



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

1 STATEMENT OF THE FOUNDATION

1.1 Preface

Jal Bhagirathi Foundation (JBF) has taken up the responsibility of creating an environment for a self-reliant and responsive village community and positioning its work and learning at the national level for further replication thus contributing towards the ongoing debate on pro-poor policies.

The strategy of the Foundation involves ecological restoration, economic revival, strengthening democratic governance through village-level institutions, and networking with government agencies, and other organizations to facilitate policy reforms.

The organizational structure is a unique integration of a village-level volunteers' pool and a professional resource base, complementing each other's effort to implement development interventions for strengthening democratic decentralization in the region.

To demonstrate our commitment to the Mandate of the Foundation, it is essential that we consistently meet and exceed our beneficiaries' needs and expectations. This "Management System Manual" defines Jal Bhagirathi Foundation's commitment towards an effective and continually improving Quality Management System.

On behalf of the Foundation's Board of Trustees, I affirm our commitment to the JBF's Quality Management System and wholly endorse the provisions of this manual, moreover solicit the active partnership of all personnel in understanding the implications and complying with the requirements of this system through out the organization.

**(HH Maharaja Gaj Singh II)
Chairperson,
Jal Bhagirathi Foundation.**



1.2 *The Mandate*

The Jal Bhagirathi Foundation Mandate

- To work towards creating a congenial atmosphere that promotes sustainable levels of human interaction with natural resources by reviving traditional water management practices
- To facilitate women's access to and control over natural resources as primary stakeholders and enhance their inclusion in the development processes by ensuring access to economic resources and alternative livelihood options.
- To create an integrated model for micro-level development by addressing issues concerning literacy, health and hygiene.
- To build local capacities for mobilizing communities to address their own needs, thereby strengthening the decentralized social governance process. Alongside, creating an environment to foster and nurture local leadership for promoting sustainable development and social justice in the region.
- To effectively contribute towards policy interventions and recommendations at national, state and local levels for attaining an equitable, just and sustainable paradigm of natural resource management and rural development



1.3 *The Management Policy*

Jal Bhagirathi Foundation is committed:

- **To provide** quality management for optimizing efficient utilization of resources in program implementation.
- **To establish** a sensitive and responsive organization which effectively responds to the requirements and concerns of the beneficiary communities.
- **To adopt** a participatory process as an institutional approach by limiting the role of the Foundation to that of a catalyst and facilitator while empowering the beneficiaries to implement program activities through a well-structured organizational process.
- **To integrate** a village level volunteers pool and a professional resource base that can effectively adopt a right-based approach by sensitizing and mobilizing communities.
- **To implement** adaptive management processes that review, monitor and evaluate management systems for continual improvement to new learnings from field experiences.
- **To realize** the objectives of the Mandate by instituting a transparent and accountable work-culture.

(Prithvi Raj Singh)

Managing Trustee

Jal Bhagirathi Foundation



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

1.4 Offices of the Trust

1.4.1 Registered Office: “Maharaja Gaj Singh Jal Ashram”

Bijolai

Near Kaylana Lake

Jodhpur 342 003

Telephone: (0291) 2751556 / 57

1.4.2 Program Office:

D-66 (B), Sawai Madho Singh Road

Bani Park

Jaipur 302 016

Telephone: (0141)-2208386



1.5 Project Area

The Foundation works within a specified project area covering the districts of Jodhpur, Barmer and Pali.

This project area is further divided into Development Blocks and Village Clusters as follows:

Rohit Development Block (Office at Rohit)

- Mogra Kalla cluster
- Meri Sutran cluster
- Dhabar cluster
- Sonal Lakha cluster

Agolai Development (Office at Paraliya)

- Bambor cluster
- Khudala cluster
- Agolai cluster
- Deriya cluster

Pachpadra Development Block (Office at Pachpadra)

- Karna cluster
- Jasol cluster
- Newai cluster
- Akoli cluster

Luni Development Block (Office at Luni)

- Khichiyon Ka Daipada cluster
- Samuja cluster
- Samdari cluster
- Roicha Kalla cluster



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

2. THE MANAGEMENT SYSTEMS MANUAL.

2.1 Approval & Issue of the Management Policy & Systems Manual

The Management Policy of the Foundation is the guiding principle on which all the management systems are developed, documented and implemented. This policy has been explained to all the personnel and displayed in English and Hindi at offices of the Foundation. The Management policy is reviewed along with the objectives in management reviews for its continual suitability and relevance to the organization. The Management Systems Manual defines the policies for effective implementation of a quality system at Jal Bhagirathi Foundation and is designed to attain the aspirations of the organization.

This manual will regulate the management procedures, processes and systems of Jal Bhagirathi Foundation developed in line with the requirements of ISO 9001: 2000 applicable to various functions and shall apply to all the Program Functionaries.

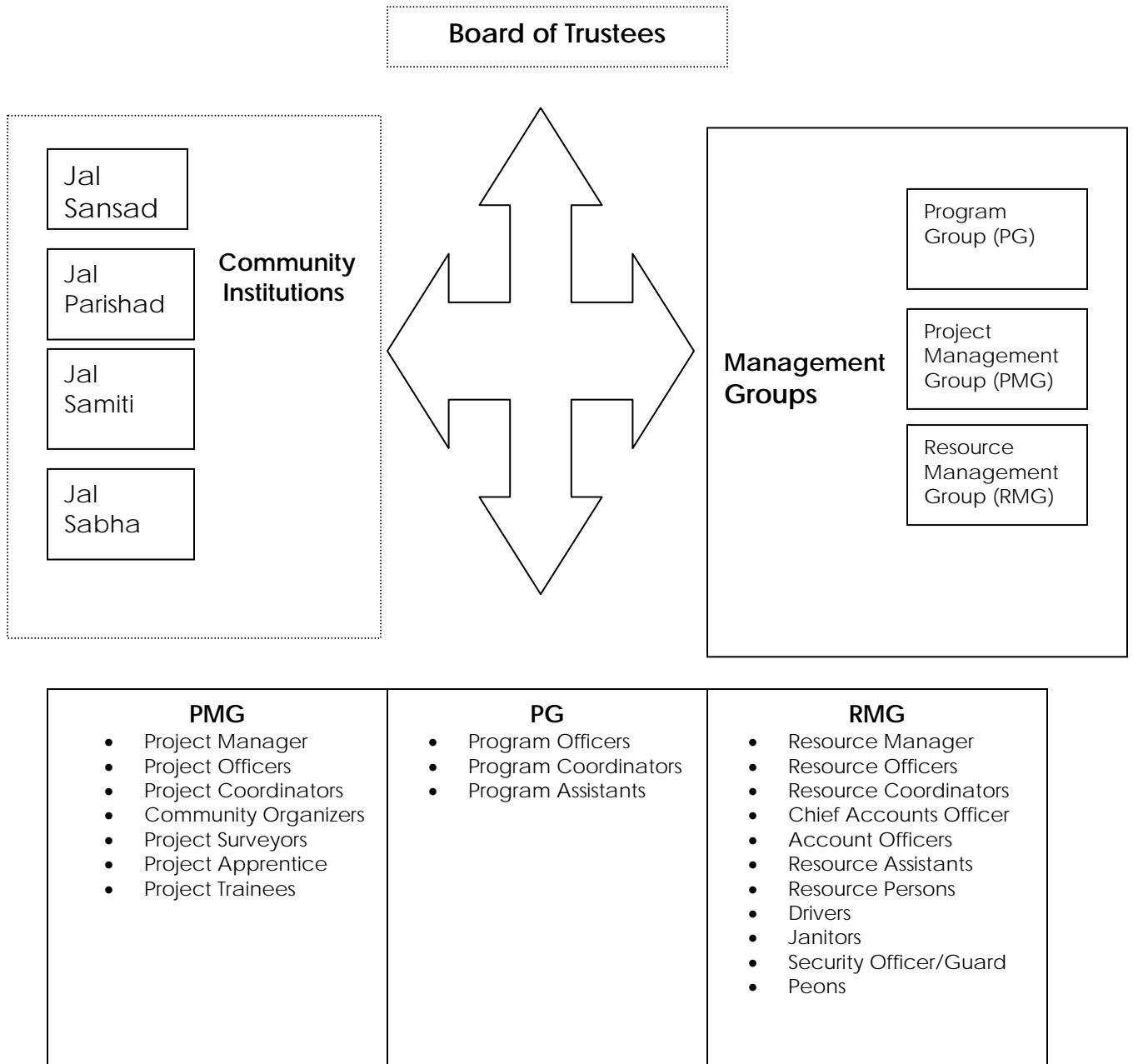
The Management Manual contains the scope of QMS, exclusions and justification, reference to documented procedure, sequence and interaction of processes and reference to next level documentation. The approval, amendment and issue of this document shall comply with the requirements of amendment procedure given in the Document Control procedures.

The Management Systems Manual is hereby approved for issue to all concerned personnel for use as a working document. It shall come into force with effect from 1st June 2005.

(Prithvi Raj Singh)
Managing Trustee,
Jal Bhagirathi Foundation.

3. The Organizational Structure

3.1 *Organizational Chart*





3.2 **Board of Trustees**

The general management and control of the affairs of the Trust and its properties is vested in the Board of Trustees. The Board of Trustees comprises of the following and their term of office is for life: -

- i. H. H. Maharaja Gaj Singh ji.
- ii. Shri Rajendra Singh ji.
- iii. Shri Prithvi Raj Singh ji.
- iv. H. H. Maharani Hemlata Rajye ji

3.2.1 OFFICE BEARERS OF THE BOARD OF TRUSTEES:

The following Trustees are the office bearers of the Board of Trustees:

- **Chairperson:** H. H. Maharaja Gaj Singh ji.
- **Vice-Chairperson:** Shri Rajendra Singh ji.
- **Managing Trustee:** Shri Prithvi Raj Singh ji.

3.2.2 POWERS AND FUNCTIONS OF THE OFFICE BEARERS:

CHAIRPERSON: The Chairperson shall be head of the Trust and shall call and preside over the meetings of the Board of Trustees. He shall do all other acts as may be assigned to him by the Board of Trustees.

VICE-CHAIRPERSON: The Vice-Chairperson shall preside over the meetings of the Board of Trustees in the absence of the Chairperson and do all other acts as may be assigned to him by the Board of Trustees.

MANAGING-TRUSTEE: Managing Trustee will be the Chief Functionary of the Trust. He shall plan, execute and monitor implementation of the Trust activities to achieve its various objectives. The Managing Trustee will appoint all the functionaries of the Trust and they will work under his directions. He shall represent the Foundation and execute deeds and documents on behalf of the Trust. The Managing Trustee shall control income and expenditure of the Trust and shall implement the resolutions of the Board of Trustees. He shall formulate and implement the rules & regulations of the Trust and do all other acts as may be assigned to him by the Board of Trustees.



3.3 Administrative Organization of the Foundation

3.3.1 MANAGEMENT GROUPS

3.3.1.1 ***Program Group***

The Program Group [PG] will be posted at the HO and will be responsible:

- For Program Development: The PG will be responsible to formulate new programs and strengthen as well as streamline the activities of existing programs.
- Planning & Strategy: The PG will make comprehensive Project Block development plans on the basis of plans sent by the PMG, demarcate and map the program areas, chart and tabulate baseline surveys, provide clear short-term and long-term program objectives and indicators, develop implementation and withdrawal strategies.
- Coordination: Provide linkages with civil society organizations and government organizations. They will also coordinate with the other Management Groups and the different Forums of the Foundation to ensure management and program directions are efficiently and effectively executed.
- Monitoring: The PG will continuously monitor and review all program activities. They will submit to the Managing Trustee periodical progress reports and evaluations.
- HRD: Plan and implement human resource development and recruitment of staff at all levels of the Foundation.
- Audits: Conduct and supervise management, performance and financial audits.

3.3.1.1.1 Program Officers:

Program Officers will work under the supervision of the Managing Trustee and will be responsible for all the activities of the Program Group for Program Development, Planning & Strategy, Coordination, monitoring, reporting, documentation, HRD and Audits.

3.3.1.1.2 Program Coordinators:

The Program coordinators will work under the supervision of the Managing Trustee and assist in performing his responsibilities.

3.3.1.1.3 Program Assistants and Office support staff:

Program Assistants will assist the Program Officers and Program



coordinators in performing their responsibilities.

Office support staff consisting of Secretarial and Front Office staff will undertake general office maintenance and operations at Head Office.

3.3.2 Resource Management Group (RMG)

The administration of the financial, material and manpower resources of the Foundation and the general management of the Jal Ashram will be the responsibility of the “RMG”.

3.3.2.1 Resource Manager (RM)

The Resource Manager will work under the direction of the Managing Trustee. He/she will control and manage the financial, material and human resources of the Trust and will be responsible to perform the following functions with the help of officers in the Resource Management Group:

- i. To provide necessary financial, material and manpower resources to the Project Management Group to implement the project work plans.
- ii. To hold charge of the Jal Ashram and custody, operation and maintenance of all the assets of the Foundation.
- iii. To supervise all the activities conducted in the Jal Ashram and make rules & regulations for the management of the Jal Ashram.
- iv. To control all the day-to-day income & expenditure of the Ashram
- v. Custody, allocation and maintenance of vehicles, equipment, machines, furniture, fixtures and all the assets of the Foundation.
- vi. To approve quarterly project budgets and work-plans proposed by the Project Management Group.
- vii. Regularly report the progress of the project activities to the Managing Trustee.
- viii. Act as the nodal officer to coordinate between the Managing Trustee, JBF Board of Trustees, JBF Program section, JBF Accounts section, and external organizations.
- ix. Organize management, financial and performance audits.
- x. To monitor Project activities so that they are within approved budgets.
- xi. Establish, implement and maintain Management systems in the Organization as per ISO9001: 2000 requirements and act as the Management Systems Representative.
- xii. Efficient utilization of resources for achieving the mandate of the Trust.
- xiii. Supervise the work of all members of the Resource Management Group.



3.3.2.2 Resource Officers and Resource Coordinators:

Resource Officers will work under the supervision of the Resource Manager and will be required to:

- i. Monitor utilization of resources to ensure they are efficiently utilized as per approved plans at all the levels of the Foundation.
- ii. Implement and maintain Management systems in the Organization as per ISO9001: 2000 requirements.
- iii. Security and General Maintenance of the Jal Ashram
- iv. Allocation and maintenance of vehicles, equipment, machines, furniture and fixtures of the Foundation
- v. Food and beverages cooked or served at the Jal Ashram
- vi. Housekeeping in the Jal Ashram
- vii. Management of conferences and events at the Jal Ashram.
- viii. Administration of day-to-day operations of the Jal Ashram.

Resource Coordinators will work under the supervision of the Resource Officers and assist him/her in performance of his/her duties

3.3.2.3 Chief Accounts Officer and Account Officers

The Chief Accounts Officer shall be head of the accounts section and will work under the supervision of the Resource Manager. He will be responsible to maintain the accounts, prepare financial reports and annual reports. He shall ensure the allocated funds are utilized as per the budget lines approved by the Managing Trustee for various projects, programs and activities of the Trust.

Accounts Officers will work under the supervision of the Chief Accounts Officer. They will maintain the day-to-day accounts.

3.3.2.4 Resource Management Support Staff

The Resource Management Group will be assisted by Resource Assistants, Resource Persons, Vehicle Drivers, Janitors, Security Officer/Guard and Peons for various operational and maintenance activities of the Jal Ashram.

All the members of the Resource Management Group will report to the Resource Manager.



3.3.3 Project Management Group (PMG)

PMG headed by a Project Manager with Project Officers and Project Coordinators will support the activities of the Block Development Groups by performing the following functions:

- a) Project Implementation: PMG will implement the project activities as per the process given in the Management Systems Manual.
- b) Monitoring: PMG will continuously monitor and review all project activities against project objectives and indicators. The PMG will control non – conformities to planned project activities and take corrective and preventive actions as per prescribed procedures for control of non-conformities.
- b) Reporting and documentation: The PMG will document all the process and project activities. They will submit to the Program officers periodical progress reports, work-plans, action-taken -reports of internal and external management audits and project evaluations.
- c) Complaints redressal: PMG will also provide a forum for the beneficiary communities to register and redress complaints relating to implementation of program activities.
- d) Personnel Welfare: The PMG will provide redressal of complaints, counseling to program staff, create a congenial working atmosphere and conduct staff welfare activities.
- e) Training: Identify the training needs of the project personnel and the volunteers, formulate and conduct training, which will include induction and orientation of new staff.

In the absence of a PM, in case the post is vacant or he is on leave, the PO-1 will act on his behalf.

3.3.3.1 Project Manager

The Project Manager will work under the direction of the Managing Trustee and will be responsible to perform the following functions in the Project with the help of the Project Management Team and volunteers:

- i. To plan and manage the project activities to achieve the Mandate of the Trust within the budgets approved by the Resource Manager.
- ii. To mobilize community participation in the activities of the Foundation.
- iii. To create civil society institutions to promote volunteerism and facilitate participation of beneficiaries in the program activities.



- iv. Coordinate with government organizations, civil society institutions, other non-government organizations, media and other institutions.
- v. Supervise the work of all members of the Project Management Group

3.3.3.2 Project Officers

Project Officers will be specialists or with relevant experience in social sciences, engineering, management, gender etc. Three Project Officers will be assigned the following areas of focus and they will work under the supervision of the Project Manager:

1. Project Officer – 1(Community Mobilization)

- i. Ensure only those micro-projects are supported and approved for implementation that:
 - Have been prepared as per the process in the Management Systems Manual.
 - Where the PRA and Resource Mapping has been done correctly with the participation of majority members of the village.
 - Have the mandate of the entire village.
 - All the beneficiaries, including women, and SC/ST communities are active members of the Jal Sabha
 - The Jal Sabha is a strong village institution that will remain sustainable beyond the implementation of the micro-project.
 - Inclusion of school children and formation of Jal Mandals.
- ii. Building the capacity of the staff through training and on-the-job support so that they are well conversant with the technique of PRA, Resource and social mapping.
- iii. Timely preparation and submission of quarterly progress reports in prescribed formats to the Program Officer
- iv. Plan and implement community mobilization strategies
- v. Develop, promote and replicate Best Practices among communities
- vi. Develop model village clusters
- vii. Foster leadership among community members and strengthen the Jal Samiti and Jal Parishad through active participation of such members as sustainable institutions of development.
- viii. Beneficiary complaints: Collection and redress complaints
Staff Complains: Collection and redressal

2. Project Officer -2 (Technical)

- i. Will ensure the techno-financial feasibility of the micro-projects and ensure the micro-projects are implemented as per approved designs.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- ii. Provide technical training to the staff members and build the technical capacity of the organization to implement micro-projects.
 - iii. Innovate improved methods of implementation and designs to achieve more effective water management systems.
 - iv. Monitor construction of micro-projects and provide technical and resource management support.
3. *Project Officer-3 (Micro-Finance)*
- i. Ensure that micro-finance activity is started at the preparatory stage of the Jal Sabha and that only those projects are approved for implementation that will achieve the mandate to promote micro-enterprise and SHG
 - ii. Develop and implement micro-finance strategies to promote Jal Sabhas to become active self help groups.
 - iii. Ensure that the following objectives are achieved in 2007:
 - a. Atleast 50% of all Jal Sabhas formed in 2007 and 40% of the Jal Sabhas formed in 2006 will become micro-finance units .
 - b. At least half of them will become micro-enterprise units with an average savings of Rs. 10,000 to Rs. 15,000 per group.
 - c. Repayment rate of the units is 90% and the debt-equity ratio of the units does not exceed 1:3
 - d. Level of income of generation of the micro-enterprise units is equal to the principal plus interest.

3.3.4 Block Development Group (BDG):

Block Development Groups will be formed in each Development Block headed by a Project Coordinator or Assistant Project Coordinator as the Group Leader with at least one Community Organizer posted in each of the four village clusters of the Block. A Project Surveyor and one or more Project Apprentices and Project Trainees may also assist the Group. Wherever necessary, Senior Community Organizers may be appointed as Cluster Coordinators and made responsible to coordinate the activities of 2 clusters, each posted with Project Apprentices.

3.3.4.1 Project Coordinators and Assistant Project Coordinators:

- Project Coordinators and Assistant Project Coordinators are senior social workers with more than 10 years of project implementation experience. Project Coordinator will also be a member of the PMG. They will work under the supervision of the Project Manager and may be assigned to a lead a “Block Development Group” As Development Group Leaders they will be responsible for:



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- To ensure only those micro-projects are approved that create sustainable community institutions
- To ensure that the projects are prepared and implemented exactly as per the Management Systems and processes of the Foundation.
- To promote and replicate Best Practices
- Develop Model Village Clusters
- Provide technical and managerial support to the micro-projects implementation in the Blocks.
- Impart technical training to the BDG members.
- To ensure efficient implementation of plans through the Development Groups and monitor as well as make mid-term corrections to achieve the plan objectives.
- To hold periodical meetings of the Jal Samitis and develop a cadre of volunteers in their blocks.
- For all the activities undertaken by their Development Group for which they will formulate village cluster plans, block development plans, and work plans.
- To ensure proper records are maintained in their respective Blocks.
- To ensure proper maintenance of vehicles, office equipment and JBF assets in their Blocks.

3.3.4.2 Project Surveyors

They will be qualified engineers or with at least 6 years experience and give technical support to the rural communities for construction of micro-projects from planning to actual implementation.

3.3.4.3 Community Organizers

Project Apprentices who have successfully completed their tenure of 3 years in the Foundation will become eligible to be promoted as Community Organizers. Fresh applicants of graduates or postgraduates with 6 years experience or MSW from reputed institutions with 3 years relevant experience may also eligible to be posted at this position. They will be posted in a village cluster and be responsible for implementing the project activities in their cluster under supervision of the Project Coordinator.

3.3.4.4 Project Apprentice

On successful completion of at least 3 years training, Project Trainees may be appointed as Project Apprentices and posted under the supervision of Community Organizers on an annual contract for a



period of 3 years to assist the community organizer in discharge of his duties. In the 3rd year, the Project Apprentices may be given independent charge of village clusters to implement project activities. Fresh applicants of graduates or postgraduates with 3 years relevant experience or MSW from reputed institutions without experiences may also eligible to be posted at this position.

3.3.4.5 Project Trainee

Fresh Graduates and post-graduates may be appointed as grass-root workers on annual probation for a period of 3 years on-the-job training, which may be extended at the discretion of the management. They will be posted in Development Groups to assist the senior members of the group to implement the project activities.

3.3.5 Construction Group (CG):


Headed by the Construction Group Leader with its engineers and assisted by its assistants. His group will manage and supervise the construction and development of the Maharaja Gaj Singh Jal Ashram at Bijolai. The officers will be appointed by the Managing Trustee for such term of office and on terms and conditions as he may deem fit. The officers of the CG will perform the following functions

3.3.5.1 Resource Centre Construction Group Leader

RCCG-L will perform the following functions:

- i. Supervision and management of all the construction activities of the Resource Centre.
- ii. Coordination with the architect and implementation of the approved drawings and material.
- iii. Preparation of the schedule of work, material and quantities.
- iv. Management of the labor and material on site.
- v. Ensure the timely completion of the work within approved time schedules.
- vi. Ensure proper security and safety of the men and material at the site.
- vii. Approval of all bills of the contractor, labour and material suppliers.
- viii. Maintaining the imprest and cash of the CG

3.3.5.2 Site Engineer will work under the supervision and direction of the CG-L. He will be responsible for the day-to-day management of all construction activities.

	Management System Manual
	ISO 9001:2000 – Jal Bhagirathi Foundation
QM 01/ abridged project version 03 January 2007	

3.3.5.3 Site Assistants will keep all construction, material, labour records required to be kept at the site. Ensure that work is carried out by the approved drawing and material. Maintain store records and issue material on authorization of the CG-L.

3.4 FORUMS OF THE FOUNDATION

3.4.1 **Jal Sansad or Stakeholders Forum:**

Constitution:

The “Jal Sansad” is a stakeholder’s forum with representatives of the beneficiary communities, volunteers and program staff of the Trust.

Office Bearers:

Secretary:

An Honorary Secretary will be appointed by the Managing Trustee from among the Members of the “Jal Sansad” to circulate the notices, prepare agenda, record the minutes of the meetings of the forum.

Meetings:

The Managing Trustee shall call the meetings of the “Jal Sansad” as often as considered necessary and it shall be presided over by the senior most member of the Board of Trustees present at the Meeting. Twenty members will constitute the quorum.

Functions:

- i. To provide a platform for members of the beneficiary communities and volunteers to meet, discuss, provide feedback of the program activities and identify stakeholder concerns.
- ii. To facilitate the implementation and provide stakeholders participation in the programs.

3.4.2 **The Advisory Committee**

Constitution:

The Advisory Committee shall be a multi-disciplinary advisory group of eminent people working in relevant areas such as water, poverty, natural resource management, gender, environment and management. Members of the JBF Board of Trustees will also be members of this committee.



Office Bearers:

Chairman

The Chairperson of the Board of Trustees will be the Chairman of the Advisory Committee.

Secretary

The Resource Manager will be the Secretary of the Advisory Committee and will circulate the notices, prepare agenda, record the minutes (JBF/2007/00/01) of the meetings of the committee.

Meetings:

The Chairman shall call and preside over the meetings of the Advisory Committee at such intervals as he may consider expedient, however there shall be at least two meetings in a year.

Functions:

The Management Groups of the Foundation will put before the committee issues and areas which require will advisory support, linkages and assistance in implementation of the Programs. The committee members will as a Group or individually advise the Board of steps that are recommended to enhance the effectiveness of the programs to achieve the Mandate of the Foundation.

3.4.3 The Appraisal Committee:

Constitution:

The Appraisal Committee shall be a management review group. It shall be constituted of the Resource Manager, Project Manager, Resource Officers, Project Officers, Performance Auditor Officers and senior volunteers of the Trust. All its members will be nominated by the Managing Trustee for such term of office and on terms and conditions as he may deem fit.

Office Bearers:

Chairman

The Managing Trustee will be the Chairman of the Appraisal Committee.

Secretary

The Project Manager will be the secretary of the Appraisal Committee and will circulate the notices, prepare agenda, record the minutes (JBF/2007/00/01) of the meetings of the committee.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

Meetings:

The Managing Trustee shall call and preside over the meetings of the Appraisal Committee at such intervals as he may consider expedient.

Functions:

- i. To provide a feedback of the program activities and review them against planned indicators and objectives.
- ii. To share program evaluations by the donor organizations and beneficiary communities with the functionaries of the Trust and make midterm management corrections to achieve the program objectives.
- iii. To review, improve and strengthen the management policy, objectives, systems, procedures and processes.
- iv. To develop and adapt new management strategies for program planning, implementation and monitoring.
- v. To approve new programs, areas of work, and ascertain resource requirements.
- vi. To review audit reports, identify and recommend improvement action.
- vii. To assess impact of external factors on the management system processes and recommends actions for improvement.
- viii. To review the action taken on the decisions of the last meeting.

3.4.4 The Jal Parishad

Constitution:

The Jal Parishad will be responsible for the approval of grants and monthly work plans. It shall be constituted of Stakeholders, Volunteers, Resource Manager, Performance Auditor, Program Officers, Resource Officers, Resource Coordinators and Experts. The Experts will form a faculty to assist in building the capacity of the beneficiary community members for leadership roles and effective participation in the decision process of the Jal Parishad.

Members:

All the members will be appointed by the Managing Trustee for a period of one calendar year and on terms and conditions as he may deem fit.

President

A President shall be appointed by the Managing Trustee for a period of one year from among its members who will preside and conduct the meetings of the Parishad. In absence of the President, the members



may elect one member from among those present to preside and conduct that meeting.

Secretary

A Secretary shall be appointed by the Managing Trustee and he/she will work under the directions of the President and circulate the notices, prepare agenda, (JBF/2007/00/02) and record the minutes of the meetings of the committee. He/she will not be a voting member of the Jal Parishad.

Meetings

The Jal Parishad shall meet on the first working day of each month or more often if deemed expedient by its members. The date of the next meeting shall be decided and recorded in the minutes of each meeting. 60% members will constitute the quorum. All matters arising at a meeting shall be decided by a majority of votes and in case of equality of votes, the President shall have a second or casting vote.

Power and Functions:

1. The Jal Parishad shall review the program activities of the past month and approve the activity and work plans for the current month.
2. It shall approve grants to “Jal Sabhas” for construction of water harvesting structures and other village projects **as per the following procedure:**
 - i. The duly endorsed Grant Application form (GAF) by the Jal Samiti and the RCG, listed for consideration of the Jal Parishad will be handed over to the Performance Auditor (PA) on the 26th of the month.
 - ii. The PA will make a personal visit during the last week of each month to make **an independent evaluation** of the micro-project and give his observations. Members of the Jal Parishad will also be encouraged to visit the micro-projects in the agenda with the PA and record their observations. The Project Manager will facilitate the visit of Jal Parishad members to the project site and provide further information of the project as may be required by them.
 - iii. On completion of the evaluation of the micro-project the PA will hand over the files to the PM with his observations.
 - iv. The Project Manager will submit the duly endorsed project by the Jal Samitis, the RCG and PA, to the Secretary of the Jal Parishad for listing in the agenda of the Jal Parishad.
 - v. The Secretary of the Jal Parishad **will ensure that all procedures and documents are completed** and then **list the proposal** in the agenda of the Jal Parishad for consideration of the micro-project.
 - vi. The Jal Parishad will meet on the 1st working day of each month.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- vii. At the meeting of the Jal Parishad, the Project Manager will present each project for approval. He will explain the salient features of the project and give the details required by the members.
- viii. The Jal Parishad may reject or sanction the grant of the projects by a voice vote for each project as per the **following guidelines** or as per any special directives issued by the Managing Trustee, after examining the proposal:
 - a. The grant sanctioned by the Jal Parishad **cannot exceed 70% cost** of micro-project for: Nadis, Talabs, water channels, tankas in schools, bawris, development of gauchars and orans.
 - b. Grant sanctioned by Jal Parishad cannot exceed **50% for community tankas** built on common village land. No grant can be given for construction of private tankas.
 - c. Grant sanctioned by Jal Parishad cannot exceed **70% for community tankas** built in Dhanis or house clusters in villages supporting 4 -5 families belonging to SC/ST.
 - d. The total cost of the micro-project **cannot exceed Rs. 2,00,000/-**.
 - e. The Jal Parishad will not sanction projects in any block if the current project status of micro-projects under implementation has exceeded a ceiling limit of Rs.10,00,000
 - f. Any project that is not completed within three months from the date of sanction will be required to be re-submitted to the Jal Parishad for review and extension.
 - g. **Only one project can be sanctioned to a Jal Sabha** at a time and only on completion of the current project, the Jal Parishad will consider the next project.
 - h. The terms of payment for all projects will require **the Jal Sabha to make the entire part of their contribution** in the micro-project before any portion of the grant is disbursed.
 - i. Community contribution in **recharge structures** has to be made entirely in **cash** by the beneficiaries to the Jal Sabha.
 - j. Payments of grant will be made in a **maximum of two installments** at the stages decided by the Jal Parishad during approval of the grant.
- ix. The Jal Parishad will decide rates of material and labor individually for each micro-project which **will not exceed the schedule of maximum permissible rates** approved by the Appraisal Committee.
- x. For each micro-project the Project Manger will provide the Jal Parishad with a **rate and cost analysis**, for the purpose of determining of the rates of every individual micro-project.
- xi. The Jal Parishad will **record in the minutes** (JBF/2007/00/03) of its meeting the sanctioned grant amount, its percentage of the final project cost, the terms of payment and rates of the work.



- xii. The list of projects approved by the Jal Parishad will be sent to the Managing Trustee by the Jal Parishad Secretary, for **sanction of the micro-project budget** for each project. The MSR will inform the Project Manager and respective Block RG leader by an 'interoffice memo' of the budget sanction and only after which the project implementation can be started.

3.4.5 Jal Sabha or Village Water Forum

Constitution:

A minimum of 30 members for village micro-project and 15 members for community tanka of the beneficiary community with due representation of women, backward communities and village panchayat. The first meeting of the Jal Sabha shall record in its minutes the names of the Jal Sabha members and its office bearers

Quorum:

60% of the members of the Jal Sabha will form the quorum for voting and taking decisions

Functions:

- i. It will be the primary executing and decision-making body for implementation of all water structures.
- ii. It will initiate and undertake construction of water structures and determine the plan, design, location, and estimate of the project and will be responsible for its proper implementation.
- iii. The Jal Sabha will form a Jal Kosh for the construction and maintenance of the village micro-project.
- iv. It will mobilize community contribution of at least 30% of the cost of structure in the form of labor, material or cash.
- v. It will undertake future maintenance of the water structure and ensure its use by all the communities of the village.
- vi. It will elect a President and other office bearers and delegate them responsibility, as the members of the Jal Sabha deem fit.
- vii. It will form self-help and work groups to take up other activities.
- viii. It will co-ordinate with the Trust for technical & financial assistance.
- ix. The Trust will facilitate the decisions of this basic assembly and act as catalyst to mobilize the community to form such councils and build their own capacities of making and implementing decisions.

Role of Office Bearers:

- i. Record the proceedings of meetings of the Jal Sabha.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- ii. Manage affairs of the Jal Sabha and perform delegated functions.
- iii. Supervise the construction and ensure it is done as per the approval of grant funds by the Trust.
- iv. Complete the implementation of the project with the assistance of the Development Group of the Trust.
- v. Maintain the record of the day-to-day accounts of the construction and of receipts and payments of the Jal Sabha.

3.4.6 Procurement Committee

Constitution:

All purchases and procurements in the Foundation will be made and supervised by the Procurement Committee (PC), which shall be constituted of the following ex-officio functionaries:

1. Managing Trustee.
2. Resource Manager
3. Program Officer.
4. Chief Accounts Officer

The Procurement Committee will have the following Office Bearers:

Chairman:

The Managing Trustee shall be the Chairperson of the Committee.

Secretary:

Program Officer will be the Secretary and will be responsible for supervising procurements approved by the committee.

Meetings:

The Procurement Committee shall meet as often as found necessary by its Chairman. 50% members will constitute the quorum.

Power and Functions:

The 'Procurements Committee' will approve purchases of equipments, vehicles, instruments, furniture, furnishing, fittings, stationery, books etc. It will authorize other functionaries of the Trust to make purchases within sanctioned financial limits and procurement guidelines issued and amended by it from time to time.

The committee will approve the rates for purchase of necessary construction material and equipment; float tenders and award work for the implementation of the construction drawings approved by the Managing Trustee.



3 PROJECT MANAGEMENT PROCESSES

4.1 Project Management Procedures

1. The Project area will be divided into “**Development Blocks**” and further divided into 4 “**Village Clusters**”. Each village cluster will be of 15 km to 20 km radius.
2. The programs of the Foundation will be facilitated in each block by a **Block Development Group (BDG)** led by a BDG leader with one PS and two or more COs, including one for ALIGA and assisted by a required number of Project Apprentices and Project Trainees / Project Trainee.
3. The **Project Management Group** will monitor program activities and provide program support to the BDG’s in the Blocks.
4. **BDG Leaders and will meet on the last working day each week and the BDG Leaders, PMG members and RMG members will meet on the 1st working day of each week** to share their concerns, review the activities of the last week and plan the activities of the current week. **Minutes of these meetings will duly recorded** in JBF/2007/00/17 and JBF/2007/00/18 and kept in a register at the PMG Office.
5. The BDG leader will be required to reside in the village of his posting.
6. The CO will reside in the village of his posting and will be independently responsible of all the program activities in the designated cluster of his posting.
7. **One Apprentice or Project Trainee** will provide office support to the BDG leader by maintaining office records and communication.
8. **PS will be posted in a micro-project village** located centrally to the micro-projects under implementation.
9. For the purpose of effective **coordination and monitoring of the micro-projects**, each officer will make the following number of **prescribed minimum visits** of each micro-project under their charge:
 - i. The CO will visit the micro-projects under implementation on alternate days and record its progress in **the Jal Sabha register and his daily diary**. Five visits in a month have to be made to completed projects **in his cluster** to ensure that the structures are being properly maintained. He will invariably **attend all the meetings of the Jal Sabha and record his presence in the register**. He will **report his visits in his daily diary**(JBF/2007/00/19). and send a copy to the BDG leader.
 - ii. The BDG leader and PS will spend one day in each cluster with at least one night halt and on that day he will call a meeting of the JS and



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- record his presence in its minutes. He will submit a **monthly progress report** (JBF/2007/00/20, 20a, 20b and 20c) to the PM.
- iii. The **PO** will spend 5 days and 2 nights in each block to perform their functions listed in subsection 3.3.3.2 of the MSM. The PO will submit a **monthly technical and social evaluation and progress report** (JBF/2007/00/21) of all the projects to the PM.
- iv. The **PM** will make a visit to all the projects at least once each month during implementation and submit a **monthly evaluation and progress report** (JBF/2007/00/22) to the RM. He will be expected to spend at least 15 to 18 days in the project area with 6 night halts each month.

4.2 Micro Project Implementation Procedures

4.2.1 Micro-project preparation

1. The Block Development Group (BDG) with the assistance of the PMG will make an annual Block Development Plan as per the '**prescribed methodology**' in format JBF/2007/00/04.
2. The BDG Leaders will present the Block Development Plan to the Appraisal Committee for approval. The approved Block Development plan will be the primary document for approval of Work Plans by the Jal Parishad.
3. The Foundation as a catalyst and facilitator will **mobilize** village communities and select areas for micro-projects identified in the Block Development Plan.
4. The CO will have a minimum of 10 meetings in the village for mobilization of the community with at least 3 of these to be held along with the DG leader and other PMG members before formation of the Jal Sabha.
5. The CO with the support of the PO-1 and PO-3 will visit the village and conduct a "**Participatory Rural Analysis**", **Resource Mapping and Social Mapping** with the members of the village community members.
6. The village community desirous of undertaking construction of any water harvesting structure will **form a "Jal Sabha" to execute the micro-project**. In the first meeting of the Jal Sabha the names of all its members will be duly recorded in its minutes.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

7. The Jal Sabha will form a **JAL KOSH** for construction and maintenance of the village micro-project and deposit in a Bank Account opened in the name of the Jal Sabha at the local bank with at least 2 office bearers as joint signatories. The Jal Kosh is a very important component of the micro-project preparation through which all receipts and payments of cash, labor and material are recorded daily and duly signed by all the office bearers of the Jal Sabha.
8. The Jal Kosh contributions are not restricted to the cost of the proposed micro-project and will continue to be made beyond the completion of the micro-project for its post-construction maintenance. The Jal Kosh will also be used for micro-finance activities by the Jal Sabha facilitated by the CO.
9. The CO will advise and assist the Jal Sabha in fulfilling the norms of the Trust. He will attend all the meetings of the Jal Sabha undertaking the work and **ensure all norms of the Trust are fulfilled.**
10. The Jal Sabha will pass a **Resolution** of appeal for grant to the Foundation in which they will:
 - i. Undertake to be the implementing agency of the micro-project and **initiate, locate, design and execute** the micro-project.
 - ii. Give the **names of members and its elected office bearers.**
 - iii. Duly authorize one or more of the office bearers to keep the **books of Jal Kosh accounts and records.**
 - iv. Duly authorize one or more of the office bearers to **represent the Jal Sabha** with JBF and submit accounts as well as receive payments.
 - v. Clearly give its location, **details of the design** of the structure and name the structure (if it is a new structure, it will be named with general consensus of the Jal Sabha).
 - vi. Will give the **estimated cost, requested grant amount, and amount of community contribution to be deposited in the Jal Kosh.**
 - vii. Undertake to meet from its own resources the amount of micro-project cost beyond the support sanctioned as grant by the Trust.
 - viii. Understand that JBF is under **no obligation** to give funds and **may support the efforts** of the Jal Sabha at its own discretion with a grant on such terms as found fit by the Foundation.
 - ix. Undertake to **exhaust the community contribution** portion of the micro-project prior to making request for disbursement of grant.
 - x. Undertake to raise from their own resources any **micro-project overruns** beyond the rates and amounts agreed for the micro-project.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- xii. Undertake to form a Jal Kosh for the **construction and future maintenance** of the micro-project.
- xiii. Undertake to **ensure accessibility** of the water resource to people from all castes or religion.
- xiv. Undertake to take **necessary permissions** and resolves any disputes at its own cost arising out of implementation of this micro-project.
- xv. The above resolution along with **photocopy of the Jal Kosh register and Bank Account Statement, a NOC from the village panchayat and a copy of the Jamabandi** in case of community tankas will be sent to the CO along with the application for grant. (JBF/2007/00/05)
- xvi. Copy of the Jal Kosh Bank Account pass book will be attached
11. The **CO will report the results** of the PRA, RM and SM exercise to the BDG leader in the prescribed '**Grant Application Form**' (GAF) (JBF/2007/00/06), with all the documents and resolutions required to be attached to the GAF.
12. The CO will have the **Technical portion of the GAF** made by the Project Surveyor of his group. In case there is no Project Surveyor in the block, the BDG leader will carry out the duties of the Project Surveyor.
13. The CO will then send the **GAF** along with **attachments** to the BDG leader.
14. After receipt of the report in (JBF/2007/00/06), the BDG leader will visit the village and attend a meeting of the Jal Sabha to ensure a desired level of community mobilization. He will record his observations in the **GAF** and if satisfied he will explain the JBF procedure for approval of grants to the Jal Sabha and encourage them to formally make an appeal for grant.



4.2.2 Micro-project evaluation

1. On receipt of the '**GAF**' along with all the **prescribed resolutions** of the Jal Sabha from the CO, the BDG leader will visit the site to verify the micro-project estimate and make his own **evaluation of the micro-project**.
2. The BDG leader will forward the 'GAF' with his **evaluation report** in the prescribed format giving the **work plan** and his recommendations to the Project Manager.
3. The Project Manager will then hand over the micro-project file to the PO-1 who will visit the micro-project along with PO -2 & PO -3 to do the following:
 - i. PO-1 will make an independent assessment of the extent of community mobilization and record his observations in the GAF. He will also take baseline photograph of the area where the micro project is to be implemented.
 - ii. The PO-3 will assess the level of preparation for micro-finance activity in the Jal Sabha.
 - iii. The PO-2 will **verify the cost and technical feasibility** of the micro-project and make the '**Primary Report**' in the prescribed format given in the GAF with **calculation of**:
 - a The size of the agor in ratio of the water structure.
 - b Work quantities proposed in the project.
 - c Item wise costs breakup as per actual expense.

4.2.3 Micro-project approval

1. After the completion of social and technical evaluation of the project the project file will be handed over to the Project Manager. The PM will make a personal visit to the micro-project site for a cost, feasibility and **impact assessment of the project** and record his recommendations. Members of the Jal Parishad will also be encouraged to visit the micro-projects in the agenda and record their observations
2. The GAF with the primary report in the prescribed format will be presented at the meeting of the PMG which will be held on the 25th day of each month, and incase this day happens to be a holiday the meeting will take place on the next working day.
3. The approved project file by the PMG will be handed over to the BDG leader who will present the micro-project to the **Jal Samiti** of the block for approval. The **Jal Samiti** will meet in the last week of each month.




Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

4. The PM will attend the **Jal Samiti** meeting and all approved projects will be handed over to him/her for further approvals.
5. The PM will submit the duly endorsed project by the **Jal Samitis** and PMG, to the Secretary of the Jal Parishad for listing in the agenda of the Jal Parishad.
6. The Secretary of the Jal Parishad **will ensure that all procedures and documents are completed** (JBF/2007/00/07) and then list the new project in the **proposed micro-project list** in the agenda of the Jal Parishad for consideration of the micro-project.
7. The Jal Parishad will meet on the 1st working day of each month. All the projects listed in the agenda for approval will be presented to the Jal Parishad by the Project Manager who will furnish all necessary details and explanations required by the members for approval of the projects.
8. The **Jal Parishad may reject or sanction** the grant of the projects by a voice vote for each project taken on record as per prescribed procedure.
9. If the Jal Parishad does not approve a micro-project for any reason, the Project Manager may re-submit it to the Jal Parishad after removing the objections 2nd time for evaluation and subsequent presentation to the Jal Parishad, as a new project **in the proposed micro-project list**.
10. The Jal Parishad is excluded from doing the following:
 - i. Give conditional approval to any micro-project.
 - ii. Make an upward revision of the cost of any project approved by it earlier.
 - iii. Approve micro-project on the same site of an earlier JBF micro-project except as a second phase of the previous project.
 - iv. Approve projects in phases till 12 months from completion of the previous phase and then the micro-project name will clearly indicate it is the II phase of a previous project.
 - v. Approve projects in any revenue village where it has been found that previously completed micro-projects are poorly maintained till the old projects are properly repaired and a sustainable maintenance management regime is setup by the Jal Sabha.
 - vi. Approve projects in a single revenue village beyond the following number of micro-projects:
 1. Community Tankas & School Tankas : 4
 2. Talab or Nadi 1

	Management System Manual ISO 9001:2000 – Jal Bhagirathi Foundation
	QM 01/ abridged project version 03 January 2007

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| 3. | Water channel: | 2 |
| 4. | Kuis/Beri or any system of filtration | 2 |
| 5. | Bawaris | 1 |
11. Micro-projects duly approved by the Jal Parishad will be sent to the Resource Manager for allocation of budget for the implementation of the project.
 12. The MT may approve micro projects directly if he considers expedient to do so on terms and conditions as deemed fit.
 13. The Secretary of the Jal Parishad will list all projects not completed within three months of the sanctioned period for review and analysis by the Jal Parishad of the causes of delay and initiating corrective action.
 14. Projects not completed within 3 months from date of approval by the Jal Parishad will be deemed as cancelled in absence of extension period by the Jal Parishad for their implementation which in any case will not be beyond six months from date of initial sanction. Thereafter they will require approval of the RM.

4.2.4 Micro-project implementation

1. The implementation of the project will be started after its approval by the Jal Parishad and the Resource Manager allocates its budget.
2. The CO along with the DG Leader will attend a meeting of the Jal Sabha and clearly explain the terms of the grant, project implementation and documentation procedures, technical details, beneficiary complaints registration and redressal procedures and document these proceedings in the minutes of the JS. The approved technical drawings will also be recorded in the JS register..
3. In concurrence of the approved terms, the Jal Sabha will **pass a resolution**, which will be brought on JBF record. Thereafter the Jal Sabha can commence the construction of the micro-project.
4. To avoid **conflict-of-interest**, tractors and JCB's belonging to a Jal Parishad/Jal Samiti member or his family will not be permitted in construction of micro-projects.
5. The members of the Development Group will attend the inauguration of each project in their respective block and participate in the construction of the project by Shramdaan. The PMG members will also participate in at least 2 such events each month.
6. All "tanka" micro- projects will be installed with a **handpump** supplied by JBF and if an old tanka exists in the vicinity, before a new tanka is considered for approval a technical report will be made by the PO-T of the old tanka and brought on record of the micro-project.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

7. CO, BDG leader and the members of the PMG will **co-ordinate and monitor** the implementation of the micro-project by the Jal Sabha.
8. The Project Surveyor and the PO-2 **will periodically visit the micro-project** construction site for technical monitoring of the construction. He will record his comments in the Jal Sabha and send a **monthly technical report** in the prescribed format (JBF/2007/00/08) of all the projects under construction to the PM under copy to the concerned CO and BDG leader of his block.
9. Any deviation from the project specifications, location or any terms of sanction given by the Jal Parishad or the MT will result in cancellation of the grant for that micro-project.
10. PO-1 will support the BDG to create an enabling and sustainable community participation in the project and promote replication of best practices in the project.
11. PO-3 will ensure the Jal Sabha is formed into an SHG which undertakes micro finance activity and build on to become micro enterprises.

4.2.5 Micro-Project Completion

- 1 After completion of the construction or for an interim installment of the grant, the Jal Sabha will give to the CO, an **application for disbursement of the grant** by a **Resolution duly signed** (JBF/2007/00/09) by all its members giving status of the micro-project, its actual cost till date, statement of receipts and payments, **photocopy of the entire Jal Kosh Register and the Bank account Passbook.**
- 2 The CO will **check and verify the accounts and reconcile them with the Bank records** of the JS and will forward the Jal Sabha application for grant disbursement with copy of the accounts and his endorsements to the BDG Leader.
- 3 *The **BDG Leader will attend a meeting** of the Jal Sabha; check the minutes of their meetings, accounts and confirm the community contribution and prepare a **“Project History Report”** (JBF/2007/00/10). He will also evaluate the actual micro-project cost and its technical quality with the assistance of the Project Surveyor. The DG Leader will prepare a **“Cost and Technical Evaluation Report”** based on the **“Primary Report”** for the micro-project and if any material from the project has been used for a purpose outside the project, it will be deducted from the total project cost.*
- 4 After the social and technical evaluation of the project the BDG leader will forward the Jal Sabha Resolution, the Cost Technical



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

Evaluation Report with the “**Project History Report**” to the **PO-2**. PO-2 and verify it has been constructed as per approved plans. He will ensure the Project is complete in all respects, it is technically consistent, its dressing, finishing and aesthetics are of fine quality.

- 5 After the project has passed the quality evaluation of the PO-2 he will make a ‘**Completion Certificate**’ (JBF/2007/00/11) and prepare the prescribed ‘**Grant Disbursement Voucher**’ (GDV) (JBF/2007/00/12) for the micro-project and forward it to the BDG Leader for signatures by the Jal Sabha Office bearers and the relevant Project Personnel.
- 6 The BDG leader will verify that a **signboard** (JBF/2007/00/13a, 13b) has been put up along side the completed micro-project and make an entry of the same in the completion certificate, giving details of its cost, Jal Sabha contribution, JBF grant and the “Jal Kosh” amount and that it is a common water resource for the general public. *(The size of the board will be 3’x 2’ mounted on angles of 35mmx35mmx5mm with a height of 2½’ above the ground for which Rs. 800/- will be the permissible expense to be added to the project cost. The signboard will be painted on the wall of the “tankas” and incase of other types of WHS nearby wall or structure may also be used in place of a signboard in which case Rs. 200/- will be included in the project cost toward painting the sign board.)*This board will be supplied by JBF.
- 7 The BDG leader will send the duly completed documents for disbursement to the Project Manager. On receipt of the ‘Grant Disbursement Voucher’ along with the “Completion Certificate” and the “**Project History Report**”, the Project Manager will make his own evaluations of the actual micro-project cost through a **personal visit** and also ensure the following documents are on record:
 - a All documents and resolutions prescribed above.
 - b A **resolution of request** (JBF/2007/00/14) for final payment of grant as per rules of the Trust duly signed by all the members of Jal Sabha.
 - c Copy of the **Jal Kosh register duly reconciled with the Bank account statement.**
 - d Resolution by the Jal Sabha duly signed by all it’s members that the micro-project has been **completed to their satisfaction** and giving the final accounts of receipts, payments and creditors.
 - e **Completion Certificate** in the prescribed format is signed by the Project Officer.
 - f Copy of the micro-project budget allocation memo by the RM.
 - g Copy of the primary report.

4.2.6 Micro-project payment



Management System Manual


ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

1. The Project Manager will **authorize release of payment of the grant** (JBF/2007/00/14a) **as per the terms approved by the Jal Parishad** and send the Grant Disbursement Voucher to the Accounts Section within 2 days from date of the Completion Certificate.
2. The **Accounts Section will certify** the entire necessary supporting are on record and the grant amount is being **released as per the terms** approved by the Jal Parishad and the micro-project account has been reconciled with the Jal Sabha Account.
3. The sanctioned grant amount will be released for payment by cheque in favor of the Jal Sabha Bank Account to the **BDG leader**.
4. The Jal Sabha will encash the grant cheque in their account and issue further cheques or withdraw cash for labor or material. **The BDG leader will ensure that all payments are released and be present along with the CO at an open meeting of the Jal Sabha at the micro-project site,** will be made **directly** to the suppliers of material, transport, and machine and to the labor in the **presence of the Project Officer, BDG leader, JS office bearers and community organizer**. Photograph of the completed micro-project should be taken by the PO-2.
5. A **resolution** will be passed by all the members of Jal Sabha that full and final payment has been received from the Trust of the Grant sanctioned to the village for the construction of the micro-project and **no payment on account is due from the Trust.** This resolution is to be signed by all the office bearers of the Jal Sabha.
6. Micro-project grant bills will not be held for more than the following number of days at each stage of the process and the date of receipt and dispatch will be endorsed on the bill in the prescribed format (JBF/2007/1/15) by all the processing officers:
 - i
 - ii BDG leader: 3 days
 - iii Project Officer: 3 days
 - iv Project Manager: 2 days
 - v Accounts Section: 2 days
 - vi Resource Manager: 3 days

4.3 Micro-project maintenance procedures:

The maintenance of all micro-projects in a block will be duly monitored by the BDG Leader and maintained as per the **Maintenance procedure** (JBF/2007/00/16). The Jal Kosh contributions will continue to be made beyond the completion of the micro-project for the maintenance of the structure. Maintenance activities and their cost will be recorded in **Register of Micro-project Maintenance** to kept with the BDG Leader for the block under

	Management System Manual
	ISO 9001:2000 – Jal Bhagirathi Foundation
QM 01/ abridged project version 03 January 2007	

his charge. The BDG leader will encourage school children to form Jal Dals for the maintenance of school tankas. Community members will be encouraged to plant trees around talabs, nadis and community tankas.

4.5 Redressal of Beneficiary’s Complaints Procedure

1. All Beneficiaries’ complaints received by JBF are recorded.
2. All the complaints/feedback received during the process of program implementation are reviewed and analyzed by the Resource Management Group and the Project Management Group. The Project Manager in consultation with the members of the PMG RMG will take appropriate action for the disposal of the complaint.
3. The BDG shall implement the corrective & preventive measures in their respective areas directed by the PMG and redress the complaints as directed by the PM.
4. The PMG will monitor implementation of corrective actions by the BDG’s to ensure effective disposal of complaints.
5. The BDG leader shall submit a summary report on the complaint redressal action taken to the PMG & RMG for review.

4.6 Best Practices

A “**Best Practices Manual**” will be prepared to document best practices adopted by the communities for creation of models of micro-level development by addressing issues of ecological restoration, natural resource management, women’s empowerment, and sustainable development. The following will be the process for selection and recognition to showcase these individual and community efforts:

- The Jal Samiti will select any initiative in the Block and propose it to the PMG for inclusion in the best practice manual.
- The PMG will examine the initiative and those selected by it will be properly documented by it after an extensive study of the merit of the initiative, the contribution to it by the community and individuals from among the officers and volunteers of the Foundation.
- The documentation of the initiative will be circulated among the Appraisal Committee Members for final selection of the initiative in the ‘Best Practice Manual’.
- All selected initiatives will be published annually in the “Best Practices Manual of Jal Bhagirathi Foundation” in recognition of the efforts of the participants. These initiatives will also be given visibility by showcasing them to visitors, in posters, calendars printed by the Foundation.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- In the Annual Stakeholders Meeting, the Board of Trustees will honor the community members and participants of the initiatives selected in the Best Practices Manual during the year.
- Officers of the Foundation acting as catalysts of initiative selected in the Best Practices Manual will be granted additional 10 points in their annual evaluation.

5 PROGRAM OBJECTIVES AND TARGETS

JBF has developed measurable objectives from the Management policy. Tracking, monitoring and analysis of these measurable are done in the management review to ensure that the established management objectives are met. These objectives shall be updated once in a year or as and when required. These objectives include:

S. No.	Objectives	Activity	Indicators
01	Implement community-based drought proofing initiatives through a process of social mobilization and community empowerment.	<ul style="list-style-type: none"> • Organize jal chetna sabhas and workshops for mass mobilization • Identify and train village volunteers and appoint Project Trainees. • Facilitate the setting up of <i>Jal Sabhas</i> (village council) for ensuring the participation of the entire village. • Setting up of a Jal Kosh for mobilizing community contribution for the construction and maintenance of NRM Projects. • Organizing discussion meetings with the the district administration for mobilizing support. • Organizing contact meeting with the community and gram panchayat to mobilize, involve and seek commitment of the community in setting up an enabling environment for initiating processes. • Organizing meetings and establishing linkages 	<ul style="list-style-type: none"> • Wages for work on micro projects. • Awareness on need for water conservation • Inclusion of marginalized communities in mainstream village activities. • Increased linkage of community to local PRIs and line agencies. • Sensitization of line agencies for a people centered developmental approach. • Capacity of community developed/ revived for natural resource management. • Number of village action plans prepared • Active participation (participation in decision making, taking responsibility of implementation) of persons of



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

		<p>between the Jal Sabha and PRIs to work towards a common community development objective.</p> <ul style="list-style-type: none"> • Organizing village resource mapping with the communities. • Organizing workshops for preparing a people's plan of area development based on natural resources and local wisdom. • Organizing village level camps involving gram panchayat members for working out village micro-plans. • Organizing exposure visits for village workers, JBF workers and gram panchayat members within and outside the state through learning from experience of different community development approaches. • Designing water use criteria and management norms. • Making a Task Force in the Jal Sabha to make norms and monitor the stopping of green tree felling and initiating and strengthening activities for forests and wild life conservation. 	<p>backward communities in Jal Sabha</p> <ul style="list-style-type: none"> • Micro-projects maintained properly by community • Self-financing mechanisms developed - funds for maintenance raised from use of commons such sale of grass, fuel wood, water • Number of Project Trainees trained • Number of projects initiated by Project Trainees/ volunteers • Registration of complaints (against JBF) with JBF • Number of community members participating in seminars, workshops to share experiences and influence policy-making • Increased awareness of water and land management techniques • Increase in awareness of water, environment and hygiene in schools
02	To provide sustainable	ALIGA-Activities	<ul style="list-style-type: none"> • Increase in savings • Income generation



	<p>livelihood opportunities for the people living in the drought prone areas.</p>		<p>activities initiated</p> <ul style="list-style-type: none"> • Bank linkage • Increased contribution to household expenditure/ activities for which loans are taken • Number of women undertaking bank visits • Demonstrated alternative livelihoods • Number of Jal Mandals formed • Attendance in meetings • Record keeping done independently by group • Bank linkage - number of loans obtained • Regular loan repayment • WHS activities undertaken by Jal Mandal's • Number of women participating in Jal Sabhas. • Average monthly income from Income generation activities (IGA)
<p>03</p>	<p>Empowerment of women and capacity building of the mobilized community to take collective</p>	<ul style="list-style-type: none"> • Mainstreaming women in the activities and programs of the Foundation. • Documenting & mapping bio-diversity by women's groups to increase their 	<ul style="list-style-type: none"> • Increased participation of women in decision-making. • Women's access to economic resource. • Time and energy



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

	<p>action leading to social cohesion, self-discipline and finally towards a dynamic, conscious and responsive community.</p>	<p>understanding and productivity of the same in their areas.</p> <ul style="list-style-type: none"> • Formation of self-help groups in the sub-programs villages. • Planning and prioritizing of the activities by SHG to be taken by individuals or at a collective level. • Linking up Jal Sabhas with NABARD to mobilize the resources for various other activities. 	<p>saving for women.</p> <ul style="list-style-type: none"> • Involvement in resource mapping. • No. of women involved in formulating Village Action Plan. • Active participation of women in other activities of JBF
04	<p>Revival of traditional water and land management techniques.</p>	<ul style="list-style-type: none"> • Help communities in identifying appropriate common land for constructing water-harvesting structures. • Facilitate the planning, designing and construction of water harvesting structures and development of agors. • Selecting the site and estimating the costs involved in the construction of water harvesting structures. • Mobilize contribution from communities in the form of land/labor/material and cash for constructing water-harvesting structures on common lands. • Construct water-harvesting structures 	<ul style="list-style-type: none"> • Improved water quality and increased water levels near large storage structures [talabs]. • Water availability during periods of high demand • Additional water holding capacity created. • Increase in water retention period. • Decrease in distance traveled by women for water collection. • Increase in potable drinking water. • Identification and replication of traditional best practices.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

		<p>and develop agors.</p> <ul style="list-style-type: none"> • Maintenance of the water harvesting structures and agors by Jal Sabha and gram panchayat members. • Organizing regular meetings on building perspective about biodiversity (linkage between plants, animals and human beings) in the community and counterparts in the forest department to increase cooperation. 	
05	To strengthen and support community organizations for sustainable natural resource management	<ul style="list-style-type: none"> • Restoration of traditional Gauchars and Orans • Organizing regular meetings on building perspective about biodiversity (linkage between plants, animals and human beings) in the community and counterparts in the forest department to increase cooperation. • Organizing discussion meetings with the bio-diversity conservers and documenting the same for enhancing the importance of traditional wisdom of conservation. • Organizing padyatras in the villages to exchange information on bio-diversity in agriculture, animal husbandry, forest for awareness building on its effect on 	<ul style="list-style-type: none"> • Fodder available for longer periods. • Number of trees/bushes planted. • 50% plants surviving under rain fed conditions. • Change in biological diversity. • Increased availability of fuel wood and other non- grass plant products. • Enhanced income for x% of households. • Increase in availability of fodder. • Conservation method (whether there has been a change/improvement) • Identification and



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

		<p>conservation, employment, income, etc.</p> <ul style="list-style-type: none"> • Holding camps for cattle grazers (children and adults) on the fodder requirement of cattle and development of the same fodder. • Motivating the cattle grazers for forest conservation to become more responsible for sustaining forest for their own cattle and wild life. • Organizing cultural activities using folklore to integrate bio-diversity conservation as part of their life. • Undertaking of traditional seed conservation for horticulture and agriculture by women's groups to improve the agricultural bio-diversity. 	<p>replication of traditional best practices.</p>
06	<p>Action oriented policy research for better management and control of water resources.</p>	<ul style="list-style-type: none"> • Organizing consultations with communities to identify policy and legal constraints that obstruct the interests of the poor. • Develop a strategy for policy advocacy. • Organizing discussion meetings with community groups, key government officials and NGOs to discuss the legal and policy constraints and required reforms. • Strategizing with State/Central 	<ul style="list-style-type: none"> • Highlight key issues of state water sector • Media publicity of the same issues • Generate public opinion & Ground Swell on key water issues • Government take action oriented steps towards reforms in policy • Web-based database of opinions/views from common people,



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

		<p>Government officials on the changes to be made in these policies.</p> <ul style="list-style-type: none"> • To share and disseminate successful approaches, organize orientation programs for government functionaries and other NGOs to a people centered, equitable and sustainable concept of development. • Organizing exposure visits and exchange visits for the government functionaries and other NGOs to project villages. • Planning, development and printing of posters, pamphlets, booklets, teaching material and films. • Organizing public material with GOs and NGOs discussing approaches and opportunities in water resource management, bio-diversity and women's empowerment. • Documentation of case studies of successful initiatives. • Organizing exhibitions for different development partners. 	<p>important figures in social services preview, academia & political persons</p> <ul style="list-style-type: none"> • Change in water stakeholders' & user communities' perceptions
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7.2 Alternative Livelihoods & Income Generating Activities (ALIGA)


A “**Jal Mandal**” will be formed in selected villages to develop Women’s Self Help Groups, creation of micro-finance, support alternative livelihoods and bring forward women into the mainstream activities of the Foundation. The following are the parameters of this program:

7.2.1 Objectives

- Capacity building for handling economic resources
- Enabling activities like gender sensitisation, hygiene, etc., to enable women to participate effectively in the programme.
- To promote women’s access to economic resources by organising them into Self Help Groups and linking them to income generating activities
- Capacity building for group work, providing skill training and facilitating linkages for Jal Mandal.

7.2.2 Activities:

- **Group Development**
 1. Mobilisation of women for group formation
 2. Group formation
 3. Formulation of group rules, objectives
 4. Developing saving habit
 5. Utilisation of group funds through internal loaning
 6. Opening account with bank
 7. Capacity building for management of group funds
 8. Identification of IGA
 9. Survey for backward and forward linkages
 10. Organising training for identified IGA
 11. Bank linkage
 12. Beginning IGA
 13. Exposure visits among Jal Mandals
- **Support Activities**
 1. Gender sensitisation exercises
 2. Experience sharing session for Jal Mandal’s
 3. Workshops for sensitisation of Bank personnel regarding SHG concept
 4. Linkage to other Government schemes for economic empowerment.
- **Hygiene Promotion**
 1. Health education:
 - a. Personal hygiene
 - b. Safe water storage & handling

	Management System Manual ISO 9001:2000 – Jal Bhagirathi Foundation
	QM 01/ abridged project version 03 January 2007

- c. Water conservation
2. Monitoring hygiene practices for promoting behavioural change

7.2.3 Indicators:

- Number of Jal Mandals formed
- Increase in savings
- Attendance in meetings
- Record keeping done independently by group
- Bank linkage - number of loans obtained
- Regular loan repayment
- Number of IGA started
- Number of women participating in Jal Mandal
- Average monthly income from Jal Mandal

7.2.4 Process:

1. PO responsible for ALIGA in the RCG will conduct and coordinate the ALIGA activities and visit all the groups in each block every month.
2. CO-ALIGA posted at the block will implement ALIGA programs under the guidance and supervision of PO-ALIGA. However, her administrative reporting line will be through the respective Block RG leader.
3. The PO and CO-ALIGA will identify approachable villages/dhanis in the cluster
4. They will plan for phased interventions in the cluster villages, they may decide to begin environment building in a batch of 3 villages. Group formation will be need-based.
5. CO will undertake all group development activities. She will start environment building in a batch of villages.
6. The steps to be followed for formation of Jal Mandals are given in worksheets in JBF/2007/00/23
7. Formation of group (as per worksheet 1)
8. Formation of rules (rules for effective functioning (as per worksheet 2)
9. Group development (as per worksheet 3)
10. CO will accompany group members to bank and help in opening bank account (as per worksheet 4)
11. Motivate for internal loaning (as per worksheet 5)
12. Train for record keeping (as per worksheet 6). Record keeping should be done correctly and independently after the first year.
13. Groups older than 12 months will conduct their meetings and do record keeping without help from CO. The CO should meet them for Jal Mandal related activities and support for record keeping only. About once in a quarter the group meetings may be attended to assess group



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- sustainability (indicated by attendance in meetings, regular deposition of membership, repayment of internal loans, amicable resolution of conflicts)
14. During the first year, CO will cover gender sensitisation and health education. Thereafter health practices can be monitored and promoted.
 15. CO will facilitate identification of IGA (as per worksheet 7).
 16. Explore backward and forward linkages
 17. Motivate for IGA from internal loan.
 18. For IGA that require larger capital & cannot be taken through internal loans, apply for bank loan (as per worksheet 8). The CO will help the group to prepare papers. She will accompany group members to bank for the first bank loaning exercise.
 19. CO will identify training needs and communicate to PO
 20. PO will check the CO's proposal and notify RCG about training needs.
 21. CO will participate in training as facilitator
 22. CO will facilitate setting up IGA
 23. CO will monitor Jal Mandal (as per worksheet 9)
 24. CO will motivate Jal Mandal members for loan repayment
 25. At least, half of the group members should be involved in some income generation activity.
 26. Three months after IGA have been started by at least 50% of the group members the CO/ACO may start forming new group.
 27. The old groups will have to undertake all activities themselves, the concerned CO/ACO will visit them not more than once a month to monitor their activities.
 28. The ALIGA staff should plan to withdraw completely from the group after a maximum of 5 years.
 29. The progress of ALIGA activities will be presented in the Jal Parishads.
 30. In case JBF decides to provide loans to Jal Mandal's, project proposals for loaning will be presented in the Jal Parishad.
 31. Procedure for preparation of proposals and project implementation will be according to this manual.
 32. As micro finance (MF) is a tool designed for poor people to access economic resources for their small and repeated needs. In the pre-enterprise stage poor people need to fulfil their everyday consumptive needs, therefore, the ALIGA programme cannot remain strictly for income generation only.
 33. CO ALIGA will also be responsible to bring the women in to the mainstream activities of the Foundation of water management.
 34. The JBF will act as facilitator by forming groups, undertaking The self help groups will be responsible for conducting their meetings and savings activities, record keeping, recovering and repaying loans and executing income generating activities. The group members will have



to undertake all activities related to Jal Mandal, JBF staff would be responsible only for building their capacity, thereafter, the women are responsible for charting their own course.

7.3 Audits and Evaluations Procedures

7.3.1 Purpose

To ensure continuing effectiveness of the Management System. Each activity at JBF is audited at least once in a quarter.

7.3.2 Responsibility

RM is responsible for effective internal audits in the organization and implementation of following procedure requirements. The audit is carried out strictly in accordance with the scope set out by the RM from time to time.


7.3.3 Requirement of the Procedure

1. RM prepares the annual internal audit schedules (JBF/2007/00/24) which include the all three types of audit namely the management audit, performance audit and the accounts audit.
2. An internal quality audit plan is made by RM and circulated to the auditors and auditee in advance.
3. Internal audits are carried out in the organization by trained internal auditors as per the internal audit schedule in all areas affecting quality.
4. The audit schedules are prepared on the basis of the following:
 - a) Importance of the activity to be audited.
 - b) Previous Audit findings
 - c) Beneficiary complaints/feedback
 - d) Management review decisions
 - e) Any critical quality related problem
5. Managing Trustee approves the audit.

7.3.4 Performance Audit

Internal auditors will conduct a **monthly** performance audit for the following parameters and present their report to the RM.

1. Technical and social audit of micro-projects under construction.
2. Technical and social audit of micro-projects proposed to Jal Parishad.
3. Evaluation performance of project personnelProject Trainee.
4. Maintenance audit of old projects.
5. Block development plans and project management audit at all levels.

	Management System Manual
	ISO 9001:2000 – Jal Bhagirathi Foundation
QM 01/ abridged project version 03 January 2007	

6. Audit of community mobilization and development of a cadre of volunteers.
7. Audit the effectiveness of the Jal Sabhas and Jal Samitis and Jal Parishad.

7.3.5 Management Audit

Management Audit will be conducted to ensure implementation of the Program Management Procedures, Regulations, Process and Systems. The auditors will make a **Quarterly Evaluation** of the following parameters for submission to the Appraisal Committee.

1. Any non-conformance (NC) observed during audit is recorded by auditor and reported to auditee.
2. Only those non-conformities that are verifiable by documents, records, statement of facts by a competent authority etc. are reported in the specified format.
3. Effort is made to know the root cause of non-conformance and take appropriate corrective actions by the PMG/RCG.
4. The auditors will make an evaluation of the following parameters for submission to the Appraisal Committee:
 - Compliance of all the procedures, processes and systems specified in the Management Systems Manual.
 - Compliance of resolutions of the Jal Parishad and micro-project budget allocation memo by the RM.
 - Maintenance of proper and accurate records of the Jal Parishad by the Secretary Jal Parishad.
 - Compliance of the directions by the Appraisal Committee.
 - Documentation and maintenance of program records in the Jal Ashram and Blocks.
 - Maintenance of the Jal Sabha meeting records and accounts.
 - Reporting as per the requirement of the prescribed MIS.
 - Action taken on the previous audit report.
5. The RM prepares the summary of audit findings (JBF/2007/00/25) for review by management. The result of internal audit is discussed during Appraisal Committee meeting.
6. Auditor verifies satisfactory completion of corrective action and conduct follow up audit, if needed.
7. The PM ensures the corrective action compliance (JBF/2007/00/26). This could be by way of written information or by a follow-up audit or both. Some other auditor could perform the follow-up audit.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation


QM 01/ abridged project version 03 January 2007

8. However, if the nature of the NC is such that it requires a justifiably long time for closer, then the same is obtained with the permission of the .
9. The NC's are closed only after approval of corrective action. The verification of the effectiveness of the corrective action is done in the next audit.
10. The Managing Trustee has the authority to delete any NC, which he finds is lacking in objectivity or evidence.
11. All NC's and observations are analysed for their impact on the program, process or the system and suitable identified corrective actions are taken immediately.
12. If appropriate authorisation is needed from Managing Trustee the RM obtains the same.
13. If the corrective action requires amendment to be made into the documented system, the same shall be carried out in accordance with the procedure on Document Control by RM.
14. The responsibilities and time frame for the completion of the corrective action leading to closure of the NC's are fixed and monitored for implementation by the PMG who also verifies their effectiveness.
15. The audit findings are filed in the file maintained with the RM.

7.3.6 Financial Audit

Internal auditors will present a quarterly report to the Appraisal Committee of a **quarterly financial audit**, which will include a scrutiny of:

1. MIS Reports
2. Budgetary compliances
3. Cash and Bank transaction.
4. Procurement and purchases.
5. Depreciation
6. Travelling, conveyance and related expenses
7. Salary, fees, and honorarium payments.
8. Journal vouching
9. Accounting procedures.
10. Stock records
11. Ledger Scrutiny.
12. Receipts of grants and their utilization.
13. Program expenses
14. All other financial transactions

	Management System Manual
	ISO 9001:2000 – Jal Bhagirathi Foundation
QM 01/ abridged project version 03 January 2007	

7.3.7 Annual Program Evaluation

Internal and external evaluators will conduct an annual evaluation of the following program parameters and present their report to the Appraisal Committee:

1. Evaluate the achievement of developmental objectives of the program.
2. Assess the appropriateness of the program management structure to efficiently achieve its developmental goals.
3. Evaluate the management and administration systems for program planning.
4. Assess the cost-benefit effectiveness of program implementation.
5. Assess the role and responsibilities of the community and program personnel at various stages of program implementation
6. To draw learning that can lead to strengthening the program implementation strategy.
7. To identify factors facilitating or hampering program design and implementation.

7.4 Procedure for Control of Non-Conformity, Corrective & Preventive Action

7.4.1 Purpose:

This procedure is established to ensure that the project/ program that does not meet the performance indicators and requirements is prevented from further progress, till the non-conformity is resolved.

7.4.2 Responsibility:

All PMG and RMG members are responsible for controlling the non-conforming projects / program in their respective areas of responsibility.

7.4.3 Identification, review and disposition of non- conformity

7.4.3.1 Management Procedures

- i. The PMG and RMG members are responsible for identifying any deviation from established management procedures of this manual during program implementation.
- ii. These deviations should be recorded and reviewed by the PMG
- iii. The Project Manager as the leader of the PMG will address the deviation recorded by the PMG and issue suitable instructions to resolve the deviations



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- iv. Rectified deviations are evaluated before further directions regarding the project are issued. Deviations identified after completion of projects shall be reviewed for its impact on future projects to prevent reoccurrence.
- v. In case resolution in the deviation requires modification in the Management system procedures; the same may be referred to the Appraisal committee.
- vi. Records of action taken for resolution and prevention of deviation are maintained

7.4.3.2 Project Performance

1. The deviation of Project performance from its established indicators will be identified and recorded by the PMG.
2. The following actions may be taken to resolve identified deviations:
 - (i) Review of program indicators and revise the same
 - (ii) Rescheduling the project/program or its beneficiaries
 - (iii) Provision of additional resources

7.4.3.3 Corrective and Preventive Actions

Purpose

This procedure is established to ensure that the project/program, which do not meet the requirement of the management procedures or indicators, are identified, for their causes, deviations resolved and actions taken to prevent reoccurrence/occurrence of such deviations.

Responsibility

All functionaries are responsible for compliance of this procedure.

Procedure

1. The beneficiaries feedback is handled as per Procedure 6.4
2. Suitable corrective/ preventive actions are recommended for implementation.
3. The Appraisal Committee reviews the donor feedback/ audit reports/ corrective and preventive actions taken and actions taken for improvements.

7.5 Training and Capacity Building

A Resource Centre called the Jal Ashram has been established in Jodhpur and it is the organizational entity concerned with all the training and information dissemination activities. The ashram promotes an active and enlightened rural community by training and capacitating



rural volunteer groups to mobilize communities to address their needs. This institution is the training ground for new volunteers by accomplished social workers and a conclave to exchange ideas and experiences by civil society groups from all over India. It disseminates 'best practice' in community management and control of natural resources through out the country. The ashram is a conclave to strengthen existing civil society networks to promote community participation in environmental regeneration and pro-poor initiatives. It is the venue of national and regional conferences, conventions, workshops and symposiums to support the objectives of the Project. It is also the venue for holding festivals and carnivals to create public awareness and optimise social cohesion and emotive bonding among communities by providing a platform of continued interaction.

The Jal Ashram also houses the entire project organisation and is the venue of all the training camps, workshops, conventions, meetings and exchange visits by volunteers from other organisations.

The PMG and RMG will prepare a training manual to aid and support the training activities. It shall create internal and external faculty as per training requirements of the program personnel to address training and capacity building needs of staff and volunteers as per the following guidelines:

1. The Project Trainee training module.
2. Project personnel training to address following requirement
 - a. JBF Management systems and processes
 - b. Technical training for construction of traditional WHS
 - c. Social Mobilization Training
 - d. ALIGA
 - e. Women empowerment training
 - f. Common property resource management
3. Training of volunteers and community groups to address:
 - a. Technical training
 - b. Exposure visits
 - c. Women empowerment

Training and capacity of the program staff, beneficiary community and stakeholders will be developed through an ongoing program which will include:

1. Exposure visits to other NGO's and best practices within and outside the Foundation
2. Learning from experience of Foundation. The experiences will be documented for sharing within and outside the Foundation.
3. Formal training where internal and external faculty is used.



8 HUMAN RESOURCE DEVELOPMENT POLICY

8.1 Recruitment Process

1. All the functionaries of the Trust will be appointed by the Managing Trustee, he shall determine the term of their office and conditions of their service and they will work under his superintendence and direction.
2. A Staff 'Recruitment Proposal' (JBF/2007/00/27) will be sent to the Resource Manager by the Project Manager of vacant position giving the following particulars:
 - a. Designation
 - b. Number of vacancies
 - c. Qualifications
 - d. Work description
 - e. Consolidated Emoluments
 - f. Place of posting
 - g. Reporting Officer
3. Subsequent to approval of the 'Recruitment Proposal' by the RM, a "Recruitment Board" will be formed of the following functionaries to conduct interviews:

For position of Project officers, Resource officers:

 - Resource Manager
 - Project Manager

For all other position:

 - Resource Manager
 - Project Manager
 - Project Officers
 - Resource Officers

For vacancies in BDG, the concerned BDG leader will also be invited to join the Board
4. The "Recruitment Board", will conduct interviews and send their recommendation to the Managing Trustee in the prescribed format along with the following documents:
 - a. JBF Employment Application Form (JBF/2007/00/28) duly filled in with recommendations of the Recruitment Board.
 - b. Curriculum-Vitae and proof of present salary.
 - c. Copy of professional degrees, driving license and proof of last employment.
5. The MT will hold final interviews and selected candidates will be issued appointment letters under copy to the Accounts section.



6. After the selected candidate has reported on duty the Project Manager/Resource Manager will issue posting orders (JBF/2007/00/29) to the selected candidate giving place of posting, his reporting officer and job description.
7. The PM and RM will send a “Joining report” (JBF/2007/00/30) of the Project Personnel to the HO, responsible for HRD under copy to the Accounts Section. The joining report must give the following information:
 - a. Name of the functionary
 - b. Designation
 - c. Date of appointment.
 - d. Date and time of joining duty.
 - e. Place of posting with name of Village and Block.
 - f. Name of Supervisor-Reporting line
 - g. Job responsibilities allocated
 - h. Duration of posting

8.2 Posting Procedure

- I. Initial posting of all new recruits will be made as per the ‘Recruitment Proposal’ approved by the MT.
- II. For change in present posting, a Staff ‘Posting Proposal’ (JBF/2007/00/31) will be sent to the RM, by the PM giving the following particulars and duly signed by the Reporting officer:
 - a. Name of the functionary
 - b. Designation
 - c. Place of present posting
 - d. Work description
 - e. Duration of last posting
 - f. Reporting Officer and his recommendation
 - g. Place of proposed posting
 - h. Work description
 - i. Duration of next posting
 - j. Reporting Officer and his recommendation
 - k. Reasons for change in posting
- III. Subsequent to approval of the ‘Posting Proposal’ by the Managing Trustee, the program functionary will join his new place of posting and the PM will send a “Transfer Posting Joining report” (JBF/2007/00/32) of the functionary to the RM under copy to HO with the following particulars:
 - a. Name of the Officer/worker
 - b. Post of the Officer/worker
 - c. Date of posting orders
 - d. Date and time of joining duty.
 - e. Place of present posting with name of Village and Block
 - f. Name of Supervisor-Reporting line



- g. Job responsibilities allocated

8.3 Employment categories

Two categories of staff appointments will be made in the Foundation at the discretion of the Managing Trustee:

- I. Contractual Appointments: All contractual appointments will be made for a fixed period specified in the letter of appointment on terms and conditions deemed fit by the Managing Trustee.
- II. Regular Appointments: Appointments of regular staff will be made at the discretion of the Managing Trustee on the terms and conditions as he may deem fit.

8.4 Project staff positions and Emolument scales

I. Project Trainee

Fresh graduates will be appointed Project Trainees on probation and initial project training for 3 years during which they will be paid a stipend of upto Rs. 3000/- in the 1st year and upto Rs. 3,500/- in the second year and upto Rs. 4,000 in the third year.

II. Project Apprentices


On successful completion of at least 3 years project training, Project Trainees will be promoted to Project Apprentices on a stipend upto Rs. 4500/- in the 1st year, upto Rs. 5000/- in the 2nd year and upto Rs. 5500/- in the 3rd year.

III. Community Organizers

Graduates with 6 years experience, Post graduates with 4 years experience and MSW from reputed institutions with 3 years experience posted as Community Organizers will be paid upto Rs. 6000/- in the 1st year and up to Rs. 6500/- in the 2nd year and up to Rs. 7000/- in the third year depending on the annual evaluation report. Thereafter the emolument increments will be given as per the rules and regulation of the Foundation.

8.5 Incentives

Project Trainees, Apprentices and community organizers posted on field duty will be entitled to the following incentives on the total cost of completed and part projects calculated every quarter and added to their emoluments. The same percentage amount will be deducted from the incentive for old projects in the clusters with poor maintenance and this amount will be deducted from the incentive till they are not repaired:-

	Management System Manual ISO 9001:2000 – Jal Bhagirathi Foundation
	QM 01/ abridged project version 03 January 2007

S.No	Post	Incentive
1.	Cluster Coordinators	1% of each cluster under heir supervision.
2.	Community Organisers [other than BDG leaders] and Apprentices with independent charge in the clusters.	1.5% of the completed and paid projects.
3.	Project Trainees and Project Apprentices working under the supervision of the Community Organiser.	0.5% of the completed and paid projects.
4.	Community Organisers, Apprentices and Project Trainees posted in office.	Nil.

8.6 Perquisites

- **Contractual staff officers will be entitled to perquisites in the following manner:**
 - i. Staff officers, other than those on probation, will be entitled to personal accident insurance policy of Rs. 2 lakhs for Managers and Rs. 1 lakh for all other officers.
 - ii. Officers with a 3 years term contract of service, will become members of the Employees Life Insurance Program or the Provident Fund and will make an annual contribution which will be deducted on a monthly pro-rata basis as follows:
 - a. Those officers drawing emoluments of more than Rs. 10,000/- per month will contribute Rs. 7,500/- per annum of the premium of Rs. 10,000/- per annum policy and the balance contribution of Rs. 2,500/- per annum will be made by the Foundation. Same will be the case in a PF program
 - b. All other officers will contribute Rs. 4,500/- per annum of the premium of Rs. 6,000/- per annum policy and the balance contribution of Rs. 1,500/- per annum will be made by the Foundation. Same will be the case in a PF program.
 - iii. Staff Officers with a 3 years term contract of service, will also be entitled to a Rs. 50,000/- annual mediclaim policy cover.



Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

- **Regular staff will be entitled to perquisites in the following manner:**
 - 1 Staff members will be entitled to a Personal Accident Plan for an amount that does not exceed Rs. 10 lakhs for Managers and Rs. 3 lakhs for other staff positions.
 - 2 Staff members will become members of the Employees Life Insurance Program and will make an annual contribution which will be deducted on a monthly pro-rata basis as follows:
 - a. Those officers drawing emoluments of more than Rs. 10,000/- per month will contribute Rs. 6,000/- per annum of the premium of Rs. 10,000/- per annum policy and the balance contribution of Rs. 4,000/- per annum will be made by the Foundation.
 - b. All other officers will contribute Rs. 3,600/- per annum of the premium of Rs. 6,000/- per annum policy and the balance contribution of Rs. 2,400/- per annum will be made by the Foundation.
 3. Managers will be entitled to a fully paid Rs. 1,50,000/- mediclaim policy insurance cover and other staff to Rs. 80,000/- mediclaim insurance cover.
 4. Staff will be entitled to a Leave Travel Allowance of 15 days Honorarium each year.

8.7 Regulations of Service

All staff members will be governed by the following regulations of service:

1. Staff members may be transferred to any project, grouping, unit, cell, department or project area of the Trust anywhere in India and their designation can also be changed at the sole discretion of the management during the period of their Appointment. This will not in any case entitle them to any additional remuneration.
2. Staff members will devote their full time attention to the duties allotted to them and shall not engage themselves in any vocation or other occupation.
3. Staff members will not secure or try to secure any other position outside the Foundation without the written consent of the Managing Trustee
4. Staff members will not prepare or appear at any examination of any educational institution without prior permission of the Managing Trustee
5. Staff members shall not use the name of the Foundation and/or its properties or its assets for their own purpose and benefit.
6. The hours of attendance will be regulated to suit duties entrusted to the Staff members from time to time. They shall not at any time absent



- themselves from work without prior permission as per rules of the Foundation.
7. Staff members will obey and carry out the direction given by the officers of the Trust and will use their most sincere endeavors to discharge the same in the interest of the Trust.
 8. Staff members shall not divulge any facts information, documents, working details etc. to any one at any time whether during or after the course of their appointment with regard to the Trust's affairs.
 9. Staff members shall not receive any present, commission or any sort of gratification or benefit in cash or in kind from any person, party, firm or organization having dealing with the Trust and if are offered anything, shall immediately report the same to their supervising officer in writing

8.8 Security Deposit

All contractual staff officers will make an interest free deposit of an amount equaling to the gross emoluments for the period of notice required to be given to the Foundation to terminate the service contract. This amount will be reimbursed in full at the time of full and final settlement of any staff member who has either been discharged from service or has left after giving due notice as per terms of his service contract. . In the case of the staff officers becoming voluntary members of the Life Insurance Program of PF of the Foundation, this amount will be deposited towards the premium of the policy or PF. Any violation of the terms of the contract of service will result in the forfeiture of this security deposit.

8.9 Increment of Emoluments

Increment of emoluments will be considered each year in December of only those functionaries selected for re-appointment and who:

- a. Have completed one year in the organization at a salary scale of more than Rs. 8,000/-.

And

- b. Their previous contract is ending during the current year.

The increment of present emoluments will be given up to a maximum of **10%** of the present gross emoluments on basis of the '**performance grading**' of each officer during the period of his previous contract.

An additional increment of up to a maximum of **4%** will be given on the basis of "**Execution Response Evaluation**" which will be graded by the MT.



8.10 Project Personnel Evaluations

There will be two types of quarterly evaluations (JBF/2007/00/33) of all functionaries:

- a. **“Executive Response Evaluation”** by the MT
The MT will grade the functionaries annually for “execution response” on the basis of ‘**quality and speed of response to directions**’ from a total score of 10 points. The total points scored will be used to calculate the percentage of annual increment on a scale of 0 to 4% of the present gross emoluments.
- b. **“Performance Evaluation”** by the reporting-line supervisor and the management of the Trust.
 - i. The **“performance grading”** of all the functionaries will be made annually from the total score of 100 points. The total points scored will be used to calculate the percentage of annual increment on a scale of 0 to 10% of the present gross emoluments.
 - ii. The Quarterly **“performance grading”** will be made as per the following guidelines in the prescribed formats for this purpose.
 - **Significant parameters of evaluations will be:**
 - Program cost management.
 - Performance against program indicators.
 - Building a volunteer network
 - Quality of community mobilization.
 - Planning and implementation of plans.
 - Compliance of the JBF process in project execution
 - Catalysts of micro projects selected as best practice
 - Micro credit groups and micro enterprise groups developed

8.11 Leave Procedures


- a. The following functionaries will authorize leave:
 - Managing Trustee will authorize leave of: Resource Manager, Project Manager.
 - Project Manager will authorize leave of: All the staff posted in the Project Management Group and the Block Development Group.
 - Resource Manager will authorize leave of: All the staff posted in the Resource management Group, Accounts Section and Program Group or may assign the RO to authorize leave of the junior staff.
 - Program Officer will authorize leave of: All the staff posted at the Program Office.
 - In the absence of the PM, the RM will authorize leave on his behalf and in the absence of the RM, the PM will authorize leave on his behalf.



- b. The following rules shall apply for leave from work:
- i. Except for paid leave, all other leave will be without pay and all leave, paid or unpaid, shall be granted at the discretion of the Management.
 - ii. Leaves without prior sanction will be considered as a misconduct attracting disciplinary action.
 - iii. Application for leave will be presented to the authorizing functionary one week in advance on a “staff leave application” form (JBF/2007/00/34).
 - iv. Casual Leave: 18 days paid casual leave will be granted in one year. Officers will be entitled to one casual leave in a month, and/or 3 casual leaves in two months, which may be accumulated for the period of the year. Unavailed casual leave may be adjusted at the year-end against leave-without-pay, availed at any time during the year. An officer shall be eligible for a paid casual leave only after completion of three months of service.
 - v. Drivers, peons, security staff, cooks and janitors will not be entitled to regular Sundays and holidays but will be entitled to paid leave in lieu at the discretion of the Resource Manager.

8.12 Discharge from Service

- I. Letters of resignation/dismissal will be processed in the office of the Managing Trustee and intimation sent to the supervising officer.
- II. One week before completion of notice period as per terms of appointment, the supervising officer will initiate a “Letter of Release” addressed to the Managing Trustee and administer the transfer of charge from the departing officer to the new officer with a detailed list of all the records, files, documents and assets of the organization in the custody of the departing officer. A “status report” thereof and “Memo of Transfer Charge” duly signed by the officers taking and handing charge witnessed by the supervising officer will be attached to the “Letter of Release”.
- III. The “Letter of Release” along with attachments will be sent to the Accounts Section who will complete the following procedure:
 - a. If the functionary is member of the PMG or RMG his “Letter of Release” will be endorsed by the MSR and thereafter the accounts section will check the accounts and give a “no dues Certificate”.
 - b. If the functionary is not a member of the RCG, the Accounts section will check his accounts and give “a no dues certificate.”
- IV. The Accounts section will forward the “Letter of Release” and all its attachments to the Managing Trustee for issue of a “Letter of Discharge”.

	Management System Manual ISO 9001:2000 – Jal Bhagirathi Foundation
	QM 01/ abridged project version 03 January 2007

- V. On receipt of the “Letter of Discharge” the accounts department will settle the last month salary dues of the departing officer and get from him a receipt of ‘full and final settlement of all dues’.
- VI. Resignation letters will be addressed to the Managing Trustee and should be forwarded through the Project Manager or Resource Manager with his recommendations. The PM/RM may also make recommendation of dismissal of any Project Personnel to the Managing Trustee. On acceptance of the same by the Managing Trustee, the PM/RM will give the out-going staff member as far as possible a mutually agreeable period of notice or as per his terms of appointment.
 - a. After handing over charge and clearing of cash advances, the outgoing staff member and the PM/RM will sign a “Memo of Discharge” (JBF/2007/00/35) which will be sent to the Managing Trustee and copy to the Accounts Section.
 - b. On receipt of the ‘Memo of Discharge’ by the Accounts Section, payments due to the staff-member will be cleared as full and final settlement of all accounts and which will be duly confirmed under his signature.



9 DUTY TRAVEL ALLOWANCES

- The following rules will apply for Traveling Expenses of Program Personnel and Volunteers in Jal Bhagirathi Foundation other than members of the Board of Trustees.

<u>Permissible Daily Expenses for Out of Station Travelling</u>					
Grade	Travelling Expenses	Metros and Divisional Headquarters		Marwar Region	
		Hotel	Food etc.	Hotel	Food etc
RM, PM, Consultants & Authorised Volunteers	Luxury Bus AC Chair for day III Tier A.C. for night	Rs. 500/-	Rs. 200/-	Rs. 100/-	Rs.60/-
PO, CAO, PC	Deluxe-Bus AC Chair Car for day III Tier AC for night	Rs. 200/-	Rs. 100/-	Nil	Rs.60/-
APC, CO, RP, AO, Project Trainees and others	Express Bus II Train	Rs. 100/-	Rs. 75/-	Nil	Rs.60/-
Drivers	JBF Vehilce		Rs. 150/- for Delhi & Rs. 100/- for out of marwar region	Nil	Nil

- In Jodhpur, all the above functionaries will stay at the “Jal Ashram” as per boarding and lodging rates of the Ashram. Functionaries will not be entitled to separate boarding and lodging reimbursement.




Management System Manual

ISO 9001:2000 – Jal Bhagirathi Foundation

QM 01/ abridged project version 03 January 2007

3. Officers posted in Jodhpur shall not be entitled to food expenses for the first day of travel unless they make a night halt.
4. Entitlement of traveling allowances will be only if the travel has been sanctioned and traveling payment vouchers (JBF/2007/00/36) duly endorsed by the following sanctioning authority:
 - a. Project Manager, Resource Manager: by Managing Trustee
 - b. Resource Management Group Staff: by Resource Manager.
 - c. Project Management Group Staff: Project Manager.
 - d. Accounts section, Program Group Staff and all other Staff: Resource Manager.
 - e. Consultants and Committee Members: Resource Manager
5. All Duty Travel expenses will be permissible only on submission of the following supporting:
 - a. Hotel and restaurant bills bearing name and address of Hotel/Restaurant.
 - b. Travelling and other expenses duly corroborated by tickets and bills of expense.
 - c. PG, RMG, PMG members will submit a Tour Report in the prescribed format.
6. In absence of supporting, reimbursement of travel and food expenses (other than Hotel expenses), strictly on actual, will be allowed within the permissible allowances, subject to the approval of the sanctioning authority and verification by the Chief Accounts Officer.
7. Local conveyance by personal vehicle of staff members will be reimbursed at the rate of Rs.3.50 per KM for 4 wheelers and Rs. 2/- per KM for two wheelers.
8. All requisition of Taxi will require prior permission of Managing Trustee.
9. No Travelling expenses other than local conveyance will be permissible to officers within the Block of their posting. Local conveyance expense statements will be submitted for reimbursement along with a visit report.
10. Travelling expenses of a single journey cannot be submitted in separate Travel Expense Statements or vouchers for reimbursement.
11. No conveyance expenses are permissible for travel from residence to office of posting.
12. Drivers will not be entitled to any traveling expenses in the JBF Project Area. However, outside the Project Area they will be entitled as per travel allowance rules.

	Management System Manual
	ISO 9001:2000 – Jal Bhagirathi Foundation
QM 01/ abridged project version 03 January 2007	

10 MOTOR VEHICLE MANAGEMENT PROCEDURES

All motor vehicles including motorcycles used in Jodhpur HO and the Blocks shall be under the supervision of the Resource Manager or RO designated by the RM and will be regulated in the following manner:

10.1 Allocation of Vehicles:

Allocation of vehicles will be done only after the JBF logo has been painted prominently on each vehicle and they have been comprehensively insured and duly registered. On receipt of requisition and completion of all necessary formalities, RM may allocate motor vehicles as per the following guidelines:

- a. Mahindra Marshall: Will be a 'common pool vehicle' and may be requisitioned by authority of the Managing Trustee for use by consultants and visitors.
- b. Mahindra Commander I (Number RJ 19 U 0547): May be requisitioned by the Resource Manager for the purpose of conducting his/her responsibilities.
- c. Mahindra Commander II (Number RJ 19 U 0895): May be requisitioned by the Project Manager for his/her for the purpose of conducting his/her responsibilities
- d. Mahindra Commander III (Number RJ 19 U 0884) and IV: (Number RJ 19 U 0886): May be requisitioned by Project Officers and Project Coordinator with an endorsement from the Project Manager and duly authorized by the RM for the purpose of conducting such program activities that would not be possible without a motor vehicle. For purpose of allocation of the vehicle proper reason, duration and locations at which the vehicle will travel will be clearly mentioned in the letter of authorization. The period of allocation will not exceed 20 days in a month for Pos and one week for PC during which time it will remain under the custody of the PO/PC
- e. Mahindra Commander V: (Number RJ 19 U 0890): It will remain as a "common pool" vehicle at the Jal Ashram and maybe requisitioned with the authorization of the RM.
- f. Qualis and Scorpio: May be requisitioned by authorization of the MT for use by Trustees, UNDP, donors etc.
- g. Hero Honda CD Dawn Motor Cycles: May be issued to the members of the PMG and RMG for official purposes on requisition by their respective RG leader with the endorsement of the PM indicating the name of the officer to whom the vehicle is being issued and authorization of the RM.



10.2 Custody and supervision of Vehicles:

- a. The custody of MUV will be with the officer allocated the vehicle till it is not returned back to the “Jal Ashram”.
- b. The custody of all the motor cycles in the Block will be with the Block leader allocated the vehicle and he should remain in full control of all the motorcycles in the block under his charge
- c. MUL drivers will be recruited by and will work under directions of the Resource Manager.
- d. All MUL drivers are required to be at least 30 years old and have a permanent driving license, copy of which must be kept in custody of the RMG.
- e. Each MUL's will be allocated a specific driver and He should not drive any vehicle other than his allocated vehicle.
- f. Multi-utility vehicles (MUL) will leave the Jal Ashram only after the driver submits a duly signed requisition slip to the gateman, authorized by the RM.
- g. RM can summarily call back any vehicle from the field if he is of the opinion that it is being misused.
- h. If a vehicle is used by an unauthorized person or for an unauthorized purpose, the officer who was issued the vehicle will henceforth not be entitled to allocation of any vehicle in the future.
- i. Accident, loss or traffic violation involving any vehicle should be informed as soon as possible by the officer in custody of the vehicle to the RM. The RM will take immediate steps to secure the vehicle and inform the insurance company if necessary.
- j. If any vehicle is damaged due to misuse or unauthorized use, the entire amount of the damages will be debited to the account of the officer to whom the vehicle is issued.
- k. The Accounts Officer will make all payment towards cost of transportation and repairs of vehicles only after verification of the logbook.

10.3 Vehicle registration, insurance, documents:

- a. The original registration documents of vehicles will be laminated and kept with the accounts sections and copy with the vehicle.
- b. RO, designated by the RM will have all vehicles insured under comprehensive Insurance policy and ensure timely renewal. Original insurance documents will be kept with the Designated RO.



10.4 Maintenance of Vehicles:

- a. Maintenance and upkeep of the vehicle would be the responsibility of the driver allocated to the MUV and the block leader allocated the motorcycles.
- b. Timely service and maintenance of all vehicles will be supervised and ensured by the Designated Officer of the RMG.
- c. The responsibility for proper use and maintenance of the motorcycles will be entirely of the Block leader allocated the vehicle.

10.5 Monitoring of Vehicles:

- a. A centralized recording system of the vehicles location, allocation, mileage, fuel consumption, insurance, maintenance and service will be maintained by the Designated Officer of the RMG for all motors vehicles posted in the Blocks and Jal Ashram.
- b. RM will ensure there is no unauthorized use of the vehicles and that proper maintenance of the vehicles; timely insurance, registration and logbook records are kept.
- c. RM will conduct a monthly maintenance audit of all vehicles and take necessary action.



11 GENERAL ADMINISTRATIVE PROCEDURES

11.1.1 Work Precedence

- Any information requested or work delegated by the Program Office will receive priority over all routine matters.
- A letter explaining 'cause of delay' will accompany any delay exceeding 7 days from date of receipt of instructions.
- All instructions from Program Office and responses from officers in Jodhpur will be sent either by email or letter to be able to properly record the response time.
- Responses delayed beyond 7 days without proper explanation will be recorded and noted in the respective officer's file for consideration at the time of annual evaluations.

11.1.3 General Rules

- Jal Bhagirathi Foundation Offices will open at 9:50am and close at 6:00pm on all working days. Lunch hour will be from 1:00pm to 2:00pm..
- A Notice Board to be put up at an appropriate location in the office. General guidelines such as travelling leave etc. That is for general information may be put up on a Notice Board.
- A separate file for all Rules and Procedures is opened so that they are available for ready reference. All memos in original will be kept in this file.



10 PROCUREMENT PROCEDURES

10.1.1 Procedure for all procurement except stationery and consumables will be as follows

1. **Requisition letter** in the prescribed format (JBF/2007/00/38) addressed to the Secretary, Procurement Committee, giving requirement, choice of purchase and reasons thereof will be sent to the Secretary of the Procurement Committee (S-PrC).
2. On receipt of a **requisition letter** the S-PrC will obtain three quotations of the requisitioned item from three different suppliers.
3. The **prescribed Procurement Form** (JBF/2007/00/39) with the three quotations, giving a comparative chart of the cost, item specifications, warranty and other terms of sale will be prepared.
4. After the members of the PrC signifying their approval of the purchase have duly signed the Procurement Form, the **S-PrC will supervise the purchase**, delivery and payment of the item.
5. All procurements including stationery, banners, sundries etc., received by the Jal Ashram will be deposited in the **Store** and issued from the store on authorization of the Resource Manager.

10.1.2 The procedure for procurement for stationery and consumables of more than Rs. 5,000/- will be authorized by the Managing Trustee on the requisition of the Resource Manager.

10.1.3 The procedure for procurement for stationery and consumables of less than Rs. 5,000/- will be authorized by as follows:

1. Requisition of the item in the prescribed '**General Requisition Form**' duly authorized by the PM or RM and approved by the Secretary, Procurement Committee will be sent to the store-in-charge for procurement.
2. The authorizing officer will supervise all purchases.
3. Requisition of consumable items within the approved budget will be purchased and maintained by the requisition authority.



11 ACCOUNTS PROCEDURES

11.1 Accounting Rule

1. Grant Disbursement Voucher (GDV) will be signed by the following persons:
 1. Jal Sabha President
 2. Jal Sabha Secretary
 3. Jal Sabha Treasurer
 4. Project Surveyor
 5. Community Organizer
 6. Leader of PDG
 7. Project Officer-Technical
 8. Project Officer-Community Mobilization
 9. Project Manager
 10. Resource Manager
 11. Accounts Officer
 12. Sr. Accounts Officer
2. Travel Expense Statement will be signed as per duty travel allowance rules.
3. Conveyance Expense Statement (JBF/2007/00/41) will be signed as follows:
 - i. Prepared by: Claimant
 - ii. Verified by: Reporting line supervisor
 - iii. Passed by: Project Manager
 - iv. Authorized by: Resource Manager
4. General Expense Statements (JBF/2007/00/42) will be signed as follows:
 - i. Prepared by: Claimant
 - ii. Verified by: Reporting line supervisor
 - iii. Passed by: Project Manager
 - iv. Authorized by: Resource Manager
5. A Visit Report (JBF/2007/00/44) will accompany traveling expense vouchers for all officers posted in the RMG and PMG and accounts section duly endorsed by the supervising officer.
6. All officers signing the vouchers will be individually responsible for approval of the payment and each must ensure the payments are made within the budgets and as per the rules of the Trust.
7. All micro-project payments will be made to the Jal Sabha Bank Account, except in case of tankas exempted from this requirement, only through cheque. Demand drafts may be made if required with bank charges to the beneficiary.
8. Wherever specially authorized, cash payment for micro-projects in case of village labour may be made to the respective PDG leader and



designated PO-1 who will both be jointly responsible for distributing the payment


9. Telephone bills will be payable as per actual on production of bills/STD PCO slips.
10. Payment of conveyance and repair of vehicles will be approved by the RM only after verification of the vehicle logbook. All officers are required to submit photocopy of the vehicle logbook as a necessary attachment along with vehicle fuel and maintenance vouchers.

11.2 Budgeting Procedures

1. A quarterly program work plan in the prescribed format (**JBF/2006/00/45**) will be proposed by the Project Manager duly approved by the RCG and RU on the 15th day of the last month in the quarter.
2. On the basis of the approved work plan the Program Office Accounts Section will propose a Quarterly Program Budget by the 20th of the last month of the quarter in the prescribed format to the MT.
3. The MT will approve a periodical budget on the basis of the submitted work plan for program expenses and micro-project payments along with the cost centre and account heads. Unbudgeted expenses will require prior sanction of the expense, its cost centre and account head before it is booked in the account.
4. Expenses must be made strictly within approved budgets, as per accounting procedures and regulations of the Trust and written directions given from time to time.
5. Only the MT will authorize any payment that does not have a prior budgetary approval. Expenses without authorization will be disallowed.

11.4 Payment of Honorariums

1. Honorariums and other terms will be paid to Program Personnel and other staff, contractors and consultants after receipt by the Accounts section of appointment letters, contracts, workorders or instructions through a memo signed by the MT.
2. Honorariums, salaries and consultancy payments will be made on the 7th day of each month and if that date is a holiday than on the next working day.
3. Final settlement of accounts by staff members discharged from service will be made on receipt of 'discharge letter' signed by the MT.
4. Prior to payment of Honorarium each month the Accounts Officer preparing the payment sheet will make reference to the attendance register and the leave register to calculate the number of paid and

 JAL BHAGIRATHI FOUNDATION	Management System Manual
	ISO 9001:2000 – Jal Bhagirathi Foundation QM 01/ abridged project version 03 January 2007

unpaid leave availed each month before disbursement of the Honorarium



12.2 Management Information Systems

1.2.1 Daily Diary

All RG leaders, RU members, RCG members, RP's, CO's and Project Trainees will maintain a daily diary in a prescribed format to record their daily activities and progress which will be inspected by the Supervising officer each week.

12.1.2 Weekly Report

BDG Leaders and PO will send a weekly report on the 1st day of every week to the PM in a prescribed format giving details of the:

- a. Progress of program activities.
- b. Status of micro-projects implementation.
- c. Community mobilization
- d. Proposed work-plan for the week.
- e. Essence of the reports in the daily-diary of each RG member.
- f. Status of vehicles and logbook details with copy to designated officer of the JAG.
- g. Feedback from the beneficiary communities
- h. Any other information relevant to program monitoring.

12.1.3 Monthly Report

The PM will submit a monthly report on the 1st day of every month to the Program Office in a prescribed format giving details of the:

- a. Progress of program activities.
- b. Status of micro-projects implementation.
- c. Community mobilization
- d. Proposed work-plan for the month.
- e. Essence of the weekly RG and RU reports.
- f. Feedback from the beneficiary communities.
- g. Training and capacity building requirements.
- h. Trainings held during the month. The trainings will also be photographed.
- i. Any other information relevant to program monitoring.

12.1.4 Quarterly Report

A quarterly report of all the activities will be sent to the Program Office by the PM and RM.

12.1.5 Action taken reports

All action taken reports (ATR) generating from the Development Group with comments of the RU,RCG and the PM on each observation by the Performance Auditor and Management auditor will be sent to the MSR.



The ATR on the financial audit will be sent by the accounts section to the MSR.

12.1.6 Jal Parishad Minutes

The Secretary of the Jal Parishad will circulate the minutes of the Jal Parishad meetings on the 3rd day of each month in the prescribed format to the MT, PM, CAO, RU, RG leader, MSR and all internal auditors.

12.1.7 Appraisal Committee Minutes

The Secretary of the Appraisal Committee will circulate the minutes on the 3rd day from the meeting to all its members.

12.1.8 Committee Minutes

The Secretary of the Committees will record the minutes of the meetings in a register for this purpose and circulate them amongst its members within 3 days from the date of the meeting.