

6. Roles and Responsibilities of the Project Manager and Key Staff

6.1 Project Manager

The Project Manager assumes overall responsibility for managing the project, fulfilling the goals and objectives and delivering the project outputs as envisaged by the project implementation plan and also discharging the responsibilities of the Office In-charge for project office administration and oversight. The performance of the Project Manager is not simply based on individual performance but is rated on the basis of project team performance. It is therefore desirable that the Project Manager should be authorised to exercise full control over all aspects of project management and office administration. The role of the Project Manager encompasses:

- Project staffing and administration
- Project accounting and inventory
- Project internal and final auditing
- Design development and cost estimation
- Norms and rate analysis
- Procurement of works, goods and services
- Supervision and progress monitoring
- Reporting
- Monitoring and evaluation
- Management information system.

The duties and activities each area are described below.

6.1.1 Project Staffing

- Understands the roles, responsibility and authorities of the Project Manager and other project staff.
- Assumes the charges of the Project Manager and obtains transfer of the responsibilities from the predecessor.
- Becomes familiar with the project environment and establishes relations with project stakeholders and related agencies.
- Requests project staff indicating mobilisation, in-duty and demobilisation periods.
- Assigns job descriptions to project staff.

6.1.2 Project Administration

- Carries out a training needs analysis at the project level and makes recommendations to the human resource development unit along with a desired training schedule.
- Organises basic office facilities, accommodation, logistics, communications and operations.
- Collects and sets up a documentation centre with all the reference materials including relevant legislation, PWDs, project reports, procurement and bidding documents.
- Develops or adopts formats for the reporting of works by each of the staff.
- Devises a project filing system and provides orientation to the project staff on such a system.
- Acquires office tools including computers hardware, software, internet and application

programs and provides orientation to the respective staff on their use.

- Sets up a system of internal meetings and discussions to create an environment of team spirit.
- Develops formats for project internal reporting and monitoring system and provides orientation to the project staff.
- Ensures that all the essential powers and authorities are duly delegated to the Project Manager, accounting, procurement and engineering staff from the respective authorities.

6.1.3 Project Accounting and Inventory

- Operates the project account jointly with the chief of financial administration.
- Abides by prevailing laws relating to financial administration and certifies expenditures as authorised.
- Makes request for reimbursement for expenditures made in the project.
- Obtains sanction of the approved budget from the FACO or DTCO.
- Expends the sanctioned amount pursuant to the provisions of the agreement.
- Is solely responsible for any financial transactions made without seeking the opinion of the chief of financial administration section.
- Is jointly responsible for expenditures where the chief of financial administration section has rendered an opinion.
- Ensures that the collected revenue is deposited to the consolidated fund on the same day. If it is not possible to deposit the cash on the same day, arranges to deposit it within 7 days/or on the following days stating reasons.
- Signs and certifies all receipts, bills and vouchers of expenditures.
- Forms an auction recommendation committee within his jurisdiction.
- Maintains and protects the goods and materials by maintaining an inventory so that they are not lost or damaged and are in running condition.
- Completes the auction sale of the goods and materials within six months and completes repair and maintenance of the goods and materials within three months from the date receipt of the inspection report.
- On the recommendation of the auction committee, auctions goods older than twelve years and poor running condition, or requiring repair cost of more than 25% of the market price.
- Maintains fiscal discipline in the office.
- In the event of any divergence of opinion between the Office In-charge and the chief of financial administration section in respect of the operation of financial transactions, the decision of the Office In-charge will prevail.
- Oversees, hands or takes over the charge along with an inventory of the cash and kinds remained in the custody of an employee.
- Hands over the statement of the outstanding advances on being transferred, promoted, retired or leaving the office.
- Grants remissions as per recommendation within his authority.

6.1.4 Project Internal and Final Auditing

- Carries out inspection of revenue collection, revenue accounts and deposits, and confirms the accounts of regular and occasional revenue are properly maintained.
- Forwards the statement of commodity aid, direct payment, turnkey based assistance, technical assistance and reimbursable amounts in the form prescribed by the Auditor General's Office.

- Examines whether the books of accounts are updated and personally carries out internal examination and inspection.
- Arranges for internal audit of accounts, and updates the accounts by settling irregularities detected from the internal audit.
- Regularises the amounts within the authority limit of the Office in-charge.
- Recovers the amount from the responsible person from the amount payable to such a person upon request by the Central Revenue Collection Office.
- Prepares an inventory indicating the income and expenditure accounts and list of irregularities during his time, and the financial, physical and manpower situation of the office and hands over charge to his successor.
- Provides reply to irregularities which have been detected, monitors and follows up the settlement of irregularities.

6.1.5 Design Development and Cost Estimation

- Carries out project identification studies, reconnaissance studies or preliminary studies to conceive new projects.
- Carries out project screening and ranking studies and prioritises new projects.
- Conducts feasibility studies including technical, financial, environmental and social assessments.
- Prepares the surveys, designs, cost estimates for a new development project and programme and assists the department to obtain approval.
- Seeks approval of the ministry or department where necessary to remove any difficulties in planning and implementation.
- Prepares a budget and programme for the office in the next year, and submit them to the superior office within the period specified by MOF.
- Deputes a project engineer to prepare the cost estimate for identified projects and checks for conformity with prescribed procedures.
- Oversees the design work undertaken by the project engineers and ensures the soundness of such designs.
- Checks the designs and cost estimates prepared by consultants and issues comments as reasonable.
- Maintains a list of projects under development identifying their priorities.
- Prepares a project implementation schedule in the form of Gantt chart, milestone chart or critical path network.

6.1.6 Norms and Rate Analysis

- Provides feedback to the department if norms for special items are to be developed.
- Ensures that the rate analysis by project engineers conforms to approved norms and approved rates of labour and materials fixed by the concerned committee.
- Seeks approval to employ skilled labour in the work, paying special wage rate based on the agreement with prior approval or post endorsement of the concerned committee in special situations.
- Obtains the valuation of unused materials by a committee considering the condition of the materials and their prevailing market price.
- Participates as a member in the auction recommendation committee to determine the prices of the goods, materials and equipment listed for auctioning.
- Approves the cost estimate under his authority limit.

- Participates as a member in the house rent fixation committee concerned with the project office.

6.1.7 Procurement

- Arranges to procure goods, services and works for regular HMG/N projects.
- Participates as a member in the tender evaluation committee.
- Maintains a record of unit prices, receipt date, particulars and custom duties exemptions for goods and materials received under commodity aid.
- If the procurement of proprietary goods and materials is essential, recommends to the departmental head specifying quality standards from a supplier.
- Approves the conditions of the insurance obtained by the contractor while carrying out construction.
- Provides or assigns an immediate subordinate for the official signature in the tender forms.
- Accepts tenders within his authority.
- Accepts technical and financial proposals within his authority.
- Forms an office level tender evaluation committee.

6.1.8 Supervision and Progress Monitoring

- Manages, administers and coordinates with the consultants and contractors employed in the project.
- Participates in the project level coordination committee to seek cooperation from the various sectoral agencies and public for the project works.
- Oversees the land acquisition, resettlement or compensation, utility relocation and other community development activities related to the project.
- Chairs the progress review meetings at monthly intervals and directs the consultants and contractors to maintain progress.
- Monitors works progress and ensures that work is carried out according to the approved works schedule and is responsible for delays without technical reasons.
- Designates technical staff to conduct tests and to supervise quality standards as stipulated in the approved drawings, design and specifications.
- Submits a follow up report of the contract work of the project costing more than Rs. 2.5 million to the department head on a trimester basis.
- Examines completed work deputing technical staff to check conformity to quality standards, drawings, design and specifications and prepare the project completion report and submits to the tendering authority.
- Certifies the amount payable in installments at per the work progress and examines whether the quality is acceptable while making final payment.
- Deducts the advance from each interim payment certificate by the percentage as per the contract agreement.
- Oversees the works carried out by the users' committees and hands over the completed works to responsible agencies as specified in the project document.
- Informs the immediate higher authority on the completion of the work.

6.1.9 Reporting

- Submits monthly progress report to the immediate higher authority on a trimester basis.
- Submits monthly statements of accounts to the District Treasury Comptroller Office and the ministry or department.

- Submits a special report to the secretary on serious technical, financial and social problems encountered with construction and maintenance works and follow directions made by the advisory committee on such matters.
- Prepares and submits technical and financial reports related to the project on regular basis as per requirement.
- Prepares the trimester project management report on the budget and programmes implemented by the office in the specified format and forwards it to the superior office.
- Prepares an annual inspection report of the condition of goods and materials kept maintaining an inventory.
- Prepares the project completion report together with as built drawings.
- Follows up the preparation of financial, technical and environmental audit reports.

6.1.10 Monitoring and Evaluation

- Oversees subordinates in making financial transactions and makes proper arrangements to safely keep the governmental cash and goods in-kind to avoid misappropriation, loss, damage or reckless expenditure.
- Is fully responsible for the discharge of his duties even if he has authorised his subordinates to perform them.
- Monitors the progress of the project and reviews it jointly with the project stakeholders including consultants, contractors, users' committees and local bodies.
- Evaluates the performance of the contractors and consultants.
- Requests project benefit monitoring by independent agency where necessary.
- Evaluates the performance of project staff.

6.1.11 Project Management and Monitoring System

- Ensures that a basic database on progress, expenditure performance including delays, disputes, claims, problems and project impacts are maintained every month in hard copy and electronically.
- Analyses basic data and develops project management information e.g. summary of progress expenditures, outstanding problems, time and cost overruns, staff performance/motivation/incentives/punishment.
- Prepares and submits project management information required by executing agency level and NPC level management information systems.
- Publishes monthly newsletter and annual reports as required.

6.2 Project Accounts Officer

The Accounts Officer assumes full responsibility of maintaining the project account, internal and final auditing and keeping an inventory of all the office assets and equipment.

- Prepares and submits the budget of income and expenditure for the next fiscal year within the prescribed time and in the format and manner specified in the circulars issued by the Ministry of Finance to the concerned department with a copy to DTCO.
- Maintains accounts of amounts received from DTCO and expended as per the approved budget and authorization letter of the concerned department, and submits the statement of accounts to DTCO for internal audit.
- Submits the annual statement of accounts of amounts received, expended and balance to DTCO, concerned department and FCGO.
- Issues advances to the concerned person as approved by the competent authority within the existing rules and regulations and releases the money after the completion of the work.

Advances not cleared within time should be released with interest.

- Maintains petty cash to pay for small payments or to make urgent payment after banking hours.
- Deposits in the bank within 3 days the amount taken for the provident fund, citizen investment fund, advance tax and audit discrepancies clearance money and submits the statement to DTCO and concerned department or ministry.
- Submits to DTCO on the day following receipt of revenue the daily statement of revenue and the third copy of the bank deposit voucher.
- Deposits with DTCO the balance of deposits received that exceed the limit fixed by DTCO.
- Submits the appropriation account and the document relating to any discrepancies to the concerned DTCO after completion of internal audits.
- Maintains and clears the record of audit discrepancies indicated by DTCO, FCGO or PAC of the parliament.
- Reports the clearance of discrepancies with the documents to the concerned department, DTCO, FCGO and AGO.
- Assists the planning unit in the preparation of annual budget to ensure consistency of the proposed budget with the finance related provisions of the donor agencies.
- Maintains an account of the governmental amounts and bears responsibility for all the financial transactions of the project office.
- Keeps the inventory of the revenues and related documents.
- Enters goods in-kind in the records tagging their value and forwards a statement to DTCO and the concerned ministry or department.
- Maintains import inventory of goods and materials through exemption of the duties and customs.
- Submit the statement of the balance fund upon completion of the project to the superior office or the office assuming the liabilities subsequently.
- Carries over and certifies the liability in next fiscal year, setting out a list of the outstanding advances.

6.3 Project Engineer

One or more Project Engineers may be assigned to a project to assist the Project Manager in every aspect of technical, environmental aspects of the project implementation. A Project Engineer prepares the technical documents which will be approved by the Project Manager. The roles and responsibilities of a Project Engineer are as follows:

- Provides leadership to the technical team working in the project.
- Visualises the technical task to be discharged.
- Provides overall management for survey and design works as required by the project.
- Prepares project documents (BOQ, cost estimates, design, drawings, schedules of labour and material, tender document).
- Prepares the project implementation plan.
- Provides overall management of the survey and laboratory equipment and instruments and keeps them ready for use.
- Assists the Project Manager in the valuation of properties to be acquired.
- Prepares work schedule, CPM charts, resource deployment schedules and method statements for the completion of construction works by the contractor.
- Supervises and monitors the works of contractors and facilitates their works for completion

on time.

- Assures the quality of works and conformity with technical specifications.
- Prepares monthly reports for each contract and consolidates them in an overall project report, which should record progress.
- Identifies problems in each contract and recommends action for resolving them.
- Prepares the project completion report for each contract and comparative narrative as to whether completed works conform to the as-built drawings prepared by the contractors.
- Identifies potential problem areas that require regular inspection or attention by Project Manager.
- Supervises the completed projects during the defects liability period and ensures defects corrected by the contractors.
- Examines the claims by contractors for price escalation and time extension and makes recommendations to the Project Manager.
- Assists the Project Manager to prepare annual and trimestral progress reports required by executing agencies and donors.
- Supervises the work of overseers, laboratory technicians and auxiliary staff deputed to sites under his jurisdiction.

6.4 Project Procurement Officer/Storekeeper

The Procurement Officer or the Storekeeper is responsible for safeguarding the inventory of the project. If the project has provision for two positions i.e. Procurement Officer and Storekeeper the officials have the following duties and responsibilities. If the provision is for only one position, either Procurement Officer or Storekeeper, the following duties and responsibilities will be combined into one.

- Under the general guidance of the Project Manager, is responsible for procurement, maintenance and recording of the inventory.
- Maintains the records of goods purchased or received from grants.
- Classifies the goods two categories as expendable goods and durable goods and maintain the respective records.
- Codes and maintains records of durable goods.
- Keeps a record and stock ready for physical verification by the Office In-charge or other designated person every year.
- Maintains records of goods that are leaking, perished or worn out and cannot be repaired and recommends them for auctioning.
- Makes arrangement for the insurance of heavy equipment, machines, vehicles and assets and valuable properties.
- Coordinates with the Account Officer to keep the record of the goods in money value.
- Hands over his charge to his successor or subordinate as designated by the Office in-charge in case of his transfer or relief from the duty.

6.5 Storekeeper

Under the general guidance of Procurement Officer the Storekeeper is responsible for:

- Keep records of all goods and organise them properly in the stores.
- Keep records of goods issued to different individuals to carry out various works.
- Record various information relating to the purchase of and payment for the goods.

- Keep records and stock ready for physical verification by the higher officials.
- Maintain records of goods that are leaking, perished or worn out and initiate the process for auctioning in coordination with Procurement Officer.
- Initiate the process for the insurance of warehouses and stores.
- Monitor the validity of the guarantee of the goods received from suppliers.
- Submit the store status report to the concerned official every three months.