



SUCCESS FACTOR: PROJECT IMPLEMENTATION

Ensure timely and compliant project implementation and monitor and control progress.

Executing a project in the water and sanitation sector usually is a complex mission that requires the coordination of a wide range of activities, overseeing of a team, budget management, and communication to the public/target group, among other issues. Independent of whether it is a social project to raise the awareness and promote hygiene or it is a construction project for service delivery, there are certain management and oversight tasks that need to be in place during the implementation phase to facilitate a successful project.

HOW TO

Do you specify implementation standards and requirements in calls and contracts related to your project?

Provide clear and complete specifications and information about required standards when you tender work packages. Later on, you should include the specifications in the contract(s) with third parties. The specifications in the call ensure transparency in the bidding process and provide a basis for realistic proposals / bids.

Use IQC tool Specification of standards in calls and contracts

Do you use a transparent tendering process to award contract(s) to the most suitable contractor?

Tendering processes for construction work are particularly vulnerable to unethical conduct, as large sums of money can be involved (Transparency International 2010, p. 2). A structured tendering process helps to hamper unethical behaviour and/or poor construction work. For this purpose you initially have to define the type of tender procedure before establishing and sending an invitation for bids. Moreover, you need to define evaluation criteria for the proposals. After receiving all bids you should evaluate them against these criteria and award the contract accordingly.

Use IQC tool Structured tendering process.

RELATED TOOLS

Specification of standards in calls and contracts

Structured tendering process

Compliance check of contractors/consultants

Technical monitoring of implementation

Official approval protocol of contractors' work

Measure quality of water and/or services after completion



Does your contractor/consultant have all permits and approvals required for the assigned task?

The purpose of a compliance check is to ensure that the contractors/consultants have the necessary permits and approvals to undertake their work, and so conform to existing regulations or laws. This can improve the outcome of the subcontracted work and prevent criminal misconduct. For this purpose you should identify all permits that your contractor needs. Before signing a contract the contractor should provide proof of all required permits. Keep copies and have the contractor sign that all permits were legally obtained.

Use IQC tool Compliance check of contractors/consultants.

Do you have a technical expert who can ensure sound implementation of project activities or construction works?

The technical monitoring of the project implementation helps you to ensure that project staff and contractors/consultants uphold the required standards and follow specifications. You need to identify a suitable person for monitoring and supervision. In case you work with contractors he/she should carry out a pre-analysis and clarify requirements and work plans with them. Throughout the project implementation regular field visits should be organized and documented to capture progress.

Use IQC tool Technical monitoring of implementation.

Did the responsible authority officially approve construction/infrastructure works?

An official approval protocol for constructions/infrastructure works confirms compliance with official standards and protocols and is a means for you to account for your project to the responsible government authority. To do so you need to contact the authority and arrange a meeting on the site, develop the text for the official approval protocol and ensure that technician checks the works prior to the signing.

Use IQC tool Official approval protocol of contractors' work.

Do you confirm that the project outputs (constructed infrastructure/delivered intervention) are fit for purpose?

Measure the quality of services after completion of project works to confirm if e.g. infrastructure is functional and can be used to deliver the envisaged benefits (quality, quantity, convenience, continuity, health) to the target group. Clarify what needs to be measured or checked, carry out the tests and document the results.

Use IQC tool Measure quality of water and/or services after completion.