

## Annex 1. Logical Framework Matrix

Intervention Logic Proposed Objectives	Proposed revised indicators	Sources of Verification	Assumptions
<p><b>Overall objective</b> Improved health and fulfilment of the equal right to water and sanitation for the inhabitants of the Project area</p>	<ul style="list-style-type: none"> <li>• Incidence of diarrhoea in under-5 children reduced</li> <li>• Under 5 child mortality reduced</li> <li>• Incidence of water and sanitation related diseases reduced</li> <li>• Improved capacity of the local governance to provide effective WASH service delivery</li> <li>• Decreasing disparity between the worst- and best-served VDCs with regards to sanitation and water supply coverage</li> </ul>	<ul style="list-style-type: none"> <li>• District Health Office</li> <li>• MOFALD/DoLIDAR annual reports</li> <li>• NMIP/other national WASH data bases</li> <li>• National Census 2011 for baseline</li> </ul>	<p>Issues assumed not to seriously hamper achieving the overall objective:</p> <ul style="list-style-type: none"> <li>• Security issues</li> <li>• Absence of local elected officials</li> <li>• GoN Policy changes</li> <li>• (Lack of) new constitution</li> </ul>

Intervention Logic Proposed Objectives	Proposed revised indicators	Sources of Verification	Assumptions
<p><b>Purpose</b> The poorest and excluded households’ rights to access safe and sustainable domestic water, good health and hygiene ensured through a decentralised governance system</p>	<ul style="list-style-type: none"> <li>• 150,000* previously unserved people benefit from access to improved water supply</li> <li>• All water supply schemes supported by the project provide functional, improved and safe water supply services</li> <li>• No one practices open defecation (all districts declared ODF)</li> <li>• All ODF districts have developed post-ODF strategy and ensured access to post-ODF support to their VDCs</li> <li>• More than 220,000 people benefit from the capacity building activities</li> <li>• District s’ WASH programmes capable to provide support to VDCs, WUSCs and other community groups on a responsive basis in scheme planning, implementation and O&amp;M, showing consistently improving the annual performance</li> </ul>	<ul style="list-style-type: none"> <li>• D-WASH-CC</li> <li>• DTO annual progress reports</li> <li>• V-WASH-CC</li> <li>• District WASH MIS</li> <li>• Project bi-annual and annual progress reports</li> </ul>	<p>Issues assumed not to seriously hamper achieving the immediate objectives</p> <ul style="list-style-type: none"> <li>• Capacity and willingness of DDCs and VDCs</li> <li>• Communities’ willingness to make their participation physically and financially</li> <li>• Timely Fund availability</li> <li>• Disasters</li> </ul> <p>Also assumed that:</p> <ul style="list-style-type: none"> <li>• most of the guidelines, facilities and plans can be continued with some adjustments.</li> <li>• detailed DDC data, VDC data and district and VDC level WASH plans will increase effectiveness of planning</li> <li>• Working more with hard to reach will need more effort, time and resources (increased per capita cost) and will slow down progress</li> <li>• The number is increased 150,000 assuming investment budget for water supply will be increased</li> </ul>

Intervention Logic Proposed Objectives	Proposed revised indicators	Sources of Verification	Assumptions
<p><b>Results</b></p> <p><b>Result 1 (Component 1)</b> Access to sanitation and hygiene for all achieved and sustained in the project working districts</p>	<p>1.1 # of VDCs declared ODF</p> <p>1.2 # of institutions/schools/public places supported by the project fund in Phase II with disabled and gender-friendly toilets and access to hand washing</p> <p>1.3 # of Wards declared for having achieved total sanitation (wards within which each household complies with at least four out of five main TBC criteria as listed in the National Sanitation and Hygiene Master Plan)</p> <p>1.4 # of VDCs implementing post-ODF strategy with institutionalised post-ODF support mechanisms accessible to all within a VDC</p>	<ul style="list-style-type: none"> <li>• V-WASH-CC</li> <li>• D-WASH-CC</li> <li>• DTO annual progress reports</li> <li>• District WASH MIS</li> <li>• Project baseline</li> <li>• Project MIS</li> <li>• RMSO</li> <li>• Project bi-annual and annual progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Many ODF-VDCs and districts at risk to regress to pre-ODF status if movement towards total sanitation not continued</li> <li>• D-WASH-CCs have strong leadership and committed members thriving both towards ODF and post-ODF</li> <li>• V-WASH-CCs have strong leadership and committed members; Ward Citizen Forums interested in thriving towards and maintaining total sanitation</li> <li>• Schools have strong leadership and committed management committee to ensure gender-friendliness and accessibility also when the facilities are operational</li> </ul>

Intervention Logic Proposed Objectives	Proposed revised indicators	Sources of Verification	Assumptions
<p><b>Result 2 (Component 2)</b> Access to safe, functional and inclusive water supply services for all achieved and sustained in the project working VDCs</p>	<p>2.1 <b>Safe water:</b> # of water supply schemes supported by the Project fund in the Phase I and Phase II apply a Water Safety Plan with CCA/DRR component.</p> <p>2.2 <b>Institutional capacity:</b> # of WUSCs supported by the Project fund in the Phase I and Phase II are inclusive and capacitated to provide sustainable services. WUSC defined as functional fulfils the following criteria:  <i>a) WUSC is registered and has statute</i>  <i>b) O&amp;M plan made and applied</i>  <i>c) Adequate water tariff defined and collected</i>  <i>d) VMW trained and regularly working as needed</i>  <i>e) WUSC has proportional representation of caste/ethnic/social groups and 50% women</i></p> <p>2.3 <b>Improved services:</b> # of water supply schemes supported by the Project fund in Phase II provide improved water supply services for previously unserved households in the programme VDCs (previously unserved means no access to improved water supply). Scheme defined as improved and functional when it has the Service Level 1 for quantity, access, reliability and water quality.</p> <p>2.4 <b>Reaching the unreached:</b> # of water supply schemes supported by the Project fund in the Phase II reaching the unreached (previously unserved by improved water supply supported by interventions external to VDC).</p> <p>2.5 <b>Institutional water supply:</b> # of schools and institutional/public locations supported by the project fund in Phase II that have safe and functional water supply with accessible water points to all users.</p>	<ul style="list-style-type: none"> <li>• V-WASH-CC</li> <li>• D-WASH-CC</li> <li>• DTO annual progress reports</li> <li>• District WASH MIS</li> <li>• Project baseline</li> <li>• Project MIS</li> <li>• Project bi-annual and annual progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• With enhanced support to capacity building the WUSCs will be able to maintain also the technically more complicated lift schemes sustainably</li> <li>• Sustainability of interventions can be increased by mainstreaming climate change adaptation and disaster risk reduction.</li> <li>• WUSCs have strong leadership and committed members</li> <li>• Schools have strong leadership and committed management committee to ensure gender-friendliness and accessibility also when the facilities are operational</li> </ul>

Intervention Logic Proposed Objectives	Proposed revised indicators	Sources of Verification	Assumptions
<p><b>Result 3 (Component 3)</b> Strengthened institutional capacity of government bodies to plan, coordinate, support and monitor the WUSCs and other community groups in the implementation, operation and maintenance of domestic water, sanitation and hygiene programmes in a self-sustainable manner</p>	<p><b>3.1 # of districts have D-WASH Plan</b> that is used and periodically updated</p> <p><b>3.2 # of VDCs have V-WASH Plan</b> that is used and periodically updated</p> <p><b>3.3 # of DDCs practicing coordinated and inclusive planning</b> through D-WASH CC as per the D-WASH-CC Terms of Reference.</p> <p><b>3.4 # of VDCs practicing coordinated and inclusive planning</b> through V-WASH-CC as per the V-WASH-CC Terms of Reference.</p> <p><b>3.5 Annual performance evaluation</b> done in each district and its D-WASH Unit as per the performance indicators signed in the MOUs in between DDCs and DoLIDAR</p> <p><b>3.6 Studies relating</b> to service delivery, sustainability and related mechanisms made and together with studies made in Phase I processed towards practical guidelines and operational tools</p>	<ul style="list-style-type: none"> <li>• V-WASH-CC</li> <li>• D-WASH-CC</li> <li>• DTO annual progress reports</li> <li>• District WASH MIS</li> <li>• Project baseline</li> <li>• Project MIS</li> <li>• DMC Annual Performance assessments</li> <li>• Project bi-annual and annual progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• Weak sector integration at national level will persist for some time</li> <li>• Terms of Reference for both D-WASH-CC and V-WASH-CC in line with the available resources to both</li> <li>• V-WASH-CCs will get regular management budgets and guidance for post-ODF</li> <li>• D-WASH-CCs and V-WASH-CCs strong leadership and committed members</li> <li>• VDC selection respects the DWASH Plan; the project supports and encouraged D-WASH-CCs to annually review/update the data before district councils</li> </ul>

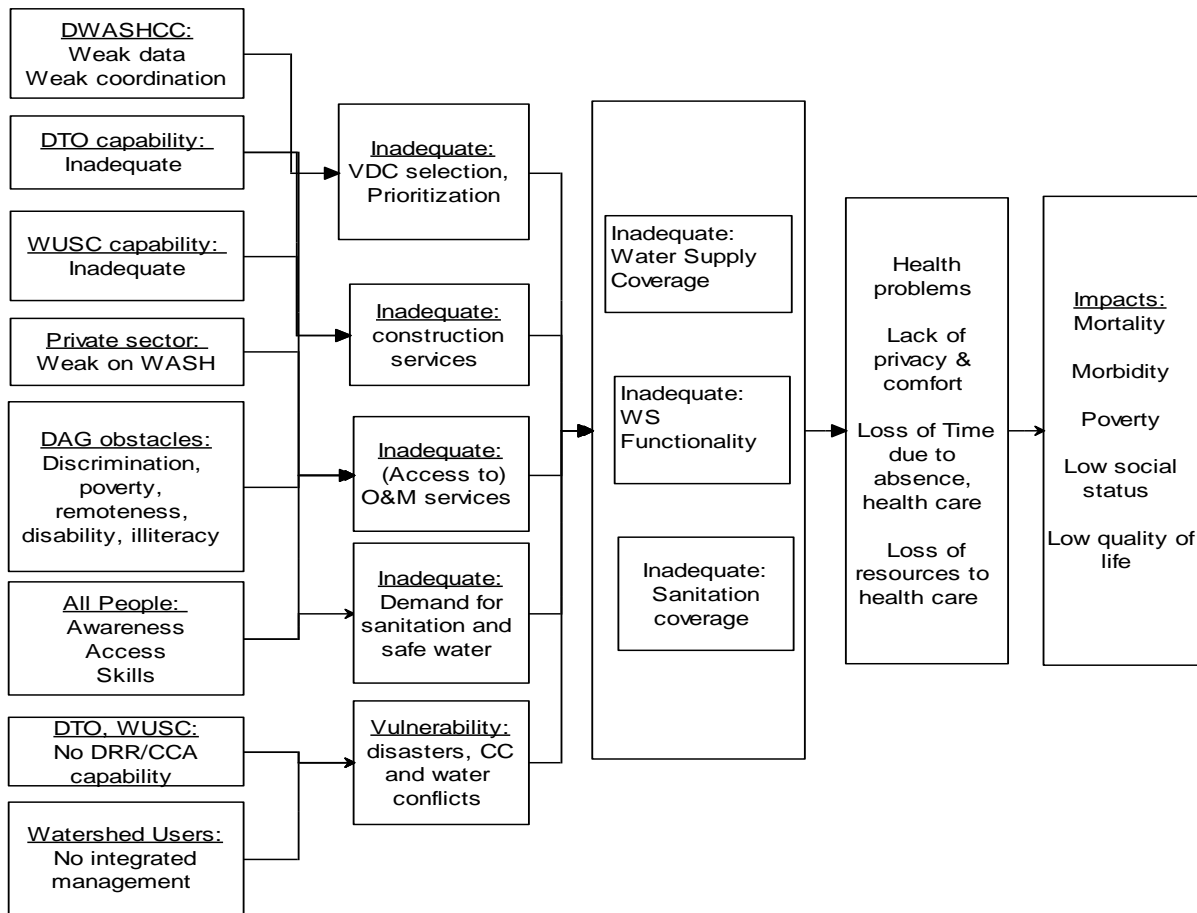
## Annex 2. Problem Tree and Result Chain

The problem analysis and result chain focus on where the project can and should make an impact, i.e. the capacities of local actors and the resulting performances. Problems that are outside the scope of the project to make an impact on, and which can only be dealt with in terms of risk reduction are dealt with in the Risk/Assumption Annex and chapter and left out of these diagrams.

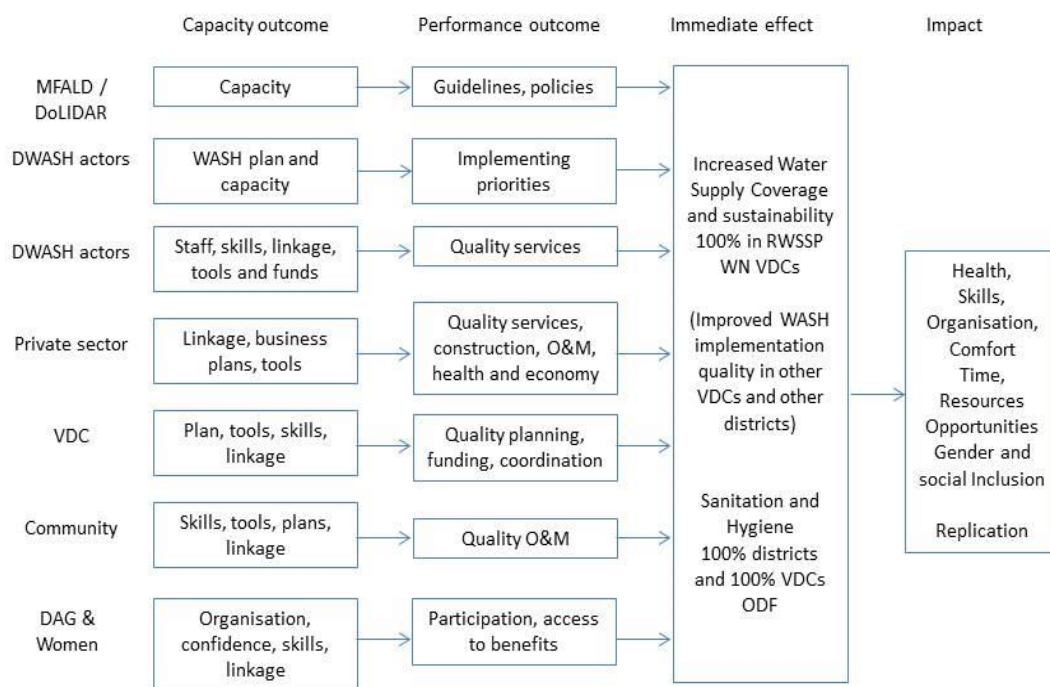
The diagrams are based partly on consultations, partly on field work and study of documents, notably those related to sector review and sector improvement efforts by UNICEF, SNV, and GoF-projects. Sustainability is a cross-cutting concern.

**Figure 1 Problem Tree**

### RWSSP II Problem Tree



**Figure 2 Result Chain/Objective Tree**



## Annex 3. Risks and Mitigation Measures

Issue, Risk and Assumption	Suggested Project Action
<b>General</b>	
High turnover of officials and insufficient district staff and WASH capabilities affect efficiency, result quality and sustainability	<u>Aim for ownership and sustainability at DDC and community level; temporary Project field staff and service providers to fill in the gaps; no addition of new districts into the Project area; DoLIDAR incorporated as a final beneficiary</u>
Lack of internal accountability mechanisms at the district and VDC level affect project selection and result quality	<u>Increased monitoring; establishment of RWSSP-WN Monitoring Task Force at every district; annual VDC level WASH reviews; public audits</u>
Strong project going on with <u>ready-to-use tools, mechanisms and networks</u> <u>Assumption:</u> Most of the guidelines, facilities, plans, networks can be continued with some adjustments	<u>Design:</u> Optimal use of existing results, guidelines, facilities, plans, staff, networks; after thorough review and revision in inception period
Possibly useful <u>pilot results</u> from Phase I, RVWRMP and UNICEF <u>Assumption:</u> Pilots with lift water supply, deep tube wells and OHT for arsenic mitigation, sanitation marketing prove successful; integrated watershed management and CCA/DRR are feasible	<u>Design:</u> Conduct assessments. Expand lift water supply, DTW and OHT, sanitation marketing, integrated watershed management, CCA/DRR
<u>Growing urbanisation rate is proving a risk to the sustainability of the schemes, particularly at Terai. There are semi-urban settlements which are officially rural but, in reality, have rather urban character and may have access to urban rural water supply in the future.</u>	This is a risk for water supply only; VDCs with acknowledged urban character, i.e. that are among the newly declared but not yet practically established municipalities of budget speech 2011 or belong to the VDCs that the ADB supported Small & Emerging Towns project considers eligible for a small town status not to be selected as a programme VDC for water supply support.
<u>Since the final date for local elections are not confirmed, all the political parties had committed to conduct local election within one year of second CA poll. It's likely to organize by November 2014. If the local election takes place, the local governments will be in place with full functionality.</u>	It will have minor disturbances for project implementation for couple of months and the current DWASH and VWASH strategies/plans might need to be adjusted as per elected DDC/VDC body.
<b>Human Rights, WASH Access</b>	
No reliable and detailed-enough <u>data</u> on access and functionality; Decentralised decision structures can be hijacked to direct project towards “already served”. Biased selection of VDCs, some vulnerable steps in the planning and management that are prone to interference	<u>Design:</u> More PSU/DoLIDAR monitoring & support for local decision making, emphasis on access and unserved communities; repair, rehabilitation and reconstruction of water supply schemes is discontinued  District WASH Strategic Plans in place by end of Phase I and provide adequate information in selecting additional VDCs for water supply activities; VDC WASH Plan provides information on unserved communities; communities further selected on the basis of VDC WASH plans; care taken to prioritise the previously unserved and disadvantaged communities; ODF campaigning and post-ODF support in all VDCs of 9



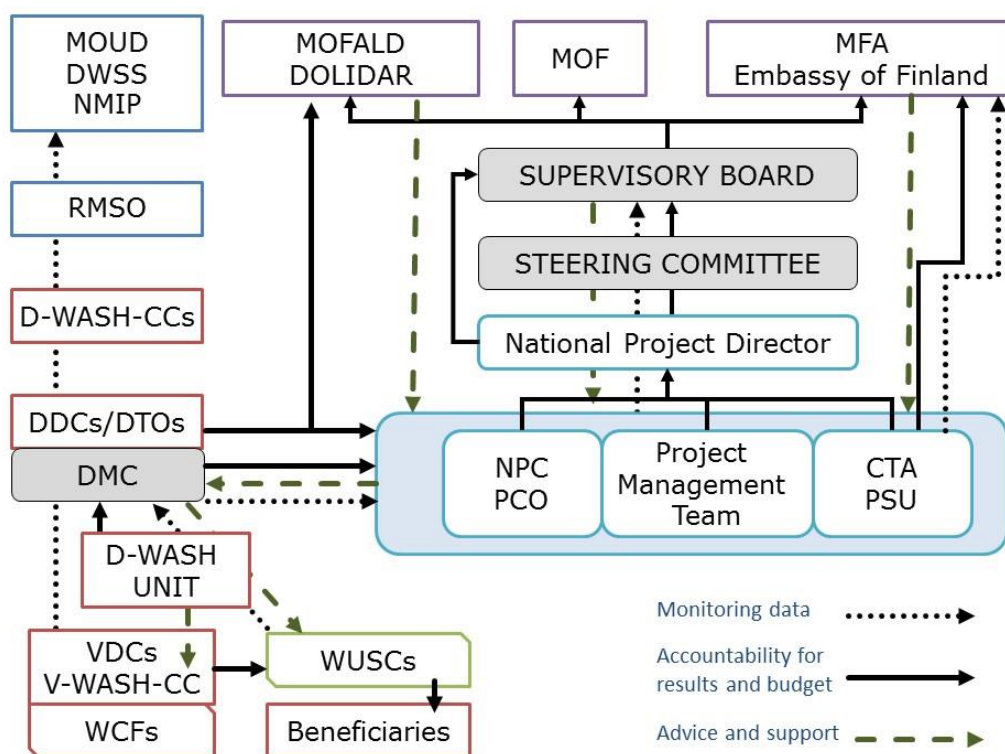
	districts
<p>The <u>Hard-to-reach</u> live scattered in isolated, difficult places or are from communities with low levels of exposure, education and organisation</p> <p><u>Assumption:</u> Working more with Hard-to-reach will need more effort and time and will slow down progress</p>	<p><u>Design:</u> Accept higher unit costs and lower targets; Ensure extra support activities and skilled staff; Use Phase I tools and results for a fast head-start; accept higher unit costs and lower targets</p> <p>Cooperate with local projects like LGCDP and PAF</p>
<p><u>Result quality.</u> Low quality of infrastructure field work and social inclusion. Decentralised set-up does not deliver quality services and results due to lack of staff, development focus and political interference</p> <p><u>Assumption:</u> More focus on pure WASH, more direct supervision and monitoring and simplification of approaches will help increase quality</p>	<p><u>Design:</u> More quality assessments by both PSU and beneficiaries. Simpler GESI guidelines and focus on field work; More feet on the ground; implementation through staff working in WASH Unit or VDC; no addition of districts, which might dilute quality</p>
<p><u>Exit.</u> Issues with results from Phase I and Year 1-3 will complicate exit from concerned communities, VDCs and districts.</p>	<p><u>Design:</u> Clear arrangement about the period of assistance, planning for early exit, step-wise phasing out will allow systematic exit</p>
<p><u>Low sanitation progress in Terai</u> due to social and cost factors</p> <p><u>Assumption:</u> Using lessons from Phase I and sanitation marketing and more intensive approaches will help to achieve higher sanitation results in Terai in Phase II</p>	<p><u>Design:</u> Use lessons from existing Terai ODF VDCs; Full ODF for all Terai districts is aimed for; resources allocated accordingly (budget, staff)</p>
<p>Phase I <u>ODF not sustainable yet</u></p> <p><u>Assumption:</u> Many ODF-VDCs and ODF-districts will regress to pre-ODF status, while many will not capitalise on TBC opportunities</p>	<p><u>Design:</u> Less focus on ODF VDCs, more on ODF households. Post-ODF software support, no expansion</p>
<p>O&amp;M feasibility of pump/lift Technologies not yet proven for the area’s communities</p> <p><u>Assumption:</u> with capacity building support, the WUSC will maintain pump schemes adequately</p>	<p><u>Design:</u> assessment and continuous monitoring; work on post-construction support system, involve agencies and private sector with extra focus on O&amp;M technologies; post-construction monitoring and interaction</p>
<b>CCA/DRR and watershed management</b>	
<p>Water supply vulnerable to <u>climate change and disasters</u> and watershed overuse; <u>During monsoon Terai districts highly vulnerable to floods, hill districts vulnerable to landslides and floods; lightings, earthquakes and other natural hazards may strike the drinking water systems, water towers, solar panels and electricity lines.</u></p> <p><u>Assumption:</u> Sustainability of interventions can be increased by mainstreaming CCA/DRR and integrated watershed management</p>	<p><u>Design:</u> Disaster Risk Reduction will be mainstreamed in the training activities ; DRR concerns will be addressed during design and construction of structures; careful involvement of all stakeholders to mainstream DRR issues across the board; incorporate integrated watershed management in planning</p>
<b>Institutions</b>	
<p>Weak <u>sector integration</u></p> <p><u>Assumption:</u> weak sector integration will persist for some time.</p> <p>JSR II has recommended to formulate water supply and sanitation act revising previous rural &amp; urban water supply policies and other relevant directives and guidelines. Similarly DWSS has established</p>	<p><u>Design:</u> Follow/support national guidelines and initiatives; support coordinating roles of D/R/NWASHCC; capacity development support for DoLIDAR incorporated in the project design; M&amp;E system aligned with the national monitoring system</p> <p>Role of local governments and DoLIDAR provisioned under the act to be closely monitored and align the</p>

<p>rehabilitation section under it and proposed to establish Post Construction Service (PCS) unit in all districts under DWSS.</p>	<p>project monitoring system accordingly.</p>
<p>Possible rearrangement of country in <u>federal states</u>, <u>possible political instability</u>  <u>Assumption</u>: consequences of a new constitution, new administrative structures and political instability are not substantial and can be dealt with by the project set-up and budget</p>	<p><u>Design</u>: given the uncertainty on political rearrangement, no provisions have been incorporated in the project design. Subject to the timing and substance of changes, Project and its implementation arrangements may need to be readjusted; Competent Authorities will take decision on that.</p>
<p>WUSCs not <u>maintaining schemes</u> adequately  <u>Assumption</u>: WUSCs lack O&amp;M experience and skills and lack access to O&amp;M support; duration of capacity building too short</p>	<p><u>Design</u>: Create post-construction support system, involving agencies and private sector, post-construction monitoring and interaction</p>
<p><u>Vulnerability of financial management arrangements (district fund); one district during Phase I adopted a fund flow and project modality whereby VDCs have been tasked with supporting WUSCs and channelling funds.</u>  <u>Under current circumstances there are few if any VDCs that have required human resources in terms of quantity and quality; auditing by Auditor General’s Office does not yet extend to VDC level</u></p>	<p>DWIG and financial management guidelines of RWSSP-WN to be revised to maintain financial management responsibility with DDCs; further delegation down to VDCs to be pulled back at the beginning of Phase II</p>
<p><u>Bacteriological contamination an issue at household wells (not aquifers); provision of piped supply – in some cases subject to contamination for example at intakes or reservoirs / tanks as a result of inadequate protection – may multiply the risks</u></p>	<p>The concept of water safety should be internalised by designers, contractors and supervisors during planning and construction phase and by communities during planning, construction, and post-construction phases; training and improved modalities for Water Safety Planning incorporated in the project design.</p>

## Annex 4. Organisational Framework

The following diagram shows the organisational framework of the Project and the linkages to the national monitoring system.

**Figure 3 Organisational Framework**



CTA – Chief Technical Adviser

DMC – District Management Committee

DTO – District Technical Office

MFA – Ministry for Foreign Affairs, Finland

MOF – Ministry of Finance, Nepal

MOFALD – Ministry of Federal Affairs and Local Development

MOUD – Ministry of Urban Development

NMIP – National Monitoring Indicators Project

NPC – National Project Coordinator

PCO- Project Coordination Office

PSU – Project Support Unit

RMSO – Regional Monitoring Section Office

WCF – Ward Citizen Forum

## Annex 5. Job Descriptions for Staff

<b>Title</b>	<b>Chief Technical Adviser</b>
<b>Recruitment</b>	International
<b>Duty station</b>	PSU/Pokhara, with travel to Project districts
<b>Duration</b>	Years 1 to 4 full-time (10.5 months/year), year 5 part-time (4 months)
<b>Academic qualifications</b>	Masters degree in Water Supply and Sanitation, Civil Engineering, Environmental Science, Social Science or other relevant field
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years relevant international working experience</li> <li>✓ Extensive experience of leading multidisciplinary teams in short or long term assignments in developing countries</li> <li>✓ Experience in project cycle management in donor supported programmes in Asia</li> <li>✓ Experience in rural water supply and sanitation in developing countries</li> <li>✓ Experience in capacity building and training</li> <li>✓ Good intercultural and communication skills</li> <li>✓ Capacity and ability to promote gender equality and social inclusion</li> <li>✓ High professional integrity and proven ability to work in difficult conditions</li> <li>✓ Prior knowledge of Nepalese or South Asian development and social context will be an advantage</li> </ul>
<b>Other skills</b>	<ul style="list-style-type: none"> <li>✓ Fluency in written and spoken English</li> <li>✓ Excellent interpersonal and leadership skills</li> </ul>
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Be responsible for the human, material and financial resources to implement the Project</li> <li>✓ Prepare Terms of Reference and propose experts for international short term and national short and long term consultants</li> <li>✓ Prepare necessary manuals and guidelines needed to operate and manage PSU</li> <li>✓ Monitor the performance of PSU staff and if necessary, decide on necessary actions</li> <li>✓ Compile the annual work plans and budgets</li> <li>✓ Provide training, technical support and advise at all levels</li> <li>✓ Coordinate and compile financial and progress reports</li> <li>✓ Transfer knowledge to the local bodies personnel and other relevant stakeholders</li> <li>✓ Follow-up the proper use of funds provided by the Government of Finland and Nepal</li> <li>✓ Manage the funds allocated for the capacity building through PSU and monitor the use of investment and operational funds used by the Districts</li> <li>✓ Ensure effective coordination and sharing of lessons learnt between stakeholders at different levels</li> <li>✓ Any other duties</li> </ul>

<b>Title</b>	<b>M&amp;E and Institutional Development Specialist</b>
<b>Recruitment</b>	International
<b>Duty station</b>	PSU/Pokhara, with travel to Project districts
<b>Period</b>	First 2.5 years full-time, 10.5 months/year
<b>Academic qualifications</b>	Masters degree in Economics, Social Sciences, International Development, Public administration, Information Science or other relevant discipline
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years of relevant work experience</li> <li>✓ Experience of working in developing countries in a field related to rural development or water supply and sanitation</li> <li>✓ Experience of developing M&amp;E systems and conducting monitoring and evaluation assignments</li> <li>✓ Experience of working with government institutions capacity building in support of decentralised management</li> <li>✓ Experience in capacity building and training</li> <li>✓ Good intercultural and communication skills</li> <li>✓ Capacity and ability to promote gender equality and social inclusion</li> <li>High professional integrity and proven ability to work in difficult conditions</li> <li>✓ Prior knowledge of Nepalese or South Asian development and social context is an advantage</li> </ul>
<b>Other skills</b>	Fluency in written and spoken English
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Develop and implement capacity building and M&amp;E plans of the RWSSP-WN supported District WASH capacity building programs</li> <li>✓ Assist in the recruitment of the Project staff and consultants</li> <li>✓ Assist to provide training and other capacity building programs to the project staff and the officials of DDCs, VDCs and WUSCs</li> <li>✓ Develop and implement institutional and governance capacity development programs of DDCs, VDCs, and WUSCs</li> <li>✓ Assist to develop and implement monitoring and evaluation systems of the DDC's and VDC's WASH</li> <li>✓ Assist to carry out periodic review, monitoring of trimester, annual progress and evaluations; member of the RWSSP-WN Monitoring Task Forces</li> <li>✓ Develop performance monitoring parameters and monitor the Project performance of all levels</li> <li>✓ Prepare biannual and annual reports on progress</li> <li>✓ Improve working guidelines and manuals to be user friendly</li> <li>✓ Facilitate the work of external evaluators, reviewers and planners</li> <li>✓ Responsible for the subject matters and personnel issues of PSU in the absence of CTA</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>

<b>Title</b>	<b>Field Specialist (Junior Technical Advisor)</b>
<b>Recruitment</b>	International
<b>Duty station</b>	PSU/Pokhara, Nepal with travel to Project districts
<b>Period</b>	Years 1 to 4 full time, 12 months/year
<b>Academic qualifications</b>	Masters degree in Environmental or Social Sciences or any other relevant discipline
<b>Professional experience</b>	<ul style="list-style-type: none"><li>✓ Minimum 2 years of work experience in fields related to environmental management, climate change adaptation, disaster risk reduction, water supply or sanitation, rural development or other relevant field</li><li>✓ Prior experience of working in a developing country (either as a volunteer, trainee or in paid employment)</li></ul>
<b>Other skills</b>	Fluency in written and spoken English and Finnish
<b>Duties</b>	<ul style="list-style-type: none"><li>✓ Develop the integration of CCA and DRR in the project activities</li><li>✓ Organise trainings and raise awareness on CCA &amp; DRR issues in WASH</li><li>✓ Participate in the preparation of manuals, plans, guidelines, strategies, documents and Terms of references, particularly ensuring the integration of CCA and DRR</li><li>✓ Monitor and evaluate District WASH implementation in the districts, with particular focus to climate sustainability issues</li><li>✓ Contribute to relevant workshops and conferences in Nepal and abroad</li><li>✓ Assist in the planning and implementation of project planning and monitoring and evaluation workshops at all levels</li><li>✓ Develop and maintain project web page and prepare project information, education and communication materials</li><li>✓ Prepare and update project communication plan and security/emergency plans</li><li>✓ Participate and be partly responsible in the absence of the CTA of the project administration, finance and property management</li><li>✓ Liaise with Finnish funded projects (RVWRMP, UNICEF) and other actors in CCA and DRR in Nepal</li><li>✓ Liaise with NGOs and projects working in climate sustainability and livelihood activities in the Project area</li><li>✓ Any other duties as assigned by the supervisor</li></ul>

<b>Title</b>	<b>Social Development Specialist</b>
<b>Recruitment</b>	National
<b>Duty station</b>	PSU/Pokhara, Nepal with extensive travel to Project districts
<b>Period</b>	First 3.5 years full time, 10.5 months/year
<b>Academic qualifications</b>	Master’s degree in Social or Cultural Anthropology, Sociology, Behavioural Sciences or other relevant discipline
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years of relevant work experience</li> <li>✓ Extensive experience of working with communities in issue related to gender and social inclusion</li> <li>✓ Thorough understanding of the social structure and dynamics of social change in Nepal</li> <li>✓ Experience of working with community mobilisation and behavioural change</li> <li>✓ International experience in human rights or social development related issues is an advantage</li> </ul>
<b>Other skills</b>	<ul style="list-style-type: none"> <li>✓ Fluency in written and spoken English and Nepali.</li> <li>✓ Training and facilitation skills</li> <li>✓ Good communication and report writing skills in both English and Nepali</li> </ul>
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Coordinate social development, gender, social inclusion and rights based aspects of planning and implementation</li> <li>✓ Coordinate project-level and support district-level social and geographical targeting, VDC and community selection</li> <li>✓ Follow-up, develop and participate in the incorporation of human rights, social inclusion, gender equality, good governance and environment in all relevant processes, guidelines and manuals</li> <li>✓ Coach and train PSU specialists, District WASH Units/Sections and VWASH CCs to develop and achieve social mobilisation and GESI-targets at project, district, VDC and community level</li> <li>✓ Revise the project GESI strategy and action plan, and related indicators according to the Human Rights Based Approach (HRBA)</li> <li>✓ Integrate GESI aspects into approaches to WSPs, climate change adaptation and disaster risk reduction, and D-WASH and V-WASH Plans and Strategies</li> <li>✓ Liaise with Finnish funded projects (RVWRMP, UNICEF) and other actors to share the best practise in GESI and HRBA</li> <li>✓ Integrate gender and social inclusion into all working modalities of District WASH and further to all working modalities of the DDC and other sector partners.</li> <li>✓ Coordinate GESI monitoring, support district and VDC-level GESI monitoring of VWASH Plans, WASH implementation and results</li> <li>✓ Prepare village level training modules related to schemes and VDC/UC level functionaries and training of sector partners to undertake these training</li> <li>✓ Monitor and report regularly the social inclusion and gender equality in beneficiary selection, VWASH and DWASH planning as well as the composition of various committees</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>

<b>Title</b>	<b>Management Information Systems Specialist</b>
<b>Recruitment</b>	National
<b>Duty station</b>	PSU/Pokhara, Nepal with extensive travel to Project districts
<b>Period</b>	5 years full time, 10.5 months/year
<b>Academic qualifications</b>	Master’s degree in Social or Cultural Anthropology, Sociology, Behavioural Sciences or other relevant discipline
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years of relevant work experience</li> <li>✓ Extensive experience in monitoring and evaluation of rural development programmes.</li> <li>✓ Experience in developing and managing MIS systems</li> <li>✓ Excellent computer skills including MS Excel, MIS systems, databases and GIS mapping</li> <li>✓ Good communication and report writing skills in both English and Nepali</li> </ul>
<b>Other skills</b>	Fluency in written and spoken English and Nepali
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Initiate, coordinate and support the project, districts, VDCs and communities in accessing, using and feeding a user-friendly MIS</li> <li>✓ Initiate and support compilation, analysis and maintenance of household, community, VDC, district and project data as per monitoring plan, including regular scheme and VDC –level progress data and related monitoring practices</li> <li>✓ Ensure regular update of results for each logical framework target and indicator</li> <li>✓ Integrate gender and social inclusion indicators into MIS; ensure that GESI and human rights based approach related indicators are systematically monitored and reported</li> <li>✓ Integrate climate change and disaster risk reduction/preparedness related indicators into project and district MIS</li> <li>✓ Monitor and support data collection at monitoring events (e.g. VWASH Plans, Annual VWASH review meetings, Annual DWASH Review meetings) and ensure data flow within the project</li> <li>✓ Support project and DDCs to maintain the baseline data and develop the scheme MIS system</li> <li>✓ Develop contents and facilitate in different MIS/GIS related trainings at community, VDC, and DDC level</li> <li>✓ Contribute to development of district and national level monitoring systems and related (open software) MIS</li> <li>✓ Prepare GIS and other maps for different purposes as per need</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>



<b>Title</b>	<b>Sanitation and Hygiene Specialist</b>
<b>Recruitment</b>	National
<b>Duty station</b>	PSU/Pokhara, Nepal with extensive travel to Project districts
<b>Period</b>	First 4 years full time, 10.5 months
<b>Academic qualifications</b>	Master’s degree in public health, health education , sanitary engineering or other relevant discipline
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years of relevant work experience</li> <li>✓ Extensive working experience in fields of water supply and sanitation, health education or environmental health.</li> <li>✓ Experience with community mobilisation and behaviour change</li> <li>✓ Experience of water quality issues</li> </ul>
<b>Other skills</b>	<ul style="list-style-type: none"> <li>✓ Fluency in written and spoken English and Nepali</li> <li>✓ Training and facilitation skills</li> <li>✓ Good communication and report writing skills in both English and Nepali</li> </ul>
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Advice and support VDCs/VWASHCCs and DWASHCCs in planning, conducting and monitoring ODF and post-ODF activities and related monitoring</li> <li>✓ Assist the programme in managing S&amp;H M&amp;E and conducting S&amp;H M&amp;E</li> <li>✓ Create strategies, plans, processes and methods in promotion and facilitation of the hygiene education at the level of VDC, community and schools</li> <li>✓ Integrate gender and social inclusion principles into all sanitation and hygiene related activities, trainings and manuals/guidelines</li> <li>✓ Integrate climate change and disaster risk preparedness dimensions into relevant sanitation and hygiene components</li> <li>✓ Create strategies and plans and capacity building for the improvement of sustainable sanitation coverage and hygiene habits</li> <li>✓ Facilitate the preparation of manuals, guidelines and sanitation promotion materials, which helps for the implementation and promotion of sanitation and hygiene behaviour change</li> <li>✓ Ensure the appropriate social mobilisation and sustainability in institutional latrine construction</li> <li>✓ Build health and sanitation practices as part of community initiatives</li> <li>✓ Prepare training materials and training partners and train stakeholders in sanitation and hygiene; monitor sanitation and hygiene training at VDC and community level</li> <li>✓ Develop and support water and safety planning processes</li> <li>✓ Develop sanitation/social marketing strategies and other innovative approaches related to the post-ODF services</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>

<b>Title</b>	<b>Water Supply Technical Specialist</b>
<b>Recruitment</b>	National
<b>Duty station</b>	PSU/Pokhara, Nepal with extensive travel to Project districts
<b>Period</b>	First 4.5 years full-time, 10.5 months
<b>Academic qualifications</b>	Master’s degree in water and sanitation, environmental engineering or other relevant discipline
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years of relevant work experience</li> <li>✓ Extensive experience in planning, implementation, monitoring and evaluation of rural development programmes.</li> <li>✓ Excellent computer skills including MS Excel, MIS systems, databases and GIS mapping</li> <li>✓ Training and facilitation skills</li> <li>✓ Good communication and report writing skills in both English and Nepali</li> </ul>
<b>Other skills</b>	Fluency in written and spoken English and Nepali.
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Develop and advice on the technical aspects of gravity water supply systems, lift systems, rain water harvesting systems, drainage systems</li> <li>✓ Develop the arsenic mitigation systems</li> <li>✓ Improve working guidelines and manuals to be user friendly at VDC and UC level concerning all technologies and systems that villagers need to construct and maintain.</li> <li>✓ Integrate the principles of GESI and human rights based approach into technical planning, implementation and O&amp;M processes</li> <li>✓ Integrate climate change and disaster risk preparedness dimensions into relevant technical planning, implementation, post-construction and monitoring processes, including such as Water Safety Plans at scheme and VDC-level</li> <li>✓ Conduct technical audit of existing systems for improvement and rehabilitation</li> <li>✓ Check the designs and tender documents and following up and guiding the tender procedure and making improvements for the procedures</li> <li>✓ Supervise the construction works of water supply and sanitation</li> <li>✓ Develop training materials and training District level sector implementers in water supply planning, design, construction, maintenance, quality control, etc.</li> <li>✓ Advise WUSCs, VDCs/VWASHCCs and DWASHCCs on technical planning, implementation and O&amp;M aspects</li> <li>✓ Monitor and control quality of WS schemes</li> <li>✓ Maintain database of the status of completed schemes, contributing to development of district and project MIS</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>

<b>Title</b>	<b>Capacity Building Specialist</b>
<b>Recruitment</b>	National
<b>Duty station</b>	PSU/Pokhara, Nepal with extensive travel to Project districts
<b>Period</b>	First 4 years full time; 10.5 months for 4 years
<b>Academic qualifications</b>	Master’s degree in Engineering, Social Sciences, Public Administration or other relevant discipline
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years of relevant work experience</li> <li>✓ Extensive experience in planning, management and monitoring of capacity building activities and processes at various levels</li> <li>✓ Experience in training, including usage of different training methods and development of training materials</li> <li>✓ Experience of working with local government authorities in Nepal</li> <li>✓ Experience of working in water supply and sanitation sector is an advantage</li> </ul>
<b>Other skills</b>	<ul style="list-style-type: none"> <li>✓ Fluency in written and spoken English and Nepali.</li> <li>✓ Training and facilitation skills</li> <li>✓ Good communication and report writing skills in both English and Nepali</li> </ul>
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Support DDC to establish a functioning technical support system</li> <li>✓ Support and advise DDCs in outsourcing services</li> <li>✓ Support district level institutional capacity building programme for VDCs/VWASHCCs and WUSCs</li> <li>✓ Support DWASHCCs, D-WASH Units/WASH Sections and other district WASH actors in planning and implementing PCS and post-ODF strategies and activities</li> <li>✓ Integrate gender and social inclusion principles into capacity building approach and related monitoring practices</li> <li>✓ Develop monitoring systems for climate change and disaster risk preparedness dimensions into relevant planning, implementation, post-construction and monitoring processes, including such as Water Safety Plans at scheme and VDC-level</li> <li>✓ Support and monitor O&amp;M funding systems at the district level in collaboration with DDCs and financial service institutions</li> <li>✓ Contribute to district and project MIS development and results monitoring</li> <li>✓ Carry out studies and assessments and develop O&amp;M procedures and institutions within the existing water supply policy</li> <li>✓ Continuously coordinate with other PSU experts and districts on the WUSCs’ O&amp;M service demands and improvement of supply of O&amp;M services like water quality monitors, spare parts suppliers or mechanics</li> <li>✓ Develop O&amp;M manuals for the sustainable development and use of community based water supply system</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>

<b>Title</b>	<b>M&amp;E Specialist</b>
<b>Recruitment</b>	National
<b>Duty station</b>	PSU/Pokhara, Nepal with extensive travel to Project districts
<b>Period</b>	Years 3 to 5 full time; 10.5 months a year
<b>Academic qualifications</b>	Master’s degree in economics, rural development, social science or any other relevant field
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years of relevant work experience</li> <li>✓ Experience of developing M&amp;E systems and conducting monitoring and evaluation assignments</li> <li>✓ Experience of working with government institutions capacity building in support of decentralised management</li> <li>✓ Good intercultural and communication skills</li> <li>✓ Capacity and ability to promote gender equality and social inclusion and human rights based approach to WASH</li> <li>✓ Training and facilitation skills</li> <li>✓ Prior experience in water supply and sanitation sector</li> </ul>
<b>Other skills</b>	<ul style="list-style-type: none"> <li>✓ Fluency in written and spoken English and Nepali.</li> <li>✓ Good communication and report writing skills in both English and Nepali</li> </ul>
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Develop results and performance-based approaches and indicators into M&amp;E plans of the RWSSP-WN supported District WASH capacity building programs</li> <li>✓ Ensure that gender and social inclusion aspects are monitored and policies/strategies/activities are responsive to monitoring findings</li> <li>✓ Develop indicators and monitor climate change and disaster risk preparedness related aspects in planning, implementation, post-construction and monitoring processes, including such as Water Safety Plans at scheme and VDC-level</li> <li>✓ Develop project phase out strategies for VDC and DDC levels with related mile stones, criteria, indicators and supportive systems</li> <li>✓ Coordinate a mid-line and end-line study in line with the completion strategy</li> <li>✓ Implement results and performance-based monitoring and evaluation systems of the DDC’s and VDC’s WASH programmes</li> <li>✓ Assist to carry out periodic review, monitoring of trimester, biannual and annual progress and evaluations, contributing to all progress reports, studies and evaluations</li> <li>✓ Monitor the Project performance of all levels</li> <li>✓ Facilitate the work of external evaluators, reviewers and planners</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>

<b>Title</b>	<b>Chief Administrative and Account Officer</b>
<b>Recruitment</b>	National
<b>Duty station</b>	PSU/Pokhara
<b>Period</b>	5 years, 10.5 months a year
<b>Academic qualifications</b>	<ul style="list-style-type: none"> <li>✓ MSc degree in Accounting, Financial Management, Business Administration or any other relevant discipline</li> </ul>
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years of relevant experience</li> <li>✓ Extensive experience of financial management and administration of large scale donor funded programmes</li> <li>✓ Experience in financial management systems of the Government of Nepal</li> </ul>
<b>Other skills</b>	<ul style="list-style-type: none"> <li>✓ Fluency in written and spoken English and Nepali.</li> <li>✓ Good communication and report writing skills in both English and Nepali</li> </ul>
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Maintenance of office facility and equipment; handling insurance of office property, vehicles and personnel</li> <li>✓ Be responsible for the personnel management of the support staff</li> <li>✓ Prepare monthly, biannual and annual financial reports.</li> <li>✓ Follow up the accounts of the Districts with respect to the approved budget and funds sent.</li> <li>✓ Follow up the TA Consultant bank account and prepare monthly bank reconciliation reports</li> <li>✓ Ensure that the payments made are supported by the necessary documents.</li> <li>✓ Update and prepare administration, procurement, property management and accounting documents and formats to be used in the project.</li> <li>✓ Be responsible for the deduction, calculation and payments of all taxes promptly</li> <li>✓ Prepare the financial report on project accounting for PSU</li> <li>✓ Prepare monthly expenditure report for cost monitoring</li> <li>✓ Keep all the cash account, ledger, register and petty cash account according to the prescribed manner</li> <li>✓ Provide training on the financial aspects of the project to other PSU and district staff</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>

Job descriptions of support staff remain the same as they were during Phase I. Contracts of Phase I support staff members will be automatically extended at the beginning of Phase II.

<b>Title</b>	<b>District WASH Adviser (10)</b>
<b>Recruitment</b>	National
<b>Duty station</b>	DTO/Project Districts, Nepal, with extensive travel in project area
<b>Period</b>	First 3.5 years, full-time, 10.5 months a year
<b>Academic qualifications</b>	Bachelor’s degree in Water and Sanitation, Engineering, Social Sciences, Public Administration or other relevant discipline
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 5 years of relevant work experience.</li> <li>✓ Extensive experience in training and capacity building with public official and communities</li> <li>✓ Excellent community mobilisation and community skills</li> </ul>
<b>Other skills</b>	<ul style="list-style-type: none"> <li>✓ Fluency in written and spoken English and Nepali, command of local languages of working area is an additional asset</li> <li>✓ Training and facilitation skills</li> <li>✓ Good communication and report writing skills in both Nepali and English</li> </ul>
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Support the DDC in planning, coordinating and funding of the WASH sector activities in the district</li> <li>✓ Facilitate and monitor the operations of DDF on behalf of RWSSP-WN</li> <li>✓ Follow-up activities of and performance of all partners in her/his district in the WASH sector and identify needs for further institutional support and capacity building</li> <li>✓ Facilitate regular planning and reporting of the district project to DDC, RWSSP-WN and the two governments</li> <li>✓ Assist district and VDCs to apply RWSSP-WN support and in setting priorities and in selection of VDCs and water supply schemes for implementation</li> <li>✓ Provide training and assistance for district personnel and assist in the training of VDCs, SOs, committees, WUSCs and other WASH actors, including D-WASH-CC and V-WASH CC.</li> <li>✓ Ensure that decisions are based on GESI principles and include DAG and poor. Mainstream GESI principles into all monitoring and capacity building activities.</li> <li>✓ Support preparation of Water Safety plans, and mainstream climate change and disaster risk reduction into VDC-level planning</li> <li>✓ Assist in the monitoring of all aspects of project progress and finances; participate in the RWSSP-WN district Monitoring Task Force with regular VDC and scheme-level monitoring and update of MIS</li> <li>✓ Prepare and submit monthly, biannual and other status reports as needed to PSU</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>

<b>Title</b>	<b>Field Specialist (National Junior Technical Advisor)</b>
<b>Recruitment</b>	National, must be female
<b>Duty station</b>	PSU/Pokhara, Nepal with frequent travel and stay in the working VDCs
<b>Period</b>	Years 2 to 4 full time, 10.5 months/year
<b>Academic qualifications</b>	Bachelor degree in Engineering, Environmental or other relevant discipline
<b>Professional experience</b>	<ul style="list-style-type: none"> <li>✓ Minimum 2 years of work experience in fields related to water supply or sanitation, rural development, environmental management, climate change adaptation, disaster risk reduction, or other relevant field</li> <li>✓ Prior experience of working in rural areas (also relevant volunteer, trainee or under graduate experience considered)</li> </ul>
<b>Other skills</b>	Fluency in written and spoken English and Nepali; local languages an advantage
<b>Duties</b>	<ul style="list-style-type: none"> <li>✓ Develop the integration of Water Safety Plans (WSP), climate change adaptation (CCA) and disaster risk reduction (DRR) in the project activities from planning to monitoring and capacity building</li> <li>✓ Organise trainings and raise awareness on WSP, CCA &amp; DRR issues in WASH</li> <li>✓ Contribute to preparation of manuals, plans, guidelines, strategies, indicators, studies, documents and Terms of References, particularly ensuring the integration of WSP, CCA and DRR aspects where relevant</li> <li>✓ Monitor and evaluate District and VDC WASH implementation in the communities, with particular attention to WSP, CCA/DRR and sustainability issues and as these link to gender equality and social inclusion (GESI)</li> <li>✓ Assist in the planning and implementation of project planning and monitoring and evaluation workshops at all levels, actively contribute to scheme and VDC-level monitoring</li> <li>✓ Contribute to prepare and update project communication plan, IEC materials and media strategies, especially in the field of WSP, CCA and DDR</li> <li>✓ Liaise with other stakeholders working with WSP, CCA and DRR in Nepal to keep the project staff and its close district stakeholders up-to-date on recent studies, materials and other developments</li> <li>✓ Liaise with NGOs and projects working in climate sustainability and livelihood activities in the Project area, with particular attention to those working with the Local Adaptation Plan of Action (LAPA)</li> <li>✓ Any other duties as assigned by the supervisor</li> </ul>

## **Annex 6. Terms of Reference of the Committees**

### **Supervisory Board (SB)**

The Supervisory Board is the highest decision making body of the Project. The main duties of SB are:

- ❑ approval of major strategic and policy issues directly relevant for the Project;
- ❑ approval of any changes in the Project Document including Project scope and objectives, the organisational structure and management as well as any other changes to the Project which will have major financial implications, however only under the budget ceiling determined in the Project Document;
- ❑ approval of the annual work plans and budgets;
- ❑ approval of the Project policies and implementation principles developed during implementation;
- ❑ any other (policy) decisions which have financial implications.

The decisions of the SB will be clearly recorded in the meeting minutes.

While SB has the full authority to deviate from the Project Document when approving annual work plans. However, any such deviations should be clearly brought to its attention when the draft annual work plans and budget are submitted to the SB, and such deviations have to be clearly recorded in the meeting minutes of SB.

The Composition of the Supervisory Board is:

- ❑ Secretary, Ministry for Federal Affairs and Local Development: Chairperson
- ❑ Director General, DoLIDAR: Member Secretary
- ❑ Joint Secretary, Ministry of Finance: Member
- ❑ Joint Secretary, National Planning Commission: Member
- ❑ Ministry for Foreign Affairs Finland, Embassy of Finland: Member

The Supervisory Board has authority to invite other participants as needed.

To avoid any potential conflicts of interest, the National Project Director (NPD), the National Project Coordinator (NPC) and the Chief Technical Adviser (CTA) are not members of the SB. They can participate as resource persons presenting issues to be discussed and decided. However, their presence in the actual meeting is not mandatory and by invitation only.

The Supervisory Board will meet at least once a year to approve the annual budget and related work plan, or more often as needed.

The Supervisory Board may also make decisions through official correspondence. The Supervisory Board aims at consensus in decision making. For possible issues that could have considerable implication, especially financial, the Competent Authorities will have a veto-right in the Supervisory Board.



### **Terms of Reference of the Steering Committee (SC)**

The Steering Committee is the policy making body of the Project. SC meets annually and upon request of any of its members. The SC shall function as a policy making body instead of management body.

The main duties of RWSSP-WN SC are:

- ❑ providing operational guidance to the Project and project districts monitoring of the progress of the Project;
- ❑ solving any problems encountered in Project implementation; and
- ❑ making decisions on any other issues of urgency and importance that are not included within the mandate of the Supervisory Board.

The Composition of the Steering Committee is:

- ❑ Secretary, Ministry of Federal Affairs and Local Development (Chairperson);
- ❑ Representative of the Embassy of Finland (Member)
- ❑ Director General, DoLIDAR (Member);
- ❑ National Project Director, DoLIDAR (non-voting member, secretary)
- ❑ Representative of National Planning Commission, (Member)
- ❑ Representative of Ministry of Finance, (Member)
- ❑ Representative of Ministry of Health, (Member)
- ❑ Representative of Ministry of Education, (Member)
- ❑ Representative of DWSS, (Member)
- ❑ Representative of Ministry of Women, Children and Social Welfare, (Member)
- ❑ Representatives from DDCs from each of the nine Project Districts, (Member)
- ❑ Representative of the Federation of Water and Sanitation Users in Nepal (Member)
- ❑ National Project Coordinator, RWSSP-WN, non-voting member; and
- ❑ Chief Technical Adviser; RWSSP-WN, non-voting member.

The SC aims at consensus in decision making. For possible issues that could have considerable implications, especially financial, the competent authorities will have a veto-right in the SC.

## Terms of Reference of the Project Management Team (PMT)

For operational and day-to-day management of the project a Project Management Team is formed (this body used to be called Project Management Committee during Phase I). The PMT manages and monitors the operations of the Project, in accordance with the Project Document and approved work plans and budgets between SB and SC meetings. The required quorum for making decisions exists when both the Co-Chairs and at least one member are present.

The PMT is accountable to the SC and SB respectively. Management decisions related to the approval of Technical Assistance Personnel and funding will be consulted with the Embassy of Finland and DoLIDAR.

Major tasks of the PMT are to:

- ❑ Ensure effective coordination of relevant stakeholders at different levels
- ❑ Propose changes to the Project Document, annual work plans and budgets for SB for approval
- ❑ Propose, initiate, supervise, and monitor annual work plans and budgets, financial reports, audits, policies, manuals, guidelines
- ❑ Propose the Terms of Reference and experts of the Technical Assistance Team (Long and Short Term Consultants) for Embassy of Finland and DoLIDAR's no-objection
- ❑ Monitor the performance of Project staff and stakeholders and if necessary, decide on necessary personnel management or capacity building activities
- ❑ Coordinate, monitor and support financial management and fund flows
- ❑ Be responsible for Project property and asset management and procurement of goods and services as per the prevailing procedures
- ❑ Guide, facilitate, evaluate, supervise and follow-up the establishment, implementation and development of sustainable WASH programs financed from the District Development Fund
- ❑ Ensure that the implementation of the Project is in line with the Country's and District's laws, principles, policies, guidelines, regulations and strategies
- ❑ Communicate and cooperate with organisations, which are involved in similar activities and have interest in District WASH development
- ❑ Ensure adequate coordination, learning and experience sharing
- ❑ Any other duties as delegated by the SB

The composition of the PMT is the following:

- |   |                  |
|---|------------------|
| ❑ National Project Coordinator (NPC)                        | Co-Chair         |
| ❑ Chief Technical Adviser (CTA)                             | Co-Chair         |
| ❑ National Long Term Expert*                                | Member           |
| ❑ Institutional Development/M&E Specialist                  | Member           |
| ❑ Chief Administrative and Account Officer                  | Member           |
| ❑ PCO Accountant/Engineer                                   | Member           |
| ❑ Field Specialist (international Junior Technical Advisor) | Member-Secretary |

\* PMT membership is a merit-based position – the PMT co-chairs nominate one of the PSU-based Long Term Experts to be the member.

## Terms of Reference of the District Management Committees (DMCs)

For day to day management of the project activities at district level a District Management Committee (DMC) is formed. **District Management Committees (DMCs)** are responsible for planning, coordination, administration and management of all the Project activities in districts. DMC will meet at least once a month to review progress of Project activities in the district and discuss other relevant matters. DMC is responsible to execute all the project activities at district level. D-WASH Unit executes the decisions made by DMC. The DMC is accountable to the DDC and D-WASH-CC.

DMC's main objective is to ensure effective implementation of the project activities in the districts. Major tasks of the DMC is to:

- ❑ Prepare annual workplan incorporating priorities of V-WASH plan for water supply and D-WASH-CC decisions for sanitation and hygiene promotion.
- ❑ Decide on appropriate community support modality and select Support Organizations and/or Support persons for project activities facilitation and V-WASH Plan formulation.
- ❑ Select new VDCs for V-WASH Plan formulation in consultation with D-WASH-CC and political parties.
- ❑ Develop annual performance based evaluation system for SO and SPs.
- ❑ Review the project progress and take necessary action for better result.
- ❑ Establish appropriate mechanism for facilitation to WUSCs for their registration, materials procurement and timely completion of agreed schemes.
- ❑ Ensure proper peruse of step by step manual, contribution pattern, training norms and other guidelines while implementation of project activities as directed by project Supervisory Board.
- ❑ Coordinate with different stakeholders for WASH activities implementation at district level.
- ❑ Review the progress of the project in regular interval.
- ❑ Suggest/recommend improvements to PMT/PCO for betterment.

Composition of DMC will be as follows;

- DDC Chairperson (Chairperson) – Local Development Officer is chairperson at the moment
- Local Development Officer, Member, in case elected DDC chairperson in place
- DTO Chief; member secretary
- Representative of Women Development Office
- Representative of the Drinking Water Supply and Sanitation Divisional/Sub-divisional Office (DWSSDO)
- District WASH Adviser of RWSSP-WN
- Representative of District Education Office
- Representative of District Health Office
- Representative of FEDWASUN District Chapter
- Representative of the District Energy and Environment Section (DEES)

The quorum of DMC will consist of LDO, DTO Chief, WSSDO and District WASH Adviser.

## Annex 7. Institutional Stakeholders

Short descriptions of the major RWSSP-WN stakeholders are presented here.

### Government agencies at Central level

**The Ministry of Federal Affairs and Local Development (MFALD)** operates through local bodies i.e. District Development Committee (DDC) and Village Development Committees (VDCs). **Department of Local Infrastructure Development and Agricultural Roads (DoLIDAR)** under MLD is responsible for the provision of all necessary technical and managerial support to local bodies, as well as for the coordination of all infrastructure development activities within the framework of the MLD.

**The Ministry of Finance (MOF)** allocates budgets for the sectoral ministries.

**The Ministry of Urban Development (MoUD)** is the sectoral ministry responsible for water supply and sanitation for over 1,000 beneficiaries. In close cooperation with **National Planning Commission (NPC)** MoUD formulates policies and plans for the sector. Department of Water Supply and Sewerage (DWSS) is responsible for water and sanitation. MoUD has established M&E unit for water supply and sanitation sector in Nepal. The major objective of the M&E unit is to consolidate the investment made in the sector and establish a realistic picture at the sector for future investment.

Rural water and sanitation policy states that the role of **DWSS** has been shifted from implementation to that of facilitation leaving construction, operation and maintenance of systems to local bodies, NGOs and users groups.

**The Ministry of Health and Population (MHP)** plays a leading role in improving the condition of health of the people including mental, physical and social well-being, for overall national development with the increased participation of the private sector and non-governmental institutions. The Ministry is also responsible to make necessary arrangements and formulate policies for effective delivery of curative services, disease prevention, health promotion activities and establishment of a primary health care system.

**The Ministry of Education and Sports (MES)** is an apex body responsible for the formulation of education policies and strategies. It ensures the implementation of policy and programs through Regional Directorates and District Education Offices throughout the country. Schools are formidable channels to change the sanitation behavior of the children and then to influence the family in the rural communities. *School Led Total Sanitation* programs have been implemented in many schools.

### Local Bodies

#### **District Development Committees (DDCs)**

DDC has autonomous state authority at the district level. DDC has coordinating role of all development related activities in the district. The rules and regulations provide the organisational structure for multi-sectoral coordination and define the process of integrated plan formulation.

According to MPPW water and sanitation sector policy, a District Water Supply and Sanitation Coordination Committee (DWSSCC) for WASH in the district is headed by the DDC President and in his/her absence LDO-secretary of DDC. The DWSSCC is the umbrella mechanism that is instrumental in launching WASH campaigns such as ODF or district WASH program.

DDCs have experience of implementing programs and projects – which they do through users committees, NGOs, private sector, or VDCs. They have considerable mandate for supervision and monitoring of programs at the district but this is still one of the weakest

aspects. DDCs in consultation with VDCs and communities prepare annual and periodic District Development Plans for water supply and sanitation.

### **District Technical Office (DTO)**

District Technical Office (DTO) supported by DoLIDAR is the technical wing of DDC. Thus, DTO is responsible for preparation, planning and execution of the water supply and sanitation schemes for less than 1,000 beneficiaries. Water Users and Sanitation Committee (WUSC) is responsible for overall implementation management and post construction operation and maintenance of the water schemes. NGOs, CBOs and individual members of civil society will be engaged for technical backstopping, training and capacity building, social mobilisation and to develop Community Action Plan. Community Action Plan outlines step-wise activities that are carried-out in the project including operation & maintenance and follow-up phase. The capacity of the DTO needs to be strengthened to support the District WASH Program implementation. DTO has no experience of implementing hygiene and sanitation programs. DTO is a member of the DWSSCC.

### **Drinking Water Supply and Sanitation Divisional Office (DWSSDO)**

DWSSDO is the line agency of DWSS having responsibility for drinking water and sanitation project implementation for over 1,000 beneficiaries. It is very difficult sometimes to draw the line between the projects implemented by DWSSDO and DTO and therefore sectoral responsibilities appear to be overlapping between the two.

At the moment DWSSDO has the mandate to implement sanitation in the District. DWSSDO is a member of the already existing District Water Supply and Sanitation Coordination Committee currently chaired by the Local Development Officer (LDO). The Draft Sanitation Master Plan anyhow proposes that a District Sanitation Section as part of the DDC Secretariat would be established. The Section would be headed by the District Sanitation Officer.

### **Village Development Committees (VDCs)**

VDCs are autonomous state authorities with their own plan and budget. Responsible for water supply and sanitation functions among others VDCs can plan and implement WASH programs of their own. VDCs WASH plans can include a number of water supply schemes, but sanitation and hygiene programs are not commonly found in the VDC plans. However, whenever campaigns such as ODF are launched in a VDC and when demanded they can contribute with their funds as well.

VDCs are also coordinating agencies of programs funded by other agencies. Following a well elaborated participatory planning process VDCs recommend bigger schemes to higher authorities (DDC and central government agencies). Institutional arrangement is such that the DDC should provide technical support to the VDCs as needed for which DDCs can obtain certain fraction of VDC grant funds.

The VDCs get a sizeable amount of money (NRP 1.5 to 3.5 million) as block grant from the central government, which has made them financially strong. The new programme LGCDP will also top up to the block grant making them even stronger. Recent government decision with regard to nominating VDC officials will enhance their legitimacy and institutional capacity. Organisational capacity of the VDCs is however still limited as the VDC secretary, who is a junior staff considering the amount of programs, budget and responsibilities s/he has to handle, is most often supported by only a junior assistant.

### **Donors, INGOs and NGOs**

Existence of NGOs involved in WASH sector is significant in districts. Many of them implement programs in the capacity of service organisations to implementing agencies. Most notable of the implementing agencies include the Rural Water Supply and Sanitation Fund Development Board (RWSSFDB or the “Fund Board”). Though in general the NGOs are also supposed to follow the planning process of the local bodies, but they are not bound to do so. As a result, in practise they tend to bypass the decentralised planning process. NGO function is considered helpful when it comes to raising community awareness, and as a helping hand of the local bodies.

The number and category of local media have increased a lot in recent days – there are local FM radios, local newspapers, and cable TV operators often having local broadcasting channels. Thus the community people have variety of options. The stakeholders have recognised and appreciated the role of media for community awareness and behaviour change. The local bodies are also found increasingly using the media to disseminate information to the public.

Provided that it is properly selected, the media can be instrumental to bring about behavioural change among people, to promote good governance (voice and accountability) and as an interface to improve relationships between the citizen and the service agencies.

Major donors in the sector include World Bank, Asian Development Bank, Department for International Development, Finland, Helvetas, UNICEF, Plan, WaterAid, etc. All donors now support the implementation of rural schemes using community-based approaches although mechanisms differ considerably.

**World Bank (WB)** supports the semi-governmental Rural Water Supply and Sanitation Development Fund Board. The Fund Board operates from central level through support organisations and support agencies. Fund Board projects are approved by the DDCs and are implemented in all RWSSP-WN working districts. In 2013 the World Bank re-formulated the earlier project as Rural Water Supply and Sanitation Improvement Project. Its development objectives are to: (i) increase access to improved water and sanitation services in project areas; and (ii) develop and implement a pilot long-term support mechanism to promote the sustainability of community managed rural water supply schemes in selected districts. The MoUD will be the executing agency for the project. Whilst Component 1 operates through the Fund Board as earlier, the Component 2 will be managed by a Project Management Unit within MoUD and in close coordination with the local governments (DDCs and VDCs) under MoFALD. Participating districts will establish **District WASH units** staffed by the Department of Water Supply and Sewerage Division Office (DWSS-DO) and District Technical Office (DTO) of DOLIDAR, and supported by project consultants. The District WASH unit will be the central institution for management of the sustainability component and coordination with the DWASH-CC and DDC. The selected five districts are i) Dolakha; ii) Lamjung; iii) Salyan; iv) Sunsari; and v) Makwanpur. The lessons learned with these pilot cases will be directly relevant for RWSSP-WN.

**Asian Development Bank (ADB)** provides support through DWSS and its fifth loan to the sector, Community Based Water Supply and Sanitation Project, is in progress. CBWSSP funds are channelled to Designated Sector Account at the Treasury and further through DDCs, while DWSS plays a facilitating role. The project works in remote conflict affected 21 districts and is planned to reach significant numbers of the poor and socially excluded. CBWSSP is implemented in Kapilbastu and Pyuthan districts.

ADB also supports DWSS in implementation of water and sanitation projects in small towns or emerging towns. First phase Small Town Water Supply and Sanitation Project (STWSSP)

was implemented in 29 towns whereas second phase Project Preparation Technical Assistance is on-going which will include 17 towns.

The third project important to RWSSP-WN is the Rural Reconstruction Rehabilitation Sector Development Program, which has remarkable water supply component and its main implementing agency is DoLIDAR. It is coordinated at district level by the DTO and it overlaps with RWSSP-WN in Baglung, Myagdi and Parbat districts.

**Department for International Development (DFID)** Rural Water Supply and Sanitation Strategy (2004) was designed for moving from project-based approach to preparing for a sector wide approach (SWAp). For political and division-of-labour reasons, DFID pulled-out its investment support from Fund Board, NEWAH and Helvetas. However, it is still providing support to Gurkha Welfare Scheme, an NGO which exclusively works in rural water supply and sanitation. Furthermore, DFID is supporting Rural Reconstruction and Rehabilitation Sector Development Project and Local Governance Community Development Program (LGCDP). Both of these projects have rural water supply and sanitation components.

**UNICEF** Country Programme Action Plan (CPAP) 2013-2017 "The WASH Programme contributes to reaching the Government's target of universal coverage of water and sanitation by 2017 and to UNDAF Outcome 1 – vulnerable and disadvantaged groups get improved access to essential social services and programmes in an equitable manner. UNICEF will collaborate with the United Nations Development Programme (UNDP) to support the implementation of the NPC-led MDG Acceleration Framework focused on MDG 7 Target C (sustainable access to safe drinking water and basic sanitation). (CPAP p.32) Two of the Immediate Results are relevant to RWSSP-WN Phase II:

IR 1.3: By 2017, a National WASH programme and finance strategy are formulated, approved and regularly monitored to improve equitable access, gender sensitivity, sustainability, and efficiency of the sector (UNDAF Output 1.8)

IR 2.3: By 2017, people living in selected districts, VDCs and municipalities (including schools and vulnerable communities) increasingly stop open defecation and utilize and participate in managing safe and sustainable, gender- and disability-friendly sanitation facilities and functional water supply facilities (contributes to UNDAF 1.9).

**WHO** is recognized as a reliable partner in promoting of Water Safety Plan. The programme, under WHO/AusAID Water Quality Partnership, was launched in 2006 with objective to strengthen capacity of institutions for WSP, establish the regulatory and policy framework to monitor WQ and implement 20 rural and 70 urban projects covering all the five regions. In addition, WHO is supporting Lekhnath WUSC to improve service delivery and financial sustainability as part of WOP Programme (Water Operators Partnership). The WOP is initiated by ADB across the South Asian region and main components are; i) establishment of water utility network; ii) benchmarking; iii) twinning with expert utilities; and iv) training and workshop focusing on principle of WQ and NRW managements. Leknath WUSC is expected to disseminate their knowledge to other User Committees to improve their capacities.

**WaterAid Nepal** supports Nepal Water for Health (NEWAH), locally established NGO, which is exclusively engaged in rural water supply and sanitation across the country. NEWAH has regional office in all five-development regions and operates throughout the country. WAN also supports NGOs namely Lumanti and Centre for Integrated Urban Development (NGO) in three small urban areas. In addition, WAN supports sector through advocacy, research and experience sharing, and as such is powerful stakeholder in the NGO side of the sector.

**Swiss Association for International Cooperation (Helvetas)** in mid 70s initiated working in Western Region of Nepal. Long experience of UNICEF and Helvetas program helped to produce community-based guidelines including technical and procedural manual in 1992. Since then sustainability of water supply project improved remarkably. Helvetas now

works in Western Region and in Far-Western Region with a similar concept of water resources management in coalition with Finnish supported RVWRMP.

**Gurkha Welfare Scheme (GWS)** operates in Eastern and Western regions where most of the Gurkha British army lives. GWS is also known to be an institution that often carries research and advocacy work. GWS often integrates micro-irrigation in addition to water supply, sanitation and hygiene education in order to improve livelihood of the beneficiaries.

**JICA** was providing GoN technical assistance under the Water Supply Management Improvement Project (WASMIP) with objectives to i) develop WUSCs' human resources, improving their management capacity, and ii) strengthening supporting role of DWSS, RMSO and WSSDOs to ensure safe and reliable water supplies and effective services delivery. Based on the project, medium-sized water supply support model" (hereinafter referred to as "the support model") and "Small and medium-sized water supply management model" (hereinafter referred to as "the management model") have been developed. A Team of DWSS engineers in association with one UNICEF consultant prepared a working guideline for the Directives on Operation of Water Supply Services(2012) incorporating the management and support models developed under WASMIP. The Project was completed in September 2013 and DWSS is currently preparing to scale up of this practices.

**Federation of Drinking Water and Sanitation Users' Nepal (FEDWASUN)** is people based umbrella organization of drinking water and sanitation users of the country and reaches to more than 600,000 families through 59 district branches and more than 4000 members Water Users and Sanitation Committees (WUSC). Representatives are elected through assemblies at district and central level. 50% of positions at all levels of organization including key positions are reserved for female members. FEDWASUN advocates water users' issues at local to policy level for protection of water and sanitation right of the people through empowering water and sanitation users to establish access towards water and sanitation 'For all and Forever', ultimately supporting to achieve national and international goal of the sector. At present FEDWASUN is focusing its advocacy on equitable/justifiable distribution of facilities to the users transparently, with meaningful participation of beneficiaries including men/women, poor, marginalized and disadvantaged groups. FEDWASUN believes that "Users' are the Manager of the Water and Sanitation System" and they have right to decide in each and every aspect of the project on every step of project cycle, ultimately to ensure sustainable operation of the facilities. FEDWASUN provides forum for member WUSCs to share the success stories and lessons learned so that cross learning among members be useful to solve the problems. Similarly, FEDWASUN supports WUSCs to enhance their capacity for sustainable operation and maintenance of water supply and sanitation facilities. For RWSSP-WN II FEDWASUN is a member in both the District Management Committees and in the Steering Committee.

**WaterFinns** represents one of the Finnish NGOs that operates in the same project districts. The new project approved in 2014 works in Palpa and Nawalparasi district. Water Finns promotes professional know-how in the water sector in developing countries and transition economies. In addition the NGO aims to transfer professional knowledge and experience of Finnish senior experts to its young members. There are number of synergies and common interests, including the study related to the sustainability and functionality, Water Safety Plans and sanitation & hygiene.

### **Grassroots Organisations**

Grassroots organisations are provider of services as well as users themselves. Examples are CBOs and Water and Sanitation User Committees of a water scheme. Registration of the WUSCs with district authorities is mandatory. They participate in the planning and construction, and are responsible for operation and maintenance of schemes.



The grassroots organisations (if formed in an inclusive manner and operate democratically) command legitimacy and influence in the community and have more accurate information about the community than any other organisation. They thus become the backbone of a successful WASH programme.

The more effective grassroots organisations/institutions include the following: Women's Clubs, Schools, Saving and Credit Organisations (groups or cooperatives), Political Parties, Village Health Workers, and Local Clubs. Particularly the promotion of hygiene and sanitation is considered to be more effective if it is launched through one or more of these existing organisations.

## **Sector Coordination**

### **Central level**

The sector coordination at Central level has made some progress with the regularisation of all stakeholder inclusive biannual Sector Stakeholder Group (SSG) meeting under MOUD leadership, with MOFALD participation. There is a lot of hope as it provides an opportunity and a single platform for the government for policies and programmes to be discussed and debated, and ideas and information exchanged. SSG also engages more frequently on ad hoc basis for certain events such as National sanitation week, environment day, water day etc. There are continuous discussions between the MOFALD and MOUD on-going regarding the SWAp in WASH sector.

### **Local Bodies level**

The Local Bodies (the VDCs and DDC) and a Drinking Water and Sanitation Coordination Committee are the coordinating mechanisms for WASH activities in a district. The DDCs have two committees carrying out the responsibility: the Sectoral Plan Formulation Committee and Integrated Plan Formulation Committee. In addition the monitoring committee and monitoring sub-committee have important role in coordination as well. While the plan formulation committees are functioning relatively well, the monitoring committees have not even been formed since the termination of tenure of the local body representatives. Moreover, these committees are internal to the DDCs and VDCs; therefore they do not include a wide range of civil society and private sector organisations. Particularly this is a crucial matter for implementing activities involved with sanitation and hygiene component of the RWSSP-WN that demands an encompassing and multi-sectoral response.

The District Water and Sanitation Coordination Committee, also titled as District Water, Sanitation and Hygiene Coordination Committee (D-WASH-CC) as per the National Sanitation and Hygiene Master Plan, is functional as per the Water and Sanitation Policy offers room for working together for government agencies, local bodies, and civil society. The coordination committee at the moment is a platform primarily for sharing information among the actors at the district level.

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