Secretariat Team should at least comprise of: RAS, RPLO, REO, RE, RAO, RA, and Internal auditor. **The team will meet at least every two weeks or more often if necessary.** No project may be held pending approval for more than 30 days from the application receipt date.
1. After the field appraisal, the REO/CEO, assisted by the RE/CE, prepares a short description of each appraised application by filling the Form number 5.
 2. Caution: The ranking exercise allows the Region/Council to calculate also the schools' needs. The criteria 3 (D3, expansion needs) calculates the needs on new facilities. The number of new facilities allocated to the school shall not exceed the number given by D3. The criteria 4 (D4, rehabilitation/completion needs) calculates the number of facilities to be completed or rehabilitated. Therefore, the allocated number of facilities shall comply with D4.
 3. Caution: All the unit costs used for budgeting the facilities shall comply with the DG standard costs for each type of facility or work.
 4. The REO and RE then present form number 5 as the official support for their recommendations to the Regional consultative committee for approval.
 5. RAO will record review meetings, using form number 5.
 6. The Review team will sign form number 5 to signify approval/ rejection of each project.
 7. The PPM Zonal will check the Approval form of each region/Council and assess whether DG procedures have been properly followed. They will check the consistency of forms number 1 to 4 for each selected school and the compliance of the budget with the DG standard costs. Particular attention will be focused on verifying the consistency of allocated facilities with the need assessment results in forms number 2, 3 and 4. Unit costs of completion and rehabilitation shall also be checked in detail. The PPM Zonal must make sure that all schools are visited at least once in 6 months in each Region, selected at random, to check the forms number 1 to 5 with the exact situation of the school and report to PPM - MoEC.
 8. The results are publicly forwarded to all applicants, with explanation of decisions made.
 9. The REO keeps the original of the records of form number 5 and forwards a copy to RAS and RA who will establish the expenditure projections at regional level.

5. Procurement

5.1 Objectives and tasks

Procurement should follow procurement guidelines for SEDP to enhance rapid implementation, transparency, cost control and good quality of works. They should also enhance the development of local builders (and local economy) and reinforce the communities' responsibilities for secondary schools. To achieve these objectives, the procedures rely on 7 key points:

- 1) The procurement of civil works may use direct labour system except for the construction of assembly hall, laboratory and library where desirable. In case it is recommended to engage a contractor for construction of assembly hall, laboratory and library, the contractor shall provide materials, labour, transport, and equipment.
- 2) Supply of furniture shall be contracted
- 3) Supply of laboratory equipment, fire equipment sports facilities and equipment shall be contracted.
- 4) The contracting body will be SB/SCC for existing schools and new schools respectively.
- 5) Only Council-based contractors are eligible for performing the works.
- 6) The rates and prices quoted by the contractor/supplier shall not be subject to adjustment during the performance of the Contract.
- 7) The contribution of DG to the payment of works, called “**standard maximum DG contribution**” shall not exceed the up-dated unit costs for the region for each itemised work.
- 8) All civil works and furniture shall conform to the standard DG Technical Handbook.

All laboratory equipment , fire equipments shall conform to the standard DG. Technical Handbook.

5.2 Standard Documents

The following shall form part of the Tender Board Committee for works.

- 1) DG standard schedule of materials and rates, established by PPM for new facilities. These unit costs constitute the “**standard maximum DG contribution**”.
- 2) Drawings/technical specifications: DG Technical Handbook.
- 3) Schedule of works: DG Technical Handbook. The aggregated stages of work should always be those mentioned in table 1 of the model of contract (**forms number 6 & 7**).
- 4) Contract agreement : **form number 7**
- 5) Application for contractor pre-qualification: **form number 6A**

5.3 Responsibility

The schools whose projects are approved are responsible for procuring the services of a suitable qualified Council-based contractor.

The Regional secretariat is responsible for assisting the SB/SCC with identification of qualified local contractors.

The contractor is responsible for the supply of materials, transport to the site, hire labour and sub-contractors, and provide adequate equipment for works.

5.4 Contractor Pre-qualification procedures

At the start of the DG activities, each region should constitute a list of qualified contractors to be presented to the schools. This list is constituted through the pre-qualification procedures as follows:-

- a) After being informed by MoEC, RAS, REO, RE, CEO the CE will prepare a list of eligible contractors from the existing register of contractors in the respective council.
- b) Each listed company will be sent the contractors pre-qualification documents (**form 6A**) and will be required to submit the standard application with all required annexes ten days after the publication of the pre-qualification invitation all application shall be submitted to RAS within the deadline indicated in the letter of invitation.
- c) RAS will forward all the applications received to the Regional Engineer (RE). The latter will evaluate the applications against the contractor eligibility criteria, the technical competence and financial capability in construction works, the capacity to generate local employment and suggestion or comments from local community. The RE will check the reliability of information recorded in the application form and visit a number of the sites of the projects given as reference in the application form.
- d) The RE will then establish a list, where he will indicate the name of the applicant company of contractors, the eligibility of the contractor, the acceptability of the technical competence and the degree to which the contractor is locally based. He will present this list to the Regional Secretariat who will review and approve the list.
- e) If there is not enough number of registered contractors in a council (bearing in mind that each council-based registered contractor can be awarded a maximum of two sites,) contractors should be welcome from neighbouring other Councils and/or regions.

The selected schools will be given the list of the successful pre-qualified contractors and will select the contractors either for the works under the guidance of the RE assisted by the RAS, REO.

5.5 Direct Labour (Force Account)

The procedures for direct labour (Force Account) are as follows:

- 1) SB/SCC prepare schedule of building materials indicating quantities required and the prices. The RE/CE shall check the schedule of materials whether they do not exceed prices shown in the DG technical handbook.
- 2) SB/SCC will in addition prepare labour requirement, transport cost and show programme of works.
- 3) RE will check the schedule of building materials whether they are reasonable and do not exceed prices shown in the DG technical handbook, also labour requirement, transport cost and programme of works given by SB/SCC .
- 4) RE will forward to the Regional Secretariat the recommended

schedule of materials, labour requirement, transport cost and programme of works for approval.

5) Regional Secretariat shall give the approval

5.6 Ineligible Contractors

The following contractors are ineligible:

- 1) Non-Regional based contractors. The contractor shall justify the permanent establishment of the Company/individual in the Council for at least one year prior to the submission of the pre-qualification application.
- 2) Contractors of class 4, 3, 2, 1.
- 3) Government-owned enterprises may only participate if they are council-based, legally and financially autonomous, operate under commercial law, and are not a dependent agency of regional or Ministries.
- 4) A company that has submitted erroneous, false information in the pre-qualification documents.
- 5) A company who has not been pre-qualified through the pre-qualification procedures.

5.7 Breakdown of payments

The Contract Agreement (Form number 7) indicates the standard stages of construction to be considered for the payments to contractors. The following percentages should be considered for the payment of each stage.

For new facilities the percentages of payments for each stage are fixed as:

- Mobilization: 8 %
- Foundation/sub-structure/Floor slab: 25%
- Walling including beams and gables : 25%
- Roofing including roof sheets: 22%
- Finishing (plastering, flooring, carpentry): 15%
- Retention for defects period (6 months): 5%.

5.8 Monitoring and Audit

During the monthly visits to regions, PPM zonals and Regional secretariat will review and appraise all procurement documents, specially the following:

- a) The application form and the evaluation report of the contractors.
- b) The number of facilities, the unit costs and the total DG contribution.

The following will be verified:

- (i) Compliance of name, registration number of the school, budget and number of facilities allocated to the school on approval form number 5 with those indicated on the letter of commitment and the contract agreement forms number 6 and 7 respectively.
- (ii) Compliance of unit costs with DG standard costs
- (iii) The totals in each column and row

- (iv) Compliance of the name, address and signature of the contractor, with those registered in the pre-qualification application form.
- (v) School bank account number on forms 6 and 7
- (vi) The break down of the costs in table 1 of the contract agreement and letter of commitment: consistency with the break-down of payments indicated in paragraph 5.7 above, specially for completion and for rehabilitation works.
- (vii) If the PPM monitors find errors or omissions in the contract documents, they will recommend to the SB/SCC in writing, to establish an “amended contract”, explaining in detail all the contract items to be amended. The following terms should be clearly mentioned on the top of the contract “AMENDED CONTRACT SUPERCEDING THE PREVIOUS CONTRACT NUMBER”. The amended contract shall be signed by all parties who had signed the initial contract upon approval of the SB/SCC. A copy of the amended contract shall be sent to the PPM MoEC-HQ via PPM zonals. The latter shall verify that the amended contract complies with all instructions given in writing to the regions.

Zonal Internal Auditor will conduct audit for SEDP funds on a quarterly basis and will forward his report to the Permanent Secretary, MoEC. Based on this report, and after consultation with the PPM, the PS and in accordance with PPA reserves the right to accept or reject any project for a particular school, and to cancel the payment process, at any time, without thereby incurring any liability to the affected Regions or any obligation to inform the affected contractor or school of the grounds for the action.

External Audit will be conducted in accordance with financial regulations for SEDP.

6. Commitment of School Community

- 6.1 Objectives** DG intends to enhance the community's role in the development and maintenance of secondary schools. The beneficiary communities shall demonstrate their commitment to undertake their responsibilities for project identification, procurement and supervision of works, payment to contractors, contribution to school facilities improvement, maintenance of facilities and guarantee of equal access to all children.
- 6.2 Responsibility**
- The Head of School/chairperson of SCC, will sign on behalf of the SB/SCC respectively a letter of commitment with the Region/Council.
 - The WEC will be the witness.
 - The Regional Engineer is responsible to assist the Region/Council with: preparation of the letter of commitment, schedule of works, table 1 of form number 6, estimated cost according to the DG unit costs.
 - The RE and the CE will sign the letter of commitment on behalf of the region.
- 6.3 Standard Documents** Letter of commitment between region and School Community: i.e. form number 6
- 6.4 Activities at School Level** Before signing the letter of commitment, the SB/SCC should ensure that the school has an authorised Bank Account.
- 6.5 Activities at Regional Level** Although this activity is described in a separate section, the letter of commitment should be signed at the same time as the contract of agreement. The REO assisted by the RE will inform and invite all the signatory parties for the contract and the letter of commitment.
- 6.6 Comparison between Form 6 and 7** For each school, forms number 6 & 7 shall have the same serial contract number, the same scope of works, unit and total costs, and the same schedule of payments and cost-sharing (table 1).
- 6.7 Monitoring & Evaluation/Audit** Monitoring and Audit for Community activities shall be done pursuant to clause 5.8 of these guidelines.

7. Site Supervision

- 7.1 Objectives** Site supervision activities aim to ensure:
- Satisfactory workmanship quantity adherence to specification and timely progress of works;
 - Certification of work completed for stage payments to be made.
- 7.2 Responsibility** The SB/SCC, is responsible for the day to day monitoring of works. It will ensure that no material is lost, the contractor attends the site regularly and the works are done satisfactorily.
- The RE/CE or supervisor of building works assigned or contracted by the Region/Council, is responsible to visit the site at least at the stages of works considered for the payments. They will control the quality and progress of work, give the necessary instructions to the contractor in the school site book. The supervisor will prepare the certificate of works form number 8 and help the REO to update the technical-financial information.
- RE and CE shall sign the certificate of works form number 8, only when they certify that work has been accomplished according to the standards set-up in the DG Technical Handbook. If they observe sub-standard work, which can not be improved (e.g. foundations, floor slab or block walls with weak concrete mix), they should instruct, in writing, the contractor to demolish the sub-standard work and to restart them following the technical handbook, at the contractors expense.
- 7.3 Standard Documents** **School site-book:** The SB/SCC, will purchase and keep a book dedicated to recording the progress of the works on the site. The site-book will be kept in the HoS office but should be always accessible to the monitors visiting the site. In the absence of the head of school his/her designated person shall keep the site book. The HoS (or designated person) will open a page for each working day and will indicate the number of contractor workers present at the site, the name of the site supervisor present that day, the type and quality of materials delivered by the contractor to the site, the problems discussed with the contractor and the solutions found. The RE, DE, PPM monitors and auditors will sign the site-book at each visit. The RE, DE and PPM have to write down their full instructions and comments to the contractor in the book. The site-book is and will remain the property of the SB/SCC. The contractor, at his own expenses, can make a duplicate of the site book, if necessary.
- Certificate of works for civil works: form number 8:** The RE/CE shall prepare this certificate for each stage of works considered for the payments. The certificate shall be issued only for works satisfactorily done and completed to the stage required by the payments schedule (table 1 of the contract). The certificate shall be issued by the School and signed by the SB/SCC, the (WEO) will sign as witness.
- 7.4 Monitoring and** Visits to schools, chosen at random, to verify compliance of quality

Audit

and progress of works with the certificates. PPM zonal monitors are responsible for verifying the progress and quality of works. If they observe any substandard work, they should immediately recommend to RE and DE of appropriate action.

See also instructions for checking the quality of works, given in the technical handbook.

8. Financial Procedures: Central Government

8.1 Objectives

- 1) The DG will support government policies and objectives of Education Sector Development Programme (ESDP), Local Government reform programme and poverty alleviation.
- 2) The DG will, at least initially, be financed entirely from development partners (DP) to central Government. The expected grant will be shown in the GoT budget estimates as revenue to the Consolidated Fund for conditional development grant for Regional-based secondary School Facilities Expansion/improvement Plan.
- 3) The financial and accounting procedures for the DG shall comply with regulations laid down in the SEDP financial management and accounting manual.

8.2 Budgeting procedures

The DG funds will be referred to as Development Grant for Council-based secondary School Facilities Expansion/improvement programme.

Amounts annually pledged by donors to DG may far exceed GoT budgeted amounts. Therefore, as soon as MOEC finalises the financing requirements for school facilities, the PS must apply to the Treasury in writing (on a form TFN.345 A) for a reallocation of financial provision that provides for the additional costs.

9. Financial Procedures: Regional Consultative Committee

- 9.1 Local Government: Financial Management Responsibilities** Consolidate Council and plans, budgets and reports at regional level in line with statutory requirements.
- 9.2 Council: DG Accounting Procedures and standard documents**
- 1) Overseeing the preparation of Secondary School Plans and budgets and consolidation school plans into the LGA education plan.
 - 2) The Council Treasurer will ensure compliance to the procedures laid down in the guidelines.
 - 3) Supporting the school in safe keeping the funds made available to them.
 - 4) Ensuring that the funds paid to the schools are used for planned activities.
- 9.3 Council disbursements** Council will make disbursements to school accounts for the money (funds) from community contribution as counterpart funds.
- 9.4 Internal/External audit** DG implementation will be audited according to the SEDP financial management and accounting guidelines.

10. Financial Management at Schools

- 10.1 Objectives**
- 1) Enhancement of community participation in school management.
 - 2) Capacity building in schools for managing and accounting for DG.
- 10.2 Responsibilities at Schools**
- The SB/SCC has the following responsibilities:
- In collaboration with the School Management Team (SMT) , prepares and updates school development plans and Plans of Action.
 - The HoS will ensure compliance to the procedures laid down in the manual.
 - Ensure safe custody of funds provided to it including opening a school bank account and operating it in line with procedures issued by the treasury.
 - Ensure that activities approved by the BEDC are implemented as planned.
 - Prepares reports as instructed by the MoEC
 - Submit to the MoEC all documents related to the plan implementation for accounting purposes.
 - The SB/SCC will be permitted to make payments to contractors for works financed by DG on receiving a certificate of works from the RE/CE.
 - It is the responsibility of the head of school and the chairperson of The SB/SCC to ensure that all cheques received from the council are deposited in the school's bank account.
- 10.3 Financial records at school**
- Financial records at school shall follow financial and accounting guidelines for SEDP.

11. Monitoring

- 11.1 Objectives** Effective monitoring is essential if overall DG objectives of accountability, transparency, quality, and timely implementation are to be met.
- Monitoring systems will ensure that problems are identified at an early stage, remedial actions are taken, managers at all levels and general public are provided with accurate, concise and relevant information on the progress of the project.
- 11.2 Responsibilities** monitoring coordination of DG activities will be as stipulated in the guidelines for institutional arrangements for SEDP.
- 11.3 Target setting and indicators** The GoT already has clearly stated objectives for improving access to secondary education within the ESDP. Specific objectives for school facilities are set-up in the Technical Annex 9 in the joint government/DPs pre-appraisal document(1998). These objectives will be met through a variety of policy initiatives and activities, one of which is DG for secondary education development Plan.
- Measurable indicators:
- Expansion of equitable access:**
- The number of school facilities built and improved under DG will be measured and linked directly to ESDP objectives of equitable access, improvement of teaching - learning environment and efficient use of resources. The indicators are like ratio of student per facility, number of schools with water supply in the region before and after the DG; unit costs per type of facility.
- Poverty alleviation:**
- By choosing council and village/Mtaa based contractors, and artisans intends to inject funds allocated to school facilities in local micro-economies. The measurable indicators can be: Number and origin of local contractors, artisans and labourers employed under DG, value of contracts in terms of cost of labour and transport.
- 11.4 Standard documents for monitoring** Summaries of forms number 1 to 8 together with the technical and financial audit reports are examples of monitoring reports. The summaries will be generated by a Management Information System based on information forwarded by the Regions to PPM MoEC-HQ and PPM Zonal.
- In addition to these records the PPM Zonal should maintain detailed **maps** of each Council, showing location of all secondary schools and **Regional monitoring files**, with sections for each DG school. The files should contain:
- Copies of all reports, vouchers and site photographs received

from Council (sorted by school)

- Schedule of rates and DG standard costs per region
- PPM Zonal monitoring visit reports

11.5 PPM MoEC- HQ monitoring tasks

PPM as line section for planning and monitoring school facilities projects has two levels MoEC-HQ and zonal centres .

PPM plans and co-ordinates the DG activities, monitors activities at regional and Council levels, verifies compliance of activities to the DG implementation guidelines and technical handbook, updates the guidelines, Technical Handbook and standard costs, keeps records of all monitoring documents, appraises the replenishment requests from the regions and submits them to PS/MoEC for approval.

PPM MoEC- will visit each Council at least once every 6 months.

During these visits, the PPM will verify all documents in the school files:

- 1) Spot-check the school files: All the documents in the school files should be verified in depth: Application, ranking, appraisal form, letter of commitment and contract agreement.
- 2) Verify compliance of school files with the school ledger
- 3) Verify the DG school cash book and the bank reconciliation statements.
- 4) Verify compliance of form number 8 with progress of works on the site, technical quality of buildings on the sites and advice on improvements..
- 5) Verify the unit costs at region and update quarterly the DG maximum standard costs.
- 6) Provide training to regional and Council Officers on DG technical and financial procedures.
- 7) Collect copies of forms number 1 to 8 for each school approved and/or under project.
- 8) Keep records in the respective regions and school files.
- 9) Update the Education Management Information System (EMIS) with data contained in the above-mentioned forms.
- 10) Prepare national progress report for submission to relevant authorities.
- 11) Assist the Chief Accountant to update the regional ledgers

11.6 PPM zonals

Will train Regional and Council Officials, monitor and evaluate the region and Council activities and report monthly to PPM MoEC- HQ.

They will visit the Regions and Council at least twice per quarter (and in key phases of the project: field appraisal of highest ranked schools, selection of contractors) and will spot-check on going

works in different schools.

During these visits they will:

- 1) Spot-check the school files: All the documents in the school files should be verified in depth: Application, ranking, appraisal form, letter of commitment and contract agreement.
- 2) Check compliance of school files with the school ledger
- 3) Check compliance of form number 8 with progress of works on the site, technical quality of buildings on the sites and advice on improvements..
- 4) Check the unit costs at region and update quarterly the DG maximum standard costs.
- 5) Provide training to Regional and Council officers on DG technical procedures.
- 6) Collect copies of forms number 1 to 8 for each school approved and/or under project.
- 7) Keep records in the respective regions and school files.
- 8) Update EMIS with data contained in the above-mentioned forms.
- 9) Prepare report and submit to MOEC.

Note : PPM Zonal will conducts checks making sure all schools have been checked by them at least once in 6 months.

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| 11.7 Monitoring Costs for PPM | Monitoring costs shall be included in the action plan |
| 11.8 Evaluation by PPM | Quarterly audit reports will establish the efficiency of monitoring activities by PPM MoEC-HQ and PPM zonals. In case, reports establish that the minimum standards of service delivery (transparency, accountability, quality of works and timely implementation) are not followed, monitoring function can be transferred to private sector (e.g. a team of engineer and accountant hired by the MoEC). |
| 11.9 Monitoring by Region/Council | <p>The detailed roles and responsibilities of the Regional/Council officers are elaborated in the institutional arrangement for SEDP</p> <p>In addition, the Regional/Council officers will raise awareness within the schools, ward, division and village governments on ownership, regular maintenance and fund raising for maintenance of the school facilities. The Regional/Council will avail its technical and logistical assistance to the schools for maintenance purposes.</p> |
| 11.10 Monitoring by schools | The school communities, represented by The SB/SCC will be responsible for providing monitoring of project activities, financial management of DG and community funds, daily supervision of works, maintenance of facilities, promotion of Secondary Education in the catchments area of the school and importance of sending students to school especially girls and disabled. The monitoring costs of schools are covered by the community contribution. |

The WEC and village/Mtaa governments should assist the schools to perform their responsibilities. In this respect the WEC and village/Mtaa government will assist the SB/SCC to raise awareness and funds for regular maintenance of the schools.

12. Capacity Building

- 12.1 Objectives** Capacity building is an essential input of achieving DG objectives at Council (in the framework of local government reform) and at schools (in the framework of devolving more responsibilities to communities).
- 12.2 Responsibilities** Training will be given to PPM MoEC-HQ who shall then conduct TOT at regional and council levels. TOT regional and council will carry out training to ward, division and schools.
- 12.3 Capacity building Costs** DG will cover capacity building recurrent costs by a quarterly transfer of a fixed amount from the holding account to a MoEC account. This account will be held in the Bank of Tanzania or in a Commercial Bank and administered by the PS/MoEC, the Chief Accountant MoEC according to the modalities.
- 12.4 Evaluation Indicators** **Capacity building, local government reform:**
The capacity building will be evaluated through the performance measurement indicators: Number of facilities implemented against number of facilities initially allocated by MOEC; quality/durability of facilities built; amount of disbursements properly managed against DG amounts initially allocated by MOEC; cost control reports; number of applicant schools;

