



# Project Document – Cap. Bldg.

## Cover Page

**Year / Country:**

**Project Title:**

**Project No:**

(to be assigned by CEWARN Addis Ababa)

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This document was  
last updated on:

by:  
(Name, Position):

This file was closed on:



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## 1. Overview

<b>1.1 Requesting Committee</b> <small>(Local Peace Committee or CEWERU)</small>	For LPC only: <b>District / Region / Zone:</b> For LPC only: <b>Town / Village:</b> <b>Contact Person (Name, Position):</b> Telephone: Fax: e-mail:  <b>Implementing organisation (if any):</b> <b>Project Manager in Charge (Name, Position):</b> Telephone: Fax: e-mail:  <b>Banking Instructions:</b> Bank name: Bank code: Account holder's name: Account number:					
<b>1.2 Project Title</b>						
<b>1.3 Fund requested</b>	(The information in this sub-section must be copied from section 5. Budget)					
	<b>Local Currency:</b>	<b>Amount in local currency:</b>			.00	
	<b>Rate to USD:</b>	<b>as of:</b>			(date)	
	<b>Amount in USD:</b>					
<b>1.4 Status</b>	approved by LPC	approved by CEWERU	received at CEWARN	decision by SteCom (see 6.5)	implemen- tation com- pleted	post-project review by SteCom
(fill in date)						
<b>1.5 Reports received</b>	for months 1 to 3	for months 4 – 6	for months 7 – 12 (extension)	closing report	audit report	
(fill in date)						
<b>1.6 Remarks</b>						



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## 2 Short Problem description

<p><b>2.1</b></p> <p><b>Capacity problem to be addressed</b></p> <p>This section was last updated / changed by: (name, date, organisation)</p>	<p><b>Problem to be solved:</b></p> <ul style="list-style-type: none"><li>• Target group / institution(s): who lacks the capacity to design &amp; implement RRF projects?</li><li>• What are symptoms? How do we know that the lack of capacity is a real hindrance?</li></ul> <p><b>Ambitions, objectives and experiences:</b></p> <ul style="list-style-type: none"><li>• What are the target group's / institution's ambitions, visions and objectives?</li><li>• What have they done up to now to make these happen?</li><li>• What are the key experiences from these efforts with regard to capacity building?</li></ul>
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## 3 Stakeholders and collaboration

<p><b>3.1 Other organisations and agencies pursuing similar objectives</b></p> <p>This section (3.1 to 3.2) was last updated / changed by: (name, date, organisation)</p>	<p><b>List of other important organisations pursuing similar objectives:</b></p> <p>List out the main organisations that pursue similar objectives and /or may be important stakeholders in this capacity building project</p>		
	<p><b>Name</b></p>	<p><b>Responsibility / Programme / Project</b></p>	<p><b>Operating when / since</b></p>
<p><b>3.2 Coordination &amp; partnership</b></p>	<p><b>Stakeholders and the institutional landscape:</b></p> <ul style="list-style-type: none"> <li>Briefly describe the role of each of the organisations mentioned above in view of policy and capacity for solving pastoral conflict</li> <li>What are their experiences and what is their status with regard to capacity?</li> </ul>		



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### **How can coordination and be partnership ensured?**

- Describe the main institutional partnerships and institutional relationship that need to be developed or managed for this project
- Describe any potential conflict of interest with any of these organisations
- Describe the main mechanisms for coordination (specify whether in place or planned)
- How can the benefits of this project be extended to these other groups with similar goals?
- Describe where partnerships have been agreed or could be agreed



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## 4 Objective, results, approach

<p><b>4.1 Objective and results</b></p> <p>this section (4.1 to 4.5) was last updated / changed by: (name, date, organisation)</p>	<p><b>Main objective of the project:</b></p>  <p><b>Results to be achieved:</b></p> <ul style="list-style-type: none"><li>• Specify two to five main results: what will be different after the project?</li><li>• For each result, indicate a date (month / year) as a deadline</li><li>• For each result, describe how it will mainly be achieved and which main inputs will be required</li></ul>
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<p><b>4.2</b> <b>Sustainability</b></p>	<p>Does the project bring new tasks and responsibilities for the organisation(s) to be supported? If yes, how can these be maintained?</p>
<p><b>4.3</b> <b>Approach and significance</b></p>	<p><b>Approach</b></p> <ul style="list-style-type: none"><li>• What has been tried before, but didn't solve the problem?</li><li>• What are the lessons learned from these earlier attempts?</li><li>• What is 'special' about this project? Why is it absolutely necessary?</li></ul>



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<p><b>4.4</b> <b>Ownership</b></p>	<p><b>How have the beneficiaries or target groups been involved in developing this project proposal?</b> (tick where applicable)</p> <p>They have been consulted <input checked="" type="checkbox"/></p> <p>They have approved the project before it came to the LPC <input type="checkbox"/></p> <p>They will make a substantial contribution to the project <input type="checkbox"/></p> <p>They will themselves implement the project <input type="checkbox"/></p> <p><b>Explain:</b></p>
<p><b>4.5</b> <b>Risk management</b></p>	<p><b>Risks:</b></p> <ul style="list-style-type: none"><li>• What are the main risks that could slow down, derail or stop the project?</li><li>• What could be done by the project stakeholders to manage those risks?</li><li>• What could be done by others to minimise those risks?</li></ul>







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## 6 Approvals

Because of the need to have the signatures in original, fax this page to 00251 – 113 - ..... and / or send it by mail or through courier to CEWARN, P.O. Box ....., Addis Ababa, Ethiopia with your signature; CEWARN Unit will scan and annex this page to the document

<b>6.1 Approval by the Local Peace Committee</b> (for projects originat- ing at the LPC level)	Date of the meeting:		
	Name	Organisation / Function	Signature
	(Chairperson)		
<b>6.2 Comments by the Local Peace Committee</b>	Further explanations, comments or important constraints that the LPC would like to be known with regard to its decision:		



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<b>6.3 Approval by the CEWERU</b>	Date of the meeting: _____ Venue: _____ Chairperson: Name _____ Signature: _____ Witness: Name _____ Signature: _____ Telephone No. of the Chairperson / contact person: _____
<b>6.4 Comments by CEWERU</b>	Note here any important comments, considerations and constraints that may guide the decision-making by the CEWARN SteCom and the implementation through the LPC or implementing organisation:



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<p><b>6.5 Recommendation by the CEWARN Response Coordinator</b></p> <p>(Name)</p>	<p><b>Recommendation by the CEWARN Response Coordinator to the CEWARN Director and the RRF Steering Committee:</b></p> <ul style="list-style-type: none"><li>• Formal criteria: backed by all parties / medium-term (one-year) perspective is clear / properly approved by LPC and CEWERU / project duration is one year maximum</li><li>• Substantive criteria: clarity of objectives and project rationale / coherence of the proposal / significance of the project objective and results / ownership by beneficiaries and other stakeholders / complementarity with other initiatives / sustainability of impacts / risk / viability and cost-benefit</li><li>• If in an exceptional case the project costs more than 50k USD, a separate technical evaluation is commissioned and annexed</li></ul>
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<p><b>6.6 Approval by the CEWARN Direc- tor</b></p>	<p>If total budget is less than 10 000 USD and the decision is urgent, the CEWARN Director may approve the project. He will present the projects approved by him to the subsequent Steering Committee and seek an overall confirmation of his decisions.</p> <p>Date of the approval:</p> <p>Name: _____ Signature: _____</p>
<p><b>6.7 Decision by the CEWARN Steer- ing Committee</b></p>	<p>Date of the meeting:</p> <p>Chairperson: Name _____ Signature: _____</p> <p>Witness: Name _____ Signature: _____</p> <p>Decision: Approved <input type="checkbox"/> Rejected <input type="checkbox"/></p> <p>Requested for re-submission (see explanation below) <input type="checkbox"/></p>
<p><b>6.8 Comments and conditions set by the Steering Committee</b></p>	<p>Conditions and adjustments to the project; concerns and other information regarding its decision by the Steering Committee:</p> <ul style="list-style-type: none"> <li>• If the SteCom approves a different budget, the project budget as per section 5 will be updated; the deviations from the original budget will be explained in 5.3 or in an annex</li> <li>• If the project budget exceeds 10 000 USD, the SteCom may decide to provide funds in instalments; if so, the history of instalments and their settlement will be provided as an annex</li> </ul>



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## 7 Grant Agreement

Project Title:

(copy from 1.2)

The CEWARN Unit, through its Executive Director, grants the requesting Local Peace Committee or CEWERU the amount of \_\_\_\_\_ USD for the implementation of the project described in this document of the project with CEWARN's number \_\_\_\_\_.

On receipt of a countersigned copy of this page, the CEWARN Unit will make the respective payment into the bank account named in the project document's section 1.1. This grant is governed by the following contractual conditions:

- a) The LPC / CEWERU undertakes this activity on its own behalf and not on behalf of the CEWARN Unit or IGAD.
- b) In carrying out this activity, the LPC / CEWERU ensures compliance with all applicable laws and regulations of persons working under its mandate, through contract or otherwise.
- c) The grant is exclusively used to pay for items, goods or services that are required to attain the project's objective as stated in sections 4.1 and further detailed in section 5; either by the LPC/ CEWERU itself or through its implementing organisation.
- d) The administration of the grant follows acknowledged practices of accounting in the recipient's country and, to the extent feasible, the IGAD Financial Manual (available at [www.cewarn.org/rrf/ifm.pdf](http://www.cewarn.org/rrf/ifm.pdf)). Directly applicable rules are listed in section 14).
- e) A complete and accurate record of the funds received and expenses incurred under this grant must be maintained by the LPC / CEWERU for at least four years after all grant funds are fully expended. If the LPC / CEWERU ceases to exist, its Authorised Representative will ensure that all relevant documents are handed over to the local government body for safe keeping.
- f) The LPC /CEWERU ensures compliance with the reporting and auditing requirements as set out in this project document and the RRF. The LPC / CEWERU will permit representatives of the CEWARN Unit to visit the activity site(s) at times convenient to the latter and to independently interview stakeholders and others concerned.
- g) The total amount of this grant, or any portion thereof, may be discontinued or called back at any time if, in the judgement of the CEWARN Unit, such action is necessary to comply with any law or directive governing the CEWARN Unit's functioning, or if the LPC / CEWERU fails in the opinion of the CEWARN Unit to make sufficient progress towards the objective of the project.
- h) The undersigned person acknowledges that she or he is duly authorised to accept this grant on behalf of the requesting LPC / CEWERU.

Addis Ababa,

Place:

Date:

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Director, CEWARN Unit

Name:

Representative of the LPC/CEWERU

(fax this page with original signature to: CEWARN, + 251 (11) 37 21 022 and mail the original by pouch)



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## 8 Reports

<p><b>8.1</b> <b>Report for months 1 – 3</b></p> <p>Reporting date:</p>  <p>Name / Organisation of rapporteur:</p>	<p><b>Is the project on track?</b>    fully <input type="checkbox"/>    mostly <input type="checkbox"/>    partly <input type="checkbox"/>    not <input type="checkbox"/></p> <p>The project should be redesigned:    no <input type="checkbox"/>                      yes <input type="checkbox"/></p> <p><b>Major achievements to date:</b></p>  <p><b>Major problems to date:</b></p>  <p><b>Recommendation for action:</b></p>
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<p><b>8.2 Project expenditures in local currency as of:</b></p> <ul style="list-style-type: none"> <li>• Note: only report actual expenditure; do not report commitments or plans !</li> <li>• The total budget should be in line with the approved budget; but changes between budget lines are ok</li> </ul>			
Activity / Type of expenditure	Budget	Spent	Unspent
<b>Total Costs</b>			

<p><b>8.3</b> <b>Comments</b></p>	<p>Further comments on expenditures and project financing:</p>          
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<p><b>8.4</b> <b>Report for months 4 – 6</b></p> <p>Reporting date:</p> <p>Name / Organisation of rapporteur:</p>	<p><b>Is the project on track?</b>    fully <input type="checkbox"/>    mostly <input type="checkbox"/>    partly <input type="checkbox"/>    not <input type="checkbox"/></p> <p>The project should be redesigned:            no <input type="checkbox"/>    yes <input type="checkbox"/></p> <p><b>Major achievements to date:</b></p>  <p><b>Major problems to date:</b></p>  <p><b>Recommendation for action:</b></p>
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<p><b>8.5 Project expenditures in local currency as of:</b></p> <ul style="list-style-type: none"> <li>Note: only report actual expenditure; do not report commitments or plans !</li> <li>Include expenditures of month 1 – 3 in this report; i.e. 'spent' is all money spent up to reporting date</li> </ul>			
Activity / Type of expenditures	Budget	Spent	Unspent
<b>Total Costs</b>			

<p><b>8.6</b> <b>Comments</b></p>	<p>Further comments on expenditures and project financing:</p>          
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<p><b>8.7 Report for months 7 – 12</b></p> <p>Reporting date:</p>  <p>Name / Organi- sation of rappor- teur:</p>	<p><b>Is the project on track?</b>    fully <input type="checkbox"/>    mostly <input type="checkbox"/>    partly <input type="checkbox"/>    not <input type="checkbox"/></p> <p>The project should be redesigned:                    no <input type="checkbox"/>    yes <input type="checkbox"/></p> <p><b>Major achievements to date:</b></p>   <p><b>Major problems to date:</b></p>   <p><b>Recommendation for action:</b></p>
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- use this format only if the project needs extension beyond month 12; otherwise, use the Closing Report 7.11

<p><b>8.8 Project expenditures in local currency as of:</b></p> <ul style="list-style-type: none"> <li>• Note: only report actual expenditure; do not report commitments or plans !</li> <li>• Include expenditures of month 1 – 12 in this report; i.e. 'spent' is all money spent up to reporting date</li> </ul>			
Activity / Type of Costs	Budget	Spent	Unspent
<b>Total Costs</b>			

<p><b>8.9 Comments</b></p>	<p>Further comments on expenditures and project financing:</p>       
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<p><b>8.10</b> <b>Project Closing Report</b></p>	<p><b>Were the project objectives and results achieved?</b> fully <input type="checkbox"/> mostly <input type="checkbox"/> partly <input type="checkbox"/> not <input type="checkbox"/></p> <p><b>Major achievements:</b></p>          <p><b>Major problems:</b></p>          <p><b>What should be the next step to further improve the situation?</b></p>
<p><b>8.11</b> <b>Lessons learned</b></p>	<p><b>What are the lessons learned?</b></p> <ul style="list-style-type: none"><li>• with regard to the issue at hand / the problem the project tried to solve</li><li>• with regard to the planning</li><li>• with regard to project implementation.</li></ul>



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## 9 Project Audit Report

<p><b>9.1 Summary</b></p>	<p><b>Names and organisation/ company of the auditors:</b></p> <ul style="list-style-type: none"><li>• The first-mentioned person is the auditor responsible for this report</li><li>• The full audit report with all originals or copies of vouchers is to be sent to the CEWARN Unit, where it will be filed under this project's number.</li></ul> <ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li></ol> <p>The audit was commissioned on (date) by (name): _____ Function: _____</p> <p><b>Main results:</b></p> <p>Funds were spent in line with objectives and results of the project: fully <input type="checkbox"/> mostly <input type="checkbox"/> partly <input type="checkbox"/> not <input type="checkbox"/> could not be assessed <input type="checkbox"/></p> <p>Vouchers were found to be truthful / correct fully <input type="checkbox"/> mostly <input type="checkbox"/> partly <input type="checkbox"/> not <input type="checkbox"/> could not be assessed <input type="checkbox"/></p> <p>Financial / cash management processes and systems are adequate fully <input type="checkbox"/> mostly <input type="checkbox"/> partly <input type="checkbox"/> not <input type="checkbox"/> could not be assessed <input type="checkbox"/></p> <p>Amount of money affected by “partly / not / could not be assessed”: in local currency: _____ in USD as per budget rate: _____</p> <p><b>Management summary and recommendations:</b></p>
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<p><b>9.2</b> <b>Comments</b> Name:  Date:</p>	<p><b>by LPC &amp; implementers to auditors' statement:</b></p>
<p><b>9.3</b> <b>Comments</b></p>	<p><b>by CEWERU and / or Response Coordinator (include name and date)</b></p>



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<b>9.4 Project expenditures as verified by the auditors in local currency:</b>			
<b>Activity / Type of expenditures and auditors' comments</b>	<b>Budget</b>	<b>Spent</b>	<b>Unspent</b>
<b>Total Costs</b>			
<b>in USD as per the budget's rate:</b>			
<b>9.5 Comments</b>  Name:  Date:	<ul style="list-style-type: none"> <li>If project funds are "unspent", explain here the proposal how they will be handled; this will need confirmation from the SteCom</li> </ul>		



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**10 Review of Closing and Audit Report by SteCom**

<p><b>10.1</b> <b>Meeting of the CEWARN Steering Committee</b></p>	<p>Date of the meeting:</p> <p>Chairperson: Name _____ Signature: _____</p> <p>Witness: Name _____ Signature: _____</p> <p><b>Decision with regard to the closing report:</b></p> <p>Approved <input type="checkbox"/> Rejected <input type="checkbox"/></p> <p>Requested for re-submission (see remarks below) <input type="checkbox"/></p> <p><b>Decision with regard to the audit report:</b></p> <p>Approved <input type="checkbox"/> Rejected <input type="checkbox"/></p> <p>Requested for re-submission (see remarks below) <input type="checkbox"/></p>
<p><b>10.2</b> <b>Remarks</b></p>	<ul style="list-style-type: none"> <li>• If project funds are “unspent”, record here the SteCom’s decision</li> <li>• If issues need to be clarified with regard to the closing and audit reports, note here the precise questions</li> </ul>
<p><b>10.3</b> <b>Final closure review</b></p> <p>Prepared by: (name)</p> <p>Date:</p>	<p><b>Confirmation of the CEWARN Director that the project file can be closed</b></p> <ul style="list-style-type: none"> <li>• Questions asked by the SteCom were clarified (explain how)</li> <li>• Decision on funds „unspent“ have been implemented (explain how)</li> </ul> <p><b>Decision: herewith is the project file closed.</b></p> <p>Name: _____</p> <p>Date: _____ Signature: _____</p>



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## 11 Supporting information

<p><b>11.1 SWOT Analysis</b></p> <p>This section (10.1 to 10.2) was last updated / changed by: (name, date, organisation)</p>	<p><b>In pursuing its (their) objectives, the the organisation(s) to be supported display or are confronted with the following main Strengths, Weaknesses, Opportunities and Threats:</b></p> <ul style="list-style-type: none"><li>• For a guideline on SWOT analysis check 'SWOT' at <a href="http://www.wikipedia.org">www.wikipedia.org</a></li></ul> <p>Strenghts:</p> <p>Opportunities:</p> <p>Weaknesses:</p> <p>Threats:</p>
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### 12 Presentation of the Local Peace Committee(s)

(only for capacity building projects for one or more LPCs)

<p><b>12.1 Establishment</b></p>	<p><b>Describe the establishment of the Local Peace Committee:</b></p> <ul style="list-style-type: none"> <li>• When?</li> <li>• By whom? Who were the key players?</li> <li>• For which reason?</li> </ul>
<p><b>12.2 Formal Status</b></p>	<p><b>Describe the formal status of the Local Peace Committee:</b></p> <ul style="list-style-type: none"> <li>• How Is it recognised by local government and other official entities?</li> </ul>
<p><b>12.3 Partnerships</b></p>	<p><b>Describe the partnerships of the Local Peace Committee:</b></p> <ul style="list-style-type: none"> <li>• Who has been funding or is expected to fund activities of the LPC?</li> <li>• Who has been collaborating, and on what?</li> </ul>
<p><b>12.4 Activities</b></p>	<p><b>Describe activities of the Local Peace Committee, past, current and planned:</b></p>





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### 13 Instructions on how to use this document

<p><b>13.1 General approach</b></p>	<p>This document comprises the „full story“ of any given project supported by the Rapid Response Fund – from the cradle to the grave. The most important advantage of this is that for each project there is only one document / file, which in turn means that it is easy :</p> <ul style="list-style-type: none"> <li>• to find the relevant file for a project,</li> <li>• to access all the important information about this project</li> <li>• to check whether sufficient information is provided, and</li> <li>• to ensure that all necessary processes – from approval to closure of the file – have been effected.</li> </ul> <p>Furthermore, this approach enhances the transparency and manageability of the Rapid Response Fund for the wide group of RRF stakeholders:</p> <ul style="list-style-type: none"> <li>• everybody knows from the outset what information should be provided by whom</li> <li>• the file, from its inception and at the various stages of the project life cycle, is always to be kept on the CEWARN web site, from where it can be downloaded by anyone interested (or with access to the web site)</li> <li>• whoever needs to update the file – be it the LPC, the CEWARN Unit, the auditors, .. – can do so from his home base or office, or indeed from any internet access point.</li> </ul>
<p><b>13.2 Annexes</b></p>	<p>An important feature of the Acrobat file format is that PDF files can simply be annexed. This again means that all the relevant information, including detailed budgets and explanations, can easily be managed by mailing or faxing original documents to the CEWARN Unit, where they will be scanned and attached.</p> <p>Also, if for any reason an LPC cannot edit the form on a PC, it is sufficient to fax the information to the CEWARN Unit where it will be entered into the form, and the original submission will be annexed.</p>
<p><b>13.3 File name and version control</b></p>	<p>Each project file has a unique name, assigned to it by the CEWARN Unit. The file name is CEWARN RRF PROJECT XXXX and YYYY MM DD. pdf, where XXXX is the project number and YYYY MM DD is the date when the file was last edited.</p> <p>Updated versions of the file will be e-mailed to the CEWARN Unit at <a href="mailto:rrf@cewarn.org">rrf@cewarn.org</a>, from where they will be uploaded to the web site. The CEWARN Unit also keeps all the earlier versions in an archive.</p>



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### 14 CEWARN Standard Rates and budgeting guidelines

<p><b>14.1</b> <b>Standard rates</b></p>	<p>For budgeting purposes, the following rates shall apply:</p>		
<p>Activity / Type of expenditures</p>	<p>Unit</p>	<p>Explanation of Unit</p>	<p>Rate per Unit (USD)</p>
<p><b>14.2</b> <b>Other budgeting guidelines</b></p>	<p>Budgeting should to the extent feasible follow the respective Member State’s public sector budgeting rules and practice. All costs that are directly required to attain the project’s objective can in principle be included. However, the cost must be reasonable. Importantly:</p> <ul style="list-style-type: none"> <li>• Costs that imply a ‘double benefit’ to any participant may not be included; for example DSA for a participant who will receive DSA or similar benefits from another organisation</li> <li>• Costs that would benefit an official or an employee of a participating government office or non-governmental organisation (or their relatives) in any other way than by a direct compensation of true costs and expenditures</li> <li>• It is the LPC’s responsibility to post the budget as included in this document in public at sub-district and district offices in the area of project implementation.</li> </ul> <p>Rates for daily labour, cash-for-work, etc should not exceed what other organisations working in the same area or with the same target groups provide for them (cf. section 4, Collaboration).</p>		



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	<p>In order to provide the implementing LPC with the necessary operational flexibility, it is allowed to increase or decrease the different lines or activities of the budget presented in section 5. However, it is not allowed to pay for items that are not listed in the budget, unless every such change has been specifically permitted by the CEWARN Response Coordinator. It is not allowable to exceed the budgeted total costs.</p>
<p><b>14.3 Other budgeting guidelines</b></p>	<p>Budgeting should to the extent feasible follow the respective Member State’s public sector budgeting rules and practice. All costs that are directly required to attain the project’s objective can in principle be included. However, the cost must be reasonable. Importantly:</p> <ul style="list-style-type: none"> <li>• Costs that imply a ‘double benefit’ to any participant may not be included; for example DSA for a participant who will receive DSA or similar benefits from another organisation</li> <li>• Costs that would benefit an official or an employee of a participating government office or non-governmental organisation (or their relatives) in any other way than by a direct compensation of true costs and expenditures</li> <li>• It is the LPC’s responsibility to post the budget as included in this document in public at sub-district and district offices in the area of project implementation.</li> </ul> <p>Rates for daily labour, cash-for-work, etc should not exceed what other organisations working in the same area or with the same target groups provide for them (cf. section 4, Collaboration).</p> <p>In order to provide the implementing LPC with the necessary operational flexibility, it is allowed to increase or decrease the different lines or activities of the budget presented in section 5. However, it is not allowed to pay for items that are not listed in the budget, unless every such change has been specifically permitted by the CEWARN Response Coordinator. It is not allowable to exceed the budgeted total costs.</p>
<p><b>14.4 Guidelines for financial administration</b></p>	<p>In principle, financial administration follows the acknowledged practices of accounting in the recipient’s country and, to the extent possible, the IGAD Financial Manual (available at <a href="http://www.cewarn.org/rrf/ifm.pdf">www.cewarn.org/rrf/ifm.pdf</a>).</p> <p>Specifically:</p> <ol style="list-style-type: none"> <li>a) Transactions shall be accounted for in accordance with their substance and economic reality, not merely their legal form.</li> <li>b) All transactions must be recorded within a reasonably short time, never later than two months from their effective date; recorded transactions must be real and properly valued.</li> <li>c) Generally, the accounts of an RRF project are to be kept in the form of a separate journal and/or cash book for the bank account into which the grant was paid</li> <li>d) Where petty cash is being used, a separate petty cash book (list of transactions) must be kept</li> <li>e) Each journal or cash book must have a person responsible for it, who administers it under the supervision of the LPC; the LPC ensures a proper dis-</li> </ol>



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	<p>charge and transfer of such responsibility</p> <p>f) Expenses must always be approved by two or more persons who are accountable to the LPC</p> <p>g) To the extent possible, payments above 100 USD must be made by cheque.</p> <p>h) Where expenses are paid for the transport or accommodation of groups, the names of all the individuals who are part of the group shall be recorded. The list of participants must be countersigned by the LPC head or his delegate.</p>
<p><b>14.5 Guidelines for procurement</b></p>	<p>Procurements of goods and services must be tendered, or at least three competing offers must be solicited. Generally, public service procurement processes must be adhered to. Where this is not possible, exceptional practices must be justified in writing. Especially important: If it is impossible to obtain three valid offers, the reasons for this must be noted down on the procurement documents (possible reasons: no viable alternatives for location, no three suppliers for the item requested, etc.).</p> <p>Procurement decisions must be taken by a procurement committee established by the Local Peace Committee. The decisions of the committee and their justification must be recorded.</p> <p>Procurement above a value of 5 000 USD must closely follow procedures similar to those set out in the IGAD Financial Manual (section 8.6).</p>
<p><b>14.6 Guidelines for the acquisition of assets</b></p>	<p>If the grant is used to purchase, develop or build assets (machinery, buildings, cattle, etc.), the ownership of these assets must – in line with the project’s objectives – be transferred to specific beneficiaries, individuals or organisations within the project’s lifetime. Such transfers must be duly recorded and the respective documents are part of the project’s financial accounting.</p>