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**January, 2005**

**IMPLEMENTATION MANUAL**

**VOLUME I - OPERATIONS MANUAL**

**SECTION I**

**THE RURAL WATER SUPPLY AND SANITATION**

**FUND DEVELOPMENT BOARD**



**August, 2005**

**Volume I      The Operations Manual**

**Section I      The Rural Water Supply and Sanitation Fund Development Board**

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## **Section I: The Rural Water Supply and Sanitation Fund Development Board**

### **1.1 Background of the Rural Water Supply and Sanitation Fund Development Board:**

- (a) The Water Supply and Sanitation Sector in Nepal is among the priority sectors for government investment as a part of poverty reduction strategy. It constitutes an important and basic social service that every citizen entitled to get. The provision of safe drinking water is the declared commitment of the government.

The urgency of providing drinking water and sanitation services to the people has perhaps been felt throughout the recorded history of Nepal. However, meeting these urgent needs through planned and organized manner was achieved effective only from the fourth five years plan period (1970-75). Realizing the urgency and importance of the sector, His Majesty's Government of Nepal (HMG/Nepal) also observed international decade of water supply and sanitation in 1980s. During this decade the national coverage of the sector was reached to 37 percent by 1990. The peoples' participation and contribution in capital cost was introduced. During 1990 to 1998, the coverage is further increased by 30% resulting to the total national coverage of 67%.

The eighth five year plan identifying the short comings of the sector made the sector open to the National and International Non-Governmental Organizations (NGOs and INGOs) and invited many donors to assist the government in service delivery. As a result, the national coverage was also considerably increased on the one side and a shift in the community contribution from mere voluntary kind contribution to the community management was also emerged. The National Water Supply Sector Policy 1998 brought into effect by the government was another milestone in the development process of the sector. It has further focused on the participatory approach to the service delivery mechanism. The government also made a major policy shift in planning, designing, operation and maintenance of the Rural Water Supply and Sanitation Schemes and this new approach has sought facilitative role of government and has emphasized on the role of beneficiaries, Local authorities and NGOs in the implementation of the schemes. Provisions are also emphasized to extend sanitation services to maximum number of people by integrating the sanitation programs with water supply. The National Sanitation Policy of 1994 was also revised in 2000 to address the need of the sector.

Although considerable advances have been made in Water Supply Sector in recent years, these accomplishments are no reason for complacency. The target set by the government is still far away to achieve. More than 29 percent of the national population still lacks access to clean water and more than 75% lacks adequate sanitation. Due to the lack of focus on the technical, financial and organizational requirements for operation and maintenance, more than 10% of the implemented schemes in the past need to be rehabilitated and more need to have major repairs and hand over to communities.

In recent years, the HMG/Nepal has placed high emphasis on providing this service to the deprived population in reliable and sustainable footing. This sector is now on the top of the social service agenda of the government. The overall sector objectives of the government are to improve the health and productivity of the people by making available potable water and sanitation facilities to the entire population. The government has already released an Approach Paper to the forth-coming tenth Plan (2002-2007) and it has aimed at providing basic water supply services to the eighty-five percent rural population by the end of the plan period. Further, it has emphasized to make responsible to the local agencies and beneficiaries in the operation and maintenance of the schemes ensuring their participation through the development of required human resources locally. In parallel with the tenth plan, a sector plan of action on water supply and sanitation is also being prepared.

The recent improvements in the sector can, no doubt, be attributed to the involvement of donors and non-government organizations to the sector and joint efforts of all the stakeholders. However, with the involvement of donors and non-government organizations with different approaches and emphasis on the institutional change through radical decentralization of service delivery to local

authorities and the private sector brought a number of crucial policy issues to the HMG/Nepal to address. The deficiency on the part of operational means to translate the policy commitment of the stakeholders of the sector into practice now appears to be the crux of the problem.

Communities routinely failed, however, to take responsibility for operations and maintenance of centrally planned and implemented schemes, which ignored their preferences and potential contributions. The design for the demand-led Rural Water Supply and Sanitation Fund Development Board, (hereinafter the "Board"), is based on evidence that schemes built by communities themselves with support from NGOs were better maintained, and that the widely prevalent private sector provisioning in the Terai has already outperformed supply-driven approaches. Globally, as well as in Nepal, experience has demonstrated the need for demand-led approaches to help remedy the waste of national resources. In demand-led approaches, services are provided on the basis of what people want and are willing to pay for. Secondly, services are to be provided *at the lowest appropriate level*, which often means by local communities themselves in the context of rural Nepal. Water supply and sanitation provision is by its nature a local function.

- (b) Nepal's Eighth Plan and Sector Review and Development Plan emphasize the need for community participation, greater user responsibility and ownership, and a larger role for the private sector (including NGOs) in service delivery. Since 1992, a series of preparation teams designed the Rural Water Supply and Sanitation Project reflecting these trends. The project design called for the creation of an autonomous Board, which can support community initiatives for water supply and sanitation with the help of Support Organizations (CBOs, NGOs, and private firms). The Board was to be established on the basis of demand-led principles. This has been subsequently tested through establishing a Japanese Grant Funded pilot project (JAKPAS)<sup>1</sup>, which field-tested a variety of service delivery options, software approaches and eligibility criteria. Many benefits of the demand-led approach have been demonstrated during field-testing, which also helped to refine the contents of this manual in preparation for the operations of the Board.

**□ The Fund Board advocates:**

- A demand/community-based approach
- Enhancement of the role of women in all aspects of RWSS
- Integration of hygiene and sanitation education with water supply.

- (c) With the implementation of about 900 water supply and sanitation schemes in the last six years from 1996 to 2003, the Board has made substantial progress in providing quality services in the areas of rural water supply and sanitation in different parts of the country by providing direct services to about 800,000 rural population of Nepal and has emerged as one of the model organizations of the sector. The Board has exhibited how an institution created by the government can deliver well. The success story of the Board in translating the demand-led, community based participatory approach into practice has resulted to strong demand for the continuity of the Board activities through establishing the Board as a regular institution of the sector.

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<sup>1</sup> /JAKPAS, Acronym for Janta Ko Khane Pani Ra Safai Karyakram, the Nepali translation of The Peoples Water Supply and Sanitation Project, the name given to the field testing project.

Note: 1) In this manual and other subsequent manuals, the term "Board" has been used for the institution, i.e. Rural Water Supply and Sanitation Fund Development Board (RWSSFDB) and the term "Board of the Board" has been used for the Board of Directors for the RWSSFDB.

2) This manual has been approved by the Board in its 51st meeting of 14 January 1997.

## 1.2 Objectives of the Board:

The primary objectives of the project are to:

- (1) improve rural water supply and sanitation sector institutional performance and mainstream the "Board" (Rural Water Supply and Sanitation Fund Development Board) approach in the Government's system; and
- (2) support communities to form inclusive local water supply and sanitation user groups that can plan, implement, and operate drinking water and sanitation infrastructure that delivers sustainable health, hygiene and productivity benefits to rural households.

More inclusive and sustainable access to improved water supply and sanitation facilities will be achieved by:

- (A) Integrating health and hygiene education with water supply;
- (b) Strengthening governmental and non-governmental capacities to facilitate the delivery of rural water supply and sanitation services;
- (c) Strengthening community capacity to operate and maintain improved water supply and sanitation facilities;
- (d) Empowering and providing opportunities to women/girls as the primary beneficiaries by involving them in planning, implementation and management of the schemes;
- (e) Insuring that Dalit (former "untouchable castes") and Janajati (indigenous peoples) households in the catchment areas served are also included and that these groups participate fully in the planning, implementation and management of the schemes;
- (f) Assisting women to use the time saved in collecting water to identify ways of increasing incomes; and
- (g) Reducing the time spent by girls in collecting water thus allowing increased school enrollment and retention of girls in schools.

## 1.3 Components of the Rural Water Supply and Sanitation Project-II:

- (a) Establishment of the Rural Water Supply and Sanitation Fund Development Board under a separate Act of parliament, as a flexible and autonomous agency to manage funds for RWSS in a flexible, demand responsive and accountable manner.
- (b) Water Supply and Sanitation Services. The Board supports, through its funding mechanism and provision of technical assistance:
  - i. The construction, rehabilitation and augmentation by user groups assisted by support organization for rural water supply schemes. Especially women participants, in all phases of the project cycle; will give particular attention to engaging local decision-making;
  - ii. The construction of institutional and household latrine facilities and the provision of educational program and training to improve household sanitation and health practices; and
  - iii. Technical assistance to communities, support organizations and service agencies to foster a community-based approach and to increase implementation capacity. The approach will be integrated. It will take advantage of and support the link between water, women, time savings, non-formal education, and income generating possibilities.
  - iv. The Board, while delivering its services, focuses on inclusion and safeguarding aspects of disadvantaged groups of the society into its programs as a poverty sensitive strategy.

- (c) Institutional Development and Studies: Studies on topics such as health impact, institutional and policy issues related to RWSS, etc. would be undertaken to strengthen the sector.

#### 1.4 The Board Partner Organizations:

(a) Communities:

Communities will be the prime actors of the Rural Water Supply and Sanitation Program. The communities will organize, plan and implement their own schemes to meet their needs and obtain related benefits. This implies that all project phases and interventions be designed in order to optimize the community's ownership and action to:

- collect and interpret community information,
- analyze and resolve project issues and problems,
- plan and organize plans, manage and help carry out construction,
- establish an operation and maintenance system so that the schemes can be maintained independently by the community,
- put to better purpose the time saved as a result of having closer access to water, and
- monitor and evaluate the results.

The Support Organizations will assist to enable communities to use their own human and material resources, including their own creative planning skills, in order to fulfill the Board's objectives.

(b) Support Organizations (SOs) (NGOs including Umbrella SOs):

A support organization is defined as a legally recognized national non-governmental organization or private sector institution selected by Board that can provide or mobilize other organization to provide the necessary support and services to the Users' Group in the planning and implementing of water and sanitation schemes. The support organizations will assist the Board in the initial dissemination of information concerning the potential of the Board to assist rural communities and in the processes by which are to be followed to access this support. Their role is to reveal community demand and to assist communities themselves to conceive, plan, implement, water and sanitation schemes. Their role is to further, assist the communities to conceive an action plan for operation and maintenance and assist the communities to put into place an operational system of operation and maintenance.

In particular, they will assist communities to:

- fill the gap where they need strengthening in cooperative action and use of their own human and physical resources,
- to build new knowledge and skills needed to carry out their schemes.
- to identify and select a representative Water User Committees with at least two members being women,
- assess and record community information needed for planning,
- analyze available resources,
- solve any potential disputes before implementation,
- consider technical options,
- make choices on service levels and costs,
- obtain legal registration status, and
- prepare action plans for implementation and operations and maintenance in detail.

In view of the need of additional concentration of the SOs/USOs capabilities to the execution of the Community Development activities and construction of water supply schemes, the Board qualifies SOs/USOs for alternative batch only.

(c) Service Agencies (SAs):

Service Agencies comprise legally registered institutions that provide specialized services to strengthen the capacity of SOs/USOs and communities to implement sub-projects. These include private sector firms, and NGOs. SAs are to be engaged for a variety of services, including training and capacity building, monitoring and evaluation, special studies, training and communication materials development, technology support and financial and technical auditing.

## 1.5 Objectives and Functions of the Board:

(a) Objectives:

The Board aims to fulfill the overall objectives, as outlined in the Formation Order and detailed in the Rules and the Manual. In summary, The Board will promote sustainable, reliable and cost-effective RWSS services, with an emphasis on community-based approaches. To accomplish this overall goal, the Board provides the necessary financial, technical and institutional and other support to Support Organizations and/or Users' Groups thus enabling communities to implement their own RWSS schemes.

(b) Functions:

The Board will serve as a financial and technical resource organization in support of communities and the private sector (including NGOs), which are actively engaged in providing RWSS-related services to rural communities.

The Board provides four major areas of support:

- I. Appraise, process, select and finance, through contractual agreements with SOs/USOs, schemes proposed by communities and their partner SOs/USOs;
- ii. Provide, arrange, and facilitate training and technical/ management assistance for capacity building of communities and SOs/USOs;
- iii. Monitor the implementation of contractual agreements and evaluate the performance of the SOs(USOs)/SAs/Communities and the impact of the schemes; and
- Iv. Undertake special field-tests and studies to strengthen rwss practices.

## 1.6 Organization and Roles of the Board:

### 1.6.1 The Board of the Board:

- (a) The Board was established by His Majesty's Government of Nepal (hereinafter HMG/N). The Board is managed by its Board consisting of a chairperson and 6 members (hereinafter the Board). The regular operations of the Board are managed by an office, which includes a Head Office (hereinafter the Head office) and other regional offices, as required, out side the Kathmandu Valley.

The composition of the Board of the Board, as defined in the Rural Water Supply and Sanitation Fund Development Board (Formation) Order - 2004 A.D. (hereinafter the Formation Order), Annex 1 - A, represents a variety of cross sectoral expertise needed to carry out its functions effectively.

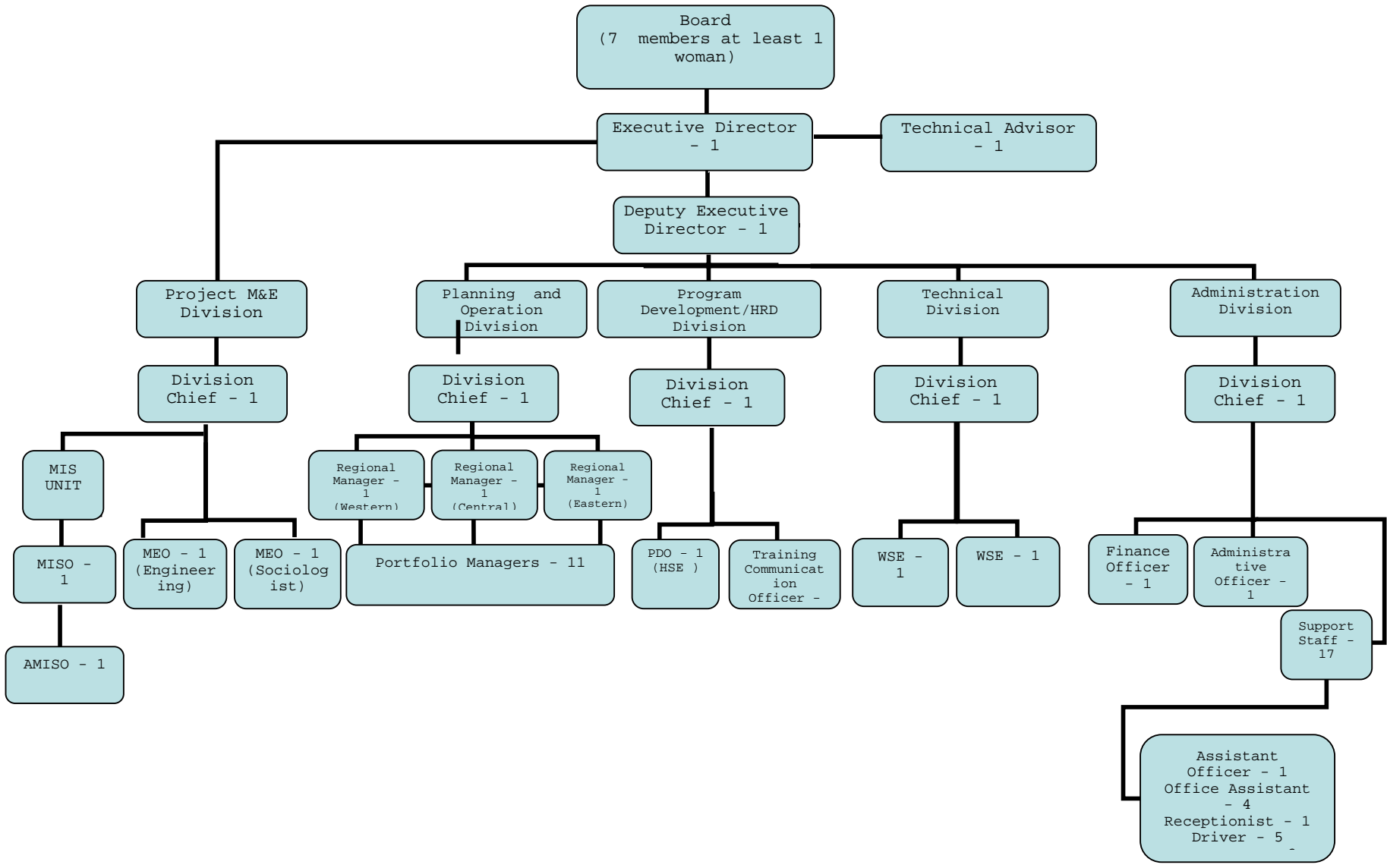
The Board of the Board consists of seven members of which at least one will be a woman. Two members, one each from MPPW and MLD would represent the government, two members, one each from local governments (i.e. representatives of VDC Association and DDC Association), and the remaining three would represent the private sector including non-governmental organizations.

The nature and roles of the Board are defined in the Formation Order and the Rural Water Supply and Sanitation Board Rules - 2004 A.D., (hereinafter the Rules) Annex 1 - B. The Board is accountable to HMG/N and could be dissolved by HMG/N any time it fails to carry out its mandate as defined in the Formation Order and as defined in the Rules.

- (b) The Board of the Board is responsible for overall policies of the Board. The specific powers and functions of the Board of the Board are to:
- i. make policy decisions on operation and management of the Board and to monitor and supervise implementation of such policies;
  - ii. approve the selection of SOs/USOs and schemes recommended for funding by the Executive Director in accordance with eligibility criteria set forth in the Rules;
  - iii. approve the provision of the necessary funds for implementation of schemes which have been approved as above;
  - iv. discuss and approve the plans and programs presented by the Executive Director;
  - v. approve the annual program and budget of the Board;
  - vi. appoint an auditor, designated by the Auditor General, to carry out the financial audit of the Board;
  - vii. submit to HMG/N the annual report and the audit reports for each year;
  - viii. appoint the Executive Director;
  - xi. establish Rules for Board operations; and
  - xii. undertake any other specified activity necessary for the furtherance of activities mentioned above.
  - xiii. Adopt competitive policies for the Board in the future to ensure its long-term sustainability. Competitive policy required for providing low cost water and sanitation project for the communities.
  - xiv. Initiating dialogue with different donor agencies to attract in the FDB program.
  - xv. Working for promulgating separate Board Act.
  - xvi. Involve in policy making (making FDB extension policies to extend its activities).
  - xvii. Evaluating performance of the Secretariat.
  - xviii. Regular monitoring and evaluating overall performance of the Board.
  - xix. Reviewing own performance time-to-time.

#### **1.6.2 The Board Head Office:**

- (a) The Board policies will be carried out by its Head Office located in Kathmandu Valley. The Head Office is composed of 7 executive staff supported by 23 professional and 18 support staff as demonstrated in the following Figure.



(b) The Head Office staff consists of:

The 7 executive staff consisting of the:

- Executive Director (ED)
- Deputy Executive Director (DED)
- Chief of Planning and Operations Division
- Chief of the Project Monitoring and Evaluation Division,
- Chief of the Human Resource/Program Development Division
- Chief of the Technical Division
- Chief of the Administration Division

The 23 professional staff consisting of the:

- Regional Managers (3)
- Monitoring and Evaluation Officer (2)
- Water Supply and Sanitation Engineer (2)
- Program Development Officer (2)
- Management Information System Officer (1)
- Portfolio Managers (11)
- Administrative Officer (1)
- Finance Officer (1)

The 18 support staff consisting of:

- Assistant Officer (1)
- Assistant MIS Officer (1)
- Office Assistants (4)
- Receptionist (1)
- Drivers (5)
- Messenger (3)
- Watchman(3)

A Technical Advisor (TA) would be recruited internationally/nationally and serve for a period of two years to assist the ED and the Board's Head Office in establishing and refining the management and operations of the Board. The terms of reference for the TA is found in Annex 1-D.

### **1.6.3 Functions of the Head Office of the Board:**

The ED, as head of the Head Office, has overall responsibility to:

- i. select and recommend for Board approval Support Organizations and Projects on the basis of eligibility criteria as prescribed in the Rules and enter into agreements with the selected Support Organizations and User Groups, as the case may be, for developing, implementing and operating the selected schemes;
- ii. make available necessary financial and technical support to the User Groups and Support Organizations to implement Projects approved by the Board;
- iii. supervise and monitor the implementation of projects and to provide necessary directives to the concerned Support Organization or Water User Committee;
- iv. promote awareness among local people about rural water supply and sanitation and to provide necessary training to individuals and Support Organizations to enhance their participation;
- v. monitor and evaluate completed schemes, and on the basis of such experiences develop future programs;
- vi. recruit and manage staff and consultants;
- vii. coordinate with other related agencies in the sector;
- viii. implement the policy decisions of the Board;

- ix. assist the Board in the formulation of its policies;
- x. implement the policies and directives of the Board;
- xi. coordinate all externally provided short term technical assistance (consultants) and staff development inputs to the Board; and
- xii. carry out any other activity as prescribed in the Rules.
- xiii. review activities of regional offices time-to-time with the help of Chief of the Project Evaluation Division and DED in the TAC.
- xiv. regularize procurement process of the head and regional offices (better entrust this function to a division clearly).
- xv. supervise regional offices and briefing in the Board on their activities.
- xvi. review of backlogs, workloads and reports time-to-time.
- xvii. take necessary measures and actions to solve problems related to backlogs and delays.
- xviii. take immediate action/decision in the situation of any sorts of deficiencies, delays, disruptions and inconveniences.
- xix. motivate employee towards given responsibility.

#### **1.6.4 Management:**

- (a) The Executive Director (ED) manages the staff and systems for selection processes, financing arrangements, technical assistance, and general administration including personnel, overseeing the tasks outlined above. S/he chairs Technical Appraisal Committee (TAC), which is responsible to appraise and recommend SOs/USOs and schemes for selection (see below). The ED participates as secretary *ex officio* on the Board, and is the main link between the Board and the Head Office. The ED is responsible for long range planning and operationalizing findings and improvements in Board operations based on ongoing review of experience from the field. S/he ensures that all the various functions of the Board are functioning smoothly, and retains ultimate accountability. (See ED's TOR, Annex I - C).
- (b) The Deputy Executive Director (DED) is primarily responsible for day-to-day operations of the Head Office. S/he has responsibility for coordination and supervision of various Divisions and the TAC overseeing the details of the SO/USO and project selection processes and related responsibilities of portfolio managers. S/he is responsible for procurement of the SOs(USOs)/SAs' services. S/he ensures the flow of information to all appropriate units of the Fund Offices. (See DED's TOR, Annex 1 - C).
- (c) The Technical Advisor (TA) is a long-term nationally recruited consultant. S/he would assist the ED in all aspects of Board development and management, especially management of the scheme portfolio and Technical Appraisal process and TAC. The TA would guide the learning process within the project, helping management to draw lessons from practice and adapt them in terms of new procedures, and improved fieldwork, training and technical assistance. The TA would also assist to coordinate short-term technical assistance, which will include expertise in participatory methods, hygiene and sanitation education, and women's economic development programs. (See TA' TOR, Annex 1 - D).

### **1.6.5 Divisions of the Board - Head Office:**

- (a) A staff of specialist/managers would head five Divisions of the Head Office and would be responsible for their respective jobs. The five Divisions are:
  - i. Planning and Operations Division;
  - ii. Project Monitoring and Evaluation Division;
  - iii. Human Resource/Program Development Division;
  - iv. Technical Division; and
  - v. Administration Division

### **1.6.6 Planning and Operations Division:**

- (a) The Division is headed by a Chief with skills in management and monitoring and evaluation and strong appreciation of the importance of participatory techniques and tools in rural water supply and sanitation. S/he has over all responsibility of program issues, overseeing the performance of the individual portfolio managers and SAs and SOs/USOs working in the scheme areas. The chief is assisted by three regional managers. The Division is also staffed by Portfolio Managers. The Portfolio Managers will be made up of persons with exposure to both the software and hardware aspects of rural water supply and sanitation. The number of Portfolio Managers to be appointed will be maximum of 11 depending upon the number of schemes being undertaken by the Board. The Division is responsible to:
  - i. scrutinize, screen, prepare the SO/USO screening process and present to the DED and Technical Appraisal Committee;
  - ii. facilitate the scheme selection process. Prepare the quota allocation for the board's approval. Scrutinize, screen and prepare the schemes proposed by the SOs/USOs and present to the DED for onward submission to the Technical Appraisal Committee;
  - iii. negotiate and prepare the SO/USO contracts with the HR/PD Division and Technical Division to check the procurement terms of SOs/USOs and SAs, as well as the pricing of the labor and materials;
  - iv. oversee site appraisal, undertake the compliance monitoring activities in the necessary points of the scheme cycle and manage the SAs engaged for the job. Follow-up the signing of and compliance to the contracts and recommend the payments;
  - v. facilitate the community monitoring activities by organizing the regular Regional Review meetings to the WUC and monitoring the M & E training given to the community members by the SOs/USOs;
  - vi. engage, manage and supervise SAs engaged for different activities of the Board;
  - vii. plan and implement training courses for the SOs/USOs and the SAs on M&E techniques in coordination with Human Resource/Program Development Division and Technical Division;
  - viii. prepare annual operational plan for the Board;
  - ix. regular control and supervision of work done by regional managers/portfolio managers;
  - x. Initiate corrective measures in case of any situation of deficiencies, delays, disruptions and inconveniences;

- xi. make periodical regional visits to oversee performance of SAs and regional officers; and
- xii. evaluate performance of regional office and report to the ED and the DED

#### **1.6.7 Project Monitoring and Evaluation Division:**

- (a) The Division is headed by a Chief with skills in management and monitoring and evaluation and strong appreciation of the importance of participatory techniques and tools in rural water supply and sanitation. S/he has over all responsibility of system improvement through monitoring and evaluation of entire programs of the Board. Two Monitoring and Evaluation Officers (one with engineering and another with social science background) assist the chief. An MIS Unit consisting of one MIS Officer and one Assistant MIS Officer further assist the Division. The Division is responsible to:
  - i. evaluate the performance of all components of the Board programs through the progress report of the SO(USO)/WUG, operational monitoring carried out by the Planning and Operations Division and/or Service agencies and regular as well as special studies carried out by the Service agencies;
  - ii. analyze and document the results, especially in the changes and development of the SOs/USOs and SAs performance and manpower quality. Feed the results back into the SO(USO)/SA selection and development of the overall project procedures;
  - iii. undertake the impact monitoring activities. Analyze and document the results and feed back into the program development;
  - iv. follow-up and manage the long-term impact and sustainability studies to be undertaken in a selected number of schemes. Analyze and document the results and feedback into the program development. Disseminate the lessons learned to other projects and donor agencies;
  - v. identify and present for the Board's approval special studies to be undertaken for the purposes of strategic monitoring, analyze the results and feedback to the program development. Disseminate to the lessons learned to other projects;
  - vi. entails data flow to other divisions of the Board and also to outside stakeholders of the sector;
  - vii. oversee sector monitoring and compare achievements of the Board with other sector agencies;
  - viii. suggest provisions for the inclusion and safeguarding of the disadvantaged groups and appropriate linkages with local governance;
  - ix. carry out special studies required to improve system for effective service delivery of the Board.

### 1.6.8 Chief of the Human Resource/Program Development Division:

- (a) This Division is headed by a specialist manager who has expertise in community development methods, staff assessment, and human resource development. The Division Chief is also supported by two Program Development Officers, one with Health and Sanitation Education background and another with experience in Training and Communication aspects.

The Division is responsible for:

- i. providing overall management and support in regard to the software, hardware and training aspects of the Board;
- ii. preparing guidelines on staff requirements, interview techniques and recruitment to assist the Portfolio Managers and executive staff in the supervision of preparation of development, implementation phase and SA contracts;
- iii. providing orientation, screening and ensuring the qualitative staff proposed by the SOs/USOs prior to signing the development phase contract and make recommendations of training needs;
- iv. assisting the Project Monitoring and Evaluation Division in negotiating and preparing the SO/USO contracts, staff procurement guidelines, terms as well as the pricing of the staff rates;
- v. conducting appraisal of software activities under the Portfolio Managers as proposed by SOs/USOs for engaging and strengthening the community in the project. It includes the appraisal of SO/USO staff capability, community organizing, investigation, problem resolution, planning, and monitoring of activities, HSE, NFE and for technical support services for women. The Division will carry out these activities with close consultation with relevant Divisions;
- vi. engaging qualified Service Agencies for Human Resource/Program Development Division and assess their quality of performance;
- vii. preparing training modules and arranging software, technical, monitoring and including financial management training for communities, SOs/USOs and SAs of the Board;
- viii. developing, monitoring and evaluating the use and effectiveness of community participatory materials, media, and necessary skill development handbooks both for the community and SOs/USOs involved in the preparation and implementation of RWSS schemes;
- ix. providing extensive support to HSE, M&E and WTSS Specialist in preparing guidelines on software components, continuously drawing lessons from field experiences in order to strengthen Community SO/USO capacity of the RWSSP;
- x. coordinating and evaluating the impact of all the trainings, orientations, seminars, workshops and review meetings implemented/organized directly by the Board/SA;
- xi. identifying the human resource development needs required at the community level and make recommendations/develop curricula for the capacity building and institutional development of the WUG/WUC;
- xii. identifying, manage and supervise SAs required for software program development;

- xiii. identifying and make recommendations for relevant training of Board personnel;
- xiv. preparing the Human Resource/Program Development Division related progress reports including work plan and budget.
- xv. accommodating regional problems and issues while developing human resource development policies and programs; and
- xvi. integrating extension and program development activities.

#### **1.6.9 Technical Division:**

- (a) The Division is headed by a Chief who is an engineer with long term practical experience in community-based water supply and sanitation. S/he is assisted by two Water and Sanitation Engineers who are also experienced in the community based approach for the implementation of rural water supply and sanitation schemes. The Division is responsible to:
  - i. provide overall management and support regarding all technical aspects of the Board;
  - ii. provide and update technical standard guidelines; and determine specifications on hardware components of schemes;
  - iii. appraise technical designs, and estimates of schemes proposed to the Board;
  - iv. assist the Human Resource/Program Development Division in assessing the technical capability of SOs/USOs and SAs;
  - v. assist the Human Resource/Program Development Division in the selection of SAs in the technical training and develop strategies for strengthening capabilities of the SOs/USOs and the SAs engaged for technical activities;
  - vi. assist Project Monitoring and Evaluation Division in appraising the performance and quality of the technical work undertaken by the SAs in monitoring of the field activities;
  - vii. assist the Project Monitoring and Evaluation Division to select and engage SAs for technical site appraisal of field activities;
  - viii. identify SAs in regard to technical program development;
  - ix. provide advice to SOs/USOs on issues related to procurement of hardware materials;
  - x. assist the Project Monitoring and Evaluation Division to monitor the quality of materials, procured by SOs(USOs)/Communities, and assist in ensuring that the items and brand names specified in the proforma invoices correspond to those found in the field;
  - xi. assist the Project Monitoring and Evaluation Division to independently monitor the quality of construction in the field;
  - xii. assist the Project Monitoring and Evaluation Division in assessing the quality of the technical components and the impact of the scheme on the community;
  - xiii. assist the Human Resource/Program Development Division in design and development of training courses and materials for engineers, Overseers, Technicians, VMWs;

- xiv. regularly update the unit cost and price system for hardware and maintain the norms and standards required for the procurement of construction materials, SO/USO and SA's technical staff;
- xv. assist the PMs in the preparation of contracts with regard to technology components, related prices, and in verification of estimates and related bills for payment; and
- xvi. assist PM in contract negotiation in respect of technical component of the contract; and
- xvii. supervise RWSS Engineers in Technical Division.

#### **1.6.10 Administration Division:**

- (a) This Division is headed by an administrator as Chief and supported by two officers namely: Administrative Officer and Finance Officer. S/he supervises the supporting staff of the division. The Division is responsible for overseeing the administration of Board's Office including financial management of the SOs/USOs and SAs and procurement in the Board's Office. Specifically the responsibilities include:
  - i. budgeting;
  - ii. accounting;
  - iii. disbursement of funds for project and administrative purposes;
  - iv. arranging logistical support;
  - v. personnel management and record keeping;
  - vi. inventory of equipment and supplies;
  - vii. collection and updating of all components relating to the price norms system;
  - viii. all procurement; and
  - ix. payment of SO/USO and SA services, with support of other divisions.

#### **1.6.11 Management Information System (MIS) Unit:**

- a) The Unit, under the supervision of Project Monitoring and Evaluation Division Chief, is headed by the Management Information System Officer (MISO), who has expertise in management of information systems and who is familiar with computers. The MISO should further have experience in community development approaches in community-based rural water supply and sanitation. S/he is assisted by an Assistant Management Information System Officer (AMISO). The Unit is responsible for:
  - i. updating and maintaining the computerized management information system;
  - ii. coordinating with other units on timely flow of information;
  - iii. analyzing data and providing reports;
  - iv. abstracting, analyzing and reporting on the performance information to DED;
  - v. ensuring that the relevant data's are available to all Divisions;
  - vi. maintaining all project, Divisions and office related documents; and
  - vii. monitoring/storage of all the in and out flow of all physical and electronic correspondence.

#### **1.7 The Technical Appraisal Committee (TAC):**

- (a) The TAC is comprised of executive management staff, and the Technical Adviser. It is chaired by the Executive Director. The secretary of the TAC is the Deputy Executive Director, who coordinates preparation of documentation for meetings and is responsible for recording the process and decisions of TAC meetings. A TAC meeting is called when there are sufficient proposals for processing, which the Deputy Executive Director determines by compiling the status of scheme submissions from the various specialist/portfolio staff.

The Committee is comprised of:

- its Chairperson (ED)
- its secretary (DED)
- the Chief of the Planning and Operations Division
- the Chief of the Project Monitoring and Evaluation Division
- the Chief of the Human Resource/Program Development Division
- the Chief of the Technical Division
- the Chief of the Administrative Division
- the Technical Adviser

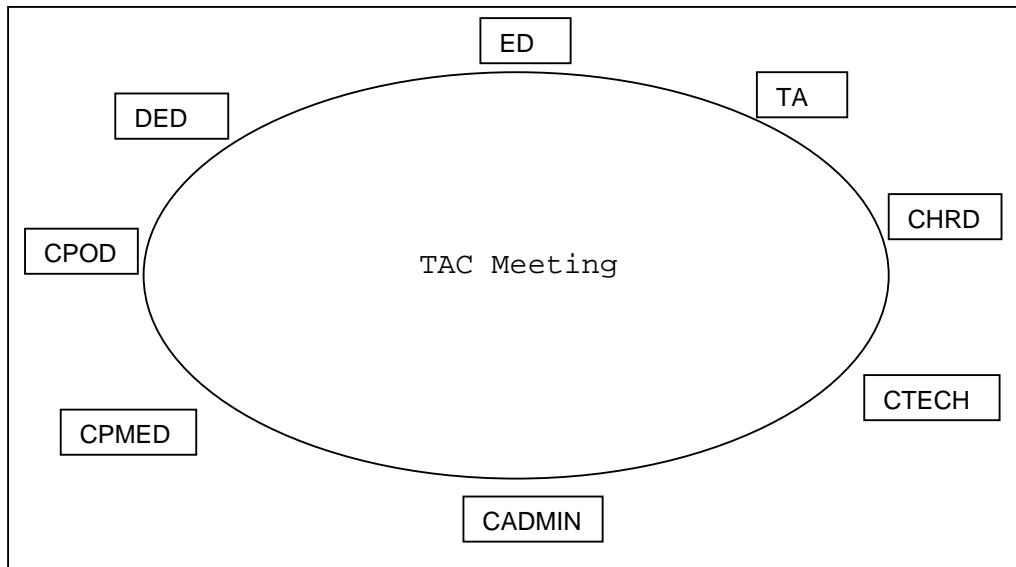
In case of absence of the Executive Director, s/he may delegate the Deputy Executive Director to chair the meetings and the Deputy Executive Director can delegate any unit head to serve as secretary of TAC meetings.

In the absence of the Division Chiefs the Division Chiefs will delegate to the staff working in their Division.

To constitute a quorum at least 4 of the members of the posts above should be present.

The ED may invite other persons or the experts to take part in the TAC meetings such as the Portfolio Managers and other officer level staff. However these persons will not engage in the decision making mechanisms of the TAC. The TAC itself will determine the procedures for conducting its meetings.

- b) TAC Committee



- (c) The Functions of the Technical Appraisal Committee (TAC) include:
- i. Pre-qualifying SOs/USOs that meet the eligibility criteria;
  - ii. Evaluate and prioritize both old and the new SOs/USOs in relation to their track record and ability to recruit suitable manpower and recommend number of

SOs/USOs it needs to undertake the corresponding batch on the basis of rank order in the list;

- iii. Provide and distribute amongst the prioritized SOs/USOs a scheme quota in which pre-feasibility studies will be undertaken;
- iv. Based upon field studies recommend to the Board the schemes for approval or rejection for development phase in strict compliance with the development phase eligibility criteria;
- v. Appraise and recommend to the Board eligible schemes for approval or rejection for implementation phase in strict compliance with the implementation phase eligibility criteria;
- vi. Preparation of documentation as required for Board decisions on funding recommendations;
- vii. Review of the overall progress of the portfolio and its processing;
- viii. Review the performance of the professional and other support staff, and
- ix. Identification and documentation of common problems and resources which emerge during the processing of projects. The TAC analyses and makes recommendations for management on problem cases.

**ρ Process of TAC meetings:**

1. The ED, as chairman of the TAC, or designate, calls the committee to order, and presents a summary of the agenda proceedings.
2. Unfinished business from previous TAC meetings are discussed, including cases deferred for additional information or until certain conditions are met.
3. The chairperson requests the first in the series of portfolio managers to present proposals from their portfolio. The portfolio managers provide a presentation on each case including justification by criteria to the TAC committee and a recommendation for each case.
4. After the presentation, the members of the TAC discuss the proposal or case and resolve any questions on the proposal. TAC members can ask the portfolio staff questions and clarifications but the portfolio officer doesn't speak unless asked to by a TAC member. The committee votes or decides as far as possible by consensus on the disposition of the case. If a consensus decision is not possible, the majority decision will prevail. In case of a tied vote the ED has the casting vote.
5. The TAC will then vote to: either

i. submit the scheme to the Board with the recommendations that the SO/scheme be approved.

or

ii. reject the SO/scheme

In the case that the proposal scheme is rejected by the TAC the Portfolio Manager may be requested to provide additional information and undertake whatever action is required until all conditions/criteria are met for approval

6. The SO/schemes in (i) above are then provided to the Board or its designated authority, as the case may be, for final disposition of the proposal and or scheme/SO.

**1.8 Internal Operations and Procedures**

- (a) The Board will operate in a fully autonomous and flexible manner, according to the Formation Order and the Board Rules. The Board will take primary responsibility for policy decisions. Certain key decisions, however, including dismissal of executive level Board's office staff and approval of the SOs/USOs and the schemes require the

approval of the Board. The levels at which various decisions are taken are specified in the Formation Order and Rules.

The Board, as per necessity, may find it appropriate to delegate any of its authority to any of its members or to a sub committee formed under the Order. A Board member or any employee of the Board will not participate decision-making process of the meeting in which the individual is stake holder through employment, membership, share holding or familial relations.

- (b) The ED is responsible for overall execution of the policy decisions of the Board. S/he is the main link between the Board and the Head Office. The ED retains responsibility for overall management including personnel, finance, and operations functions. S/he operates through a management team, which consists of the Deputy Executive Director (DED) and the Division Chiefs of the Fund. Key Division personnel are responsible for coordinating, specialist, management and procurement functions, while each Portfolio Manager is assigned a number of schemes within a geographic area.

The DED will assign workloads and oversee the coordination of all Divisions. The HRD Division will service the needs and provide necessary support to the Portfolio Managers. They are the focal point for each of the key technical functions of the Head office. Assignment, review and processing of portfolio work will be facilitated through meetings of Division Chiefs and Officers (at least once a week) and the Staff Technical Appraisal Committee is called depending on the caseload of projects for processing.

- (c) All portfolio staff are accountable for SOs/USOs and the schemes under them. Depending on caseloads additional portfolio staff may be recruited.
- (d) Periodic assessments will be made to review staff performance. The staff will have the ability to respond to their written evaluations. The ED will retain overall planning and decision-making authority regarding personnel, including staff development activities and local/international training and visit opportunities.

## 1.9 Financial Procedures

### Accounts, Audit, and Reporting

**Accounts:** A project accounting and record keeping system for the Board has been developed by the First phase of the project. This system meets the accounting and reporting requirements of the government as well as the Board's accounting requirements. The project accounting system records:

- Expenditures for establishment and operation of the Rural Water Supply and Sanitation Fund Development Board;
- Expenditures for selection and construction of rural water supply and sanitation schemes, with a breakdown on a scheme basis between development phase and implementation phase costs;
- Expenditures for institutional development and studies.

A scheme accounting manual has also been developed for SOs/USOs. Each SO/USO would be required in its contract to maintain separate scheme accounts and records to support the Board scheme accounting system. The SO/USO would have to provide a detailed breakdown of expenditures on a scheme basis for each main item, categorized into community contribution (labor, portage, and locally available materials), other itemized construction costs, and itemized community development costs. Assurances were obtained, during credit negotiations, that the Board would require SOs/USOs to keep separate accounts for each scheme and to adopt and follow the above accounting system. Each SO/USO would be required to regularly provide the Board with updated actual scheme accounts on expenditures. Receipt of such information by the Board would be a condition of further Board disbursements to an SO/USO. Assurances to this effect were obtained during credit negotiations. In particular, signing of the implementation phase contract will be conditional upon receipt of a satisfactory audit report, prepared by an independent commercial auditor

recruited by the Board, of the expenditures undertaken until the second payment under the development phase contract. Assurances to this effect were obtained during credit negotiations.

**Audit:** The Board shall:

- (i) have its records, accounts and financial statements (balance sheets, statements of income and expenses and related statements) for each fiscal year audited, in accordance with appropriate auditing principles consistently applied, by independent auditors designated by the Auditor General of Kingdom of Nepal;
- (ii) furnish to the Association as soon as available, but in any case not later than six months after the end of each such year, (A) certified copies of its financial statements for such year as so audited, and (B) the report of such audit by said auditors, of such scope and in such detail as the Association shall have reasonably requested, provided, however, that the unaudited accounts shall be furnished to the association three months after the end of each fiscal year; and
- (iii) furnish to the Association such other information concerning said records, accounts and financial statements as well as the audit thereof, as the Association shall from time to time reasonably request.

**Flow of funds:** The Head Office would prepare annual budgets for Board approval. Once approved, the annual budgets would be forwarded to the Ministry of Physical Planning and Works for transmission to the National Planning Commission (NPC) and the Ministry of Finance. It was agreed during project preparation and appraisal that upon final approval by parliament, the Ministry of Finance would make available on a grant basis such amounts as shall be required by the Board for its operations.

The Board would release funding to support organizations and communities in accordance with the payment terms of the development phase and implementation phase contractual agreements.

Payments are made by account payee check. Initial payments are provided upon signature of contracts for development and implementation phases. Development phase and implementation phase contracts are of a lump sum nature for services provided, and subsequent contract payments are made based on submission of accounts, progress reports and completion of specific milestones specified in the contract (see Section III, Procurement and Eligibility Criteria). Financial accountability at the scheme level would be secured through financial and narrative reports jointly signed by the SO and WUC and verified through site visits, and by technical and financial audits and book reviews of scheme holders.

# **IMPLEMENTATION MANUALS**

**ANNEXES**

## **VOLUME I - SECTION I**

- **The Formation Order**
- **The Rules of the Fund Board (including TOR of the Fund Board Staff)**
- **Terms of reference of the Technical Adviser**



**January, 2005**

**RURAL WATER SUPPLY AND SANITATION FUND DEVELOPMENT BOARD  
(FORMATION) (FIRST AMENDMENT) ORDER, 2060 (2004)**

Whereas, it is expedient to amend the Rural Water Supply and Sanitation Fund Development Board (Formation) Order, 2052 (1996),

His Majesty's Government of Nepal has, in exercise of the powers conferred by Section 3 of the Development Board Act, 2013 (1956), issued the following Order.

**1. Short Title and Commencement:**

- (1) This Order may be called "Rural Water Supply and Sanitation Fund Development Board (Formation) (First Amendment) Order, 2060 (2004)".
- (2) This Order shall come into force at once.

**2. Definitions:**

In this Order, unless the subject or context otherwise requires,-

- a) "Board" means the Rural Water Supply and Sanitation Fund Development Board formed under Section 3;
- b) "Chairperson" means the Chairperson of the Board;
- c) "Member" means the member of the Board and also includes the Chairperson;
- d) "Project" means the rural water supply and sanitation projects to be formulated, implemented, operated and maintained through the participation of local community as per the provisions of this Order;
- (e) "User Group" means a User Group registered under prevailing laws by the local people willing voluntarily to contribute necessary support for planning, implementation and operation of the Project and to be directly benefited from the Project;
- (f) "Water User Committee" means a committee of people elected by the User Group from amongst its members to be accountable to it and to act on its behalf for planning, implementing and maintaining the Project;
- (g) "Supporting Organization" means a non-governmental organization or body corporate pertaining to private sector established under the prevailing laws and selected by the Board to provide necessary support to the User Group for planning and implementing a Project and to mobilize such other organizations with such objective".
- h) "Executive Director" means the executive director of the Board appointed under Section 8;
- h1) "Ministry" means Ministry of Physical Planning and Works;
- i) "Prescribed" or "as prescribed" means prescribed or as prescribed in the Rules framed under this Order.

**3. Formation of the Rural Water Supply and Sanitation Fund Development Board:**

- (1) A Board namely Rural Water Supply and Sanitation Fund Development Board has hereby been formed to provide necessary financial, technical and institutional support to the User Groups and Supporting Organizations to implement the Projects that are sustainable, reliable and cost effective.
- (2) The Board referred to in sub-section (1) shall consist of the following members:
- (a) a representative (gazetted first class), Ministry - Member
  - (b) a representative (gazetted first class),  
Ministry of Local Development - Member
  - (c) Chairperson of the Federation of the District Development  
Committees of Nepal or the representative of the said  
Federation designated by him/her - Member
  - d) Chairperson of the National Federation of Village Development  
Committee or the representative of the said Federation  
Designated by him/her - Member
  - e) Three persons nominated by His Majesty's Government: of which  
one in the area of rural water supply and sanitation engineering, one  
in the area of participatory rural development, and one in the area  
of health and sanitation - Member

Provided that:

- (i) each member shall have at least ten years experience in the relevant area and shall have made special contribution in their respective field;
  - (ii) among the nominated members two persons shall be represented from non-governmental organizations and one person from the private sector;
  - (iii) at least one of the nominated Members shall be a woman; and
  - (iv) none of the nominated Members shall have held a post of office affiliated with any political party for the last one year.
- (2A) There shall be a three-member committee under the Chairpersonship of the Secretary of the Ministry consisting of Joint Secretaries of Water Supply and Sanitation Division and Administration Division of the Ministry to recommend His Majesty's Government for the nomination of the members under clause (e) of sub-section (2)”
- (3) The members of the Board shall select the Chairperson from among themselves for a term of every three years.
- (4) The term of the nominated Members shall be of three years. In case the post of a nominated member become vacant prior to the expiry of the term, the vacant position

shall be fulfilled for the remaining period through the procedures laid down in clause (e) of sub-section (2).

- (5) Notwithstanding anything contained elsewhere in this section, His Majesty's Government may dismiss any member at any time, if it is convinced that the member has failed to discharge the duties in the interest of the Board.

Provided that before dismissal, the concerned member shall be given an opportunity to provide his clarification.

- (6) The Executive Director shall act as the secretary of the Board.
- (7) The Board may, if it deems necessary, invite any foreign or local expert or advisor or any member or person of Water User Committee to participate in the Board meeting as an observer.

**4. Functions, Duties and Powers of the Board:**

Functions, duties and powers of the Board shall be as follows:

- (a) To determine policy decisions on operation and management of the Board and to monitor or cause to monitor and supervise whether such policies are implemented or not.
- (b) To approve the Supporting Organizations and Projects selected and recommended by the Executive Director on the basis of eligibility criteria as prescribed.
- (c) To provide necessary funds for operation of Projects which have been approved as per clause (b).
- (d) To discuss and approve plans and programs presented by the Executive Director.
- (e) To approve the annual program and budget of the Board.
- (e1) To enter into agreement with Supporting Organization and User Group as specified in relation to the implementation of the Projects.
- (e2) To present the annual program approved under sub-section (e) to the Ministry.
- (e3) To cause to be prepared and implemented the project in coordination with the local body.
- (f) To appoint an independent professional auditor to carry out the technical and internal audit of the Board;
- (g) To submit to His Majesty's Government the annual report of the activities carried out by the Board in the year and the audit reports for each year.

- (h) Subject to this Order, to undertake or cause to be undertaken any other activities to be carried out by the Board.

**4A. Approval and Implementation of the Project**

- (1) The Board shall approve only those projects which are included in the periodic, annual or long-term plan of the District Development Committee.
- (2) The Board shall inform the concerned District Development Committee as soon as the project is approved as per sub-section (1) above.
- (3) The Board, entering into agreement with local agency, may cause for preparation and implementation of the project having included financial and technical assistance of such agency in any project.
- (4) The concerned local agency shall be involved in monitoring and evaluation of the projects maintained and implemented under this Order.

**4B. Compliance of the Agreement**

- (1) The User Group shall implement the project in accordance with the agreement concluded with the Board.
- (2) The Board shall have the right to terminate the project agreement with the User Group and enter into agreement with other User Group or make any other alternative arrangement for the completion of the project if the User Group does not act according to project agreement, fails to observe the directives issued under this Order or fails to perform any act that is required to be carried out by such User Group in its capacity pursuant to the prevailing laws.

**4C. Activities of the Board and Monitoring of the Projects**

- (1) The Ministry may monitor the activities of the Board, as it deems necessary.
- (2) The Board shall monitor whether the User Group has implemented the Project or not according to project agreement.

**4D. Duty to Cooperate the Board**

The Board may request the concerned local agency for assistance to settle a dispute, if any, relating to the distribution of water under the project and it shall be the duty of the concerned local agency to provide such assistance.

**5. Meeting and Decision of the Board:**

- (1) The meeting of the Board shall be held at least once in a month.
- (2) The meetings of the Board shall be held on such date, time and venue as specified by the Chairperson.

Provided that the Secretary shall call the Board meeting where the post of the Chairperson is vacant.

- (3) The Secretary of the Board shall notify the Members at least 7 days in advance of any Board meeting and when giving such notice the agenda for the Board meeting shall also be provided.
- (4) Notwithstanding anything contained elsewhere in this section, if three members of the Board make a written request with reasonable grounds for a meeting of the Board, the Secretary of the Board shall inform the Chairperson and call a Board meeting within 7 days.
- (5) The presence of at least fifty percent of the total Members of the Board shall constitute a quorum for the Board meeting.
- (6) The Board meeting shall be presided over by the Chairperson of the Board and in his/her absence the Board meeting shall be presided over by a Member chosen by the Members from among themselves.
- (7) Majority opinion shall prevail in Board meetings. In case of a tie, the Chairperson shall cast the decisive vote.

Provided that decisions to be taken on selection of Supporting Organizations, approval of Projects, approval of the Board's annual program and budget, appointment and dismissal of the Executive Director and the framing of Rules under this Order, unless it is done with the unanimous of at least five Members, it may not be a decision of the Board.

- (8) The decisions of the Board shall be authenticated by the Secretary of the Board.
- (9) Other procedures concerning the Board meeting shall be as determined by the Board itself.

**6. Conflict of Interest:**

The Members or employees of the Board shall not participate in any decision making process of the Board which constitutes a conflict of their interest.

**7. Formation of Sub-committees:**

- (1) The Board may form required sub-committees for the transaction of its business.
- (2) The functions, duties, powers and procedures of the sub-committees formed under sub-section (1) shall be as prescribed by the Board.

**8. Appointment of Executive Director:**

- (1) The Board shall appoint an Executive Director as the administrative chief of the Board for conducting its daily business.
- (2) His Majesty's Government may designate any gazetted officer to act as Executive Director up to three months at maximum until the Executive director is appointed pursuant to sub-section (1) above.
- (3) The term of office of the Executive Director shall be four years and he/she shall be eligible for re-appointment for a period of two years at maximum.

- (4) If the office of the Executive Director falls vacant by any reason, the Board may designate any officer of the Board to act as acting Executive Director up to three months at maximum till the appointment of an Executive Director is made pursuant to sub-section (5).
- (5) The qualification required for the Executive Director and his/her appointment, remuneration, terms and conditions and facilities of the service shall be as prescribed.
- (6) The Board shall have the power to dismiss the Executive Director, if it is found that he/she is incompetent or is involved in corruption or is failed to discharge his/her official duty.

Provided that the Executive Director shall be given an opportunity to give clarification before taking any decision on his dismissal.

**9. Appointment of the staffs:**

- (1) The Board shall appoint the staffs required for transaction of its business through open competition as prescribed.
- (2) The remuneration, terms and conditions of services and incentives as well as functions, duties and powers of the staffs appointed under sub-section (1) shall be as prescribed.

**10. Meeting Allowance:**

Meeting allowances of the members of the Board for their participation in the meeting shall be as prescribed.

**11. Fund of the Board:**

- (1) The Board shall have a separate fund of its own.
- (2) The fund referred to in sub-section (1) shall consist of the following:
  - (a) funds to be obtained from His Majesty's Government as grant;
  - (b) funds obtained in the form of assistance or grants from foreign government or national or international organizations;

Provided that prior to receipt of such assistance or grant from foreign government or international organizations, approval of His Majesty's Government should be obtained.

- (c) funds received by the Board from any other sources;
- (3) All expenses of the Board shall be borne out of the fund established under sub-section (1);

- (4) The Board may operate its fund by depositing the amounts in the accounts opened in its name in Nepal Rastra Bank or any other commercial bank within the Kingdom of Nepal;
- (5) The operation of accounts of the Board shall be as prescribed in the Rules.
- (6) The funds obtained by the Board from His Majesty's Government of Nepal in the form of grant shall not be frozen.

**12. Accounting and Auditing of the Board:**

- (1) The income and expenditure accounts of the Board shall be maintained according to prevailing law.
- (2) The annual accounts of the Board shall be audited by the office of the Auditor General or an independent auditor appointed by the Auditor General.
- (3) The technical and the internal audit of the Board shall be carried out by an independent professional auditor.

Provided that the same person or firm shall not be appointed as the auditor continuously for more than three consecutive years.

- (4) If His Majesty's Government deems it necessary, the accounts of the Board may be checked or caused to be checked at any time.

**13. Directives may be given:**

- (1) The Ministry may issue necessary directives to implement the approved rural water supply and sanitation policy of His Majesty's Government and it shall be the duty of the Board to abide by such directives.
- (2) The Board may issue necessary directives to the Supporting Organizations and User Groups in relation to planning and implementation of the projects and it shall be the duty of such Supporting Organization and User Group to abide by such directives.

**14. Delegation of Authority:**

- (1) The Board may, as per necessity, delegate any of its authorities, conferred by this Order or by the Rules framed thereon, to a member, sub-committee formed under section 7 or to the Executive Director.
- (2) The Executive Director may, as per necessity, delegate any of its powers conferred by this Order or by Rules framed thereon to any employee of the Board.

**15. Liaison Ministry:**

In maintaining contact with His Majesty's Government, the Board shall require to liaise through the Ministry.

**16. Office of the Board:**

The head office of the Board shall be located in Kathmandu Valley and it may open branch offices at any place in the Kingdom of Nepal as necessary.

**17. Power to Frame Rules:**

The Board may, subject to this Order, frame necessary Rules for transaction of its business.

Provided that among the Rules so framed the Board shall have to consult the Ministry on matters related to staff recruitment procedures, salary, allowances, and other benefits.

**Rural Water Supply and Sanitation Fund Development Board  
Rules, 2060 B.S. (2004)\***

In exercise of the power conferred by Section 17 of the Rural Water Supply and Sanitation Fund Development Board (Formation) (First Amendment) Order 2060 (2004), the Rural Water Supply and Sanitation Fund Development Board has promulgated the following Rules: namely

1. **Short Name, Title and Commencement:** (1) These Rules shall be called the "Rural Water Supply and Sanitation Fund Development Board Rules, 2060 (2004)".  
  
(2) These Rules shall come into force at once.
2. **Definitions:** Unless the context otherwise requires, in these Rules:
  - (a) "Formation Order" means the Rural Water Supply and Sanitation Fund Development Board (Formation) (First Amendment) Order 2060 (2004).
  - (b) "Board" means the Board formed under Section 3 of the Formation Order.
  - (c) "Office" means the Head Office of the Board located in the Kathmandu Valley and includes other branch offices of the Board opened in other places in the Kingdom of Nepal as necessary.
  - (d) "Employee" means an employee of the Board Office.
  - (e) "Technical Appraisal Committee" means a Technical Appraisal Committee formed under Rule 37 of these Rules.
  - (f) "Support Organization" means a non-governmental organization or private sector organization established or recognized under the prevalent laws, and selected by the Board to provide necessary support to the User Group for planning and implementing a Project and/or to mobilize such other organizations with such objective.
  - (g) "Service Agency" means a legally registered non-governmental or private organization or an individual with the necessary capability to fulfill required specialized tasks.
  - (h) "Manual" means an "Implementation Manual" approved by the Board for the smooth operation of the activities of the Office of the Board.
  - (i) "User Group" means a user group registered under Water Resources Act 2049 B.S. in accordance with Section 2 (e) of the Formation Order.
  - (j) "Scheme" means development, implementation and operation of the rural water supply and sanitation project by means of people's participation as defined in the Formation Order.
  - (k) "Technical Advisor" means a person appointed by the Board with approval of His Majesty's Government as a technical advisor to the Board.
3. **Organizational Structure of the Head Office of the Board:** (1) The organizational structure of the Head Office of the Board shall be as per Schedule 1.  
  
(2) In case any staff, at the time of enforcement of these Rules, is holding a position that does not exist in the organization structure as specified in Rule 3(1), such position of such incumbent remains in existence for a maximum period of six months. Such position will automatically be repealed with effect from the date of vacancy of such position in case it falls vacant before six months.
4. **Oath of Office:** An oath of office as specified in schedule 1A shall be administered to a newly appointed member by the Chairperson and to the Chairperson by the secretary of the Line Ministry before taking up the responsibility of the post to which he is appointed.
5. **Provision Concerning Employees:** The title and number of posts of the employees working in the Head Office of the Board shall be as per Schedule 2.
6. **Appointment of Employees to be on Contract:** (1) The Board shall appoint its employees on contract basis.

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\* Approved by decision no. 1 (302 - 22 March 2004).

- (2) The terms and conditions of the contract shall be as specified by the Board.
7. **Appointment of Employees:** (1) The appointment of all employees of the Office of the Board shall be made through open and competitive process.

(2) A person to be appointed as an employee shall not be a relative of any employee or member of the Board. For the enforcement of this Sub-rule the definition of the term 'relative' shall be as provided in the Manual.

8. **Selection Procedure of the Employees:**

(1) **Appointment of the Executive Director:** The Board shall appoint the Executive Director. The procedures for his/her selection are as follows:

- (a) The Board shall advertise the vacant post in national newspapers to invite applications from interested individuals meeting the minimum qualifications and experience as given in Rule 9(1). A time limit of 15-21 calendar days from the date of the first advertisement shall be given to the applicants to apply.
- (b) On receipt of applications, the Board shall screen the applications and evaluate, applying prior set criteria prepared by the Board, those candidates meeting the minimum qualification and experience and list them in rank order.
- (c) The Board shall invite for an interview, according to availability, the first 5 candidates in the rank order.
- (d) Each of the Board members shall evaluate each candidate in the interview based on prior set criteria prepared by the Board. The average marks obtained by each of the candidates in the interview shall be determined and a merit list shall be prepared.
- (e) The chairperson of the Board shall appoint the first candidate in the merit list to the post of Executive Director.

(2) **Appointment of Executive and Professional Employees:** The Executive Director shall appoint executive and professional employees. The procedures for the selection of executive and professional employees shall be as the following:

- (a) A 3-member Employee Selection Committee including the Executive Director as the chairperson shall be established for the selection of executive and professional employees.
- (b) The Executive Director shall submit to the Board for its approval the name of two persons for the nomination as member on the Selection Committee.  
Provided that:
  - (i) at least one of the nominated persons shall be a woman;
  - (ii) the nominated persons shall be from non-governmental sector and experienced in participatory rural development;
  - (iii) the 3-member Selection Committee, including the Executive Director, shall be represented by an engineer, a sociologist and a management specialist; and
  - (iv) should a nominated member of the selection committee be related to an applicant, he/she shall abstain from being involved in the selection process for that candidate.
- (c) On being satisfied with the nomination made by the Executive Director, the Board shall approve the nomination, otherwise the Board may direct the Executive Director to reconsider and submit a revised nomination.
- (d) The Executive Director shall advertise the vacant post(s) in national newspapers to invite applications from interested individuals meeting the minimum qualifications and experience as given in Rule 9(2). A time limit of 15-21 calendar days from the first date of the first advertisement shall be given to the applicants to apply.
- (e) On receipt of applications, the Selection Committee shall screen the applications and evaluate, applying prior set criteria approved by the Executive Director, those candidates meeting the minimum qualification and experience and list them in rank order.
- (f) The Selection Committee shall invite for an interview the first candidates in the rank order in numbers, according to availability, as given below:
  - upto 4 candidates for 1 vacant post
  - upto 5 candidates for 2 vacant posts
  - upto double the candidates of the number of vacant post(s) thereafter
- (g) Each of the Selection Committee members shall evaluate each candidate in the interview based on prior set criteria approved by the Executive Director. A merit list shall be prepared based on the average marks obtained by each of the candidates in the interview.

- (h) The Selection Committee shall recommend candidate(s), according to vacant post in question, for appointment in order of the merit list.
- (i) The Executive Director shall give appointment letter(s) to the candidate(s) recommended by the Selection Committee.

(3) **Appointment of Support Staff:** The Executive Director shall appoint support staff. The procedure for the selection of support staff shall be the following:

- (a) The supporting staff shall be selected by a 3-member Support Staff Selection and Recruitment Committee comprising of the Executive Director as chairperson and the Deputy Executive Director and the Chief of the Administrative Division as members. Provided the Deputy Executive Director and/or the Chief of Administrative Division are not appointed, the Executive Director shall himself assume the function of the Selection Committee.
  - (b) The Selection Committee shall itself determine the selection process itself not contravening to the Formation Order and Board Rules.
  - (c) The Chief of the Administrative Division shall give appointment letter(s) to the candidate(s) selected by the Selection Committee.
- (4) \*If deemed necessary, the services of an expert or an institution that provides such services on a subject related to the vacant post in question may be obtained in the selection of applicants. Such an expert/institution shall have only an advisory role and shall not participate in the selection process.

9. **Qualifications Required for Appointment:** (1) The minimum qualifications for appointment of an Executive Director shall be as follows:

- (a) He/She must be a citizen of Nepal.
- (b) He/She must have a Masters Degree in social science or civil engineering from a recognized national or foreign university.
- (c) He/She must have at least ten years work experience in community based rural development or drinking water supply and sanitation related activities.
- (d) He/She must not be convicted in a criminal case of moral turpitude.
- (e) He/She must not be affiliated with any political party.
- (f) He/She must not be a position holder of civil or any other such services of the His Majesty's Government or Government owned Corporation, Board, University and any other such agencies.

(2) The minimum qualifications for appointment of Executive and Professional employees shall be as follows:-

- (a) He/She must be a citizen of Nepal.
- (b) He/She must not exceed the age of 50 years.
- (c) He/She must have a Masters Degree for the post of executive employee and a Bachelors Degree for the post of professional employee on the subjects concerning his/her post from a recognized national or foreign university.
- (d) He/She must have at least five years experience in the field concerned with the post.
- (e) He/She must not be convicted in any criminal case of moral turpitude.
- (f) He/She must not be affiliated with any political party.
- (g) He/She must not be a position holder of civil or any other such services of the His Majesty's Government or Government owned Corporation, Board, University and any other such agencies.

(3) The minimum qualification required for the support staff shall be as prescribed by the Executive Director.

10. **The Term of Office of the Employees and their Re-appointment:** (1) The term of office of the Executive Director and his/her re-appointment shall be as provided in the Formation Order.

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\* Amended by decision no. 3 (317 - 6 October 2004) - First Amendment.

(2) The term of office of the other employees shall be 3 years. Provided that the employees completing the term may be re-appointed.

(3) Re-appointment of the employees shall be made on the basis of the performance evaluation. The basis for performance evaluation shall be provided in the manual.

**11. To be on Probation Period:** (1) The Employees of the Board shall be on a probation period up to six months from the date of appointment.

(2) In case the performance of an employee on probation period is not satisfactory, the Board in case of the Executive Director and the Board on the recommendation of the Executive Director in the case of other employees shall annul his/her appointment before the expiry of probation period.

**12. Submission of a Letter of Resignation:** Candidate interested in appointment as an employee of the Board shall submit official letter of approval on resignation from the employer, if he or she is so employed, before he or she accepts letter of appointment. Provided that this rule shall not be applicable to the staff appointed prior to this during the term of his or her present employment.

**13. Functions, Duties and Powers of the Executive Director:** (1) It shall be the duty of the Executive Director to carry out the work within the policy and directives issued by the Board.

(2) Without prejudice to the generality of Sub-rule (1), the functions, duties and powers of the Executive Director shall be as follows:

(a) To prepare draft long term and short term action plan for operation and management of the Board and present it to the Board for discussion and final approval.

(b) To select Support Organizations and schemes considered eligible for selection under the eligibility criteria and submit them to the Board with recommendation for final decision or disposition.

(c) To enter into agreement with the Support Organizations, and Users Groups for implementation and operation of the selected schemes.

(d) To make available necessary financial and technical support to the Support Organizations and Users Groups for implementation of the schemes approved by the Board.

(e) To supervise and monitor and cause to supervise and monitor the implementation of schemes as per the agreement and to provide necessary directives to Support Organizations or water users' committees.

(f) To carryout programs to make the local people aware of matters relating to rural water supply and sanitation.

(g) To provide necessary training to local communities or Support Organizations in order to increase participation of local people in rural water supply and sanitation schemes.

(h) To monitor and evaluate completed projects and to formulate future programs on the basis of experiences gained there from.

(i) To procure goods and services as per the approved program and within the limitation of delegated authority by the Board. Necessary procedures relating to procurement of goods and services shall be as per the Manual approved by the Board.

Provided the prior approval of His Majesty's Government shall be taken for appointing a foreign consultant advisor.

(j) To coordinate with various agencies for the successful implementation of the scheme.

(k) To provide assistance to the Board in its task of formulating policies and directives.

(l) To implement the policies, directives and orders of the Board.

(m) To do and cause to do other necessary work for achieving the objectives of the Board.

**14. Salary:** (1) <sup>Y</sup>The initial monthly salary of the Fund employee to be appointed shall be as provided in Schedule-3.

(2) Upon enforcement of the Rules, the employee will get salary at the minimum range provided in Schedule-3.

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<sup>Y</sup>Amended by decision no. 1 (467 -8 July 2009) - Ninth Amendment.

(3) For employees working at the time of enforcement of the Rules, the basic salary will be determined by adjusting minimum range of salary by salary increment for the entire period of his/her services in the Fund as per Rule 14(5).

(4) The Board may revise salary scale as necessary in every two years reviewing the annual inflation rate published by Nepal Rastra Bank.

(5) Each employee will be entitled for salary increment at the rate of three percent of the initial salary upon completion of one-year term of office.

Provided,

(a) Such increment should not exceed ten increments for his/her entire term of service.

15. **Other Facilities:** The Board may provide to employees such facility as considered reasonable by the Board.

16. **Dashain Expense:** (1) Employees of the Board will get *Dashain* expense on an annual basis an amount equivalent to one month's current salary. Provided that an employee, who has not completed 6 months of service period before 15 days of Ghatasthapana (*beginning of Dashain*), shall receive Dashain expense in an amount calculated for his/her service period proportionate to the Dashain expense equal to the amount of one month's salary receivable on the completion of a 6 month period.

(2) An employee appointed for a period of less than one year shall not be entitled to Dashain expense

17. **\*Provision Concerning Leave:** (1) Employees will be entitled to annual public holidays as per Schedule-4.

(2) Employees will be entitled to an annual leave at the rate of 2 days for each month of work.

(3) Employees will be entitled to a sick leave not exceeding six days for each year.

(4) Employees will be entitled to a festival leave not exceeding three days for each year.

(5) Female employees will be entitled to 60 days maternity leave for one time in her entire service period before and/or after delivery.

(6) Employees on the death of his father or more or in case of female employees on the death of her father-in-law or mother-in-law will be entitled to take 15 days death rite (*Kriya*) leave.

(7) Employees will be entitled to accumulate the annual leave up to a maximum of 30 days during his/her service period and will get, after termination of the service, an amount equivalent to last drawn salary for the leaves so accumulated. Apart from this no other leave can be accumulated and the accumulated leave, which exceeds the limit in this Sub-rule shall automatically lapse at the end of every year.

18. **Leave without Pay:** (1) An employee who has taken all the leave pursuant to Rule 17 shall be entitled to leave without pay provided such a leave is not hindering with the Office work.

(2) The period of leave under Sub-rule (1) will not be more than 30 days in a year.

(3) Action will be taken under Rule 28 against an employee who remains absent after exhausting the leave without pay under Sub-rule 2 above.

19. **Leave Approving Authority:** (1) The Chairperson of the Board shall approve the leave of the Executive Director and the Executive Director shall approve the leave of other employees.

(2) Employees shall not be absent from the Office without taking prior approval for leave of absence. Provided that in cases of absence as a result of sickness, child delivery or the death of an

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\*Amended by decision No. 2 (440 - 2 November 2008) - Seventh Amendment

employee's father or mother the employee concerned shall take the approval of the leave as soon as possible.

20. **Working Hours:** (1) The working hours and day of the employees of the Board Office shall be as follows:-
- (a) \*From 10:00 A.M. to 5.30 P.M. every day.  
But since 16 Kartik to 15 Magh, the working hours shall be 10:00 AM to 4.30 PM every day.
  - (b) \*From Sunday to Friday every week.
- (2) Employees will get half an hour lunch break every day as fixed by the management.
- (3) Notwithstanding anything contained in Sub-rule (1) and (2), considering the necessity of the work of the Board, the Chairperson may assign the Executive Director to work overtime and likewise the Executive Director may assign to other employees to work overtime.
21. **Job Description:** (1) Job descriptions of the executive and professional employees shall be as per Schedule-5.
- (2) Job description of other employees shall be as specified by the Executive Director.
22. **Medical Facility:** (1) In the event of sickness of an employee, the Board shall bear the total amount of medical expense for every three years and that shall not be more than one month's salary payable to him/her.
- (3) The medical and insurance facility shall be as specified in the manuals.
23. **Employee Termination Grant:** (1) Fund Board staff retiring from his/her service after completing at least 3 years' term of service, is entitled to get a lump sum amount as termination grant in the proportion of two month's prevailing salary per year for his/her total term of service in the Fund Board.
- (2) The term of service of the Fund Board staff for the purpose of Sub-rule (1) above shall also include the extension of the term of service and change of position from one to another.
- (3) A separate termination grant fund shall be created for the purpose of payments to be made to the staff under Sub-rule (1) above and an annual expense to be incurred under this grant for every financial year shall be calculated and shall be deposited in the said fund.
24. **\*Daily and Travel Allowance:** Daily and travel allowance payable to the chairperson, members and the staff of the Board during their visit inside or outside the Kingdom of Nepal for Board related activities shall be as prescribed in the schedule 3A.
25. **Allowance to be Given for Overtime Work:** (1) A support staff shall be given over time allowance if such staff has to do approved overtime work outside of regular office hours.
- (2) In calculating overtime allowance under Sub-rule (1) the support staff shall be paid over time at the rate of 1.5 times the salary converted to the hourly rate. Overtime allowance, however, shall not be given to executive and professional employees including the Executive Director.
26. **Not to Break Official Secrecy:** No employee shall, without prior approval of the Board or Executive Director, disclose or pass on any confidential information or documents to others or break secrecy of the Board by any other way. Any act in contravention of this Rule shall be considered as breach of duty.
27. **Not to Serve Elsewhere:** No employee shall be engaged in any job in any other office, institution or agency during his/her employment in the Board.
28. **Dismissal from Service:** (1) The Board shall have power to dismiss a professional and executive staff on the recommendation of the Executive Director and the Executive Director shall have power

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\*Amended by decision No. 2 (440 - 2 November 2008) - Seventh Amendment

\*Amended by decision No. 2 (440 - 2 November 2008) - Seventh Amendment

\* Amended by decision no. 2 (387 - 26 January 2007) - Sixth Amendment

to dismiss support staff on the ground of incapacity, corruption or unsatisfactory performance of his/her duty.

(2) Before dismissal of an employee a written explanation with seven days time limit shall be asked from him/her to clarify the allegation made against him/her.

(3) If the written explanation submitted pursuant to Sub-rule (2) is not satisfactory or if no written explanation is filed within the period specified, the concerned employee shall be dismissed as per Sub-rule (1).

(4) An employee shall be dismissed through public notification if a situation under Sub-rule (3) of the Rule (18) arise or if he remains absent continuously for 15 days without taking leave approval.

(5) The termination letter to be given pursuant to Sub-rule (3) shall explicitly mention the reasons for such dismissal.

**29. Fund Operation Procedure:** (1) The fund of the Board shall be operated by a joint signature of the Executive Director or an Officer designated by him/her and Chief of the Administration Division.

(2) There shall be a petty cash account of upto Rs. 10,000/- (in words Rupees ten thousand) to meet the day to day minor expenses of the Board.

**30. Account to be Kept:** (1) The account of the Board shall be kept in accordance with prevailing laws and commercial accounting system.

(2) The Board shall keep separate accounts for transaction of daily business and for financing scheme operation.

**31. Preparation and Approval of Budget and Program:** (1) The Chief of the Administration Division shall prepare a draft budget and program of the Board 60 days prior to the commencement of a fiscal year.

(2) The Executive Director shall review the draft budget and program prepared pursuant to Sub-rule (1) and shall submit it to the Board for approval.

(3) The draft budget and program submitted by the Executive Director shall be finally approved by the Board.

**32. Budget Head Transfer:** (1) In case the amount allocated for a program in the budget becomes inadequate, the Executive Director may transfer upto the amount of ten percent from one budget head to other without affecting the annual program of the Board.

(2) If the transfer of an amount under Sub-rule (1) exceeds ten percent of budget head, an approval of the Board shall be taken.

**33. Provision Concerning Procurement:** (1) The Chief of the Administration Division shall carryout procurement of goods and services required for the Board.

(2) In order to procure goods and services under Sub-rule (1) the Chief of the Administration division shall consult with the Chiefs of other Divisions of the Head Office and shall also obtain an approval of the Executive Director.

(3) Procedures to be followed with respect to procurement of goods and services shall be as per the Manual approved by the Board.

(4) When signing contracts with Support Organizations for the Development Phase, and with support Organizations and Users Groups for the Implementation Phase, it is required to verify that

- (i) price of the goods is within the standard unit rates determined by the Board:
- (ii) quantities are as per bill of quantities; and
- (iii) quality of items to be procured is acceptable and conform to agreed quality of standard.

Notwithstanding anything contained in Sub-rule (1), (2), (3), and (4), in case of projects implemented under foreign loan or grant aid, the implementation shall be governed by the agreement between the donor agency and the His Majesty's Government.

34. **Procedure for Delegation of Authority:** (1) Delegation of authority by the Board under Sub-Section (1) of Section 14 of the Formation Order shall be made in writing by specifying the objective, duration and the specific area there of.
- (2) Delegation of authority by the Executive Director under Sub-Section (2) of Section 14 of the Formation Order shall be made in writing by specifying the objective, duration and the specific area there of. The Executive Director will inform the Board of such delegation.
- (3) The Board and the Executive Director respectively may, on reasonable grounds, withdraw the authority delegated by them under Sub-rule (1) and (2). Provided that the Executive Director shall inform the Board at the time of withdrawing the authority delegated by him/her.
35. **\*Meeting Allowance:** For the participation in each Board meeting, the chairperson and members of the Board shall receive an allowance of Rs. 1,000.00 (Rupees one thousand only) and Rs. 500.00 (Rupees five hundred only) as transportation expenses to and from the office.
- The coordinator, member and an expert of a committee constituted by the Board or any foreign or local expert or advisor or any member or person of Water User Committee attending the Board meeting as an observer on invitation under Sub-Section (7) of Section 3 of the Formation Order shall be entitled to meeting allowance equivalent to a member of the Board.
36. **Support to be Provided to Implement Schemes:** In order to fulfill the objectives as defined in the Formation Order, the Board shall provide financial, technical or any other support to eligible Support Organizations and/or Users Groups to implement schemes considered eligible as per the selection criteria.
37. **Phases of a Scheme Implementation:** A scheme implementation shall consist of three phases: Pre-development phase, Development phase and Implementation phase. Pre-development phase shall identify the scheme that would meet eligibility criteria defined under Rule 40. Development phase shall increase community awareness on the importance of rural water supply and sanitation services and prepare the community to plan, implement and manage the scheme. Implementation phase shall consist of the implementation of the scheme by the Users Groups with the support of a Support Organization and preparing the community to operate and maintain the scheme.
38. **Activities of Sustainable and Cost Effective Water Supply Service:** A scheme which delivers sustainable and cost effective rural water supply and sanitation services shall contain some or all of the following combination of activities:
- (a) community mobilization;
  - (b) non-formal education;
  - (c) health, hygiene and sanitation education;
  - (d) capacity building of Support Organization and Water User Groups;
  - (e) protection of water sources;
  - (f) water supply through gravity systems;
  - (g) water supply through deep or shallow tube wells;
  - (f) water supply through dug wells;
  - (g) rainwater harvesting system;
  - (h) rehabilitation and/or augmentation of existing water systems;
  - (i) construction of public and private latrines;
  - (j) Production of energy and fertilizer through biogas;
  - (k) skill-enhancing training programs;
  - (l) enhancement of capacity and participation of women;
  - (m) small irrigation; and
  - (n) any other activity that directly benefit the delivery of sustainable and cost effective water supply and sanitation to the rural population of Nepal or enables the rural communities to realize the benefits of the scheme.
39. **Constitution of Technical Appraisal Committee:** (1) There shall be a 8-member Technical Appraisal Committee to do necessary appraisal in order to recommend to the Board for selection of

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\* Amended by decision no. 2 (387 - 26 January 2007) - Sixth Amendment

Support Organizations, umbrella Support Organization and selection, implementation and management of a scheme as the following:

- |    |                         |             |
|----|-------------------------|-------------|
| a. | Executive Director (1)  | Chairperson |
| b. | Executive employees (6) | Members     |
| c. | Technical Advisor (1)   | Member      |
- (provided such a person is in post)

(2) The Executive Director may, if s/he deems necessary, invite other experts or persons to take part in its meeting as an observer.

(3) The procedure governing Technical Appraisal Committee meeting shall be as determined by the Technical Appraisal Committee itself.

**40. \*Eligibility Criteria for Selection of a Scheme:** (1) Eligibility criteria and indicators there of for selection of a scheme shall be as follows and these criteria will be applied at the Development phase and Implementation phase of the scheme.

(a) Need and Economic Viability: This criterion is satisfied if one or more of the following conditions hold:

a (1) Benefit-Cost Ratio to be at least 1.5 : To approximate the fulfillment of this criteria, the following time savings and per capita costs (at current 2000 AD prices) could be used as sole indicators to identify schemes in the field at the Pre-development Phase. If at the Pre-development Phase, the average time saving per household per day in a scheme is more than 2 hours for gravity schemes and deep tubewells,  $\frac{3}{4}$  hours for shallow tube wells,  $1\frac{3}{4}$  hours for dug wells, and 2 hours for rainwater harvesting schemes and the per capita scheme cost is less than Rs. 2,400.00 for gravity schemes, Rs. 1,950.00 for deep tube wells, Rs. 425.00 for shallow tube wells, Rs. 1,550.00 for dug wells, and Rs. 2,400.00 for rainwater harvesting schemes, it would imply that the benefit-cost ratio would be more than 1.5. But it should be proven that the benefit-cost ratio is at least 1.5 before proceeding onto the Implementation Phase.

a(2) In case of other schemes, average per capita water availability is less than 15 liters a day and 10 liters a day for rainwater harvesting scheme and per capita costs are below the threshold referred to in a(1) above.

a(3) A majority of the households are dependent upon heavily polluted water sources and the proposed scheme could provide cleaner water through protection of existing sources in the hills or improving existing sources in the Terai, and per capita costs do not exceed the threshold set forth in a(1) above.

(b) Technical Feasibility : For a proposed scheme to be eligible it should be technically feasible as set forth in the following:

b (1) For a Scheme to be technically feasible, the proposed sources of water should be undisputed, unpolluted and able to yield 45 liters of water per person per day (on the design population) but if there is no other solution and existing sources are heavily polluted or provide less than 15 liters of water per person per day, a scheme that would provide 25 liters of water per person per day, and where there is no alternative source of water or arsenic prone area and no other alternative left except rainwater harvesting scheme would also be accepted.

b (2) The proposed water supply scheme must meet the standards and service levels set forth in the Board's Technical Guidelines and have followed measures mitigating adverse environmental consequences.

(c) Sustainability and Willingness to Pay :

c (1) Community Contribution to Capital Cost : The community shall/have to make following contribution to capital cost of a scheme :

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\* Amended by decision no. 1 (327- 19 April 2005) - Third Amendment.

Note: *As applicable to this clause, local materials mean local materials available within one day's walking distance from the community area. Similarly, cost of portorage of non-local materials means portorage of non-local materials from the nearest road-head to the community area within one day's walking distance.*

- (a) Cost of all unskilled labor, local materials including portorage and portorage of non-local materials,
- (b) Contribution of 2.5% minimum cash of hardware cost in the case of a hill (gravity) scheme and of minimum 10% cash of hardware cost in the case of Terai or rainwater harvesting scheme.
- (c) 100% of additional costs for higher service levels than those provided in Technical Guidelines of the Board.
- (d) Notwithstanding any thing mentioned in (a) and (b) above community contribution in capital investment of the scheme shall not be less than 20%. Provided that the households classified as poor will be provided subsidy upto 50% on the minimum community contribution requirement under section (a) and (b) above. The following criteria shall be used in identifying poor households through participatory approach.
  - (i) Household having food sufficiency for less than six months in a year
  - (ii) Household whose major source of income is wage labor
  - (iii) Female headed household and/or household without adult working member and/or households with physically disabled persons with no outside economic support
  - (iv) Other similar criteria as determined by the community

c (2) Satisfactory Operations and Maintenance Arrangements : There should be following arrangements for satisfactory operation and maintenance:

- (a) Establishment of operation and maintenance mechanisms and in case of rainwater harvesting schemes, there should be a mechanism for expansion of rainwater harvesting jars in the scheme area engaging village maintenance worker and systems for collecting maintenance funds costs on a regular basis,
- (b) Up front contribution of the first year's maintenance cost at the rate of 3% of the total hardware cost in the hills (gravity) and 4% in the Terai or rainwater harvesting scheme in Development Phase.

c (3) Establishment and Registration of Water User's Group : There should be established and registered a Water Users Group comprising all beneficiary families and appointment of a Water Users Committee with representation from each cluster to manage the scheme. There shall be at least three women members in the Water Users Committee.

c (4) Coverage of all Beneficiaries Willing to Participate : It shall have to be proved that all beneficiaries willing to participate are covered.

(2) Community willingness for all the work set forth in various parts above will be appraised before the signing of the contract for the Development phase. Actual cash contribution shall have to be deposited and registration of the Water User Group shall have to be completed before the signing of the contract for Implementation phase.

(3) The Board shall review the scheme eligibility criteria prior to the commencement of each batch of the scheme. The scheme eligibility criteria accepted finally for various batch of a schemes will not be changed again for the same batch.

**41. Eligibility Criteria for Selection of a Support Organization:** (1) Eligibility criteria for selection of a Support Organization shall be as follows:

- (a) must be registered under existing laws;

- (b) the charter (constitution) of the Support Organization must have provisions to engage in rural water supply and sanitation or rural development activities;
- (c) the accounts of the Support Organization must have been audited and certified up to date;
- (d) must have staffing capacity for completion of the proposed activities or have the demonstrated ability to procure such staff; and
- (e) must have proven and successful track record of at least two years experience in participatory community development or rural water supply and sanitation activities.
- (f) Provided that the criteria mentioned in Sub-rule (e) will not be applicable for the selection of a Support Organization with a larger capacity and which provide support service to at least ten or more schemes in a batch. In the selection of these Support Organizations, in addition to the criteria specified in (a) (b) (c) and (d) above, they will be required to fulfill the following criteria instead of the ones mentioned in Sub-rule (e):
  - (i) at least five years experience in community development activities based on demand driven approach or rural water supply and sanitation activities based on popular participation;
  - (ii) must have proven record of implementing at least 20 schemes in each batch and
  - (iii) must have transaction worth Rs. 5,000,000.00 in the existing financial year.

(2) The Board shall review and approve Support Organization's eligibility criteria prior to the commencement of each batch of the schemes.

(3) Once an approval has been granted pursuant to Sub-rule (2), the eligibility criteria shall not be changed against the schemes in the same batch.

**42. Selection of a Support Organization:** (1) The Technical Appraisal Committee shall identify Support Organizations that meet eligibility criteria for each batch as per the Manual for implementation of schemes. For the purpose of Rule 41 (1), (d) (e) and (f) each of the identified Support Organization shall be evaluated by the Technical Appraisal Committee using ranking system in the Manual and shall prepare a list thereof.

(2) The Executive Director shall forward to the Board the evaluation of the Technical Appraisal Committee and the names of the selected Support Organizations, that meet the eligibility criteria and its recommendation for the Support Organizations selected to undertake the works for the corresponding batch, for approval by the Board.

(3) The Board shall review the Support Organizations recommended by the Executive Director on the basis of the findings of Technical Appraisal Committee under Sub-rule (1) and (2) and may approve the selection of such organizations if they are found to have met the criteria fixed pursuant to Rule 41.

(4) In case the Support Organizations recommended under Sub-rule (2) by the Executive Director for selection are not approved the Board shall give appropriate reasons thereof.

**43. Support Organization to Conduct a Pre-Feasibility Study:** (1) The Support Organization selected pursuant to Rule 42 shall conduct a pre-feasibility study at the scheme sites.

(2) The pre-feasibility study conducted by Support Organizations under Sub-rule (1) shall focus on the possibility of meeting eligibility criteria of the scheme as per Rule 40.

(3) The report of the pre-feasibility study conducted by the Support Organization under Sub-rule (1) shall be presented to the Technical Appraisal Committee.

**44. Granting Permission to Submit Scheme Proposal:** (1) The Technical Appraisal Committee shall review the pre-feasibility study reports submitted by the Support Organizations pursuant to Rule 43 and submit the report to the Executive Director after ascertaining whether the scheme would meet the eligibility criteria under Rule 40. The Executive Director shall, on the basis of the review of the pre-feasibility study reports by the Technical Appraisal Committee invite the concerned organization to submit detail scheme proposal of such feasible projects.

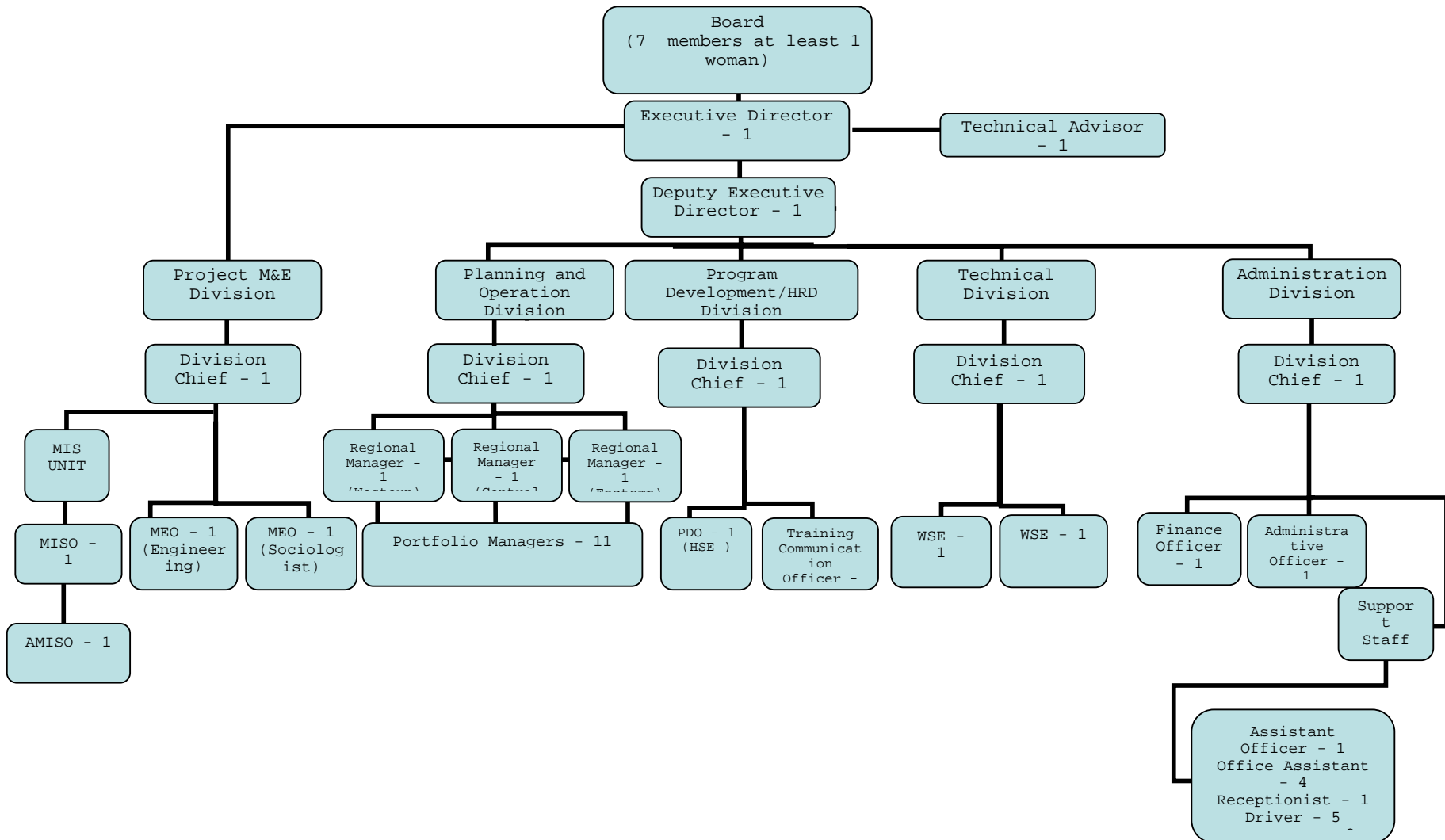
(3) The concerned Support Organization shall, after it is invited to submit the scheme proposal under Sub-rule (1), submit detailed scheme proposal to the Executive Director.

45. **Scheme Approval:** (1) The scheme proposal submitted under Rule 44 shall be appraised by the Technical Appraisal Committee and shall be verified or caused to be verified by site appraisals. The Technical Appraisal Committee shall prepare a list of schemes identified as eligible under Rule 40. The Executive Director then shall forward the appraisal report with the list of eligible projects and the recommended schemes for Board approval.
- (2) The Board shall review the appraisal report submitted under Sub-rule (1) and shall grant approval to the projects on the basis of eligibility criteria.
- (3) Board shall furnish appropriate reasons for disapproval of the projects recommended by the Executive Director under Sub-rule (2).
46. **Implementation of Scheme:** (1) The Board Head Office, after approval of the schemes according to Rule 45, shall enter into a tripartite agreement with the Support Organizations and Users Groups.
- (2) The contract for Development phase shall be signed by the Executive Director or an executive staff member designated by him and the Support Organization, and the contract for Implementation phase shall be jointly signed by the Executive Director or an executive staff member designated by him, support Organization and the User Group.
- (3) The necessary terms of reference (TOR) for the implementation of the scheme shall be as specified in the contract.
47. **Procurement of Services of Service Agencies:** (1) The Head Office of the Board may procure the necessary services of Service Agencies to provide training to Support Organizations and Users Groups for enhancing their capabilities, to monitor and evaluate the schemes, to develop and prepare training materials, to provide technical support in implementation of the schemes, to audit the accounts of the schemes, to make technical evaluation of schemes and to carry out other relevant studies and research on the Project.
- (2) Determination and payment of fees to be received by Service Agencies shall be as prescribed in the Manual. Provided that the Board may take necessary decision in case of a consulting firm or a person to be appointed for carrying out Project related studies and research.
- (3) Service Agencies shall be recruited on competitive basis. Provided that if there is only one Service Agency capable enough to provide specific service, such single Service Agency may also be appointed with the approval of the Board.
- (4) The Executive Director shall receive assistance from all the executive employees for the selection, recruitment and contracting of Service Agencies.
- (5) The Executive Director, assisted as said in Sub-rule (4) above, shall follow the following procedures for the selection, recruitment and contracting of Service Agencies:
- (a) Receive Agency Profiles with agencies' experience, and educational qualifications, work experiences and expertise of proposed staff through a public advertisement; and short-list a maximum of 5 Agencies based on predetermined evaluation criteria;
- (b) Invite Technical and Financial Proposals from the short listed Agencies and select the Service Agency submitting the best Proposal on the basis of a predetermined evaluation criteria and procedure provided in the Manual;
- (c) Hire services by entering into contract with the Service Agency selected as per (b) above.
- (6) The above Sub-rules do not apply in cases where such procurement is funded by a donor or lender. In such case, the donor's or lender's procurement procedure shall solely apply.
48. **To Submit Report:** The Executive Director shall submit to the Board a quarterly progress report after 15 days of each quarter. The report shall include the financial statement of the Board and progress made in implementation of the annual program.
49. **Delegation of Authority:** The Board may as per necessity, delegate some of its authority to any member of the Board, Office holder of a sub-committee constituted by it or the Executive Director.

50. **Amendment:** Subject to the Formation Order, the Board may amend these Rules in part or in whole and also make necessary changes into the Schedules of these Rules by ways of additions, deletions and alternations.
51. **To Make and Enforce Manual:** In Order to carryout the activities of the Board in an efficient manner, the Board shall prepare and enforce the Manual not contravening the provisions in the Formation Order and these Rules.
52. **Saving Clause:** The activities carried out under Rural Water Supply and Sanitation Fund 2053 and by the decision of the Board shall be deemed to have been carried out in accordance with these Rules.
53. **Repeal:** Rural Water Supply and Sanitation Fund Development Board Rules 2053 hereby stand automatically repealed from the day of the enforcement of this Rule.

Schedule-1  
(Related to Rule 3)

RURAL WATER SUPPLY AND SANITATION FUND DEVELOPMENT BOARD  
ORGANIZATION CHART



**Schedule-1A  
(Related to Rule 4)**

**Oath of Office**

I, ..... promise that in the capacity of the Board Member of Rural Water Supply and Sanitation Fund Development Board, I shall perform my assigned duties to the best of my knowledge and ability with honesty and truthfulness and favoring the interest of the Board eternally, verbally and by action. While performing the duties as board member, I shall always be ready to obey and cause to obey the Formation Order and Rules by giving high priority to the interest of the Board.

**Schedule-2  
(Related to Rule 5)**

**The Title and the Number of Posts in the Head Office of the Board**

<b><u>Sr. No.</u></b>	<b><u>Title of the Post</u></b>	<b><u>Number</u></b>
1.	Executive Director	1
<b><u>Executive Staff</u></b>		
2.	Deputy Executive Director	1
3.	Chief of the Planning and Operation Division	1
4.	Chief of Project Monitoring and Evaluation Division	1
5.	Chief of the Human Resource/Program Development Division	1
6.	Chief of the Technical Division	1
7.	Chief of the Administration Division	1
<b><u>Professional Staff</u></b>		
8.	Regional Manager	3
9.	Management Information System Officer	1
10.	Monitoring and Evaluation Officer	2
11.	Program Development Officer	2
12.	Water and Sanitation Engineer	2
13.	Portfolio Manager	11
14.	Administrative Officer	1
15.	Finance Officer	1
<b><u>Support Staff</u></b>		
16.	Assistant Officer	1
17.	Assistant Management Information System Officer	1
18.	Office Assistant	4
19.	Receptionist	1
20.	Driver	5
21.	Messenger	3
22.	Watchman	3
	<b>Total</b>	<b>48</b>

**Schedule-3<sup>∞</sup>**  
**(Related to Rule 14)**

**Employees' Pay Scale**

<b>Sr.No.</b>		<b>Basic Salary</b>	
1.	<b>Executive Staff</b>		
	a) Executive Director	Rs.	62,536.50
	b) Deputy Executive Director	Rs.	53,937.00
	c) Chiefs of the Divisions	Rs.	45,337.50
2.	<b>Professional Staff</b>	Rs.	36,738.00
3.	<b>Support Staff</b>		
	a) Assistant Officer	Rs.	22,978.80
	b) Assistant Management Information System Officer	Rs.	22,978.80
	d) Office Assistant	Rs.	17,819.10
	e) Receptionist	Rs.	17,819.10
	f) Driver	Rs.	12,659.40
	g) Messenger	Rs.	10,939.50
	h) Watchman	Rs.	10,939.50

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<sup>∞</sup>Amended by decision no. 1 (470- 23 August 2009) - Tenth Amendment.

**Schedule-3A\***  
**(Related to Rule 24)**

**Daily and Travel Allowance (DSA) to  
Chairperson, Board Members and Employees**

Positions	For Travel Within the Country		for International Travel	
	Travel Expenses	DSA (Rs.)	Travel Expenses	DSA (US\$)
Chairperson, Board Member and Executive Director	As per actual	1,000.00	Most direct route and economy class	150.00
Fund Board Staff, other than the ED	As per actual	800.00	Most direct route and economy class	110.00

Note: Only 50% of DSA will be paid for the day of repatriation.

**But**

On submission of the hotel bill, the traveler will be paid as per bill as accommodation subject to entitlement of 40 percent of DTA. The Accommodation bill shall not exceed the DTA rate.

In case of one day field trip outside the Kathmandu valley through bus or any other mode of transportation, the traveler is entitled for 50 percent of DTA.

In case of the participation in domestic or international programs with lodging and fooding arrangement or such cost is included in the payment to be made by the office to the organizer but does not include the pocket money, the traveler is entitled for 20 percent of the DTA rate as pocket money.

In case of field trip in connection with office business, the office will pay for the air fare as per ticket, first class bus or train (as per ticket) fare, taxi fare and other transportation expenses as per actual.

In case of travel abroad by air in connection with office business, the office will pay for the economy class ticket only. In such a case, the passenger should prefer most direct route to the destination country.

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\* Amended by decision no. 2 (387 - 26 January 2007) - Sixth Amendment

**Schedule - 4  
(Related to Rule 17)**

**\*Public Holidays in Board Office**

<b>Sr. No.</b>		<b>No. of Days</b>
1.	Each Saturday	- 52
2.	New Year (Baishakh 1)	- 1
3.	Liberty Diwas (Democracy Day-2) (Baisakh 11)	- 1
4.	May Day (May 1)	- 1
5.	Ubhauri Parva ( <i>especially celebrated by Rai and Limbu communities</i> )	- 1
6.	Buddha Jayanti	- 1
7.	Republic Day (Jestha 15)	- 1
8.	Teej (applicable to female staffs only)	- 1
9.	Hrishi Panchami (applicable to female staffs only)	- 1
10.	Ghatasthapana (beginning of Dashain)	- 1
11.	Id - Idulla Fitra ( <i>especially celebrated by Muslim communities</i> )	- 1
12.	From Saptami (Phoolpati) to Dwadashi (Dashain festival)	- 6
13.	Kojagrat Purnima (End of Dashain)	- 1
14.	Tihar (from Laxmi Pooja to Bhai Tika)	- 3
15.	<u>Chhath Parva</u> ( <i>especially celebrated by Madheshi communities</i> )	- 1
16.	Bakar Id - Idul Joha (Muslim Festival) - ( <i>especially celebrated by Muslim communities</i> )	- 1
17.	Udhauri Pooja <i>especially celebrated by Rai and Limbu communities</i> (Dhanya Purnima)	- 1
18.	Christmas Day - 25th December ( <i>especially celebrated by Christian communities</i> )	- 1
19.	Tamu Lhochhar ( <i>especially celebrated by Gurung &amp; Tamang communities</i> )	- 1
20.	Makar Sankranti (Maghi Parva) (Magh 1)	- 1
21.	Sonam Lhochhar	- 1
22.	Shahid Day (Martyr's Day) (Magh 16)	- 1
23.	National Democracy Day (Falgun 7)	- 1
24.	Mahashivaratri	- 1
25.	Nari Divas (Women's Day - applicable to female staffs only) (Falgun 25)	- 1
26.	Holi Purnima (Colour Day)	- 1
27.	Ghode Jadra (Pony Race Festival)	- 1
28.	Festival Leave	- 3

Revision in the public holiday list and declaration of the immediate holiday by the Government will be implied automatically in the organization also.

\*Amended by decision No. 2 (463 - 7 May 2009) - Eighth Amendment

**Schedule - 5**  
**(Related to Sub-Rule 21)**

**Job Descriptions for Executive and Professional Staff**

**A. Job Descriptions of the Executive Director (ED)**

**General:**

The Executive Director is the senior position within Fund's Office. The ED will be responsible to operationalize, manage, and implement the policies and decisions of the Board so as to fulfill its mandate. The ED will work closely with local government, NGOs and the private sector Support Organizations. The ED will have a particular focus on ensuring that all Fund's Office operations and functions are performing, and retains overall responsibility for personnel and their performance. The ED provides active support to the Board, providing the Board with information needed and recommendations for appropriate action. The ED is responsible for ensuring the qualitative output of the Fund's work in terms of providing services, which ensure greater equity and sustainability of rural water supply and sanitation services. The ED also ensures that Fund operations remain adaptive and responsive to lessons learned and demands from the field.

**Specific:**

- (1) Execute the policies, annual programs and budgets as approved by the Board.
- (2) Manage the overall program of the Fund including the supervision of the Divisions of the Fund's Office and their related operations and provide necessary technical inputs as needed.
- (3) Liaise with support organizations and support agencies in all matters pertaining to solicitation, contracting and completion of schemes and provision of related services to communities.
- (4) Oversee the analysis of program outputs and related processes and provide necessary direction in the implementation of appropriate mechanisms, systems, tools and guidelines.
- (5) Liaise with all sector related agencies, and help evolve appropriate policies and support for the development and strengthening of rural water supply and sanitation programs.
- (6) Select the support organizations and schemes and recommend for the approval of the Board.
- (7) Enter into contract agreement with support organizations and water user's groups for the schemes to be implemented.
- (8) Provide technical and financial assistance as approved by the Board to concerned support organizations, user's groups and communities.
- (9) Evaluate completed schemes and prepare future programs.
- (10) Oversee the progress of the portfolio of schemes of the Fund's Office.
- (11) Chair the Technical Appraisal Committee (TAC) meetings and submit review reports to the Board.
- (12) Process, select and recruit Fund's Office staff.
- (13) Evaluate the performance of the DED and Divisional Heads and supervise the overall personnel management.
- (14) Procure goods and services as per the Sub-Rules of the Fund.
- (15) Supervise the maintenance of updated financial, administrative and personnel records.
- (16) Coordinate technical advisors' tasks.
- (17) Assist the Board in the formulation of its policies;
- (18) Review activities of regional offices time-to-time with the help of Chief of Project Monitoring and Evaluation Division and DED in the TAC.

- (19) Take necessary measures and actions to solve problems related to backlogs and delays.
- (20) Motivate employee towards given responsibility;
- (21) Perform other tasks as laid out in the Act, Sub-Rules, Manuals and Fund's directives.

**B. Job Descriptions of the Deputy Executive Director (DED)**

**General:**

The Deputy Executive Director is primarily responsible for day-to-day operations of the Fund's Office. The DED is responsible for coordination of the various units of the fund on a functional basis, and to ensure that operational systems are working. The DED calls and coordinates regular meetings of Fund's Office staff, including TAC meetings for which the DED ensures preparation of appropriate documentation. The DED has primary responsibility for Management Information systems of the Fund's Office and ensures the flow of information is maintained to all appropriate units. The DED is active in managing the recruitment of SAs to provide services for the project, and in checking on all key steps in the scheme review process. The DED acts for the Executive Director in his/her absence.

**Specific:**

- (1) Ensure coordination of all the Divisions of the office in the implementation of their respective functions.
- (2) Supervise the functions of the Technical, OME and HRD/Program Development Divisions and MIS Section.
- (3) Oversee and upgrade the MIS as per the need of the time and make sure that all key program information is disseminated to and used by concerned Divisions on a timely basis.
- (4) Supervise time to time updating of the Manuals.
- (5) Ensure timely processing of procurement of SO/SA services and time payments.
- (6) Ensure and coordinate the timely selection of schemes for different phases as per the Fund Sub-Rules.
- (7) Liaise with SOs and communities to help overcome constraints they may face in achieving project objectives.
- (8) Organize the work of the Technical Appraisal Committee and ensure preparations for TAC meetings. Schedule and review documentation to be presented at TAC meetings and ensure that recommendations from TAC meetings are prepared for Board presentation.
- (9) Initiate and undertake the SO financial audits and engage a competent SA for this work and oversee the auditing process.
- (10) Review program management and their progress on regular basis. Prepare portfolio progress reports. Assist the ED in preparation of progress reports to be submitted to the Board.
- (11) Undertake coordination between Local Government bodies and the Portfolio Managers and make sure that the District Development Committees, Municipalities and Village Development Committees are informed in the necessary points of the project cycle.
- (12) Assist to prepare the Trimesterly/Quarterly Reports to be submitted to the Board.
- (13) Evaluate the employees' performance and submit the evaluation forms to the ED.
- (14) Ensure timely procurement of goods and services.
- (15) Review backlogs, workloads and report the status to the ED time-to-time and take necessary measures and actions to solve problems.

- (16) Assessment and management of workload of different divisions.
- (17) Monitoring of operational plan.
- (18) Undertake the duties of the ED in his/her absence.

**C. Job Descriptions of the Planning and Operation Division Chief**

**General:**

The Division is headed by a Planning and Operations Division Chief with skills in management and monitoring and evaluation and strong appreciation of the importance of participatory techniques and tools in rural water supply and sanitation. S/he has overall responsibility of program issues, overseeing the performance of the individual portfolio managers and SAs and SOs working in the scheme areas. The chief is assisted by three regional managers. The Division is also staffed by Portfolio Managers. The Portfolio Managers will be made up of persons with exposure to both the soft and hardware aspects of rural water supply and sanitation. The number of Portfolio Managers to be appointed at the current situation will be 11 and their number can be increased depending upon the number of schemes being undertaken by the Fund's Office. The number will be based on approximately 1 Portfolio Manager for 25 contracted schemes in each phase.

**Specific:**

- (1) Prepare, assist in and document the SO selection process as per established criterion.
- (2) Supervise Regional Managers and Portfolio Managers.
- (3) Assign Service Agencies for site appraisals, monitoring and evaluation. Coordinate with Technical Division on technical matters relating to this task.
- (4) Oversee the site appraisal activities, both technical and non-technical and coordinate for timely accomplishment. Coordinate with the Technical Division for carrying out this task.
- (5) Oversee the Service Agencies' performance, quality and the appropriateness of applied techniques.
- (6) Make periodic site visits to verify the Service Agencies' performance.
- (7) Coordinate, time and oversee the SOs' performance monitoring visits by the SAs. Recommend action to be taken.
- (8) Follow-up individual Regional Managers, Portfolio Managers and SOs and their performance in weekly/monthly meetings and periodic site visits.
- (9) Certify the Portfolio Managers' recommendations for contract signing and individual payments for SOs.
- (10) Plan and implement training courses for Support Organizations and Service Agencies on monitoring and evaluation techniques in coordination with HRD/Program Development Division.
- (11) Scrutinize, screen, prepare the SO screening process and present to the DED and Technical Appraisal Committee;
- (12) facilitate the scheme selection process. Prepare the quota allocation for the board's approval. Scrutinize, screen and prepare the schemes proposed by the SOs and present to the DED for onward submission to the Technical Appraisal Committee;
- (13) negotiate and prepare the SO contracts with the HRD Division and Technical Division to check the procurement terms of SOs and SAs, as well as the pricing of the labor and materials;
- (14) Oversee site appraisal, undertake the compliance monitoring activities in the necessary points of the scheme cycle and manage the SAs engaged for the job. Follow-up the signing of and compliance to the contracts and recommend the payments;

- (15) Facilitate the community monitoring activities by organizing the regular Regional Review meetings to the WUC and monitoring the M & E training given to the community members by the SOs;
- (16) Engage, manage and supervise SAs engaged for different activities of the Fund's Office;
- (17) Plan and implement training courses for the SOs and the SAs on M&E techniques in coordination with HRD/Program Development Division and Technical Division;
- (18) Prepare annual operational plan for the Fund;
- (19) Initiate corrective measures in case of any situation of deficiencies, delays, disruptions and inconveniences.
- (20) Make periodical regional visits to oversee performance of SAs and regional officers.
- (21) Update and monitor the management information system covering all field operations
- (22) Evaluate performance of regional office and report to the ED and the DED
- (23) Prepare periodic progress reports, annual operational plan and budget of the Planning and Operation Division
- (24) Act in the capacity of the DED in his/her absence.
- (25) self monitoring of the work done;

**D. Job Descriptions of the Project Monitoring and Evaluation Division Chief**

**General:**

The Division is headed by a Project Monitoring and Evaluation Division Chief. The Division will be entrusted with the following role and responsibilities:

**Specific:**

- (1) Assess the scheme applications against the criteria set by the Board and present the results to the DED. Take assistance of the Technical Division for technical assessment.
- (2) Supervise Monitoring and Evaluation Officer and Management Information System Officer.
- (3) Make periodic site visits to verify the Service Agencies' performance.
- (4) Update and monitor the management information system covering all field operations.
- (5) Monitor the appropriateness of the indicators used and suggest changes if necessary.
- (6) Evaluate the performance of all components of the Fund programs through the progress report of the SO/WUG, operational monitoring carried out by the Planning and Operations Division and/or Service agencies and regular as well as special studies carried out by the Service agencies;
- (7) Analyze and document the results, especially in the changes and development of the SOs and SAs performance and manpower quality. Feed the results back into the SO/SA selection and development of the overall project procedures;
- (8) Undertake the impact monitoring activities. Analyze and document the results and feed back into the program development;
- (9) Follow-up and manage the long-term impact and sustainability studies to be undertaken in a selected number of schemes. Analyze and document the results and feedback into the program development. Disseminate the lessons learned to other projects and donor agencies;

- (10) Identify and present for the Board's approval special studies to be undertaken for the purposes of strategic monitoring, analyze the results and feedback to the program development. Disseminate to the lessons learned to other projects;
- (11) Entails data flow to other divisions of the Fund and also to outside stakeholders of the sector;
- (12) Oversee sector monitoring and compare achievements of the Fund with other sector agencies;
- (13) Suggest provisions for the inclusion and safeguarding of the disadvantaged groups and appropriate linkages with local governance;
- (14) Review and revision of M&E indicators;
- (15) Carry out special studies required to improve system for effective service delivery of the Fund's Office;
- (16) Preparation of reports other documents as required by other divisions based on M&E report.
- (17) Prepare periodic progress reports, annual operational plan and budget of the Project Monitoring and Evaluation Division
- (18) Self monitoring of the work done;

**E. Job Descriptions of the Human Resource Development/Program Development Division Chief**

**General:**

The Human Resource Development/Program Development Division Chief provides guidelines for the software components of the project. S/he is responsible for making arrangements for training and assistance to SOs/communities, based on assessments of capacity building needs. This includes identification, solicitation, and recruitment of Service Agencies and consultants. S/he provides analysis of software as part of the TAC during scheme processing. S/he also assesses program development issues related to software emerging from field experience and reports, and recommends measures to improve the quality software activities and inputs. S/he also oversees design and production of training and communications support initiatives and materials.

**Specific:**

- (1) Prepare the necessary manpower assessments and prepare training plans for the Fund's Office.
- (2) Prepare and present staff selection criteria for different job categories (for the staff to be funded by the Fund).
- (3) Conduct and coordinate the screening process for the staff suggested by the SOs. Consult the Technical Division for the selection of technical staff.
- (4) Assist the Portfolio Managers in contract negotiations, especially in manpower and staffing matters.
- (5) Identification and preparation of necessary materials for the use of SOs, especially to be used in participatory decision making in villages.
- (6) Coordinate all the training activities organized by the Fund's Office.
- (7) As a special point of emphasis, plan and implement training courses in participatory community monitoring.
- (8) Engage qualified Service Agencies for implementing the training activities in coordination with the concerned Divisions.
- (9) Assess the impact of the training activities by visiting the trained staff in the field and monitoring their performance. Coordinate with the Technical Division for monitoring the technical staff.

- (10) Assist Operations/Monitoring and Evaluation Division Chief to prepare the Terms of Reference for SOs staff and engage qualified Service Agencies to undertake the monitoring of the software activities.
- (11) Assess the quality of the Service Agencies' work and give recommendations to the Operations/Monitoring and Evaluation Division Chief in relation to the software and training activities.
- (12) Providing overall management and support in regard to the software and training aspects of the Fund's Office;
- (13) Provide orientation, screening and ensuring the qualitative staff proposed by the SOs prior to signing the development phase contract and make recommendations of training needs;
- (14) Assisting the Project Monitoring and Evaluation Division in negotiating and preparing the SO contracts, staff procurement guidelines, terms as well as the pricing of the staff rates;
- (15) Appraisal of software activities, under the Portfolio Managers, proposed by SOs for engaging and strengthening the community in the project. It includes the appraisal of SO staff capability, community organizing, investigation, problem resolution, planning, and monitoring of activities, HSE, NFE and for technical support services for women. The Division will carry out these activities with close consultation with relevant Divisions;
- (16) Preparing training modules and arranging software, technical, monitoring and including financial management training for communities, SOs and SAs of the Fund's Office;
- (17) Developing, monitoring and evaluating the use and effectiveness of community participatory materials, media, and necessary skill development handbooks both for the community and SOs involved in the preparation and implementation of RWSS schemes;
- (18) Providing extensive support to HSE, M & E and WTSS Specialist in preparing guidelines on software components, continuously drawing lessons from field experiences in order to strengthen Community SO capacity of the RWSSP;
- (19) Identification of the Human Resource Development needs, required at the community level and make recommendations/develop curricula for the capacity building and institutional development of the WUG/WUC;
- (20) Identify and make recommendations for relevant training of Fund's Office personnel;
- (21) Preparation of the Human Resource/Program Development Division related progress reports including work plan and budget;
- (22) Accommodate regional problems and issues while developing HRD policies and programs;
- (23) Integrate extension and program development activities; and
- (24) Self monitoring of the work done.

**F. Job Descriptions of the Technical Division Chief**

**General:**

The Chief of the Technical Unit is responsible for the overseeing of the technical aspects of the RWSSP. A key responsibility is to assess the technical capability of SOs to determine their eligibility to participate in RWSSP and to develop strategies for strengthening their capability. This will include recruitment and training of service agencies for strengthening technical staff. Also fundamental to the position is managing the technical appraisal of scheme proposals, and ensuring that project designs are prepared in a community-based approach in which all decisions are taken by users. Reviews of project submissions include application of field-tested technical guidelines, standards and specifications for hardware. The Division head prepares unit prices and norms and applies them to proposed cost estimates. He/she participates in TAC meetings and manages all record keeping with reference to the technical aspects of the RWSSP.

**Specific:**

- (1) Identification, field testing and recommendation to the Fund's Office of a range of technical standards to be accepted as the basis of the community water supply design.
- (2) Follow-up and update the unit costs and prices of the community water supply schemes.
- (3) Prepare and update the specifications, price and quality norms to be followed by the SOs/communities in the procurement of materials.
- (4) Appraise, in coordination with the OME Division and the concerned Portfolio Managers, the technical proposals and the BOQs against the corresponding site appraisal and present them for approval/rejection to the TAC.
- (5) Assist Portfolio Managers in contract negotiations in respect to hardware components. This work includes verification of estimates and (unit) prices included in the BOQs and checking of bills submitted for payment against the accepted price/quality norms.
- (6) Assist the Operation/Monitoring and Evaluation Division in identifying, writing the Terms of Reference and engaging qualified Service Agencies for the site appraisals and quality control of the water supply systems (hardware component).
- (7) Assist the Human Resource Development/Program Development Division in assessing the technical capability of SOs and SAs.
- (8) Assist the Human Resource Development/Program Development Division in the selection of SAs for the technical training.
- (9) Assess the technical capabilities of SOs and SAs by making periodic field visit.
- (10) Assist Operation/Monitoring and Evaluation division in appraising the performance and quality of the technical work undertaken by SAs in monitoring of field activities.
- (11) Assist in community monitoring training, emphasizing on the community's quality control of the procurement and construction.
- (12) Assist concerned Divisions in planning and implementation of training courses. Design and develop training courses for engineers, overseers, technicians and VMWs and criteria for the selection of appropriate SAs to conduct training.
- (13) Provide advice to SOs on issues related to the procurement of hardware materials.
- (14) Provide overall management and support regarding all technical aspects of the Fund's Office;
- (15) Identify SAs in regard to technical program development;
- (16) Assist the Project Monitoring and Evaluation Division to independently monitor the quality of construction in the field;
- (17) Assist the Project Monitoring and Evaluation Division in assessing the quality of the technical components and the impact of the scheme on the community;
- (18) Assist the Program Development/HRD Division in design and development of training courses and materials for engineers, Overseers, Technicians, VMWs;
- (19) Supervise the employees of the Technical Division.
- (20) Preparation of the Technical Division related progress reports including work plan and budget;
- (21) Self monitoring works done.

**G. Job Descriptions of the Administrative Division Chief**

**General:**

Oversees the administration of the Fund's Office, including financial management, procurement and contract management, and personnel. Undertake detailed management of Support Organizations' and Support Agencies' procurement for the Fund's Office. Prepares and tracks budget information and advises management. Manages contracts for the Development Phase and Implementation Phase, and ensures through documentation of all contract and procurement processes related to scheme implementation by SOs/communities and technical services provided by Service Agencies. Takes responsibility for overseeing procurement issues related to SO/SA contracts, and provides logistical support to contractors. Oversees finance management of the Fund's Office, and manages the Administrative and Accounts staff. Provides financial and management information on the status of all contracts.

**Specific:**

- (1) Oversee the preparation of contract documents and ensure that the contract documents are complete.
- (2) Manage the internal procurement of materials for the Fund's Office.
- (3) Oversee financial management of the Fund's Office. Manage the accounts staff and ensure accounts and stores records are properly maintained. Provide financial reports and assist in Board audits.
- (4) Ensure personnel policies are maintained.
- (5) Prepare financial reports and prepare estimated cash flows together with the ED/DED.
- (6) Ensure proper management of contract payments and ensure that necessary financial statements have been submitted by SOs.
- (7) Manage the maintenance of office premises and equipment.
- (8) Manage Board's property and update Board's accounts and inventories of goods. Recommend to the ED disposal by sale, auction or write off, as appropriate, of non-useful properties of the Fund's Office.
- (9) Attend TAC meetings.
- (10) Self monitoring of the work done;
- (11) Supervise support staff of the Fund's Office.

**H. Job Descriptions of the Regional Manager**

The Regional Management Unit is headed by Regional Manager and will be responsible for the following:

**Specific:**

- (1) Monitoring projects and SAs;
- (2) Conducting and finalising all preliminary works in the selection of SOs and SAs
- (3) Recommending payments for SOs;
- (4) Checking, supervising SA's reports;
- (5) Developing relationship with communities, DDC, VDC etc.;
- (6) Oversee projects at the regional level that are ask for implementation by the center;
- (7) Regular field visit to know the status of project, SAs and SOs at the regional level;
- (8) Undertake routine M&E at the regional level and recheck SA's reports;
- (9) Regular communication with different Divisions and Units at the central office;
- (10) Arrange post project completion support;

- (11) Analysing status of local SOs and SAs;
- (12) Extension of Board's activities at the regional level to increase competitiveness in the sector;
- (13) Review activities of SOs, SAs and communities;
- (14) Assist in the final evaluation of the projects;
- (15) Providing progress report of critical projects in the regions to O and M division;
- (16) Regular field visits;
- (17) Involve in training and development activities;
- (18) Preparation for the technical supervision; and
- (19) Work as per the instruction of the Head of the Division.

**I. Job Descriptions of the Management Information System (MIS) Officer**

**General:**

The MIS Officer assists the Deputy Executive Director (DED) and liable to him/her in the management and handling of data emerging from the M&E system. S/he is responsible to ensure to translate, record, compile and analyze the information and data from M & E system. This includes the planning of a system for analysis of data and selection of appropriate software for data analysis and MIS. The MIS Officer will provide information/necessary support and work with other staff for decision making, and be the key responsible person for day-to-day operation and management of MIS system of the Board.

**Specific:**

- (1) Design, develop and upgrade software as per requirements of the Fund's Office.
- (2) Code and make data entry of collected field information into the computer.
- (3) Select appropriate software, hardware and accessories for maintaining MIS database and computer network system.
- (4) Design, develop and maintain internal/external website and e-mail system.
- (5) Maintain up-running computer network system.
- (6) Provide necessary support to Board staff and program in use of computers.
- (7) Assist in selection of SAs for MIS development, computer maintenance/network system as required.
- (8) Issue necessary summaries of the defined database to the concerned officers as required.
- (9) Submit necessary summary tables of the defined database to the DED for preparation of progress reports.
- (10) Ensure regular backup of MIS database and electronic documents stored in computers.
- (11) Update the databases, as defined by DED in coordination with all divisions.
- (12) Updating and maintaining the computerized management information system;
- (13) Coordinating with other units on timely flow of information;
- (14) Ensuring that the relevant data's are available to all Divisions;
- (15) Maintaining all project, Divisions and office related documents; and

(16) Monitoring/storage of all the in and out flow of all physical and electronic correspondence.

## **J. Job Descriptions of the Monitoring and Evaluation Officer**

### **General:**

The Monitoring and Evaluation Officer acts in support of and reports to the Operations/Monitoring and Evaluation Division Chief.

### **Specific:**

- (1) Assist the Operations/Monitoring and Evaluation Division Chief to follow-up and update the management information system covering all field operations.
- (2) Monitor the appropriateness of the indicators used in monitoring and suggest changes as necessary.
- (3) Coordinate the impact monitoring studies.
- (4) Assist the Operations/Monitoring and Evaluation Division Chief to prepare the Terms of Reference and engage the selected Service Agencies for undertaking monitoring and evaluation works.
- (5) Draw conclusions and present the lessons learned from studies as said in 3 above. Further, present the above information to SOs and SAs during the training events.
- (6) Suggest changes in the procedures resulting from the lessons learned.
- (7) Act in the capacity of the Operation/Monitoring and Evaluation Division Chief in his/her absence.

## **K. Job Descriptions of the Program Development Officer**

### **General:**

The primary responsibility of this post is to work as Health and Sanitation and Women Technical Support Service Specialist.

S/he strengthens the HSE component of projects. S/he assists SOs/communities with definition of specific HSE strategies and assists continuously to SOs/communities in refining and adopting alternative HSE strategies, data gathering activities, practices, procedures, training methods and educational resources. S/he monitors the progress of the HSE aspects of the projects.

S/he also assists to SA, SO and Community in gender issues. S/he monitors gender issues related activities during the implementation of projects and ensures imitation of defined principle of involvement the women including IP, Dalit and poor/disadvantaged group people by the SOs/communities. S/he is responsible for incorporating the subject matters that ensure service delivery to women including IP, Dalit and poor/disadvantaged group people engaged in RWSSP, developing necessary sources and assisting SOs and SAs in this matter. This especially implies helping SOs staff and communities access credit linkages and training. S/he assists for training and orientation of women about credit and income opportunities, and helps orient SAs who provide general training to SOs to include training such as gender analysis and planning.

### **Specific:**

#### **HSE Related**

- (1) Assist CHR/PD in screening the Health Facilitator staff proposed by the SOs and also assists in contract negotiations.
- (2) Assist Portfolio Managers in assessing health and education activities proposed by SOs and assess their cost efficiency.
- (3) Review and identify suitable health and sanitation related training materials and recommend field based training to SOs.
- (4) Assist the HRD/Program Development Division to plan, design and undertake health and sanitation related training and orientation to SOs.
- (5) Assess the efficiency and effectiveness of the implemented activities by frequent field visits.

- (6) Assess efficiency and verify the reliability and quality of the SAs' works in the field of health education and sanitation.

**WTSS Related**

- (1) Assist CHR/PD in recommending gender, IP, Dalit and disadvantaged/poor group of people related policies and criteria.
- (2) Review the portfolios of projects in terms of gender. Ensure compliance with requirements for women's including IP, Dalit and poor/disadvantaged group people participation and membership within WUCs.
- (3) Assist in devising new strategies for strengthening women's involvement through NFE, tap stand committees, HSE and women's technical support services and active participation in community action planning. Develop and adapt new methods and techniques for women's involvement in decision-making.
- (4) Identify and help make linkages between SOs/communities and institutions with credit opportunities for women so as to take advantage of their time-savings, where women desire such assistance.
- (5) Assist in arranging and providing training and technical assistance to SOs on gender analysis and planning as part of regular trainings.

**L. Job Descriptions of Training and Communication Officer**

**General:**

The primary responsibility of this post is to work as Training and Communication Specialist.

S/he strengthens the training and communication education of concerned components of the projects. S/he assists SOs/communities with defined and specific training and communication strategies and assists continuously to SOs/communities in refining and adopting alternative training and communication strategies, data gathering activities, practicing, adopting procedures, training methods and educational resources. S/he assists in monitoring the progress of the training and communication aspects of the projects.

S/he also assists to SA, SO and community in training and communication issues. S/he monitors training and communication issues related activities during the implementation of projects and ensures the involvement of the women including IP, Dalit and poor/disadvantaged group people in the training activities by the SOs/communities. S/he is responsible for incorporating the subject matters that ensure training and communication service delivery to women including IP, Dalit and poor/disadvantaged group people engaged in RWSSP, developing necessary sources and assisting SOs and SAs in this matter. This especially implies helping SOs staff and communities access to imparting training and developing communication. S/he assists for training and orientation of women about credit and income opportunities, and helps orient SAs who provide general training to SOs to include training such as gender analysis and planning.

**Specific:**

- (1) Assist CHR/PD in reviewing and identifying relevant training and communication materials and in recommending utilizing such materials in training both to SOs staffs and communities in the field and in communication within and outside of the organizations.
- (2) Assist CHR/PD in designing training curriculum and alternative communication strategy and assist in implementing these for SOs and communities.
- (3) Assist in preparation of two way communication plan providing access to regions, districts and communities regarding the Fund Board philosophy including Fund Board policy, strategy, working approach and modality etc. and acquire information from also community.
- (4) Assist in preparation of various reports, publication of periodic NewsLetter (Khaskosh) and production of various documentaries and also implementation and management of mass media program as Radio and TV program, web site etc.

- (5) Review, improve and manage training materials, subject matters and guidelines provided to SOs, SAs and WUCs/communities.
- (6) Arrange and provide training and technical assistance to SOs on gender analysis and planning as part of regular training.
- (7) Ensure compliance with requirements for women's including IP, Dalit and poor/disadvantaged group people's participation in various training to SOs and communities including NFE, HSE etc.
- (8) Identify and prepare necessary materials related to decision making process for SOs that are utilized in the communities.
- (9) Assess the efficiency and effectiveness of the implemented activities by frequent field visits.
- (10) Assess efficiency and verify the reliability and quality of the SOs and SAs' works in the field of training and communication.
- (11) Assist CHR/PD in screening the staffs proposed by the SOs and also assist in contract negotiations.

**\*M. Job Descriptions of the Water Supply and Sanitation Engineer/Procurement Officer**

**General:**

Water Supply and Sanitation Engineer/Procurement Officer is responsible to assist Chief of the Administration Division on the procurement aspects and to strengthen procurement management system and deal with the procurement issues related to works, goods and SO/SAs' services for the Board.

**Specific:**

- (1) Assist to prepare Procurement Plan for the Board and updates, if required.
- (2) Coordinate with all Division Chiefs in order to ensure timely processing of the procurement of works, goods and SO/SAs' services.
- (3) Assist Chief of the Administration Division to ensure thorough documentations and quality control of all procurement process related to internal procurement of goods and equipments, works by SO/Communities and services provided by SAs.
- (4) Oversee the preparation of Request for Proposal (RFP), bidding documents as per the Procurement Guidelines.
- (5) Oversee the preparation of contract documents and ensure the quality of contract documents.
- (6) Oversee the submitted pro-forma invoices for procurement of materials by SOs/Communities.
- (7) Oversee contract compliance in terms of procurement of materials by SOs/Communities and ensure the qualities of procured materials.
- (8) Assist to prepare Trimester Implementation Progress Report (FMR) related to procurement portion of the report.
- (9) Assist Chief of the Administration Division to monitor contracts and their payments, and then update the contract monitoring database on a regular basis, and report through FMR.
- (10) Assist Chief of the Technical Division in conducting market surveys for determining price norms for the construction materials to be procured by SO/Communities.
- (11) Assist Chief of the Technical Division in technical studies and other technical matters.

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\* Added through Amendment by decision no. 6 (379-11 September 2006) - Sixth Amendment.

## **N. Job Descriptions of the Water Supply and Sanitation Engineer**

### **General:**

The engineer has primary responsibility for quality control in terms of SO procurement of materials. S/he also assists in monitoring and submissions of receipts and invoices for materials by SOs/communities, and checks cost estimates against actual procurement to see if purchases are within reasonable facsimile of the approved design estimates. The engineer assists in the documentation of technical aspects of projects, and participates in portfolio management.

### **Specific:**

- (1) Check on the quality of materials to be procured by SOs/communities. Recommend recruitment of specialist to help where necessary for this purpose.
- (2) Monitor contract compliance in terms of procurement of materials by SOs and communities. Note and record major discrepancies between contract agreement and materials actually procured. Assist SOs/communities to procure materials effectively.
- (3) Provide assistance to the Technical Division Chief in conducting market surveys for determining price norms for the materials to be procured by SOs and communities.
- (4) Provide assistance to the Technical Division Chief in the technical analysis of schemes.
- (5) Maintain records on technical aspects of water supply schemes.
- (6) Assist in orientation of SAs and in the training and provision of technical assistance to SOs.
- (7) Provide assistance to PMs in undertaking the site appraisals and quality control of the hardware in the field.
- (8) Assist Technical Division Chief in design, estimate and appraisal of water supply schemes.
- (9) Keep and update records on design and estimate of water supply schemes (Technical Proposals) and technical field appraisals.

## **O. Job Descriptions of the Portfolio Manager**

### **General:**

The Portfolio Manager (PM) is responsible for ensuring contractual compliance of the Support Organizations (SOs), the Communities and the Fund's Office. The PM is the link ensuring that the communities are provided quality services by the SOs to enable them to prepare for, manage, construct, maintain and operate their own schemes. The PM is responsible to keep, maintain and provide to the management all relevant information pertaining to an SO and their respective schemes.

### **Specific:**

#### **In relation to Pre-Development Phase**

- (1) Assist in the evaluation of old and new SOs, and in particular the assessment of their previous "Track Record".
- (2) Assist in the pre-feasibility orientation training to the SOs.
- (3) Assist in the evaluation of pre-feasibility proposals.
- (4) Undertake pre-feasibility site appraisals by visiting SO sites/scheme sites.
- (5) Prepare Development Phase Contract giving due regards to the following:
  - (a) Advise SOs in the preparation of their .Development Phase Proposals.
  - (b) Negotiate with SOs concerned on their financial activity details of the proposals.
  - (c) Ensure that all pre-requisites and criteria have been met prior to the finalization of the Development Phase Proposals.
  - (d) Participate in the evaluation of SO staff proposed, ensuring that they are qualified and competent as per required standards.
  - (e) Prepare all relevant documents and submit Development Phase Proposals to the TAC.
  - (f) Supervise Development Phase Contract preparations.
- (6) Perform the following tasks for SO staff selection in relation to Development Phase:
  - (a) Assist the Human Resource Development/Program Development Division in orientation training and other training's necessary for SOs.
  - (b) Ensure that SOs are aware of and attend scheduled training's and ensure that SOs receive feedback on how their staff performed in the training's.
  - (c) Ensure that the staff engaged are those which were proposed and agreed upon.
- (7) Perform the following tasks for contract performance monitoring in relation to Development Phase:
  - (a) Monitor contractual performance by SOs through field visits or coordinated field visits made by the SAs.
  - (b) Monitor time spent by SOs' staff in the field ensuring that they have undertaken and achieved activities as specified in the proposals.
  - (c) Identify SOs and community weaknesses to be addressed by SOs and make recommendations with possible solutions in the area of weaknesses.
  - (d) Provide feedback/comments to SOs of monitoring visits by providing them with a copy of monitoring report. Ensure that the feedback given to SOs are immediately acted upon.
  - (e) Ensure that the Contract Completion Report is made by the SOs. This Contract Completion Report should also be endorsed by him/her.
- (8) Perform the following tasks on contract payments in relation to the Development Phase:
  - (a) Ensure that the requests for payment are made in time by SOs and verify that the payment conditions are met as specified in the contract.
  - (b) Recommend payments.
  - (c) Evaluate Implementation Phase Proposals before making final payments or identify suitable SAs for the evaluation or ensure through personal field visits.

- (9) Perform the following tasks on preparation of the Implementation Phase:
- (a) Check the completeness of Implementation Phase Proposals, Progress Reports and Financial Statements furnished by SOs and review them. Incomplete proposals shall be promptly notified to SOs.
  - (b) Check the completeness of Technical Proposals and forward them to the Technical Division upon being satisfied. Incomplete proposals shall be notified to SOs immediately.
  - (c) Conclude Implementation Proposals and negotiate the Financial Proposals of the SOs/Communities.
  - (d) Ensure that the criteria are met in the Proposals and prepare proposal Assessment Forms.
  - (e) Present Proposals to the TAC for approval.
  - (f) Supervise the preparation of the Implementation Phase Proposals and assist Administration Division to supervise and administer the implementation works.
  - (g) Arrange tripartite contract agreements on behalf of the ED, clarifying on all aspects of the contract to communities.
  - (h) Ensure that Implementation Phase Proposals fulfill all requirements.
- (10) Perform the following tasks on contract performance monitoring in relation to the Implementation Phase:
- (a) Monitor contractual performance by SOs through personal field visits or through coordinated field visits made by SAs.
  - (b) Monitor time spent by SO staff in the field and ensure that they have timely undertaken and achieved activities as specified in the Community Action Plan (CAP).
  - (c) Identify SO and Community weaknesses to be addressed by SOs and make recommendations with possible solutions in the area of weaknesses.
  - (d) Provide feedback/comments to SOs of monitoring visits and construction monitoring visits by providing them with a copy of the monitoring report. Ensure that the feedback given to SOs are immediately acted upon.
  - (e) Keep track of the activities being conducted by SOs during the Contract period and acting immediately on deviations reflecting to planned activities.
- (11) Perform the following tasks on contract payment in relation to the Implementation Phase:
- (a) Ensure that the requests for payment are made in time by SOs and verify that the payment conditions are met as specified in the contracts.
  - (b) Recommend payments.

- (12) Perform the following tasks in regards to scheme completion report:
- (a) Ensure that Contract Completion Reports are made by SOs. These Contract Completion Reports should also be endorsed by him/her.
  - (b) Based on Contract Completion Reports of the Development and Implementation Phase prepared by SOs, the PM shall prepare Scheme Completion Reports which he/she submits with his/her recommendation for the final payment to the ED.
- (13) Perform the following tasks in regards to SA supervision:
- (a) Identify SAs and the SA staff to carry out Process, Performance and Technical Monitoring of SOs and Schemes.
  - (b) Provide Specific Terms of Reference to SAs/SA staff for Appraisals and Monitoring.
  - (c) Identify the performance of SA staff on the assignments and provide necessary information to the concerned Divisions.
- (14) Perform the following tasks in regards to filing and information management:
- (a) Maintain and update various files on SOs, SAs, schemes and monitoring.
  - (b) Provide required information to MIS and the Management.
  - (c) Coordinate with all the Division Heads of the Fund's Office.
- (15) Perform the following tasks in relation to Local Government bodies:
- (a) Ensure that a copy of community request during pre-development phase have been forwarded to the concerned VDCs and DDCs.
  - (b) Ensure that WUCs has been formed, including two women members, and legally registered in accordance to Water Resource Act 2049.
  - (c) Ensure that SOs inform concerned VDC and DDC whether the proposed schemes were contracted or dropped.

**P. Job Descriptions of the Administrative Officer**

**General:**

The Administrative Officer assists the Chief, Administrative Division in running of the day-to-day business of the Fund's Office secretariat dealing with the procurement of goods and supplies, maintenance of the store inventory and management of logistics.

**Specific:**

- (1) **Financial:**
- Manage petty cash;
  - Ensure timely release of Budgets from HMG/Nepal;
  - Maintain record of fuel coupons.
- (2) **Procurement:**
- Make local purchases of goods and supplies following the Fund's Office procurement guideline;
  - Maintain procurement and inventory records;
  - Obtain clearances of concerned authorities for duty free purchases;
  - Check receipt of office goods and ensure timely delivery of goods procured;
  - Ensure that the office goods are stored safely;
  - Obtain value for money in the procurement.
- (3) **Logistics:**
- Arrange staff travel and maintain travel records;
  - Arrange physical facilities for office operations and for program activities including logistics for workshops, training's and field trips;
  - Ensure that physical resources are delivered to the concerned parties timely;
  - Ensure that the office premises, equipment and vehicles are maintained properly.

**(4) Administrative:**

- Maintain and update personnel records including time sheets and leave records;
- Ensure proper handling of incoming and outgoing correspondences;
- Ensure timely follow up of correspondences with government and/or other agencies;
- Supervise the overtime work records of the support staff.

**Q. Job Descriptions of the Finance Officer**

**General:**

The Finance Officer assists the Chief, Administrative Division in maintaining the records of day-to-day financial transactions of the Fund's Office secretariat dealing with the accounting records, vouchers and payments.

**Specific:**

**(1) Financial:**

- Maintain books of accounts including Special Account;
- Ensure expenditures are made in accordance with the Fund's Office rules and procedures;
- Prepare periodic statement of accounts including audited and un-audited financial statement;
- Reconcile the Fund's Office Bank accounts at least once in a month;
- Assist in carrying out internal and statutory audit timely;
- Maintain database to track payments;
- Prepare withdrawal applications and maintain their records;
- Initiate required actions to regularize audit discrepancies;
- Maintain documentation of all payments.

**(2) Logistics:**

- Manage travel advances and settlement of claims;
- Ensure that payments are made to the contracting parties timely;

**(3) Administrative:**

- Maintain payroll and payroll records;