

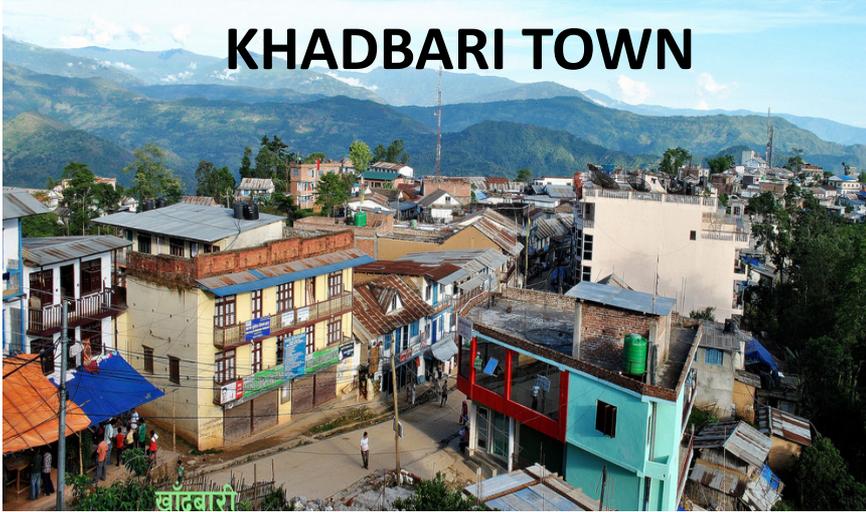
Good Project Implementation Practices

Small Towns Water Supply and Sanitation Sector Project

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Small Towns

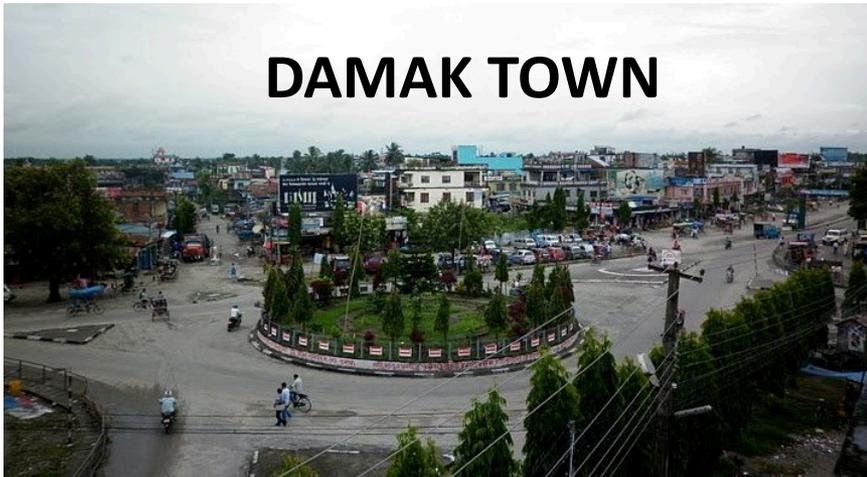
KHADBARI TOWN



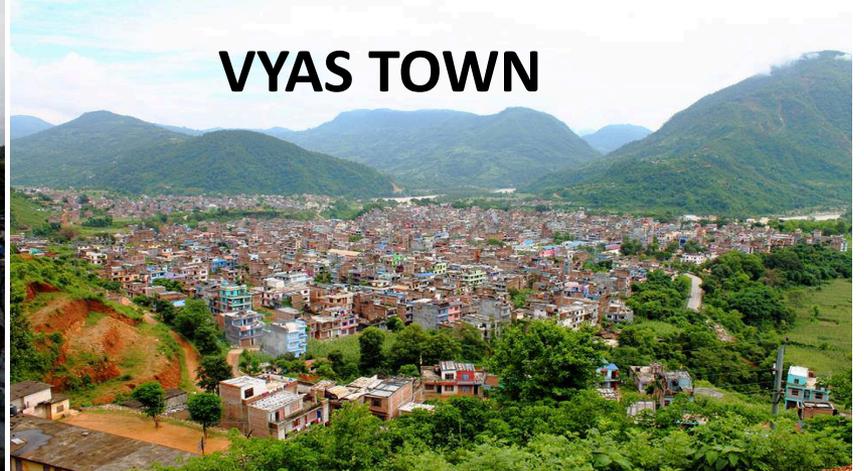
ITAHARI TOWN



DAMAK TOWN



VYAS TOWN



Background

Fast Facts

Fact Finding Mission: Mar 2009

Grant Approval: :Sep 2009

Grant Closing :Mar 2016

Grant No. : 0157-NEP (SF)

Total Project Cost : \$ 71.7 m
\$ 45.1 m (ADB)

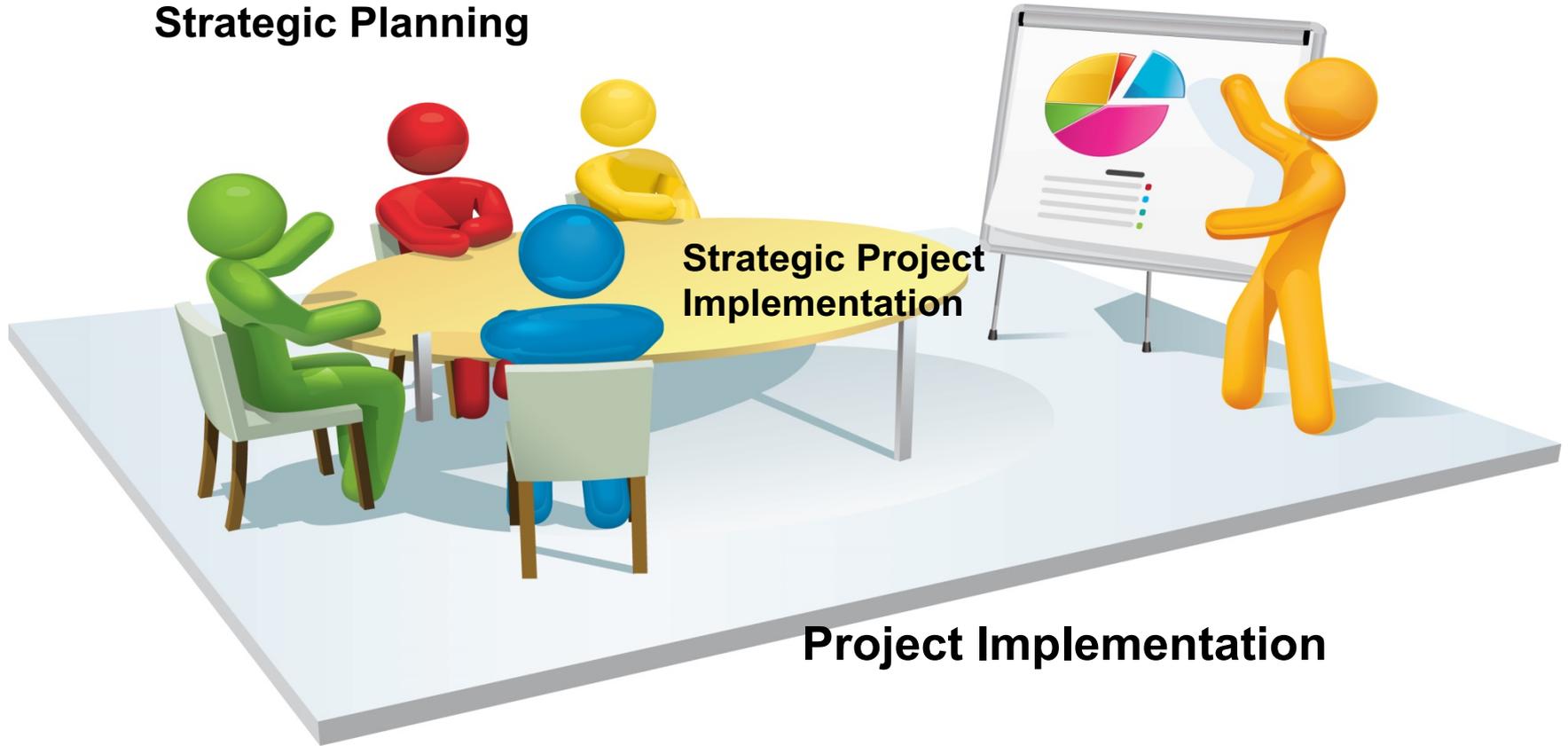
Total Nos. Sub-Project: 21

Benefitted Population: 240,000

- The project is based on **community-based demand responsive** approach
- Owned and Operated by Community
- Design is based on **Cost sharing** and **Partial cost recovery** basis
- **Capital Cost** Investment by Government and People (30-50%)
- Local tariff system to cover all **O&M, Loan repayment** and **System expansion,**

Secret of The Project Implementation

Strategic Planning



Strategic Project Implementation - Practice

Understanding Project Outcome, Output and Approach
(clear concept) – Remind always

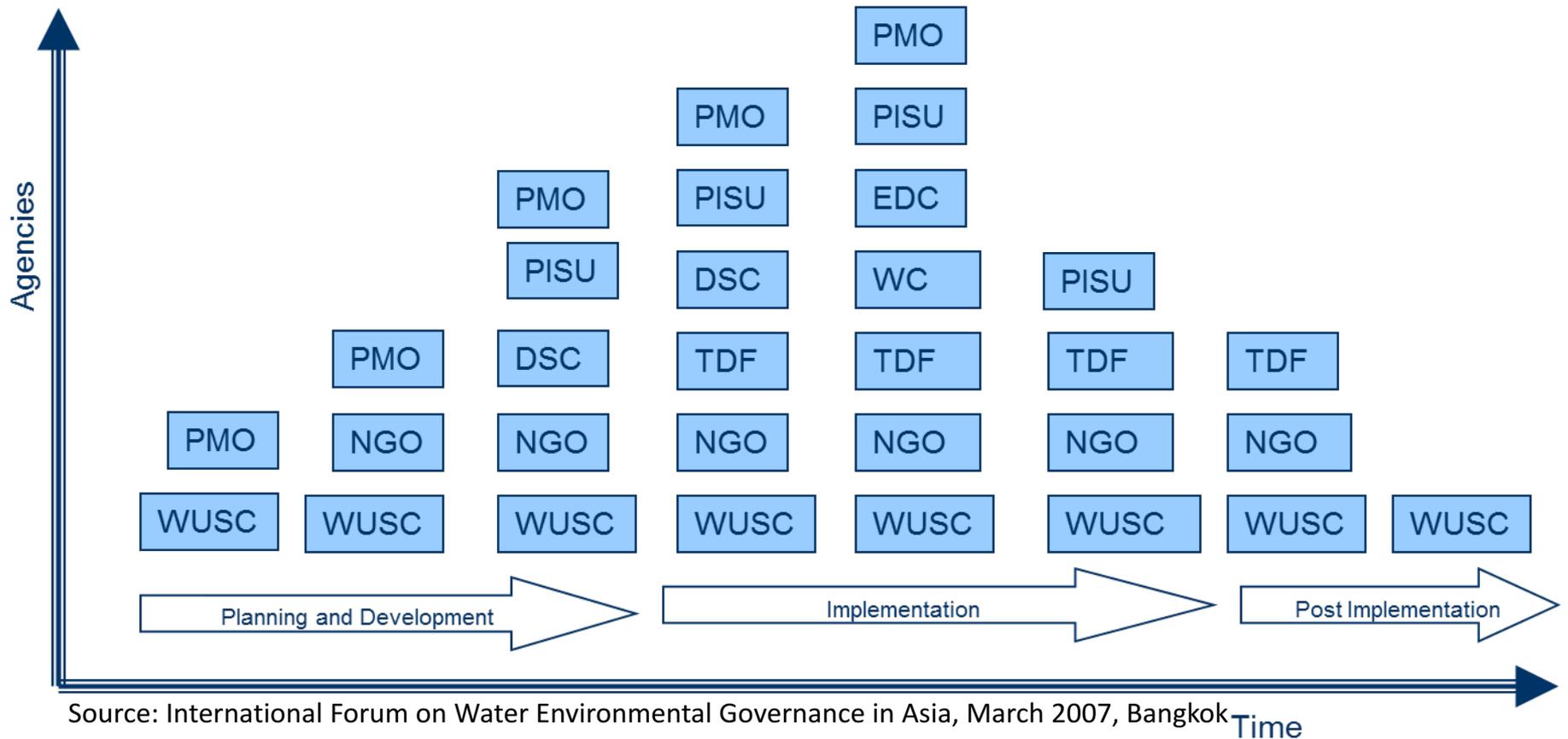
Identifying Success Criteria – Narrow and break down
overall output and agree on small success target

Who are the stakeholders and clarity on roles and
responsibility

Clarity on the relationship between
the stakeholders and the process



Stakeholder Participation



Source: International Forum on Water Environmental Governance in Asia, March 2007, Bangkok

“Synergetic effect from multi stakeholders approach could make a positive change”

Generating Ownership

At all levels – National and local levels

Participation:

- ➔ Design of Town Project
- ➔ Capital cost sharing - 50%
- ➔ Procurement process
- ➔ Monitoring and quality control
- ➔ Operation and Maintenance (Water Tariff)



Social Capital

- ➔ GESI Action Plan
- ➔ Inclusive WUSC



Inputs Management

Authority - Delegation of authority and **exercised the authority**

Fund - Monitoring of Grant utilization, Availability of counterpart funds and TDF loan, Seek upfront commitment and assurance of WUAs contribution

Consultant Management – Input monitoring and Performance Evaluation



ICB Contract Management – Management meeting, action plan, Contract ledger monitoring

(\$3 to \$10 Million contracts)

Use of Standards



Town Project Selection Criteria

Design Guideline & quality assurance

Operational/Implementation Guideline

Standard Operating Procedure (PMO, TDF, and WUA)

Output Based Aid Guideline

Tariff Setting

Staff requirements for the Operator (WUC)

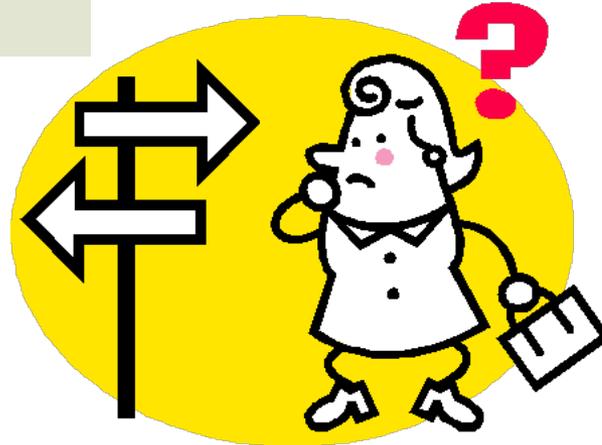
Continuous learning – capacity building



Act Fast and Be Vigilant



Vigilant



Avoid activity trap

Consultant Performance Monitoring



- Monthly meeting to discuss consultants' outputs
- PMO receives feedback from WUSCs/Divisional Offices on services delivered

- Written notice/letter issued for delayed submission of outputs or decisions or expert mobilization
- Penalty consultant for not adhering to TOR
- Replacement sought for nonperforming experts
- Facilitated to identify experts where consultant unable to provide competent expert

Building Accountability

Consultant Performance Evaluation (PE)



- A set of criteria adopted Design and Construction Phase
- Evaluation at two levels (Town & PMO)
 - Town – Divisional Head together with Beneficiaries
 - PMO – PE committee
- Shared the Criteria with consultant during negotiation
- PE done during consultant services
- Result of PE shared with concerned consultant, PPMO, MoUD, and ADB
- Debriefing provisioned, if requested
- Try to apply the result but application challenges

Works Management

- Monthly monitoring **one-page report**

- Facilitates

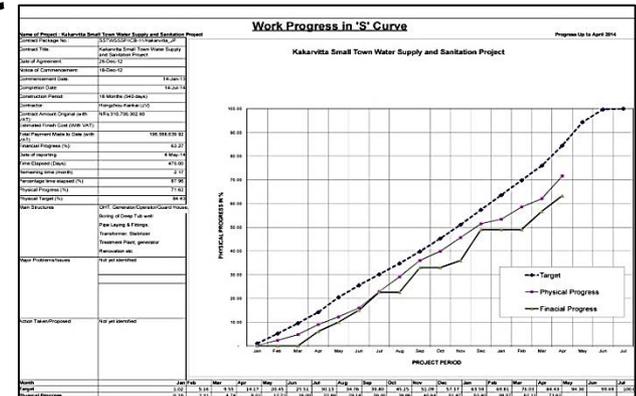
- to focus on **core issue**
- by providing guarantee
- through **knowledge sharing**
- through **positive dialogue** among partners

- Management meetings to critical issues

- **discussion documented**
- Action Plan prepared

- Monitoring safeguard compliance

- Guides in identifying **Solutions**

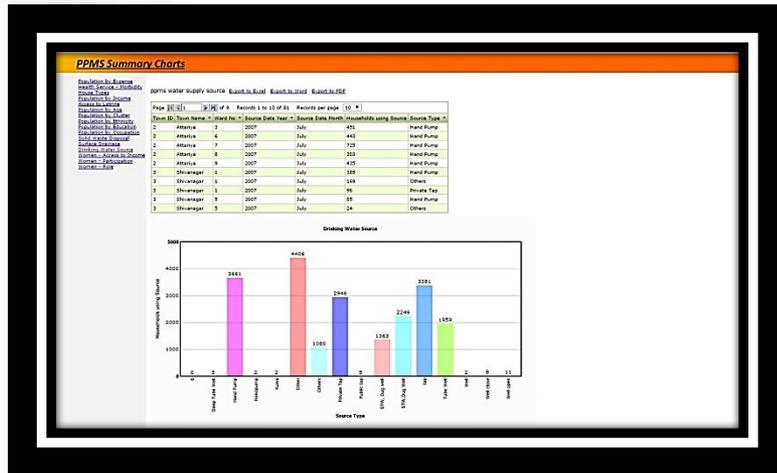


Result Monitoring



Established Web based Project Performance Management System

- Orientation provided on PPMS indicators to staff of town levels
- Formats were shared
- Each town provides updates the status of results (outputs) on monthly basis to PMO
- PMO retrieves information, review in monthly meeting with DSC's team leaders, and consolidate
- Shared with ADB on quarterly basis



Overall Implementation Success

Strong leadership at Central and Local Levels

**Competent Project management team –
Attention on Capacity Building**

Robust Coordination mechanism in all level

Development of innovative mechanism to involve Users (i.e Joint works in each and every step)

Robust planning and monitoring mechanism in each stage of the project cycle

Use of Standard Operating Procedure and Guidelines

Transparency, competent management, Cost sharing and recovery – leads to an effective and efficient work implementation and good governance



RESULT ACHIEVED – Outputs/Outcome



- Infrastructure – Reservoirs, OHT, Distribution networks water labs, 100% metering,
- 71 Towns with improved water supply
- 1.3 people million served with improved water supply services



ACHIEVED – Finance ++

GOVERNMENT OF NEPAL
MINISTRY OF PHYSICAL PLANNING AND WORKS

National Urban Water Supply and Sanitation Sector Policy

Final Draft

April 2009

SECTOR EFFICIENCY IMPROVEMENT UNIT (SEIU)

The Sector Efficiency Improvement Unit (SEIU) was established on 31 July 2009 with the objective to arrive at a transparent, accountable, service-oriented and responsive WASH Sector. The Government has institutionalized SEIU on June 2012 as a permanent unit of the Ministry of Urban Development, where it acts as the Secretariat to Sector-wide coordination, planning and monitoring of the water supply and sanitation programs of the Government of Nepal. The Government of Nepal provides comprehensive support to the sector efficiency improvement processes by ensuring policy harmonization, adequate monitoring and performance assessment, targeted financing and capacity building, and by creating a regulatory framework that protects and encourages good practices in the delivery of WASH services.

SEIU is working on various aspects of sector improvement working closely with all WASH sector partners through a consultative and participatory process. Together, SEIU and sector partners will develop a platform for harmonizing stakeholders' approaches to improve the quality and sustainability of services. It support reviews of (program) policies and priorities, institutional structures, subsidy arrangements and implementation modalities and increasingly manages learning processes to enhance sector knowledge.

Institutional Development:

The JSRI recommended that the Sector rebalance the WASH coordination committees at various levels to include water supply, sanitation, hygiene and waste water. During the successful national total sanitation movement, the Sector has used the DWASH-MC mechanism very effectively and learned a lot in the process. The experience can be used to strengthen the DWASH-MC in its coordination and planning roles, and also provide it with a stronger management and monitoring capacity so that it will pursue local implementation by stakeholders more effectively. In addition, the management capacity of the DWASH-MC needs to be used to raise functionality and service delivery in all schemes in the district. The Operational Directives and other regulatory processes will support this task.

The relation between the National WASH-CC and the WASH-MC is quite close, with plenty of interaction through the SEIU as the Secretariat. In turn the DWASH-CC supervises the Village and Municipal WASH CC and supports them in their tasks.

Formulation of a comprehensive WASH Act and Policy for the Sector

Through a consultative process SEIU has drafted an umbrella act and policy for the water, sanitation and hygiene sector. The draft policy and act will apply to all government sector agencies, local bodies, government enterprises, non-government organizations, service providers, community based organizations, and private sector. In the draft, Government's sovereign right over natural water sources is recognized and traditional rights of individual and community protected. The new policy rolls the two separate urban and rural sub-sector policies in to a single policy document. The new policy is update and harmonization of the existing urban and rural policies, which has also been able to bring consistencies in the two policies. The umbrella act fulfills the need of a comprehensive law for the effective, efficient and harmonized water supply, waste water and sanitation service delivery in accordance the stated Government policies. The draft act is available on SEIU's website for public discussion and review. <http://seiu.gov.np/index.php/new-act>

WATER SUPPLY, SANITATION AND HYGIENE (WASH)

Second Joint Sector Review
Sector Status Report 2014

31st March - 1st April, 2014, Ghatiyaari
WASH - JSR Update Conference

Government of Nepal
Ministry of Urban Development
Water Supply & Environment Division
Sector Efficiency Improvement Unit (SEIU)

Field Visit Report on Bench Marking of Operations of Water Supply Providers
April to July, 2014

Sector Efficiency Improvement Unit
Ministry of Urban Development, Nepal



Wageningen University and Research Centre

Daily water quality test Report

Date:	PARAMETERS	NPDWS 2002	OBSERVED VALUES		
S.N			WASH(U)	WASH(R)	PST
1	Turbidity	5.130			2 NTU
2	PH	65-85°			7.7
3	Taste & Odour	Non-acceptable			N=0
4	Residual chlorine	(0.2-0.8) mg/l			

These values show lowest & upper limits.
(-) values in parameters represent the unavailability values only when alternative is not available.

Sample by:- Shyam Sundar Subedi
Observed by:- Shyam Sundar Subedi
Date:- 10/7/07/10

WATER SERVICE PROVIDERS DATA BOOK, 2070 – 2071 (2013 - 2014)



Sector Efficiency Improvement Unit (SEIU)
Ministry of Urban Development
April 2015

Way Forward

“ Built a Confidence and Willingness to involve in the development work to the people by a Project Team is must.”

