



Assessment of procuring entity capacity to disclose project information in Ethiopia

**Hagos Abdie Ahmed
Addis Ababa
January 2013**



Contents

Introduction	1
1.1 Assessment of Ethiopian Roads Authority's (ERA) Policy on Disclosure	2
1.2 Summary on Policy Requirement	4
1.3 Assessment of ERA's Procedures and Systems for Proactive Disclosure	6
1.3.1 Procedure for Document Storage & Management	6
1.3.2 Procedure for compiling, uploading information for disclosure.....	8
1.3.3 Procedure for quality assurance before disclosure of information	10
1.3.4 System resource of ERA	11
1.3.5 On-going development of information system in the authority	12
1.4 Conclusions and recommendations	12
1.4.1 Recommendation on Procedure of Disclosure.....	13
1.4.2 Recommendation on system requirement.....	14
1.4.3 Recommendation on resource requirement	14
2.1 Assessment of Policy on Disclosure in Ministry of Water and Energy	15
2.1.1 The Water Resources Management Policy	15
2.1.2 The Water Resources Management Strategy	16
2.1.3 The Water Sector Development Program (WSDP)	16
2.1.4 Previous and Ongoing Initiatives on Water Sector Information System.....	17
2.1.5 Summary on Policy Issue	19
2.2 Assessment of the Existing Information Management System	20
2.3 Assessment of Existing Procedure on Information Management	21
2.4 Conclusion and recommendation for MoWE	21
2.4.1 Recommendation on Disclosure Policy	21
2.4.2 Recommendation on Procedure of Disclosure	22
2.4.3 Recommendation on system requirement.....	22
2.4.4 Recommendation on resource requirement	22
Annex A: Extract of the Project Costs and Unit Rate Estimation and Monitoring System.	23
Annex B: Indicators proposed by GIRWI.....	28



Introduction

Fundamental to a successful CoST national programme are procuring entities disclosing information from their construction programmes on a regular basis.

Good management of the information relating to each construction project will increase a procuring entities ability to manage disclosure. The procedures will need to cope with the range of office and staff handling the information, the length of time over which construction projects are conceived and implemented and the size of many of the documents. It is anticipated that the information will have at some point to be uploaded into electronic digital records to facilitate additions at successive stages of project implementation, as well as to facilitate disclosure.

There are several possible models for managing project information and the most appropriate will vary from one procuring entity to another. Responsibility for initial collection and management of documents and records has to rest with the managers responsible for the various stages of a project. But responsibility for setting up the system and managing disclosure can be centralised. The point at which information is recorded electronically (as opposed to a paper based system) will also vary according to the capacities of the procuring entity.

The aim of this report is to make an assessment of the requirements for mainstreaming proactive information disclosure by procuring entities in Ethiopia. To achieve this aim the author assembled and collated project and contract information from the following 9 construction projects which can be obtained from the CoST website.

Table 1: List of projects where information was assembled and collated.

Procuring entity	Project
Ethiopian Roads Authority	Gindeber to Gobensa Road Project Butajira to Gubre Road Project Mehal to Alemketema via Meda Road Project Contract 2 Adiremet to Dansha via Dejena Road Project
Ministry of Water and Energy	Dabus Irrigation Design Project Koga irrigation and watershed management
Ministry of Health	St. Paul's Hospital Millennium Medical College Construction Project
Ministry of Education	Jimma University - Construction of Additional Facilities Hosanna University - one of the Ten new Universities

The Gindeber to Gobensa Road Project and Butajira to Gubre Road Project had been included in the CoST Ethiopian Pilot. By disclosing the information for a second time, it allows stakeholders the opportunity to compare the original project information with the an updated information.

The author then assessed the policies, procedures and systems that would allow the Ethiopian Roads Authority and the Ministry of Water and Energy to disclose CoST project information across their construction programmes on an on-going basis. He then made an assessment of the resources required to mainstream information disclosure, including the potential for development of a software tool.

1.1 Assessment of Ethiopian Roads Authority's (ERA) Policy on Disclosure

In addition to a national Formal Disclosure Requirement, the PE should establish more specific and detailed guidelines on the conduct of disclosure. This may be led by a policy directive, specific to the sector and consistent with national requirements, which would spell out the role of transparency and accountability in the sector's functions and operations. Guidelines could be developed to provide details on the allocation of responsibilities for each element of the disclosure process in the organization, on the timing, mode, quality assurance and dissemination, on the handling of reactions and responses, and on the resources involved.

Though ERA has no documented policy/guideline specific to disclosure of project and contract information, it has endorsed CoST through the current Road Sector Development Program (RSDP Phase IV) by indicating CoST as an opportunity for creating conducive environment for implementation of the program. The fourth phase Road Sector Development Program document discusses about platform for future plan, under the heading Part Two: RSDP IV. Section 1.6 under part two of the document briefs the following Institutional Capacity, Arrangement and Resources required for implementation of the program:-

Stronger Management and Sector Institutions (section 1.6.1):- maintaining the achieved progress of the implementing agencies in capacity of managing their road networks properly and developing further during implementation of RSDP IV

Improving Road Sector Capacity and Resources (section 1.6.2):- Particular focus will be given to improved institutional arrangements, dealing with capacity constraints, improving the resource base and technology choice.

Supporting External Environment (section 1.6.3):- The external environment is supportive for implementation of RSDP IV and can act to strengthen the role of the road agencies in achieving greater performance and efficiency in the sector. Assessment of external environment from the perspective of RSDP IV has described Government Growth and Transformation Plan (GTP) and Construction Sector Transparency among the different external supportive conditions.

The RSDP IV document has described CoST, in section 1.6.3 page 64, which reads as:-

“Ethiopia is a member of the international multi-stakeholder Construction Sector Transparency Initiative (CoST) that sets out to promote transparency, accountability, and project sustainability across the construction sector. The initiative in Ethiopia is headed by the Federal Ethics and Anti- Corruption Commission with a steering group comprising members drawn across the construction industry in Ethiopia including ERA.

The Public Procurement and Property Authority (PPPA) recently issued a proclamation which will amend the Ethiopian Public Procurement Act to include provisions for the mandatory disclosure of Material Project Information (MPI) on publicly funded construction projects.”

It is, therefore, clear that ERA has endorsed CoST as a supportive environment for implantation of its program; moreover the fact that ERA is a member of MSG is an opportunity for exploiting the full advantage of the CoST program. The document has also mentioned the

progress of ERA in implementing Transparent Procurement Procedures in the past road sector development programs through open international and domestic competition.

The existing practice of disclosure in ERA also demonstrates that the Authority has a good operational practice of disclosure.

In the interview conducted, with **Ato Bekele Negussie**, the Deputy Director General (DDG), for assessing the existing policy of ERA; he has explained that the Authority has no policy for hiding information from the public except those information that are considered as confidential before completion of the bid evaluation process; which is off course demonstrated in their current practice of disclosure as shown in the next section. He has also mentioned that the Authority needs support of CoST to develop a policy and is willing to contribute matching fund for the service.

On the other hand in the interview with the Information Directorate Director Ato Samson and in assessment of the directorate's document; I have found that ERA has developed operational guideline for managing information request, providing information, receiving complaints and recording feedbacks. The Information Directorate has developed and practiced policy and procedures for proactive and reactive disclosure as discussed below.

DISCLOSURE POLICY OF THE COMMUNICATION SERVICE DIRECTORATE

The Directorate has defined the following objectives for its service:-

- To be transparent for the general public through providing clear information on activities of the road sector
- To disseminate up to date and accurate information for the public in continuous basis
- To equip the public with clear information so that the public will develop trust on government and cooperate for effective implementation of the road sector development program

The directorate has a total of 24 staffs, of which 14 are professionals directly related with communication and staffed under the information communication team. The directorate has identified and documented its internal and external stakeholders that are related to its service. The directorate has defined the following procedures to provide information for the public up on request:-

Table 2: Procedure to provide information to the public up on request

No.	Type of information	Delivery time	Delivery quality
1	Bid announcement and related information	1 day	Very high
2	Any information in relation to activities of the Authority, with following level of complexity		
2.1	simple	Immediately	Very high
	Medium	1 hour	Very high
	Complex information	2 hours	Very high

The policy document further states that any person interested with information on activities of the Authority can request the directorate via phone (0115155275), in writing or through direct

contact (visit) with the directorate. Similar mechanism is also stated to be used for providing feedback, in addition to submitting written feedback in a box provided for this purpose in the directorate.

Procedure for filling any complain is also defined as follows:-

- Any complaint can file his/her complain first to the team leader of the communication directorate
- If the complaint is not resolved the complaint should submit his/her complain to the Director of the communication directorate
- If the complaint is not satisfied final submission can be filed to the Director General of the Authority.

The time period defined in the policy document for resolving any complain is from 1 hour to 1 week starting from submission according to the complexity of the complaint.

- How to request information
- Volume of requested information and required time to provide the information
- How to lodge complain and feedback
- Recording and disclosing feedbacks

The recorded feedbacks and complaints are also displayed on the website of the authority. Please refer www.era.gov.et/ for sample feedbacks disclosed

1.2 Summary on Policy Requirement

ERA has policy for reactive disclosure of project and contract information; however It is necessary to extend the existing reactive disclosure policy to proactive disclosure policy. CoST ETHIOPIA is also expected to approach and discuss the authority for fund arrangement and assistance to develop a policy that addresses the following issues required by the CoST Design Document:-

Directive for organization, staffing, and assignment of responsibilities for managing project information, and for compiling and uploading it for disclosure

- **Format:** format that is designed to make the information items concise and consistent and amenable to electronic data processing, in order to facilitate ready search and access to the information and to allow the development of consistent indices and statistics. The format for disclosure of the report should be simple and clear for ordinary viewers, and designed to convey the important points. Different formats may be designed to suit the particular media being used, whether it is Internet display, printed media, or a portfolio.
- **Compiling and uploading information for disclosure:-** procedures for compiling the disclosure information that is suitable for managing all the data in an electronic database. Procedure to update and extend periodically that is easier for searching, sorting, and analysis.
- **Data quality assurance:** guideline to establish an internal quality assurance process for verifying the accuracy and completeness of the information before or after disclosure. The quality assurance and clearance requirements should be clearly specified in the internal procedures so that allowance can be built into the disclosure timelines

- **Timing and frequency of proactive disclosure:** The requirements regarding the timing and frequency of project information disclosure should normally be specified as part of the formal disclosure requirement.
- **Dissemination:** *Dissemination should cover the mechanism for disclosing the project information into the public domain.* Generally one medium should be chosen as the primary mechanism, and others may be added to serve the needs of particular interest groups or purposes. The main modes of dissemination are internet, printed media and live events.
- **Handling of reactions and responses,** *To be effective, a disclosure policy must provide for an appropriate means for stakeholders to react to the disclosed information and request additional information or request action.* Provision of a formal mechanism for submitting the reaction, and ensuring that it is received by the appropriate person in the PE, will ensure that this process can be well managed and made transparent and fair. The reaction will fall into one of three categories, and the mechanism may differ for each category as discussed below:
 - Request for additional information;
 - Request for specific clarification or explanation of particular issues;
 - Complaint and request for action on an issue requiring remedy.

This part of the policy is addressed under the guideline of the Information Directorate; however it should also be included as the integral part of the authority's disclosure policy.

- **Resources involved:** The appropriate model for organization, staffing and assignment of responsibilities for managing project information, and for compiling and uploading it for disclosure should be defined. The allocation of responsibilities for each element of the disclosure process in the organization, on the timing, mode, quality assurance and dissemination, on the handling of reactions and responses the resources required to mainstream information disclosure, including the manpower, budget and system requirements.

1.3 Assessment of ERA's Procedures and Systems for Proactive Disclosure

This section assesses the existing procedures and system of ERA that enables the authority for disclosure of project and contract information both proactively and upon request. The assessment has addressed the following key questions:-

- How the information items and related source documents for the various phases of the project cycle are stored
- What is the existing mechanism of referencing and indexing of projects, documents and records to ensure that information can be readily located and retrieved, so that its completeness can be managed and monitored
- How the information is compiled and managed, including who is involved and where it is stored
- What does the existing system for information management and disclosure process including request and feedback process looks; Automated or manual?

1.3.1 Procedure for Document Storage & Management

The source documents for disclosure of CoST items are handled by different unit that are responsible for managing the source documents. The different units that are responsible for storing the source documents are shown in table 3 on the following page.

Though documents are managed by different units, each unit has its own mechanism for referencing and indexing of projects, documents and records to locate and retrieve the archived documents. However, there is no defined uniform filing and retrieval system that govern the different responsible units that are handling documents. The handling system is left for different people under each unit and all units have no automated system and they sort documents manually.

Moreover the documents are not centrally controlled; the central archive stores only personnel files and correspondences issued by the General Director (GD) and the three Deputy Director Generals (DDG) and incoming letters addressed to the authority. All other documents relevant to CoST disclosure items are stored and handled by the above different units of the Authority. The physical location of the five regional offices is in Addis Ababa but in different buildings and compounds.

As per the assessment and conducted interview most of the documents, except studies and designs carried out by consultant, are stored in printed copies. It is also difficult to locate the storage of some electronic documents. The printed documents are also too voluminous as the authority has many projects. Most of the documents for completed projects are stored in two locations outside Addis Ababa (chancho & alemgena). The storage is also not systematic and hard to sort and retrieve.

Table 3: The different units responsible for the source documents

No	SOURCE DOCUMENTS FOR DISCLOSED	RESPONSIBLE UNIT MANAGING AND STORING THE DOCUMENT
1	Feasibility and EIA study	Planning & Program Management Directorate and in the regional offices after the BPR
2	Financing agreement and Budget	Same as above
3	Tender evaluation report (for design, supervision and works contract)	Engineering Procurement Directorate
4	Engineers' cost estimate of the project	Engineering Procurement Directorate
5	Letter of Acceptance	The five Regional Offices and the office of the Engineering Operations Deputy Director General
6	Contract documents and Drawings	Same as above
7	Approved and Rejected Extension of Time	Same as above
9	Approved and Rejected Cost Claims	Same as above
11	Variation orders	Same as above
12	Payment Certificate	Same as above
13	Latest Monthly Report	In the office of the planning & ICT Deputy Director General and the office of the Engineering Operations Deputy Director General
14	Project evaluation reports	Same as above
15	Audit Reports	Same as above
16	Correspondences of the Authority	Central archive

1.3.2 Procedure for compiling, uploading information for disclosure

It is previously discussed that ERA has no documented policy for proactive disclosure of project and contract information. However the authority has a long history of disclosing project and contract information in its website. This section will discuss the findings on assessment of the existing procedure on compiling and uploading project information.

Currently the process of compiling information for disclosure is handled by the following two units:-

- The office of Planning & ICT Deputy Director General
- Procurement Directorate

a. The office of Planning & ICT Deputy Director General

The office of DDG compiles all information on contract data and on the progress of each project from the monthly report printed copies sent by each of the five regions. It also uses the documents stored by its own archive for information related to budget, feasibility and EIA.

The office has its own format developed for compiling information for disclosure, currently it compiles the following information for disclosure both in Amharic and/or English:-

- i. List of projects under each region classified as completed, on-going and on tender stage

The content of information under this heading includes:-

- Project Name
- Length in Km
- Contract amount
- Source of Finance
- Status
- Type of Road (Asphalt concrete, Double Surface Treatment (Asphalt), Triple Surface Treatment (Asphalt) and Gravel)

The directorate compiles this information and send to ICT directorate for uploading. The ICT uploads the information after checking the content with the signed version of printed document. A typical example is enclosed under annex A. There is no defined period for updating the information on a consistent basis. This information is disclosed both in Amharic & English.

- ii. Quarterly performance evaluation report of all projects under the authority

The office of DDG also compiles the quarterly performance evaluation report of all projects under the authority and authorize for upload on quarterly basis. Source document used for compiling the information is the printed copy of monthly and quarterly project reports sent from the five regional offices of the authority. The evaluation report is compiled in Amharic. The content of the report has the following information that are relevant to CoST:-

- Project name
- Name of the Contractor
- Annual and Current Quarter Plan
- Annual and Current Quarter Performance/ good progress vs delay
- Causes of Poor Performance and Action Taken
- Total budget allocated for roads and utilization performance

iii. Allocated budget for each project for 5 years

The office of DDG has also disclosed information on the budget allocated for all projects under the authority. The budget information is compiled by the Planning & Program Management Directorate, which is under the office of DDG and responsible for the overall project identification, program development, monitoring & evaluation and impact assessment of the sector program, budget management, regional roads support and management of road related environmental and social impacts of the organization at a central level. The budget information is currently disclosed for its five years (2003 to 2007 E.C) program according to the format developed for this purpose.

The budget disclosure format contains the following information:-

- **Road Project Name**
- **Bridge name**
- Length of the project in KM
- Type of Work: the different contracts under the project such as design, supervision, construction
- Proposed work in the contract: such as Asphalt Concrete(AC), AC/Overlay, DBST, TBST, Gravel etc
- Cost in Birr: total allocated budget for five years under each project and the planned disbursement in each year
- Source of Finance : GoE, Road Fund, IDA,ADB , WORLD BANK , DFID, JAPAN,GERMANY etc
- Financing Status: secured on pipeline or Expected
- Remark: current status of the project such as new proposed, tendering, ongoing or completed design, contract signed, mobilization, ongoing or completed construction, retention etc
- Summary budget allocated by financiers

The disclosed document has also further additional information on:-

- Budget allocated to each regional road authorities for five years with disbursement schedule; sorted for construction of roads, maintenance of roads, for URRAP construction, for maintenance of projects under URRAP program
- Summary of allocated budget with disbursement sorted by different program components such as:-
 - Rehabilitation of Trunk Roads: for new and ongoing projects
 - Upgrading of Trunk Roads: for new and ongoing projects
 - Upgrading of link Roads: for new and ongoing projects
 - Construction of new Trunk/link Roads: for new and ongoing projects
 - Bridges and Structures: for new and ongoing projects
 - Feasibility, EIA and Design Study: for new and ongoing projects
 - Policy and Capacity Building: for new and ongoing projects

The disclosed budget information for the year 2003 to 2007 E.C is enclosed under Annex B as a sample.

b. Procurement Directorate

The directorate is responsible for the endorsement of the annual procurement plan and schedule, and shall also be responsible for the selection of project delivery and

implementation strategies. Furthermore, the office ensures timely procurement of contracts, selection of good performing consultants and contractors, plays a coaching and advocacy role and coordinates inter-organizational and inter-process relationship among the teams in the context of the Project Development Process. The directorate is organized at the head office level and it is accountable for the office of Engineering operation Deputy Director General.

The directorate has three procurement teams; the teams are mainly responsible for the procurement of the engineering services and works contracts. In addition, other relevant services such as technical assistance and capacity building service contracts shall also be procured by the team. However one of the teams is carrying out duty of compiling and disclosing information based on the instruction given from the procurement directorate, as it is common practice to share responsibility among the teams for carrying out tasks not originally specified under their job descriptions.

Similar to the office of ICT and Planning Deputy Director General, the procurement directorate compiles information on performance of contractors and discloses it on monthly basis. Though this task is not under the job description of the team, it is important for transparent selection of the best performing contractors participating in the bid.

The information under performance evaluation includes:-

- Project name
- Name of the contractor
- Revised contract price
- Mobilization period
- Commencement date
- Total Contract period in months considered for evaluation
- Time elapsed in months
- Expected progress in %
- Actual progress in %
- Remarks (granted EOT, Variations issued to date)

The above information is disclosed for group of projects handled by each foreign and local contractor. A typical example uploaded for the month is enclosed under Annex C.

Furthermore, the Authority has also discloses the following documents on its website:-

- Bridge and asset management information
- organizational background, governance and structure
- technical documents such as standard specifications, bid documents and standard drawings
- quality manuals for contract administration, environmental management and resettlement policy

1.3.3 Procedure for quality assurance before disclosure of information

Accuracy of the information before disclosure is checked and signed by the responsible head of the directorate and the office of DDG; The signed and electronic version of the document for upload will be sent to the Information Communication Technology (ICT) Directorate. The ICT Directorate will check the content of the information to be uploaded in the electronic format against the printed and signed version of the document that contains the information. Uploading the information is responsibility of the database team which is under the ICT Directorate. All information are disclosed on website of the authority (www.era.gov.et).

1.3.4 System resource of ERA

The Authority has a networked computer system in one of the head office buildings, where the Planning & Program Management Directorate, Engineering Procurement directorate and the ICT Directorates are located. Hence it is possible to use it for electronic file transfer among them through the developed outlook system.

The ICT Directorate is organized with the following three teams:-

- a) Network Systems Team
- b) Software Systems Team
- c) The Database Systems Team

a) Network Systems Team

The Network Systems team is responsible for ensuring the availability of ERA's network infrastructure which include data and network control centre with all servers, communication and electrical appliances and end-user computing devices in line with ERA's high availability operational requirements. This unit plays a key part in the planning and execution of the overall management of the network with all its technical resources to support end-users.

b) Software Systems Team

This team is responsible for the development, deployment; maintenance and end-user support activities related to in-house developed software and procured software packages. This sub-process will play a key part in the planning and execution of the overall management of the application of software with all its functionalities to support end-users.

As part of software project management activities, conducting need assessment to identify new executive information system requirements, assess options for in-house software development or purchase of commercial-off-the-shelf packages; customization of new commercial-of the shelf packages; enhancement/modifications of applications; testing of systems; the well-being of the implanted systems; monitoring of operations of systems; helping of users in solving system problems; and providing training are most of the activities identified.

c) The Database Systems Team

This team is responsible for the administration and provision of centralized database management services. Key activities include planning, maintenance and developments of database and provide central information repository services to all core & support processes and outside stakeholders.

However despite the above well-organized allocation of responsibility and developed system, there is little practice of using the system for file transfer and sharing, it is usually used for exchange of message as an internal email. As per the interview with the ICT directorate they have enough system for storing, managing and uploading electronic documents. The directorate has also drafted a policy on handling and managing electronic information, which is pending the approval of the Authority's management. The missing link for sustainable disclosure of information is unavailability of policy that require responsible staff for regular content development and management of for uploading information consistent with requirement of CoST.

Moreover the Authority has employed an IT Consultant and finalizing a comprehensive web based data base system for compiling and updating a wide range of project information which is discussed in the following section.

1.3.5 On-going development of information system in the authority

The Ethiopian Roads Authority has signed a contract with WSP International management Consulting (WSPimc) in August 2009 for the service of developing a **Project Costs and Unit Rate Estimation and Monitoring System**. The objective of this assignment is to provide ERA with the tools to monitor the performance of contractors and consultants and to develop a construction cost monitoring and unit rates estimation system. Such systems is expected to allow ERA to maintain, in-house, any necessary and independently measured and surveyed cost data, as a basis for evaluation of consultant engineers' cost estimates, individual unit rates and, ultimately, bid prices. Such systems will also provide important information for estimation of life-cycle costs. This is a favourable environment for ERA to implement sustainable disclosure of project and contract information.

The existing network management system is inadequate to address all regional offices and needs to be improved or replaced by a more efficient web based system that works both at regional and central level.

The Ethiopian Roads Authority has arranged a program and presented the system for the CoST ETHIOPIA team in the presence of Jill Wells during her visit in Addis Ababa. The presented system is very comprehensive and it is web based that allow updating of information with authorized people without a need for networking.

The information included in the system is beyond requirement of CoST, However all of the information is not subjected for disclosure and it can be accessed by only authorized users. Hence it is necessary to develop a program that can extract the required information for disclosure from the system. The consultant who presented us the system has confirmed that the required program is simple EXCEL PROGRAM that can be developed with in half day. An extract of the system that shows part of relevant information is shown in Annex A.

1.4 Conclusions and recommendations

ERA has policy for reactive disclosure of project and contract information; however it is necessary to extend the existing reactive disclosure policy to proactive disclosure policy. CoST ETHIOPIA is also expected to approach and discuss the authority for fund arrangement and assistance to develop a policy that addresses the following issues required by the CoST Design Document:-

- **Directive for organization**, staffing, and assignment of responsibilities for managing project information, and for compiling and uploading it for disclosure
- **Format**: format that is designed to make the information items concise and consistent and amenable to electronic data processing, in order to facilitate ready search and access to the information and to allow the development of consistent indices and statistics. The format for disclosure of the report should be simple and clear for ordinary viewers, and designed to convey the important points. Different formats may be designed to suit the particular media being used, whether it is Internet display, printed media, or a portfolio.
- **Compiling and uploading information for disclosure**:- *procedures for compiling the disclosure information that is suitable for managing all the data in an electronic database*. Procedure to update and extend periodically that is easier for searching, sorting, and analysis.

- **Data quality assurance:** guideline to establish an internal quality assurance process for verifying the accuracy and completeness of the information before or after disclosure. The quality assurance and clearance requirements should be clearly specified in the internal procedures so that allowance can be built into the disclosure timelines
- **Timing and frequency of proactive disclosure:** The requirements regarding the timing and frequency of project information disclosure should normally be specified as part of the formal disclosure requirement.
- **Dissemination:-** Dissemination should cover the mechanism for disclosing the project information into the public domain. Generally one medium should be chosen as the primary mechanism, and others may be added to serve the needs of particular interest groups or purposes. The main modes of dissemination are internet, printed media and live events.
- **Handling of reactions and responses,** To be effective, a disclosure policy must provide for an appropriate means for stakeholders to react to the disclosed information and request additional information or request action. Provision of a formal mechanism for submitting the reaction, and ensuring that it is received by the appropriate person in the PE, will ensure that this process can be well managed and made transparent and fair. The reaction will fall into one of three categories, and the mechanism may differ for each category as discussed below:
 - Request for additional information;
 - Request for specific clarification or explanation of particular issues;
 - Complaint and request for action on an issue requiring remedy.

This part of the policy is addressed under the guideline of the Information Directorate; however it should also be included as the integral part of the authority's disclosure policy.

- **Resources** involved: The appropriate model for organization, staffing and assignment of responsibilities for managing project information, and for compiling and uploading it for disclosure should be defined. The allocation of responsibilities for each element of the disclosure process in the organization, on the timing, mode, quality assurance and dissemination, on the handling of reactions and responses the resources required to mainstream information disclosure, including the manpower, budget and system requirements.

1.4.1 Recommendation on Procedure of Disclosure

Source documents relevant for CoST information are managed by different units, each unit has its own mechanism for referencing and indexing of projects, documents and records to locate and retrieve the archived documents. However, there is no defined uniform filing and retrieval system that govern the different responsible units that are handling documents. The handling system is left for different people under each unit and all units have no automated system and they sort documents manually.

Most of the documents, except studies and designs carried out by consultant, are stored in printed copies. It is also difficult to locate the storage of some electronic documents. The printed documents are also too voluminous as the authority has many projects. Most of the documents for completed projects are stored in two locations outside Addis Ababa (chancho & alemgena). The storage is also not systematic and hard to sort and retrieve.

Moreover the documents are not centrally controlled; the central archive stores only correspondences issued by the General Director (GD) and the three Deputy Director Generals (DDG) and incoming letters addressed to the authority. All other documents relevant to CoST disclosure items are stored and handled by the above different units of the Authority.

The physical location of the five regional offices is in Addis Ababa but in different buildings and compounds

Therefore, the Authority need to have the following procedures in place for better management of records and information for disclosure:-

- Develop uniform mechanism for referencing and indexing of projects, documents and records to locate and retrieve the archived documents
- Develop electronic document and record management system (EDMS), as it is difficult to store and manage bulky printed documents and records of all projects.
- Develop system to centrally monitor storage of electronic and printed documents & records
- Despite the good practice of disclosing most of the information required by CoST the authority need to have a dedicated staff responsible for content management, i.e responsibility for all elements of disclosure mentioned under the policy recommendation and uploading the information on consistent basis.

1.4.2 Recommendation on system requirement

ERA has sufficient system that enables it for regular disclosure of project and contract information; moreover the new system under development is on the verge of completion which will capacitate the authority with adequate system.

1.4.3 Recommendation on resource requirement

Despite the fact that ERA has a good practice of disclosure, the following resources are recommended for establishing sustainable system of disclosure:-

- Budget for developing disclosure policy
- Budget for developing electronic document and record management system (EDMS) that help to store and manage bulky printed documents and records of all projects.
- Budget for developing uniform mechanism for referencing and indexing of projects, documents and records to locate and retrieve the archived documents
- Budget for developing system to centrally monitor storage of electronic and printed documents & records
- Manpower for managing all elements of disclosure mentioned under the policy recommendation and uploading the information on consistent basis

2.1 Assessment of Policy on Disclosure in Ministry of Water and Energy

The basic policy document applicable for the water sector in Ethiopia was issued in 1999 in the form of the **Water Resources Management Policy**. This was followed by the development and adoption of the **National Water Sector Strategy** in 2001 and the **Water Sector Development Program** in 2002.

Therefore, the list of policy documents relevant to the water sector information management system in Ethiopia includes the following three documents:

- The National Water Resources Management Policy (1999);
- The National Water Resources Management Strategy (2001); and
- The Water Sector Development Program 2002-2016 (2002)

2.1.1 The Water Resources Management Policy

The Federal Water Resources Management Policy (WRMP) was prepared by MoWR and approved by the Council of Ministers in 1999.

The Water Resources Management Policy dedicates a section (Section 2.2.4) to water resources management information systems, monitoring, assessment and auditing. The policy provides, in the same section, for the management and administration of water resources information on the basis of project and sector information, management information system, technical information and public information systems. The focus of the policy is on the development of a coherent, **efficient and streamlined process of information management in the water sector** consisting of:

- Defining and incorporating data collection,
- processing, analysis and dissemination;
- determining the requirements of human, technology, data and financial resources;
- Identifying the users typography and **defining users information requirements**; and,
- Identifying sources of information.

The policy also provides for the establishment of the Ethiopian Water Resources Information Center (EWRIC) to develop a practical, coherent, well designed and smoothly functioning Ethiopian Water Resources Information Systems (EWRIS),

The National Water Policy (1999) has, therefore, clearly stipulated the following two policy statements on water resources information as cross cutting policy issues (section 2, article 2.2.4):

- Management of Water Resources information:** The policy states “manage and administer water resources information **on the basis of project and sector information**, management information systems, **technical information and public information** systems”,
- Development of Information System:** The policy states:-
 - Develop a coherent, efficient and streamlined process of information management in the water sector consisting of defining and incorporating data collection, processing, analysis and dissemination and sources of information;
 - Recognize the essential links required and the establishment of a smoothly functioning Ethiopian Water Resources Information System (EWRIS).

As is clearly explained in the introductory section of the policy document, the water resources policy is intended to serve only as “a general and directive principle” rather than a detailed action plan. However, recognizing the need to have in place “strategies, policy implementation methodologies and pertinent action plans to translate the policy into practice”, the policy document directs the Ministry of Water Resources to undertake the necessary tasks immediately upon approval and endorsement of the policy by the appropriate government body, i.e. the Council of Ministers.

2.1.2 The Water Resources Management Strategy

Following the adoption of the Water Resources Management Policy in 1999, the Ministry of Water Resources sought to develop a national water sector strategy to translate the policy into action. *In relation to “developing a coherent, efficient and streamlined process of information management in the water sector” the strategy document incorporates the following measures (Section 4.1.2/4)*

- Develop databases on all aspects of water resources, such as surface water, ground water, hydrology, meteorology, wells, boreholes, springs, water works, etc...;
- Review and assess available water resources data and information at all levels, and identify water resources information gaps;
- Identify sources of water information, and initiate a program for data collection to bridge these gaps;
- Design database structure to facilitate entry, storage, retrieval, review, analysis and dissemination of collected water data;
- Identify and define information requirements of users;
- Develop guidelines on the dissemination of water resources information to enhance information networking;
- Establish/strengthen Ethiopian Water Resources Information Centre (EWRIC) within the Ministry of Water Resources with adequate facilities and professional staff; and,
- Establish interface between federal database and regional databases.

Presumably, these measures are to be undertaken by **MoWE which is the institution tasked with implementing the parent policy**. In addition, the relative roles of key actors at the various levels and across sectors have been identified and strategies designed for their participation.

2.1.3 The Water Sector Development Program (WSDP)

The institutional aspects of water resources management, including information and monitoring systems, are treated in more detail within the Water Sector Development Program (Chapter 12). Among the main elements of the implementation strategy, the following stand out in terms of monitoring and information management concerns (WSDP, p. 124):

- Promote decentralized management and governance, and involve communities in localized water governance;
- Create conditions to build new and innovative partnerships at all levels; and
- Make continuous adjustments in the implementation strategy based on program performance using project monitoring indicators (financial, technical, and institutional).

With this arrangement, the responsibility for program monitoring has been assigned to the government. Thus, government institutions are given the responsibility to undertake

monitoring functions at the three levels of program management: federal, regional and community level. Though the WSDP leaves the pertinent procedures and institutional responsibilities to be elaborated in the subsequent program implementation manual, the document anticipates a monitoring system starting with baseline data and information, involving mechanisms for regular reporting, and responsive to the profile of each sub-program. Plans to put in place “a detailed electronic monitoring system that will ensure timely flow of information among various implementing organs in the required format” have also been mentioned (MoWR, WSDP, p. 129).

2.1.4 Previous and Ongoing Initiatives on Water Sector Information System

Records show that there were initiatives on monitoring and information system development for implementing the water sector policy in Ethiopia. Among these include the following:

- (i) Water Supply, Sanitation and Hygiene (WASH) Program monitoring and evaluation Initiative – This is a Government initiative supported by World Bank (WS), Multilateral and Bilateral Organizations, which targets specifically water supply and sanitation (WASH) subsector,
- (ii) African Development Bank (AfDB) Project supported through African Water facility Fund, which targets specific gaps in the water sector such as Hydrology, water supply, etc., and
- (iii) The Global Initiative for Rationalizing Water Information (GIRWI) for monitoring the whole water sector, an initiative supported by United Nations Department for Economic and Social Affairs (UN-DESA),
- (iv) Agricultural Water Monitoring Project technically and financially supported by FAO. This project joined the UN-DESA initiative after UN-DESA started GIRWI project which included Agricultural water monitoring. Through negotiations, UNDESA relinquish its interest to study agricultural water monitoring to FAO supported initiative.

All these initiatives focused on developing monitoring and information system for the respective sub- sectoral interests, except UN-DESA which was initiated with the aim and objective of developing a monitoring and information systems for the whole sector. These initiatives have all been part of the effort to develop a system for monitoring water sector in Ethiopia.

Among the data and indicators selected by the above initiatives, only the third initiative *Global Initiative for Rationalizing Water Information (GIRWI)* has relevant information related to the interest of CoST.

This project is initiated by United Nations and executed by the Water, Natural Resources and SIDS Branch of the United Nations Department of Economic and Social Affairs (UN-DESA). The initiative has been financed by the Italian Government and it has been implemented in collaboration with the Ethiopian Government through the Ministry of Water Energy. This report is an one of the several output of this initiative.

The initiative has two major objectives.

- To develop a robust water information methodology that will assist Ethiopia in preparing, at regular interval, accurate reporting of the whole water sector for informed decision making,
- To carry out a survey with regard to the implementation of policy decisions.

The initiative is intended to develop and adopt improved methodological framework for measuring/monitoring the progress of the country's water sector towards a sustainable development and management. In so doing enrich the country's baseline information against which future progress water sector needs to be monitored.

The components, activities and outputs of this initiative have developed indicators as set out in Annex B:

Among the large number of key indicators proposed during the Diagnostic Phase of GIRWI's initial work for the whole water sector monitoring and information system, the above 27 indicators were finally approved at a workshop that involved all stakeholders..

Out of these indicators, indicator 22 and 27 are relevant for CoST. The detail for indicator 22 is shown below:-

Indicator 22: Value of sub-contracts assigned to private and public operators (design, construction, management) as % of total project costs

The variables identified under this indicator include

- Total value of contracts of projects (i)
- Total value of contracts for sectors (k) that include water supply and sanitation; water resource mgt., and water and productive activities;
- Total value of contracts (i) assigned to operator types (j) that include private firms, consultants, NGOs, and public enterprises;
- Total value of contracts (i) for phases (q) of the investment project that include design, construction and management. Details of this variable is also tabulated in the next page.

Table 6: The tabulated summary for indicator 22

Indicator name	Value of sub-contracts assigned to private operators (design, construction, management) as % of total project
Prepared by	IC and Macro Economist
Example	
Challenge area	The opportunity for local private sector participation in the development of the water sector in Ethiopia is a recent venture. However attempts are being made and this indicator could give some light to the level of their participation. The major challenge is the source and availability of data
Rationale / aspect of the challenge area	This indicator does not pose any particular conceptual or computational problems. However, the compiled data may not meet the expectation of the indicator as specified above.
Position in DPSIR chain	Driving force

Indicator name	Value of sub-contracts assigned to private operators (design, construction, management) as % of total project
Definition of indicator	<p>In order not to overburden the calculations, it was decided to keep the disaggregate at a minimum scale. In particular, it is proposed to envisage three phases, three types of private operators, and three sub-sectors, as follows:</p> <p>Phases: Design; Construction; Management</p> <p>Type of operator: Private firms; Private consultants; NGOs</p>
Underlying definitions and concepts	
Specification of determinants needed	<p>Sectors: $k = \{1 = \text{WASH}; 2 = \text{water resources management}; 3 = \text{water and productive activities}\}$</p> <p>Phases: $q = \{1 = \text{design}; 2 = \text{construction}; 3 = \text{management}\}$</p> <p>Operators: $j = \{1 = \text{private firms}; 2 = \text{consultants}; 3 = \text{NGOs}\}$</p> <p>Projects: $i = \{1, \dots, n\}$</p> <p>Total cost of project i: C_i</p> <p>Contract assigned to operator type j for carrying out phase q of project i in sector k: C_{jqik}</p>
Computation	<p>Total value of contracts assigned to private operators in sector k:</p> $C_k = \sum_{q=1}^3 \sum_{j=1}^3 \sum_{i=1}^n C_{jqik}; k = 1, 2, 3$ <p>Total value of contracts assigned to private operators for carrying out phase q:</p> $C_q = \sum_{k=1}^3 \sum_{j=1}^3 \sum_{i=1}^n C_{jqik}; q = 1, 2, 3$ <p>Total value of contracts assigned to private operators type j in all sectors and phases:</p> $C_j = \sum_{k=1}^3 \sum_{q=1}^3 \sum_{i=1}^n C_{jqik}; j = 1, 2, 3$

2.1.5 Summary on Policy Issue

Despite the fact that the policy requires to develop and mainstream project based comprehensive information system, the initiative has included very little project and contract information. It is clear that the data from GIRWI focus only on project budget, and contract price.

The **MoWE which is the institution tasked with implementing the parent policy of the Water Sector** do not have PE level policy to identify users' information requirement and disseminate the required information to the public. Information database indicated in the policy is not also developed, hence the PE is expected to identify relevant project information, develop database to be used by each PCO and define policy on disclosure of project & contract information. The CoST initiative should also interfere in developing the required PE level policy for managing project and contract information.

2.2 Assessment of the Existing Information Management System

The Ministry of Water Energy has the largest and well organized Water Resource Information Directorate. There are two sub directorates; (i) the Resource information and Meta Database Centre, which includes GIS and remote sensing, Information technology and computer system, and Meta database unites, and (ii) Hydrology Sub directorate. The Resource and information sub directorate has also a library and documentation unit. The hydrology sub directorate collects and store massive hydrological data in much of the nine river basins that have substantial water resources.

The GIS and remote sensing unit is organized into three sub units; the GIS, Remote Sensing and Cartographic sub units. The main function and service of the team is to maintain, and process and disseminate spatial data and information, and give analytical tool for the different Master plan studies of the Ministry. The unit does not collect primary data from the field; rather it uses secondary data for data processing and analysis for master plan studies and also for decision makers. It also produces maps to different organizations, researchers and individuals. Each sub team has its own specific tasks and purposes. All data and information collected by different departments are delivered to the Resource and Meta Data centre and they are organized and archived in an organized database.

The Water Resources Information Directorate so far has been supporting the water sector development and management by providing data and information to other directorates and development partners. It does not have any data delivery policy; rather it provides service based on formal request made through the MoWE explaining the data type, information required and purpose for the data requested. Data are made available literally free.

However as per the interview with the Director, Ato Wubshet, the different Directorates of the Ministry do not use the system for managing project and contract information, such as the one required by CoST. All Directorates are networked with the Water Resource Information Directorate and can use the system for sending any information required for upload. The main problem is lack of policy on PE level, dedicated personnel for collecting and storing the required information. The same view is reflected by other Directorates and project coordination offices (PCO), which are executing projects under each directorate. Moreover, the Director of the water resource information directorate has confirmed that, the Ministry of ICT is currently upgrading the information system of MoWE, which provide the MoWE high system capacity to manage project and contract information.

It is therefore necessary to develop a program for collecting, updating and storing information from each project coordination offices. The PCOs should also assign a person responsible for collecting, storing and managing project information.

2.3 Assessment of Existing Procedure on Information Management

The source documents for disclosure of CoST items are stored in each of the project coordination offices (PCO) under the directorates of Irrigation and drainage, water supply and sanitation, and hydropower.

Documents such as feasibility study and environmental impact assessment report are transferred to library and documentation unit when the study is completed. The central office of the Ministry stores only incoming and outgoing correspondences. Hence there is no central place that keeps source documents for project and contract information.

ALL important project and contract documents are stored in each PCO, Which is established on project basis and phase out upon completion of each project. Some documents which the project office coordinator thinks important could also be sent to documentation and library, however there is no clear procedure which explicitly describe the type of documents to be sent to documentation and library unit.

In relation to disclosure the Ministry does not have practice of disclosing project information to the public except intermittent press release provided by the communication directorate and other information released by the ministry upon request. As per the interview conducted with the Director of the communication Directorate the don't prohibit release of project information for any person who submit a request to the directorate. There are some project reports and very limited description of projects on the web site of the Ministry (www.mowr.gov.et). However the uploaded information are obsolete and could be updated during the initial development of the website, as per the information assessed through interview.

Having adequate sector level policy and system equipped with modern information technology, the Ministry do not have practice of storing and disseminating information in an electronic system. The main problem suggested by the interviewees is absence of directive or policy that allocates appropriate staff under each PCO with explicit job description for information content development, Compiling and Data quality assurance, uploading information and Dissemination. The water resource information directorate is ready to disseminate project information on regular basis if each PCO could compile and send to the directorate for dissemination through the Ministry's website.

2.4 Conclusion and recommendation for MoWE

2.4.1 Recommendation on Disclosure Policy

The Federal Water Resources Management Policy (WRMP) has defined clear and detailed mechanisms for storing, managing and disseminating water sector information. However the MoWE has no PE level policy for storing, managing and disclosing project and contract information. CoST ETHIOPIA is expected to approach and discuss with the Ministry to widen scope of the ongoing initiatives and to include additional project and contract information as an indicator for the water sector monitoring and information system, as it is clear that the data from GIRWI focus only on project budget, and contract price.

The **MoWE which is the institution tasked with implementing the parent policy of the Water Sector** should be advised to develop PE level policy similar to the one proposed for ERA including activities to identify users' information requirement and disseminate the required information to the public. Information database indicated in the policy should also be developed, hence the PE is expected to identify relevant project information, develop database to be used by each PCO and define policy on disclosure of project & contract

information. The CoST initiative should also support the Ministry in developing the required PE level policy for managing project and contract information.

2.4.2 Recommendation on Procedure of Disclosure

The PE has no practice of disclosing project and contract information. Moreover source documents relevant for CoST information are managed by different PCO, each PCO has its own mechanism for referencing and indexing of projects, documents and records to locate and retrieve the archived documents. However, there is no defined uniform filling and retrieval system that govern the different responsible units that are handling documents. The handling system is left for different people under each PCO and all PCOs have no automated system and they sort documents manually. The storage is also not systematic and hard to sort and retrieve.

The documents are not centrally controlled; the central archive stores only incoming and outgoing correspondences of the Ministry

Therefore, the Ministry needs to have the following procedures in place for better management of records and information for disclosure:-

- Develop uniform mechanism for referencing and indexing of projects, documents and records to locate and retrieve the archived documents
- Develop electronic document and record management system (EDMS), as it is difficult to store and manage bulky printed documents and records of all projects.
- Develop system to centrally monitor storage of electronic and printed documents & records
- Appoint a dedicated staff responsible for content management, i.e responsibility for all elements of disclosure mentioned under the policy recommendation and uploading the information on consistent basis.

2.4.3 Recommendation on system requirement

MoWE has sufficient system that enables it for regular disclosure of project and contract information; moreover new system is under development by ministry of ICT as part of its national program which will capacitate the Ministry with adequate system.

2.4.4 Recommendation on resource requirement

The following resources are recommended for establishing sustainable system of disclosure in the Ministry:-

- Budget for developing disclosure policy
- Budget for developing electronic document and record management system (EDMS) that help to store and manage bulky printed documents and records of all projects.
- Budget for developing uniform mechanism for referencing and indexing of projects, documents and records to locate and retrieve the archived documents
- Budget for developing system to centrally monitor storage of electronic and printed documents & records
- Manpower for managing all elements of disclosure mentioned under the policy recommendation and uploading the information on consistent basis

Annex A: Extract of the Project Costs and Unit Rate Estimation and Monitoring System.

Works Contracts Information

1 Project Data	
1.1	Contract Name
1.2	Contract No. <i>(if known)</i>
1.3	Scope of Works <i>(tick)</i> <input type="checkbox"/> Construction <input type="checkbox"/> Upgrade <input type="checkbox"/> Rehabilitation
1.4	Surface Type <i>(tick)</i> <input type="checkbox"/> Gravel <input type="checkbox"/> Surface treatment <input type="checkbox"/> Asphalt
1.5	Length (km)
1.6	Pavement Width (m)
1.7	Design Traffic Volume (ADT, AADT, etc)
1.8	Project Location (Region)
1.9	Current Contract Status
2.0 Feasibility <i>(if not included in Design)</i>	
2.1	Financer <i>(eg GOE, IDA, etc)</i>
2.2	Bidding <i>(tick)</i> <input type="checkbox"/> ICB <input type="checkbox"/> NCB
2.3	RFP Issue Date
2.4	Proposal Submission Date
2.5	Actual Submission Date
2.6	No of Invitees
2.7	Names of Bidders
2.8	Bid Prices
	Names of Bidders
	Bid Prices
2.9	ERA Estimate <i>(if applicable)</i>
2.10	Consultant Awarded
2.11	Contract No. <i>(if known)</i>
2.12	Award Date
2.13	Duration (days/months)
2.14	Completion Due

2.15	Commencement Actual			
2.16	Completion Actual			
2.17	Contract Amount Original			
2.18	Contract Amount Final			
2.19	Contact Details for Team Leader (Name, landline, mobile & email)			
3.0	Design			
3.1	Financer (eg GOE, IDA, etc)			
3.2	Bidding (tick)	CB	NCB	
3.3	RFP Issue Date			
3.4	Proposal Submission Date			
3.5	Actual Submission Date			
3.6	No of Invitees			
3.7	Names of Bidders			
3.8	Bid Prices			
	Names of Bidders			
	Bid Prices			
3.9	ERA Estimate (if applicable)			
3.10	Consultant Awarded			
3.11	Contract No. (if known)			
3.12	Award Date			
3.13	Duration (days/months)			
3.14	Completion Due			
3.15	Commencement Actual			
3.16	Completion Actual			
3.17	Contract Amount Original			
3.18	Contract Amount Final			
3.19	Contact Details for Team Leader (Name, landline, mobile & email)			
4.0	Design Review			

4.1	Financer (eg GOE, IDA, etc)			
4.2	Bidding	ICB	NCB	
4.3	RFP Issue Date			
4.4	Proposal Submission Date			
4.5	Actual Submission Date			
4.6	No of Invitees			
4.7	Names of Bidders			
4.8	Bid Prices			
	Names of Bidders			
	Bid Prices			
4.9	ERA Estimate			
4.10	Consultant Awarded			
4.11	Contract No. (if known)			
4.12	Award Date			
4.13	Duration (days/months)			
4.14	Completion Due			
4.15	Commencement Actual			
4.16	Completion Actual			
4.17	Contract Amount Original			
4.18	Contract Amount Final			
4.19	Contact Details for Team Leader (Name, landline, mobile & email)			
5.0	Works (Contractor) Procurement			
5.1	Financer (eg GOE, IDA, etc)			
5.2	Form of Tender (eg FIDIC, PPA, etc)			
5.3	Tender Issue Date			
5.4	Bidding	ICB	NCB	
5.5	Tender Process (tick)	Pre-Qual	Post-Qual	
5.6	Tender Return Date Original			
5.7	Tender Return Actual			
5.8	No of Invitees			

5.9	Names of Bidders			
5.10	Bid Prices			
	Names of Bidders			
	Bid Prices			
5.11	Engineer's Estimate			
5.12	Form of Contract			
5.13	Specification Form (eg 1968, 2002, other)			
5.14	Price Escalation Form(s)			
5.15	Bid Evaluation Date			
5.16	Selected Tender			
5.17	Contract No. (if known)			
5.18	Amount			
5.19	Award Date			
5.20	Notice to Proceed Date			
5.21	Duration (days/months)			
5.22	Mobilisation Period (days)			
5.23	Completion Due Date			
5.24	Commencement Actual			
5.25	Completion Actual			
5.26	Contract Amount Original			
5.27	Contract Amount Final			
2.19	Contact Details for Project Manager (Name, landline, mobile & email)			
6.0	Supervision Consultant			
6.1	Financer (eg GOE, IDA, etc)			
6.2	Bidding (tick) <input type="checkbox"/> CB <input type="checkbox"/> NCB <input type="checkbox"/>			
6.3	RFP Issue Date			
6.4	Proposal Submission Date			
6.5	Actual Submission Date			
6.6	No of Invitees			

6.7	Names of Bidders			
6.8	Bid Prices			
	Names of Bidders			
	Bid Prices			
6.9	ERA Estimate			
6.10	Consultant Awarded			
6.11	Contract No. <i>(if known)</i>			
6.12	Award Date			
6.13	Duration (days/months)			
6.14	Completion Due			
6.15	Commencement Actual			
6.16	Completion Actual			
6.17	Contract Amount Original			
6.18	Contract Amount Final			
2.19	Contact Details for Resident Engineer (Name, landline, mobile & email)			

Form Completed By			Date	
Form Checked By			Date	

Annex B: Indicators proposed by GIRWI

Indicator	Desegregated by	Scale
1. Proportion of annual freshwater consumption to renewable freshwater		Basin
2. Concentration of human induced and natural pollutants in hot spots		Basin
3. Area of the watershed developed under soil and water conservation practices / measures	type of measure	Basin
4. Index characterizing the impact of seasonal rainfall variability on agriculture production (to	type of produce	Basin
5. Ha of land under irrigated agriculture or under improved rainwater agriculture (per capita)	type of system	Basin
6. % of electricity requirements met by hydropower production		National
7. No. (or %) of people having access to improved WSS schemes	rural/urban water supply/sanitation	Kebele
8. Pupil to latrine/toilet stance ratio in schools	gender	Kebele
9. Unaccounted-for water		Town
10. Functionality: <ul style="list-style-type: none"> • % of functioning water supply systems (rural areas) • No. of hours of service interruptions per day for connected households (urban areas) 	type of system	Kebele Town
11. Volume of waste waters treated before discharge (as % of total discharges)	type of emission	Kebele Town
12. % of GDP which can be attributed to economic productions with water and to various services and benefits	sector	National
13. Income differential between farmers having access to irrigation and farmers not having	produce	Kebele
14. % of population affected by water-borne diseases	gender	Kebele
15. Ratio of actual to desired level of public investment in the water sector	water sub-sector	All admin. levels
16. Rate of cost recovery for WSS	O&M in rural; full in urban	Kebele, Town
17. Water and sanitation charges as percentage of various household		Kebele
19. % of RBA budget which is directly collected from basin fees		Basin

Indicator	Desegregated by	Scale
20. Ratio of measurement stations fully operational over WMO standard Requirement	type of station	Basin
21. Impact of floods damage	human and economic losses	Kebele
22. % of stakeholders represented in the planning process	type of stakeholder, gender	Kebele
23. Value of sub-contracts assigned to private operators (design, construction, management) as % of total project costs	sub -sector, type of operator, type of phase	Kebele
24. No. of people trained in water-related disciplines (per 1,000 inh.s)	gender, qualification	Kebele
25. Irrigated area using advanced practices (% of total irrigated area)	type of technology	Basin
26. Hand-washing prevalence	gender	Kebele
27. No. of articles on Ethiopian water sector published in reputable	gender, water sub-sector	National
29. Ratio (Percentage) of total capital budget allocated to the water sector.	Sub-sector	National