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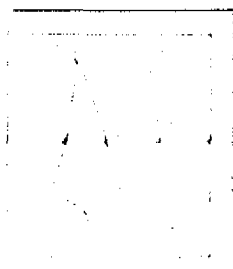
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REPORT  
ON  
INTERMEDIATE  
REVIEW  
OF  
UNICEF-RWSES  
PROGRAMME

ROYAL NETHERLANDS  
EMBASSY

November 1995



MANAGEMENT  
SERVICES  
GROUP

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MANAGEMENT  
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ROYAL NETHERLANDS EMBASSY

REPORT ON INTERMEDIATE REVIEW OF  
UNICEF - RWSES PROGRAMME

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### ABBREVIATIONS USED IN THIS REPORT

CDD-WATSAN	- Control of diarrhoeal diseases-water and sanitation
GOI	- Government of India
MIS	- Management information system
NGO	- Non government organisation
ORT	- Oral rehydration therapy
PHC	- Primary health centre
RSM	- Rural sanitary mart
RWSES	- Rural water supply & environmental sanitation
ZP	- Zilla panchayat



## 1. INTRODUCTION

1.01 Management Services Group has been appointed by the Royal Netherlands Embassy to carry out a brief intermediate review of the UNICEF Rural Water Supply & Environmental Sanitation (RWSES) Programme. The purpose of this report is to present the results of the review.

### STRUCTURE OF THE REPORT

1.02 This report is divided into the following sections:

- (1) Background
- (2) Field survey
- (3) Conclusions
- (4) Recommendations



## 2. BACKGROUND

2.01 UNICEF has a 25 year history of cooperation with Government of India (GOI) in rural water supply and environmental sanitation. It has made significant contributions in areas such as hard rock drilling technology, geophysical investigations, standardisation of borewell handpumps, etc.

2.02 GOI is on the verge of achieving universal access to safe drinking water and therefore it is important that the momentum is maintained. Sanitation in terms of availability of latrines is as low as 19% in rural areas. UNICEF's advocacy efforts for increased emphasis on environmental sanitation to achieve a reduction in diarrhoeal diseases and community management of water and sanitation with a focus on women are thought to be beginning to show results.

### PROJECTS FOR NETHERLANDS ASSISTANCE

2.03 UNICEF therefore identified the following for assistance from the Government of Netherlands over a period of two years:

	US\$ mil
CDD-WATSAN Strategy	4.326
Rural sanitary marts	1.163
Rain water harvesting & empowerment of women	0.475
Community based handpump maintenance with women in focus	0.489
School sanitation- a strategy to promote sanitary habits in schools	1.270
Water supply sustainability- rejuvenation of borewells	1.510
Environmental protection and management of water resources	0.825
Integrated fluorosis control project	2.330
Management information system for WATSAN	1.300
R & D on low cost sanitation	0.320
Total	<u>14.008</u>

Work started on the above with the disbursement of the first instalment of \$7.963 million in June 1995.



2.04 The components of each of the above are explained below.

**CDD-WATSAN**

2.05 The control of diarrhoeal diseases-water and sanitation (CDD-WATSAN) strategy aims at reducing diarrhoeal morbidity and mortality through provision of safe drinking water and sanitary facilities (improving access to safe water, community based maintenance, low cost sanitation facilities, etc.), promotion of domestic and personal hygiene (use and handling of safe water, safe disposal of excreta, hand washing with soap/ash before eating/handling food and after defecation/disposal of child's stool, exclusive breast feeding in infants, etc.) and proper diarrhoea case management. This is, therefore, a comprehensive strategy to improve health and reduce morbidity.

2.06 UNICEF initiated this strategy in 15 districts in 1992-93 and an additional district in 1994. Netherlands assistance has been sought to finance additional inputs to achieve the objective faster in six districts.

2.07 The project activities include:

- (1) Training of supervisors, masons, block and village level mechanics, preferably women, for handpump maintenance.
- (2) Communication and social mobilisation through village contact drives, PRA exercises, wall paintings/slogans, materials development, involvement of schools, anganwadis, women's groups, etc.
- (3) Health-establishment of district training unit, ORT corners at hospitals, PHCs, making ORS and measles immunisation available at village level, etc.
- (4) Drinking water supply-installation of suitable spot sources, community based maintenance, women's involvement, etc.
- (5) Sanitation at household level, drainage, institutional sanitation in schools and anganwadis.
- (6) Monitoring and evaluation-including a repeat survey to compare with the base line survey undertaken.



### **Rural sanitary marts**

2.08 The rural sanitary mart (RSM), conceived by UNICEF, is a one stop shop to meet all the requirements of the community pertaining to sanitation including advice on sanitation. It is intended to be run commercially without any subsidy. The project aims at establishing the outlets and ensuring their viability so that private entrepreneurs come into this sector.

2.09 The project activities include identifying locations for RSMs, identifying agencies to run them, training, creation of a revolving fund as seed money, and establishment of production centres to produce the hardware based on local materials.

### **Rain water harvesting and the empowerment of women**

2.10 The rain water harvesting and empowerment of women project seeks to promote rain water harvesting as a supplementary source of safe water through roof top catchment. This would be done by means of simple ferro-cement structures to be constructed preferably by women trained for the purpose.

2.11 The project activities include training, construction of 1000 structures, etc.

### **Community based handpump maintenance with women in focus**

2.12 The community based handpump maintenance project with women in focus seeks to establish a community based handpump maintenance system as a model for replication by GOI.

2.13 The project activities include installation/conversion of 1800 handpumps to India Mark III (which are easier to maintain), training NGOs, government functionaries, and a large number of women in maintenance.

### **School sanitation**

2.14 The school sanitation project aims at developing sanitary habits amongst school children and to make the school and its teachers and students the focus for promoting a sanitation package within the community.

2.15 The project activities include a baseline survey to ascertain existing practices in the community and an end of project impact assessment, training of teachers, parents and



others, development of IEC materials, and provision of basic facilities such as water, latrine, drain/soakpit and dustbin.

**Water supply sustainability-rejuvenation of borewells**

2.16 The project aims at promoting further hydrofracturing and the simpler technique of air washing to rejuvenate borewells.

2.17 Project activities include providing equipment including geophysical equipment, training, continued promotion of local manufacturing of hydrofracturing units.

**Environmental protection and management of water resources**

2.18 The environmental protection and management of water resources project aims at protecting ground water sources through better monitoring and management, usage planning, ground water recharge, advocacy for legislation, technical and software support to government, and rain water harvesting.

**Integrated fluorosis control project**

2.19 The integrated fluorosis control project seeks to support a continuous process of health education with emphasis on safe drinking water and fluorosis control, nutrition, support safe drinking water supply, R & D on defluoridation, etc. Generally this is carried out with CDD-WATSAN. The project aims to cover three districts.

**Management information system for WATSAN**

2.20 A computerised state specific management information system is sought to be developed and implemented in selected states.

**R & D on low cost sanitation**

2.21 The major objective of the R & D project is to assess the appropriateness of available technologies for low cost sanitation particularly under different geo-hydrological conditions and further develop them where required.





### 3. FIELD SURVEY

3.01 As already indicated the work on the projects supported by Netherlands government began only in June 1995. As such it would be too early to see any results. Therefore, it was decided to review the UNICEF-RWSES programme over the last three years or so. Many of the component projects are ones which will be continued with Netherlands aid. As agreed the review was restricted to two districts in two different states, namely, Mysore district in Karnataka and Ananthapur in Andhra (see map in Exhibit 3.01. Mysore has an ongoing CDD-WATSAN project and in one taluk a beginning has been made with school sanitation. Ananthapur is fluoride affected. Additionally, Rengareddi in Andhra was also visited as this was said to be an area for community based maintenance and development of appropriate technology to this end.

#### KARNATAKA

3.02 The field visit to Karnataka included meetings with relevant government officials of the Rural Development & Panchayati Raj and Public Health Engineering Departments in Bangalore. With the water supply problem having been largely solved, recently the state government has put considerable emphasis on sanitation in view of very low coverage in terms of latrines. The state has launched a programme for the construction of 500,000 latrines eventually to cover 100 households per village and offered a heavy subsidy (against UNICEF advice) to promote their introduction.

3.03 The officials indicated that they welcomed UNICEF's interventions and finds them a more user friendly donor.

#### Management information system

3.04 A review of the work on the development of the computerised MIS indicated that not much work has been done and there appear to be difficulties in starting in the right way.

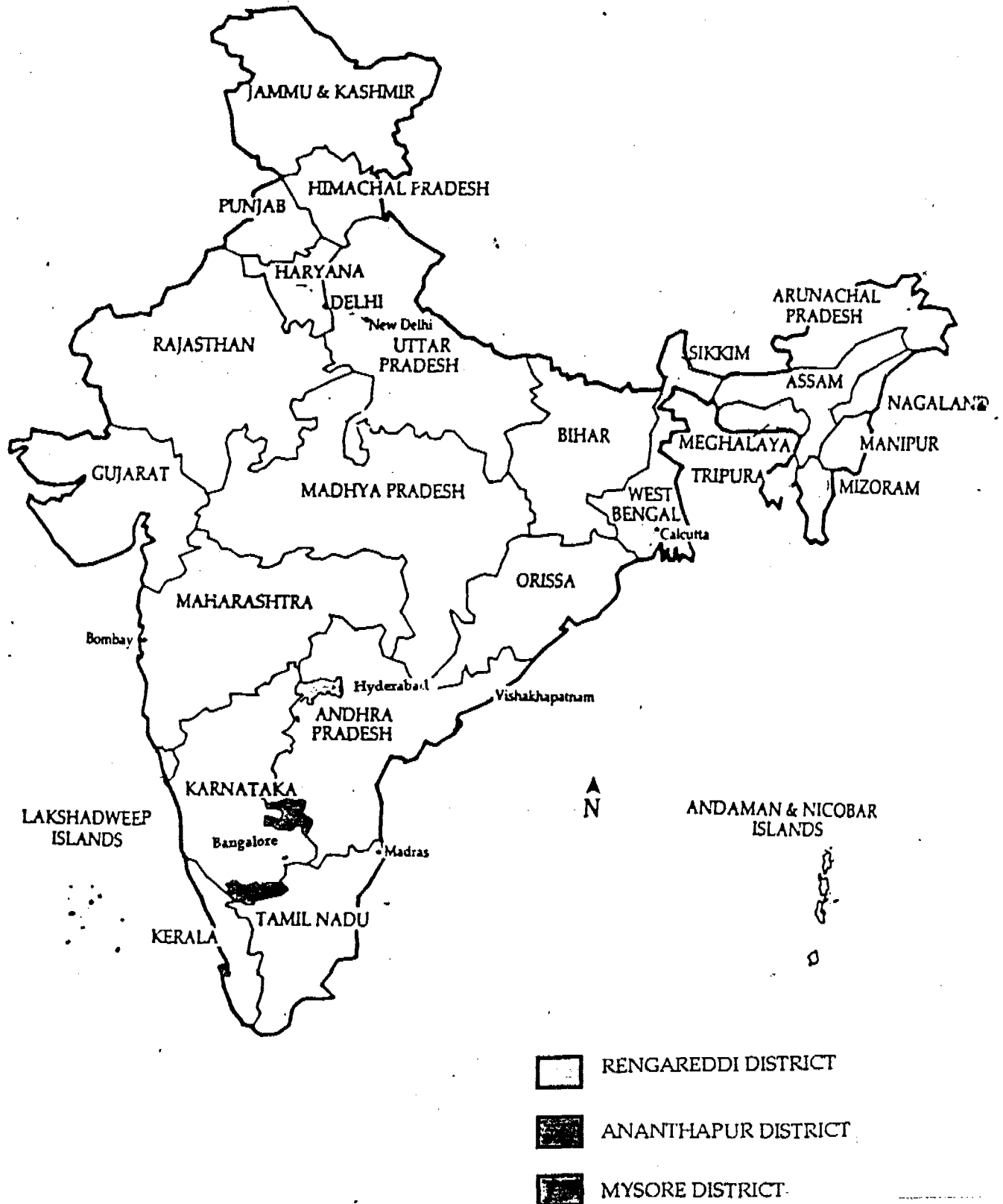
#### Mysore district

3.05 Mysore district is the only district supported by UNICEF under the CDD-WATSAN project in Karnataka. The CDD-WATSAN project started in earnest only 1993 although it was scheduled to start in 1991. In one taluk an NGO, MYRADA, has been involved in the



EXHIBIT 3.01

AREAS COVERED BY FIELD SURVEY





project. In other taluks the implementing agency is the Zilla Panchayat (ZP).

3.06 Meetings with the officials of the ZP in Mysore district indicated a very positive attitude to UNICEF. Its comments and suggestions appear to be welcome.

### Inputs

3.07 The overall progress of the project in terms of inputs is indicated by the data in Exhibit 3.02 provided by UNICEF based on disbursements made. It indicates that good progress has been made except that IEC/social mobilisation could have been much stronger (but the NGO has made progress) and training of women mechanics has not made progress.

### Outputs

3.08 Four out of the eleven taluks in Mysore were visited and villagers and panchayat members, including women, and government functionaries were met in eight villages. The following conclusions emerged:

#### CDD-WATSAN

- (1) All the villages visited had safe water available either through piped water schemes or through handpumps. There were a few complaints of inadequate quantity of supply.
- (2) Construction of latrines proceeds at a rapid pace under the heavily subsidised government programme. In one taluk where an NGO, MYRADA, has been involved the people have been previously persuaded to pay for the latrines (only a small subsidy was offered to those below the poverty line). However, dependence on the government has been renewed with the new subsidy scheme.

Further training/construction supervision may be necessary to reduce the errors being made in the construction of latrines.

(3) Awareness of the people as regards the connection between sanitation and health was confirmed by a few. Hand washing with soap and ash, safe handling of water



EXHIBIT 3.02

STATUS REPORT - CDD WATSAN PROJECT MYSORE - DECEMBER 5, 1995

Sl. No	ACTIVITY	PLAN		ACTUAL	
		Quantity	Financial Outlay Rs.	Quantity	Expenditure Rs.
<b>A</b>	<b>TRAINING</b>				
1	Orientation of supervisors/ master masons	11 Courses	165,000	11 courses	
2	Local masons	11 Courses	220,000	6 Courses	
3	Women mechanics	20 Courses	750,000	Yet to start	
4	Trainers training	1 Course	60,000	2 Courses	
5	Block level extension officers	11 Courses	132,000	11 Courses	
6	Village level Motivators	11 Courses	600,000	5 Courses	
7	NGO functionaries	2 Courses	30,000	2 Courses	
8	NGO net-working workshop	1 Course	30,000	1 Course	
	<b>Sub-total</b>	<b>68 Courses</b>	<b>1,987,000</b>		<b>551,800</b>
<b>B</b>	<b>IEC/SOCIAL MOBILIZATION</b>				
1	Village contact drive through Literacy Mission Volunteers	300	650,000	100	
2	Monthly visits thru. NSS	-	200,000	Yet to start	
3	Camps through NSS	24	120,000	"	
4	Camps through NYK	150	300,000	"	
5	Social mobilization thru NGOs	-	200,000	110 street plays	
6	PRA Camps	-	300,000	5 by MYRADA	
7	Wall painting/slogans posters, etc.	-	300,000	Done in about 50 villages	
8	Material development replication	-	500,000	"	
9	A V Aids	-	100,000	"	
	<b>Sub-total</b>		<b>2,670,000</b>		<b>689,500</b>
1	Training at DTU	-	25,000	2 Training Courses	
2	ORS Packets	150000	750,000	600,000	
	<b>Sub-total</b>		<b>775,000</b>		<b>558,000</b>



EXHIBIT 3.02 (Contd.)

STATUS REPORT - CDD WATSAN PROJECT MYSORE - DECEMBER 5, 1995

Sl. No.	ACTIVITY	PLAN		ACTUAL	
		Quantity	Financial Outlay Rs.	Quantity	Expenditure Rs.
D	<b>WATER SUPPLY</b>				
1	Installation of India Mark III handpumps (new & rejuvenation)	600 Pumps	6,000,000	500	
2	R & D	-	150,000	None yet	
3	Cartakers training	3	60,000	3	
4	Trg. prog. on HP for C-level staff	1	15,000	1	
5	Orientation course for committee members on community based handpump system	3	15,000	3	
	<b>Sub-total</b>		<b>6,240,000</b>		<b>7,370,800</b>
E	<b>ENVIRONMENTAL SANITATION</b>				
1.	Home chlorination & Water Quality Surveillance	2500 Households	400,000	***	
2	Drainage improvement around water sources	300 Points	3,600,000	200	
3	Household latrines	23000	11,500,000	24142	
4	Sanitary Mart	11	550,000	Activity yet to start	
5	Institutional latrines	250	1,000,000	90	
6	Garbage disposal	320 Dustbins & 44 Trolleys	400,000	Activity yet to start	
7	Other support (anganwadi centre schools, etc.)	65	300,000	45	
	<b>Sub-total</b>		<b>17,750,000</b>		<b>7,500,700</b>
F	<b>PROJECT SUPPORT</b>				
1	Staff support	Lump Sum	500,000	No staff support	
2	Support to NGO	5 NGOs	200,000	5 NGOs	
	<b>Sub-total</b>		<b>700,000</b>		<b>106,000</b>
G	Contingency unforeseen 5 %		1,500,000		
	<b>GRAND TOTAL</b>		<b>31,622,000</b>		<b>16,776,800</b>

\* Printing handled by Delhi not included

\*\* 3 tin posters on WATSAN, 2 communication materials developed and printed, overhead projector, 5 different WATSAN training/communication cassettes supplied

\*\*\* Home chlorination not implemented, water quality surveillance ongoing.



and other practices are beginning to be adopted. The changes in habits are much greater in the MYRADA area. Latrines are desired basically for reasons of privacy particularly for the women. Funds for IEC have now been included as part of the government project and this should strengthen this aspect of the programme.

- (4) Community participation is strong only in the MYRADA area. In fact the state government has not replied to the ZP's letter requesting clearance of this concept for implementation. In one village the panchayat maintains the water supply scheme but not the drains. Mostly the ZP's engineering department is expected to ensure maintenance.
- (5) Some masons have been trained but no women were involved. No women mechanics have been trained. Otherwise the planned training for various categories has made good progress.
- (6) Villagers reported a decline in diarrhoeal diseases in the MYRADA area. Health statistics for this area were not available. However, those for Mysore as a whole do not show a perceptible declining trend.

#### **Rural sanitary marts**

- (7) The only progress with regard to RSMS has been the setting up of a production centre. RSMS are part of the Netherlands aided programme and were not part of the earlier programme.

#### **Rain water harvesting and empowerment of women**

- (8) Only empowerment of women is part of the programme in Mysore. In general, progress in this could have been better and this is true also of the MYRADA area.

#### **Community based handpump maintenance with women in focus**

- (9) As discussed above not much progress has been made in community based handpump maintenance.



**School sanitation**

(10) School sanitation did not form part of the earlier programme but is now included in the Netherlands aided programme. The first step in implementation is the provision of safe water supply in the school. One school was visited in Mysore taluk where work has begun. The water supply and latrines have been provided. The response from the principal and the teachers seem very positive and it appears that the rest of the objectives will be achieved at least in this school.

Discussions revealed that hygiene, sanitation and health receive only cursory coverage in the curricula. Attention is required to strengthen this area. UNICEF would do well to direct its advocacy efforts to this issue. Pending necessary changes, at least for the schools being covered by the project a simple manual for teachers is a necessity.

**Water supply sustainability-rejuvenation of borewells**

(11) Rejuvenation of borewells is not an issue in Mysore.

**Environmental protection and management of water resources and fluorosis control**

(12) Again the environmental protection and fluorosis control projects are not planned for implementation in Mysore.

**ANDHRA PRADESH**

3.09 The officials of the implementing department of the Andhra Pradesh state government, the Panchayati Raj Engineering Department (PRED), and the housing corporation were met in Hyderabad. The housing corporation has been involved in latrine construction as a result of a UNICEF initiative. Andhra still has areas with a water supply problem. Fluorosis is a major concern in some areas. Sanitation is also an area of serious concern.

3.10 The attitude to UNICEF is generally positive. Its interventions appear to be welcome.

*Handwritten notes:*  
What do  
the  
principals  
think  
of  
the  
project  
in  
Mysore  
taluk  
is  
it  
sustainable  
with  
the  
project



### **Management information system**

3.11 The work on the development of the computerised MIS was reviewed. It appears that very little progress has been made. The concerned officials do not seem to be clear as to what is an integrated and comprehensive MIS and what is required to be done. A patchwork approach seems to be what they want to adopt. There was some talk of appointing consultants but with the general confusion it is doubtful if consultants can solve the problem.

### **Ananthapur district**

3.12 Ananthapur district is one of the districts in Andhra which is being supported by the CDD-WATSAN and the integrated fluorosis control projects. Considerable progress was achieved as the result of the concerted effort of one of the recent district collectors. At the district level the implementing agencies come under the district collector in Andhra and the zilla panchayat is not as powerful as in Karnataka. Construction and maintenance are the responsibility of the Panchayati Raj Engineering Department (PRED).

3.13 Meetings with the officials at the district level including the district collector revealed that a warm relationship exists with UNICEF. A greater interest by UNICEF would be welcome.

### **Inputs**

3.14 The status with regard to inputs is indicated in Exhibit 3.03. The exhibit indicates achievement in excess of target in latrine drain construction, and some shortfalls in institutional latrines, village drains, HP drains, washing platforms and tubewells. The shortfalls are attributed to uncertainties arising out of the withdrawal of SIDA funds.

### **Outputs**

3.15 Seven villages in the district to the north of Ananthapur, around Ananthapur and in the Kadiri area were visited. A number of villagers and panchayat members, including women, and





EXHIBIT 3.03

STATUS REPORT - CDD WATSAN PROJECT ANANTHAPUR DECEMBER 5, 1995

Sl. No.	ACTIVITY	PLAN		ACTUAL	
		Quantity	Financial Outlay Rs.	Quantity	Expenditure Rs.
1	Alternate water systems	LS	3,000,000	42	3,000,000
2	Individual Latrines	5000	2,500,000	8656	4,328,000
3	Institutional Latrines	200	450,000	134	283,500
4	Village/internal drains	33346	28,344,000	24412	2,075,068
5	Improvement of HP Drains	2600	2,601,000	1533	1,533,000
6	Washing platforms	2000	790,800	1086	271,500
7	Cattle troughs		483,500	872	436,000
8	Prtnng./dist. IEC material		7,000,000		241,400
9	Salary of proj. director	LS	5,000,000		166,232
10	Training/orientation	LS			250,000
11	Seminar of flourosis				112,614
12	Med. camps/HH survey				60,366
13	Village contact drives				46,908
14	Study tour-Midnapur				79,754
15	Miscellaneous				6,630
16	Defluoridation plants	209	5,225,000	5	302,500
17	Drill/construct IM3 tubewells	1400	14,000,000	1000	18,630,740
	TOTAL		69,394,300		31,824,212

\* Cost of printing done by Delhi not included

\*\* Defluoridation plants concept being shelved for domestic defluoridation filters



government functionaries were met. The following can be concluded from these meetings:

**CDD-WATSAN**

- (1) Some of the villages visited had water available through borewells and defluoridation plants and some were supplied by handpumps. There are difficulties in the maintenance of the village level defluoridation plants as these can certainly not be maintained by the community. In fact it is reported that the suppliers of the equipment are reluctant to train the engineers of the PRED and have not done so. In view of the maintenance problems UNICEF has financed research into household level defluoridation filters which are ready for field trials.

Installation of defluoridation plants was given up ever since the announcement of a piped water supply scheme for the district by a local charitable trust. The scheme envisages piped water supply to all habitations in excess of a population of 100. Work on the scheme is proceeding rapidly as construction is being carried out by a leading private sector company. Villages with less population will be covered through handpumps and household defluoridation filters.

- (2) Construction of latrines is being undertaken under a government programme which envisages a subsidy only for those below the poverty line. Unfortunately even villagers obviously above the poverty line are waiting for the government to construct their latrines.

UNICEF has brought in the government housing corporation into the latrine promotion programme. The corporation is responsible for the construction of some of the housing in the villages. The corporation is incorporating latrines in the houses it constructs and is helping to promote sanitation.

- (3) Changes in practices relating to hand washing with ash or soap, safe handling of water, etc. appear to have been fairly widely adopted. The awareness of the connection between sanitation and health appears fairly widespread but latrines are desired mainly for privacy reasons.

- (4) Community participation in terms of community based maintenance was virtually absent. Community responsibility for clearing of drainage water, etc. was not apparent.
- (5) Ananthapur is very strong in its women's groups which have been promoted originally under a UNICEF programme and now are continuing to be promoted under the government's DWCRA programme. Essentially these are self help and income generating organisations of around 15 women in each case. An estimated 6000 such women's groups exist. Independent evaluations of the programme have been very positive and have particularly mentioned the development of the cooperative spirit as one of the major advantages. They are also being used to promote hygiene and sanitation, oral rehydration therapy and other practices to handle diarrhoea and improve health. Awareness of the appropriate practices is good in the case of these women. It is hoped that the involvement of women in maintenance and construction of rainwater harvesting structures, etc. can be encouraged through these groups. However, work is yet to start on this aspect.

#### **Rural sanitary marts**

- (6) Not much has been achieved in setting up rural sanitary marts in Ananthapur. It is taking time to convince the government officials that this is a viable approach.

#### **Rainwater harvesting and empowerment of women**

- (7) Work on individual roof top rain water harvesting structures was not part of the programme before the Netherlands aid. Empowerment of women is being achieved through the DWCRA programme.

#### **Community based handpump maintenance with women in focus**

- (8) As discussed above maintenance is with the PRED and not the community.



**School sanitation**

(9) School sanitation is part of the Netherlands aided programme and was not a part of the earlier programme.

**Water supply sustainability-rejuvenation of borewells**

(10) It is understood that the work on hydrofracturing and air washing of borewells is progressing well.

**Environmental protection and management of water resources**

(11) A number of check dams to recharge groundwater have been constructed as a beginning.

**Integrated fluorosis control project**

(12) The fluorosis control project has already been discussed above.

**Rengareddi district**

3.16 A brief visit was paid to Rengareddi district as in this area work is being done to convert the handpumps to India Mark III for community based maintenance. In the two villages visited there were no signs of any community maintenance organisation but it is understood that this is planned for 1996.



#### 4. CONCLUSIONS

4.01 As a matter of policy, UNICEF functions as a motivator and facilitator and works entirely through the government system. It follows a two pronged approach- advocacy at the national level and implementation through government programmes at the field level. Its greatest strength is its acceptability in the government.

##### **Influence on policy, design and implementation**

4.02 UNICEF has a strong policy influence both at the central as well as at the state level. This has led to the adoption by the Indian government over the last few years of such things as people's participation, sanitation, water resources management, and emphasis on empowerment of women as national policies. Sustainability and replicability are thus ensured. UNICEF's influence on implementation is adversely affected by the inadequate field organisation which is discussed below. It is, however, fairly flexible in its approach.

##### **People's participation**

4.03 In recent times UNICEF has cooperated much more with NGOs in an attempt to strengthen IEC and people's participation. This appears to be a step in the right direction. As is clear from the field survey, implementation and impact are significantly enhanced with the involvement of effective (NGOs)

4.04 UNICEF still appears to be hoping that a change in the attitude of the government functionaries will take place and contribute to better implementation on a wider scale. There is some change but the pace is very slow and this is particularly so in the case of the engineering staff who are mainly responsible for implementation.

4.05 Considering the comparatively short period of time since work was started, at most 2-3 years and in many cases less than 1 year, the results are heartening.

##### **Research and development**

4.06 UNICEF has strongly encouraged research and development and there have been major successes e. g. in the design of simpler and easy to maintain handpumps, and simpler household defluoridation systems which are ready for trials.



### **Impact**

4.07 Considerable work has been done in promoting CDD-WATSAN in the last 2 years or so (although in many places work has only started in the last few months) but considerable further work is necessary to increase awareness and ensure people's participation. The awareness seems to be better where effective NGOs are involved. It is too early to evaluate impact on the reduction of diarrhoeal diseases although at least in one area visited, where work was started by an effective NGO about 2 years ago, the villagers reported that this was so.

4.08 In the areas visited safe water is generally available except in Ananthapur which is fluoride affected. A significant part of the district is to be provided piped water supply through a new scheme due to be completed shortly being paid for by a charitable trust. This will supersede the existing handpumps, etc. and take care of the fluoride problem. Villages with less than 100 population will continue to be covered by handpumps and the newly developed household defluoridation systems. Latrines are being built at a rapid pace. Check dams for rainwater harvesting are being built in Ananthapur but no work has started on roof top catchment.

4.09 The school sanitation work has begun in Mysore and in the one school visited it seems to be proceeding very well. In Ananthapur this will be part of CDD-WATSAN and is yet to begin.

4.10 Rural sanitary marts will be promoted as part of CDD-WATSAN in the two districts. Except for the setting up of a production centre in Mysore, very little work has been done as this is to be covered in the Netherlands aided programme and was not part of the earlier programme.

4.11 Systematic steps on the part of the government implementing agencies for the development of the MIS are not being taken.

### **Gender equity**

4.12 Good results are seen in the empowerment of women through the DWCRA groups (not part of this programme). Handpump maintenance by women's groups has started, MSG understands, but only in one area where an NGO is involved. Training of women masons is yet to take place.





EXHIBIT 4.01

EXISTING ORGANISATION STRUCTURE - UNICEF HYDERABAD

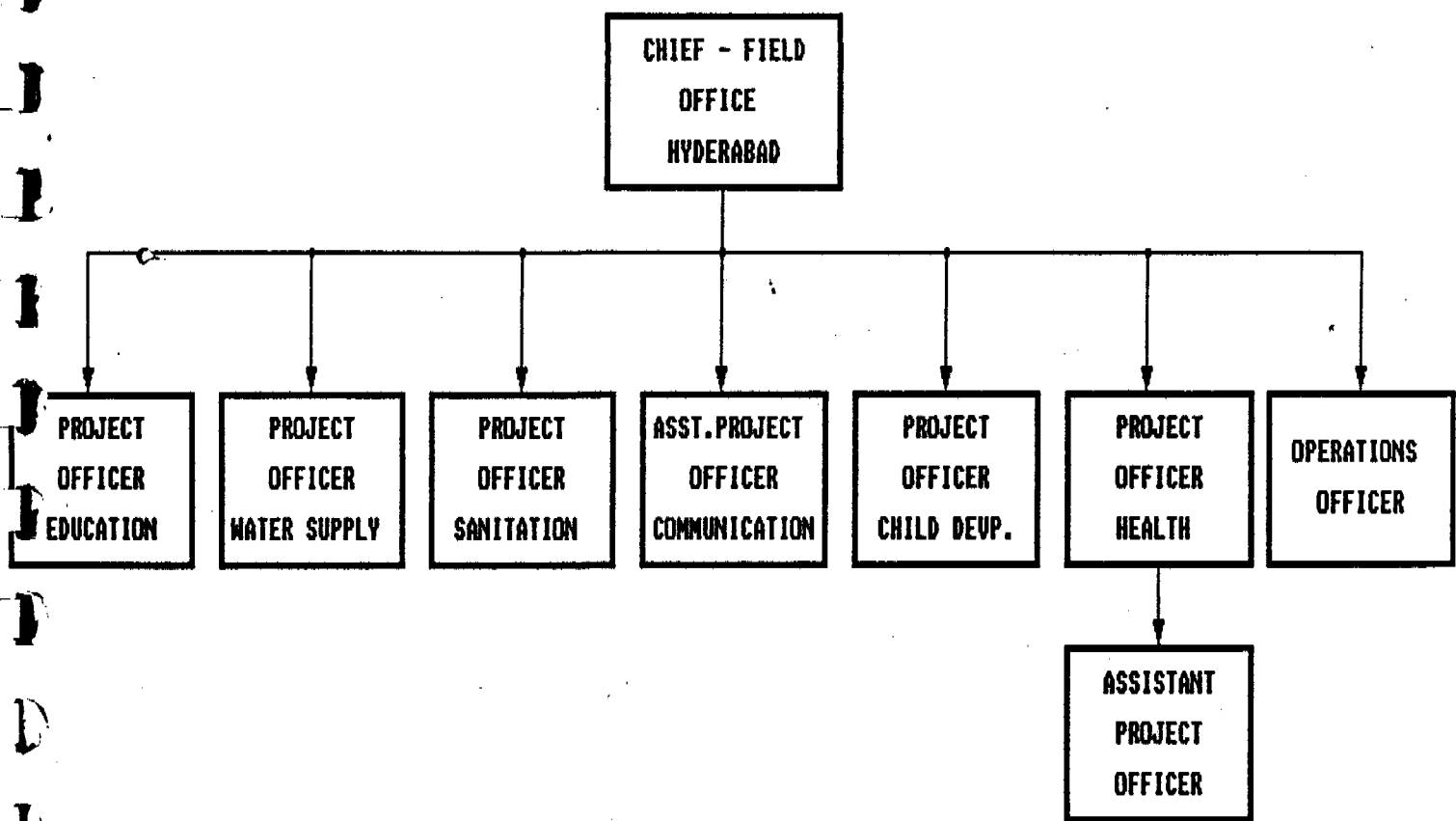
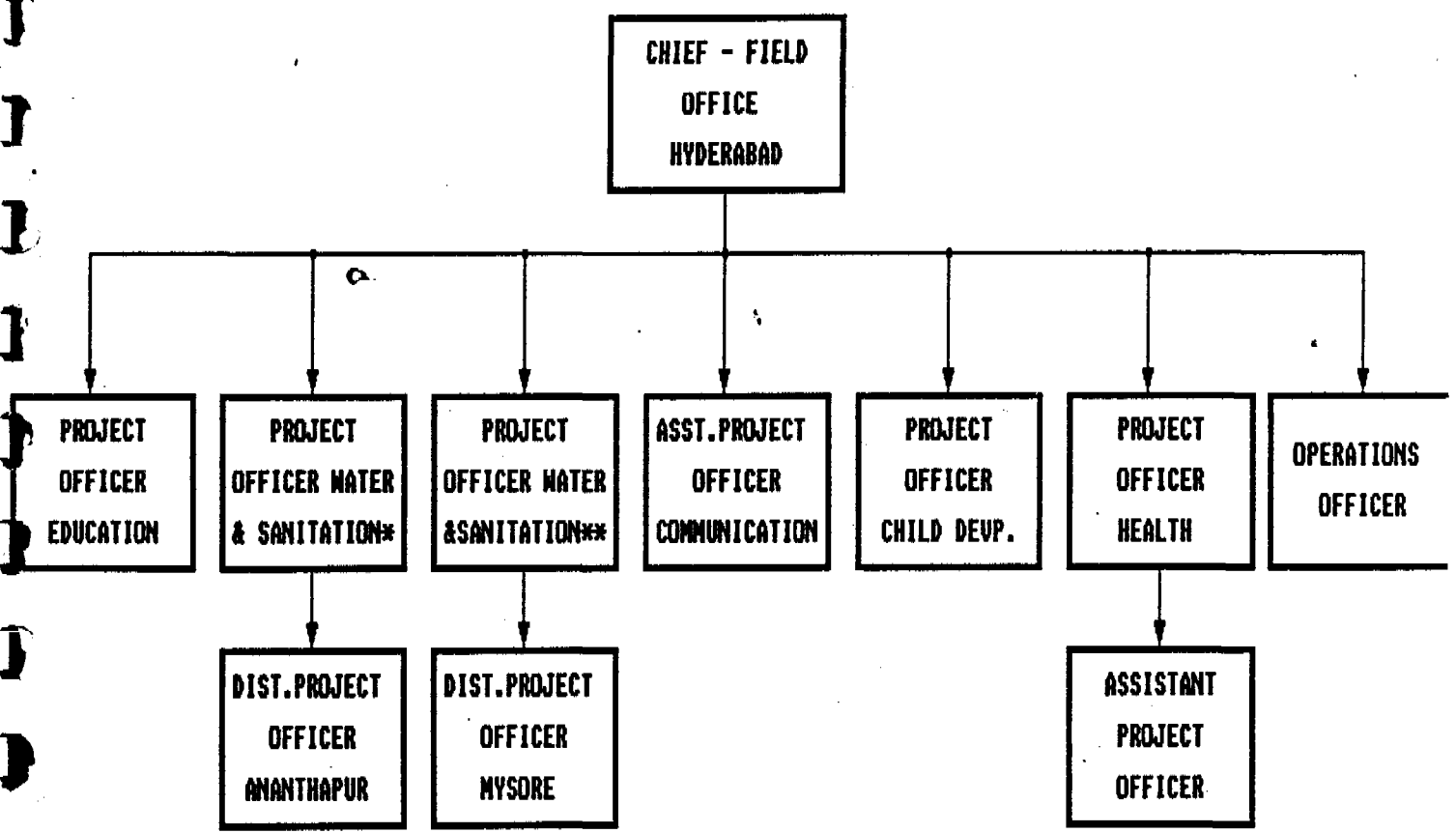






EXHIBIT 4.02

PROPOSED ORGANISATION STRUCTURE - UNICEF HYDERABAD



\* LOCATED AT HYDERABAD

\*\* LOCATED AT BANGALORE



**Cost effectiveness**

4.17 Programme administration costs borne by the donor, included in the programme budget in section 2 of this report, are 5% of the total programme costs. These are quite small. If higher costs are incurred as a result of the organisational recommendations above (\$ 80000 p.a. for the state level officer and \$ 108000 p.a. for the 9 district level officers), it is estimated that they would still be around 7.5%. Even this is reasonable.



## 5. RECOMMENDATIONS

5.01 The following recommendations are aimed at strengthening implementation considerably:

### **Field organisation**

- (1) As already discussed the UNICEF field organisation does not cover adequately the state level and does not exist at the district level. The suggestions in this regard to appoint state level and district level officers in districts where a major programme is being run are already discussed in a previous paragraph.

### **More active monitoring**

- (2) With a strengthening of the field organisation it should be possible to more actively monitor the implementation of the programme and to assist more closely in its implementation. It would also facilitate the provision of any assistance at the district level which may be required from time to time.

### **Changes to the school curriculum and use of television**

- (3) Suitable changes/additions to the school curriculum and the use of television to imaginatively promote the sanitation and health packages would be useful steps.

### **Continued advocacy to avoid subsidies**

- (4) While UNICEF has not been successful in persuading Karnataka government to avoid heavy subsidies to people above the poverty line and consequent dependence on government, continued advocacy is necessary. It is important that people do not always wait for government to do things for them especially those they can more efficiently handle either individually or as a group at the local level.

### **Continued Netherlands support to the programme**

5.02 As will be noticed the above evaluation is on the whole positive. It is, therefore, recommended that the Netherlands government may release the second instalment of its support to UNICEF's RWSES programme.