



**EMPOWERING  
HUMANITARIANS**



**bioforce**

# **WATER, SANITATION AND HYGIENE PROJECT MANAGER**

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**JOB DESCRIPTION**

October 2016

### Acknowledgement

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# Objective and definition of the Water Sanitation and Hygiene Project Manager (WASH-PM) job description

**The WASH-PM job description is intended to describe the key competencies (responsibilities) and duties of a water, sanitation and hygiene manager.**

In certain cases, the WASH PM may be specialised in a particular field (e.g. boreholes, urban networks, etc.). The job description does not take account of such specialisations; instead, it presents the general scope of the job.

**The job description aims to be a generic, consensual and comprehensive.**

## Approach and use

To ensure its relevance, a job description has been developed:

- | By analysing profiles and job offers provided by the main aid agencies working in the water, sanitation and hygiene sector.
- | With input from WASH head-office & field staff of the main aid agencies working in the sector (answers from questionnaires, interviews, steering committee).

Bioforce uses the job description as a benchmark tool to develop the training programmes, modules and sessions it delivers. This job description was developed in line with the core humanitarian competencies framework developed in 2011 by the Consortium of British Humanitarian Agencies. It is currently under revision by the Core Humanitarian Standard (CHS) Alliance.

## Job title and job descriptions

The job of the WASH Project Manager can be performed by an international or national employee. Different titles are used depending on the organisation:

- | WASH Project Coordinator
- | WASH Programme Manager
- | WASH Project Officer
- | Field Water & Sanitation Manager
- | Technical Water & Sanitation Manager
- | WatHab Delegate
- | WASH specialist
- | WASH Project Manager
- | WATSAN Log

The job descriptions vary across organisations depending on different criteria, including:

- | Organisation type
- | Field work context
- | Programme/project type
- | Scope of the role
- | Tasks and responsibilities

# Role, competencies and qualifications

The WASH Project Manager is responsible for managing WASH projects in humanitarian, rehabilitation or development contexts in rural, peri-urban or urban areas. From the moment these projects are conceived or implemented, the WASH-PM will be responsible for:

- | ensuring that beneficiaries have enough drinking water;
- | developing and promoting access to collective or individual sanitation structures;
- | coordinating hygiene promotion and setting up a water-management system.

This work mainly takes place within the Non Governmental Organisations, United Nations agencies, International Committee of the Red Cross agencies, Red Cross and Red Crescent Societies, and governmental agencies in countries and geographic areas where water and sanitation is a major public-health issue.

The WASH PM must have a diverse range of competencies and/or technical knowledge in order to effectively assess sanitation conditions and implement WASH activities. The WASH PM is self-managed to a great extent and has key project-management duties: assessment, planning, managing tasks, managing teams, finance and logistics management.

The duties of the WASH PM in an international humanitarian context also require specific behavioural and interpersonal competencies:

- | Good analytical skills, discernment and ability to see the bigger picture
- | Good organisational skills and a self-starter
- | Realistic, reliable and flexible
- | Ability to adapt to different, often stressful circumstances
- | At ease in a multicultural environment
- | Tact, patience and diplomacy
- | Ability to communicate and built trusting relationships
- | A team player with team spirit.

Finally, basic competencies are also necessary: good written and spoken English, good writing skills, and good hands-on knowledge of the principal computer software tools.

To qualify for this job, candidates must have professional experience in one of the technical fields (water, civil engineering, environment, geology, hydrology, sanitation) and/or a validated training programme related to the sector. Previous international experience is also useful for this job.

In creating this WASH PM job description, different competencies have been identified:

- | **Sector specific** competencies, which translate into 11 specific professional fields
- | **Interdisciplinary** competencies, which are not specific to any sector.

## Competencies required for the WASH project manager position

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1. Analyse the context in which WASH projects are conducted in the international humanitarian sector

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2. Identify and assess sanitary conditions, access to water resources and sanitation infrastructure in the intervention areas

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3. Design and carry out tasks related to the action plan and the organisation's strategy

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4. Develop partnerships and networking

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5. Recruit, develop and manage the project team

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6. Handle reporting, administrative management & budgetary management for WASH projects

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7. Coordinate a wash construction site as delegated project manager or contracting authority

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8. Coordinate hygiene promotion & encourage community participation

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9. Design & manage the implementation of water-supply systems

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10. Design & manage the implementation of sanitation measures

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11. Participate in logistics, regulations & security procedures when implementing WASH activities

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## Cross-cutting competencies

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12. Be able to use computer software tools for WASH activities

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13. Communicate with teams, partners, community members and authorities

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14. Personal competencies

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# Sector-specific competencies

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## 1. Analyse the context in which WASH projects are conducted in the international humanitarian sector

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- | Participate in analysing the political, geopolitical, humanitarian, safety, socio-economic and environmental issues affecting access to water, sanitation & hygiene in the host countries and in particular in the specific project area.
- | In the context analysis, include humanitarian response coordination mechanisms, risks associated with protecting and organising communities socially.
- | Identify the different stakeholders involved in WASH management working in the specific project area and understand their positioning and strategy.
- | Review and include international and national standards in the WASH sector.
- | Analyse the social organisation and the specific socio-cultural characteristics of the project's beneficiaries.
- | Identify legal and ethical frameworks that might orient the project: international state law, humanitarian law, codes of conduct, organisational charter.
- | Depending on the context, make use of the standard tools and methodologies for quality and accountability (CHS<sup>1</sup>, OECD<sup>2</sup>, ALNAP<sup>3</sup>, Sphere, Quality COMPAS, cluster, SDGs<sup>4</sup>, etc.)
- | Contribute to analysing the local market and use appropriate analysis tools (e.g. EMMA<sup>5</sup>, PCMMA<sup>6</sup>).

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## 2. Identify and assess sanitary conditions, access to water resources and sanitation infrastructure in the intervention areas

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- | Collect and analyse available technical documents (SDGs report, ministerial data, etc.).
- | Collect and analyse epidemiological data related to the WASH-PM's specific field of competence, by working with health specialists.
- | Coordinate/conduct sanitary surveys (pollution risks) and water quality checks (bacteriological and physicochemical risks).
- | Draw up an inventory of water resources: type, flow, recharge, geological & hydrogeological context, rainfall, climate, etc.).
- | Use monitoring and data-collection tools to assess water resources and conduct a hydrological assessment (e.g. piezometer, rain gauge).
- | Adopt a comprehensive, integrated approach in assessing the water resources:

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<sup>1</sup> CHS: Core Humanitarian Standard

<sup>2</sup> OECD: Organisation for Economic Co-operation and Development

<sup>3</sup> ALNAP: Active Learning Network for Accountability and Performance

<sup>4</sup> SDGs: Sustainable Development Goals

<sup>5</sup> EMMA: Emergency Market Mapping and Analysis

<sup>6</sup> PCMMA: Pre-crisis Market Mapping and Analysis

*Assess the water needs for the target communities, priority organisations (health care facilities) as well as humanitarian and farming requirements (livestock, markets, industries etc.)*

*Assess the needs of other humanitarian programme sectors (nutrition, food security, disaster risk reduction)*

*Include social engineering and include cultural, social, economic, legal (land use plan), technical (type of soil, water table) and environmental dimensions (integrated management of water resources, resource protection) in the assessment)*

| Assess whether water requirements are compatible with available resources.

| Draw up an inventory of access conditions to water, sanitation & hygiene infrastructures:

*Carry out field visits and assess access conditions (availability, infrastructure type, maintenance, etc.)*

*Use minimum standards, tools and benchmark methods (SPHERE<sup>7</sup>, PHAST<sup>8</sup>, etc.) to carry out an analysis.*

| Integrates in its analysis WASH cross-cutting issues (WASH and gender, handicap, HIV, nutrition...)

| Assess WASH infrastructure requirements for target communities and priority facilities (health-care centres, markets etc.)

| Make use of information and communication technologies (e.g. GIS<sup>9</sup>, survey software etc.), in order to interpret and correlate the hydrological, hydrogeological and sanitation data collected.

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### 3. Design and carry out tasks related to the action plan and the organisation's strategy

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| Provide sectoral intelligence for the project

| Together with the department concerned, draw up the WASH intervention strategy in the host country, and especially in the project area, to ensure it meets the organisation's mandate

| When developing the strategy, include objectives to use and strengthen the local market

| When developing the strategy, include the specific types of intervention such as 'Wash in Nut' and 'Wash in Schools'

| Organise discussions with beneficiary communities about the projects and include their opinions in decision-making and the continuous quality improvement process of the projects implemented

| Design and implement the project's activities:

*Carry out the assessment in the project area: use rapid assessment tools to identify any needs or gaps related to water, hygiene and sanitation*

*Propose an intervention strategy*

*Study what actions are possible and suggest new activities to develop the WASH programme*

| Develop a quality-assurance implementation plan:

*Coordinate actions that can be implemented either on site or remotely*

*Programme resources in line with the technical staff while keeping within budget*

*Develop and/or improve activity monitoring tools and indicators*

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<sup>7</sup> Sphere: The humanitarian charter and the minimum standards

<sup>8</sup> PHAST: Participatory, Hygiene and Sanitation Transformation

<sup>9</sup> GIS: Geographic Information Systems

*Control the quality of completed activities (monitoring, continuous improvement mechanisms)*  
*Prepare & organise internal and external project evaluations*  
*Get the team involved in the project evaluation*  
*Keep the authorities, partners and beneficiaries informed about the activities (accountability principle)*  
*Ensure that the WASH PM's activities are appropriate to the explicit and implicit requirements of beneficiaries*  
*Check that the activities conform to donor requirements*  
*Check that the activities implemented meet professionals standards*

- | Contribute to capacity strengthening actions
- | Propose a project exit strategy while ensuring the continuity of the activities or the sustainability of the implemented systems
- | Measure the impact of the actions conducted (surveys)
- | Collaborate on project evaluations

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#### 4. Develop partnerships and networking

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- | Analyse existing partnerships
- | Work with existing operational and technical networks
- | Analyse the positioning and strategies of the different stakeholders
- | Develop operational networks and partnerships
- | Connect and encourage interactions between the various partners in order to strengthen access to water, sanitation and hygiene in related programmes
- | Represent the organisation with external bodies (local authorities, clusters, etc.)
- | Put forward relevant proposals on the technical approach for the project
- | Negotiate with project partners
- | Develop, conduct and evaluate WASH advocacy actions focused on partners and responsible bodies (water utilities, ministries, etc.)
- | Support, train and build capacities with staff and WASH project partners

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#### 5. Recruit, develop and manage the project team

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- | Recruit team members:  
*Participate in writing WASH job descriptions*  
*Recruit team members and participate in individual interviews*  
*Induct new team members and help them integrate into the team*
- | Manage and lead a project team:



*Organise and run team meetings*  
*Organise teamwork to meet objectives*  
*Draw up and manage work schedules*  
*Develop individual and collective competencies (technical skills, leadership...)*  
*Prevent and manage conflict between the different team members*  
*Set objectives and conduct performance-appraisal interviews*  
*Ensure a two-way flow of information and decisions between management and the field team*  
*Ensure that the internal rules and regulations are applied*

| Support and train team members:

*Identify training needs*  
*Identify competencies and potential and facilitate professional development*  
*Draw up a training plan for the team*  
*Support the team in adopting water, sanitation & hygiene methods and techniques*  
*Provide team members with on-the-job training and supervision*

| Transfer part or all of their responsibilities for handover or delegation including operational, functional and inter-personal aspects

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6. Handle reporting, administrative management & budgetary management for WASH projects

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| Administrative reporting and management:

*Approve/supervise the team's professional reports (monitoring reports)*  
*Develop and draft internal progress reports*  
*Draft project proposals by factoring in donor constraints*  
*Develop and draft external reports in accordance with donor requirements*  
*Ensure that the administrative procedures required by the organisation and necessary for the correct project implementation are in place*  
*Write concise, analytical reports and emails*

| Manage the budget

*Present a budget related to the WASH-PM's specific field of activity*  
*Manage, allocate and plan the project's material and budgetary resources*  
*Manage budgets for the project and notify when there are differences between the forecast budget and reality*

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7. Coordinate a wash construction site as delegated project manager or contracting authority

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| Draft calls for tenders together with the departments concerned

| Identify partners/service providers

- | Design and model simple WASH structures (latrines, shower blocks, tanks etc.)
- | Produce/interpret WASH construction plans
- | Bring in specialists (e.g. design firms) to design complex structures (e.g. for urban water networks)
- | Validate technical choices for construction projects and the choice of materials
- | Approve construction quotes and estimates
- | Coordinate the different workers on site (service providers and tradespeople)
- | Develop quality-control tools for facilities constructed and monitoring building sites
- | Ensure compliance with safety regulations: technical equipment, stored materials, perimeter fences for construction sites and structures
- | Organise delivery of completed facilities to beneficiaries or authorities

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## 8. Coordinate hygiene promotion & encourage community participation

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| Analyse communities' social organisation systems, their attitudes and practices in terms of hygiene in order to design, implement and monitor actions:

*Mobilise people with specific social skillsets (e.g., anthropologists, social workers etc.)*

*Organise the qualitative and quantitative studies necessary to assess, design, implement and monitor the work*

*Assess the hygiene practices that represent a health risk (e.g., KAP surveys<sup>10</sup>)*

*Include the analysis of the local market in the assessment*

*Integrates in its analysis WASH cross-cutting issues (WASH and gender, handicap, HIV...)*

*Use the specific methods and tools for developing hygiene-promotion programmes (participatory assessment tools, PHAST, CLTS<sup>11</sup>, social marketing, etc.)*

*Determine the indicators specific to the context for hygiene assessment and monitoring*

| Coordinate hygiene-promotion activities:

*Set objectives aimed at changing hygiene behaviours and practices that present a health risk*

*Select and train a hygiene-promotion and community-mobilisation team*

*Develop a communication strategy by using available, relevant media, suited to the context (radio, theatre, posters, meetings etc.)*

*Develop a strategy to create the conditions for change and community ownership (e.g. CLTS)*

*Coordinate the design of messages and media for hygiene promotion*

*Approve messages and media: technical booklets, posters, cartoons, videos*

*Supervise the organisation and implementation of awareness-building campaigns with local communities*

*Approve the contents of hygiene kits and their distribution*

*Make sure that hygiene products and infrastructure are accessible (e.g. through a market-based approach or hygiene-kit distribution)*

| Coordinate and collaborate with the competent authorities to implement the WASH-management system and community participation:

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<sup>10</sup> KAP: Knowledge, Attitudes, Practices

<sup>11</sup> CLTS: Community-Led Total Sanitation

*Run workshops to choose a system for management and cost recovery*

*Coordinate and set up WASH-management committees*

*Coordinate the training on the management and maintenance of facilities, responsible organisations, WASH committees and technicians*

*Identify repairers and suppliers of spare parts*

| Manage the implementation or renovation of specific structures (showers, washing areas, hand washing stations):

*Make technical choices by discussing with the beneficiaries / authorities depending on standards and the context*

*Design the structures*

*Supervise the construction or renovation of structures*

*Monitor and assist in organising maintenance operations*

| Measure the impact of the actions conducted (surveys)

| Ensure that the beneficiaries are satisfied, deal with their complaints and inform them about the project's activities (accountability)

| Define a project exit strategy, ensuring the continuity of the activities or the sustainability of the implemented systems

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## 9. Design & manage the implementation of water-supply systems

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| Manage the implementation or renovation of water-abstraction facilities (rainwater harvesting, surface water, groundwater):

*Select the sites where the structures will be located or renovated, by using appropriate methods and techniques*

*Determine the appropriate abstraction techniques for the resource*

*Coordinate the construction or renovation work for the abstraction plants*

*Supervise the development of specific structures (wells and boreholes) and flow testing*

*Supervise the disinfection of the structures before operations begin*

*Determine and implement protection measures for the structures and water resources.*

| Manage and implement or renovate water-pumping systems:

*Determine and monitor the implementation and operating parameters for the pumping system*

*Select pumping systems based on technical, cultural and socio-economic constraints*

*Supervise the installation and commissioning of the pumping installation.*

| Manage the installation or renovation of gravity-fed water networks (urban or rural contexts, camps and health-care settings, including cholera-treatment centres and nutrition centres):

*Carry out feasibility studies for distribution networks*

*Perform topographic surveys*

*Produce construction plans including pipelines and facilities*

*Design distribution networks and facilities*

*Supervise the construction or renovation of systems*

| Manage the installation or renovation of drinking-water treatment systems (mass treatment, household treatment and specific contexts such as cholera-treatment centres and other health-care facilities):

*Perform the initial surveys and physicochemical analyses*

*Determine and select the techniques and methods for treating drinking water (individual or collective treatment systems)*

*Design and implement the pre-treatment and treatment procedures*

*Implement a system to monitor and control water quality*

*Train users on individual treatment and water storage systems and methods*

| For all the activities:

*Select the strategic and technical option based on the standards and the social, economic, cultural, political and security context, in collaboration with beneficiaries and authorities*

*Monitor and organise maintenance operations*

*Ensure that the beneficiaries are satisfied, deal with their complaints and inform them about the project's activities (accountability)*

*Carry out the mandatory and recommended physicochemical analyses before handing the facilities over to the beneficiaries or the authorities*

*Provide the technical documents for the completed facilities to the beneficiaries and the authorities, and archive copies*

*Define a project exit strategy, ensuring the continuity of the activities or the sustainability of the implemented systems*

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## 10. Design & manage the implementation of sanitation measures

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| Manage the implementation or the renovation of collection, treatment and disposal of excreta in both rural and urban settings:

*Conduct surveys*

*Make technical choices*

*Design structures*

*Supervise the construction or rehabilitation of facilities and check for effectiveness*

*Identify the appropriate sanitation chains and implement the collection transport, storage and treatment, disposal or recycling of excreta*

| Manage the implementation or renovation of systems and plants for collecting and treating wastewater and rainwater run-off:

*Conduct surveys*

*Select and design the collection and treatment systems*

*Supervise the implementation of the different systems used and check for effectiveness*

| Manage the implementation or renovation of domestic/collective waste collection and treatment systems and plants:

*Conduct surveys*

*Work with the competent authorities on designing sites and treatment facilities for final disposal of the waste as well as the collection, sorting and transport methods, especially in an urban environment*

*Supervise the implementation of the different systems used and check for effectiveness*

| Manage the implementation or the renovation of healthcare-waste collection and treatment systems and plants:

*Design, site and model the waste treatment or final disposal sites*

*Select the collection, sorting and transport methods in collaboration with the teams responsible for managing healthcare facilities*

*Supervise the implementation of the different systems chosen and check that the chosen methods operate effectively*

**|** Manage the measures taken to control disease vectors:

*Determine the individual and collective methods for controlling these vectors (mosquito nets, drainage systems etc.)*

*Coordinate the implementation of programmes to control vectors following established protocols (chemical control, distributing mosquito nets, drainage etc.)*

**|** For all the activities:

*Select the strategic and technical option based on the standards and the social, economic, cultural, political and security context etc., in collaboration with beneficiaries and authorities*

*Monitor and organise maintenance operations*

*Ensure that the beneficiaries are satisfied, deal with their complaints and keep them informed about the project's activities (accountability)*

*Provide the technical documents for the completed structures and work to the beneficiaries and the authorities and archive copies*

*Determine a project exit strategy, ensuring the continuity of the activities or the sustainability of the implemented systems*

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## 11. Participate in logistics, regulations & security procedures when implementing WASH activities

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**|** Apply the organisation's specific logistics guidelines, regulations and procedures:

*Identify the logistic and technical resources necessary for the WASH activities together with the logistician*

*Adapt and decide on how to prioritise the project's available resources*

*Assess the purchasing requirements for goods and services related to the project*

*Identify suppliers of goods and services necessary to run WASH projects*

*Write calls for tender with the logistics and administration departments*

*Study and compare the suppliers' quotes*

*Draft contract terms and conditions in collaboration with the administrative and financial departments*

*In collaboration with the logistics departments, monitor the reception, storage, transport and distribution of equipment and materials in the intervention area*

*Set up quantity and quality control tools for the equipment and materials for the WASH project*

*Ensure that the organisation's specific instructions, regulations and procedures are followed*

**|** In collaboration with the organisation's logistics department, check that the logistics rules and procedures implemented comply with local and national regulations (e.g. regarding waste management).

**|** In collaboration with the organisation's logistics department, assess the environmental impact of activities implemented.

**|** Apply the specific safety instructions, regulations and procedures:

*Analyse the security context in collaboration with the manager concerned in the field*

*Ensure that the team members follow the organisation's instructions, regulations and procedures*

*Ensure that the team members follow the host country's laws, regulations and customs*

# Cross-cutting competencies

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## 12. Be able to use computer software tools for WASH activities

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- | Use standard word-processing software to enter and format text (reports, job descriptions, meeting minutes, letters etc.)
- | Use standard spreadsheet software to build activity-monitoring tools, manage databases, produce hydraulic calculations or technical data sheets, etc.
- | Use emails, messaging and other general communication tools
- | Use the basic features of GIS software: processing, interactive queries, viewing geographic data
- | Use the basic features of mapping software (Google Earth, GPS Utility etc.)
- | Use the basic features of hydraulic modelling software (for example EPANET)
- | Use data-collection software tools (Kobo, Sphinx, ODK)
- | Implement the IT or telecommunication tools necessary for monetary exchange (CBI<sup>12</sup>)

## 13. Communicate with teams, partners, community members and authorities

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- | Speak and write clearly and unambiguously in French and in English
- | Speak and write English to, at least, level B2 (Common European Reference Framework for Languages)
- | In English and French, use the vocabulary specific to the international humanitarian environment and more particularly in the field of WASH
- | Work with translators to make it easier to access community members
- | Organise training courses on relevant technical concepts and terms for the translators

## 14. Personal competencies

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- | Interpersonal competencies
  - Provide leadership*
  - Build relationships*
  - Be trustworthy*
  - Act with team spirit*

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<sup>12</sup> CBI: Cash-Based Intervention

*Show empathy*  
*Use active listening skills*  
*Consider the needs of others*  
*Negotiate with various partners*  
*Delegate effectively*  
*Be assertive as and when appropriate*

#### **| Communication**

*Adapt language so as to understand and to be understood.*  
*Write and speak clearly and without ambiguity.*  
*Adapt technical vocabulary to local vocabulary.*  
*Adopt a language that is respectful of local culture.*  
*Build relations with the affected communities.*  
*Express differences of opinion in a sensitive and measured way.*

#### **| Flexibility and adaptability**

*Adapt to constraints and unforeseen situations*  
*Demonstrate self-control*  
*Manage stress and work under considerable pressure*  
*Adapt behaviour to the cultural environment*  
*Work in multidisciplinary and multicultural teams*  
*Be reliable in meeting commitments*  
*Be rigorous and show a strong sense of responsibility*

#### **| Discernment**

*Act with self-awareness*  
*Act with detachment, keeping in mind the bigger picture*  
*Be pragmatic*  
*Demonstrate objective analytical skills and keep a sense of proportion*

#### **| Initiative**

*Be proactive*  
*Generate ideas*  
*Suggest improvements and creative solutions*  
*Work independently as and when necessary*

#### **| Organisational competencies**

*Clearly define goals in line with the project's strategies*  
*Prioritise tasks and redefine priorities based on needs*  
*Manage time effectively and meet deadlines*

#### **| Integrity and Ethics**

*Understand the concept of confidentiality*  
*Explore the factors, which can influence perceptions (age, sex, culture, education, etc.) including for oneself*  
*Be aware of the specific attitudes and beliefs, which influence stakeholder commitment and participation*  
*Ensure that team members do not abuse their power/position*  
*Take appropriate measures if the behaviour of any team member breaches ethical standards.*  
*Be sensitive to gender issues and make sure the women are involved and take part in teamwork (if applicable)*  
*Get the local community involved and make use of local expertise*  
*Ensure that the most vulnerable people are included and able to participate*  
*Ensure compliance with laws, regulations and customs in force*

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