

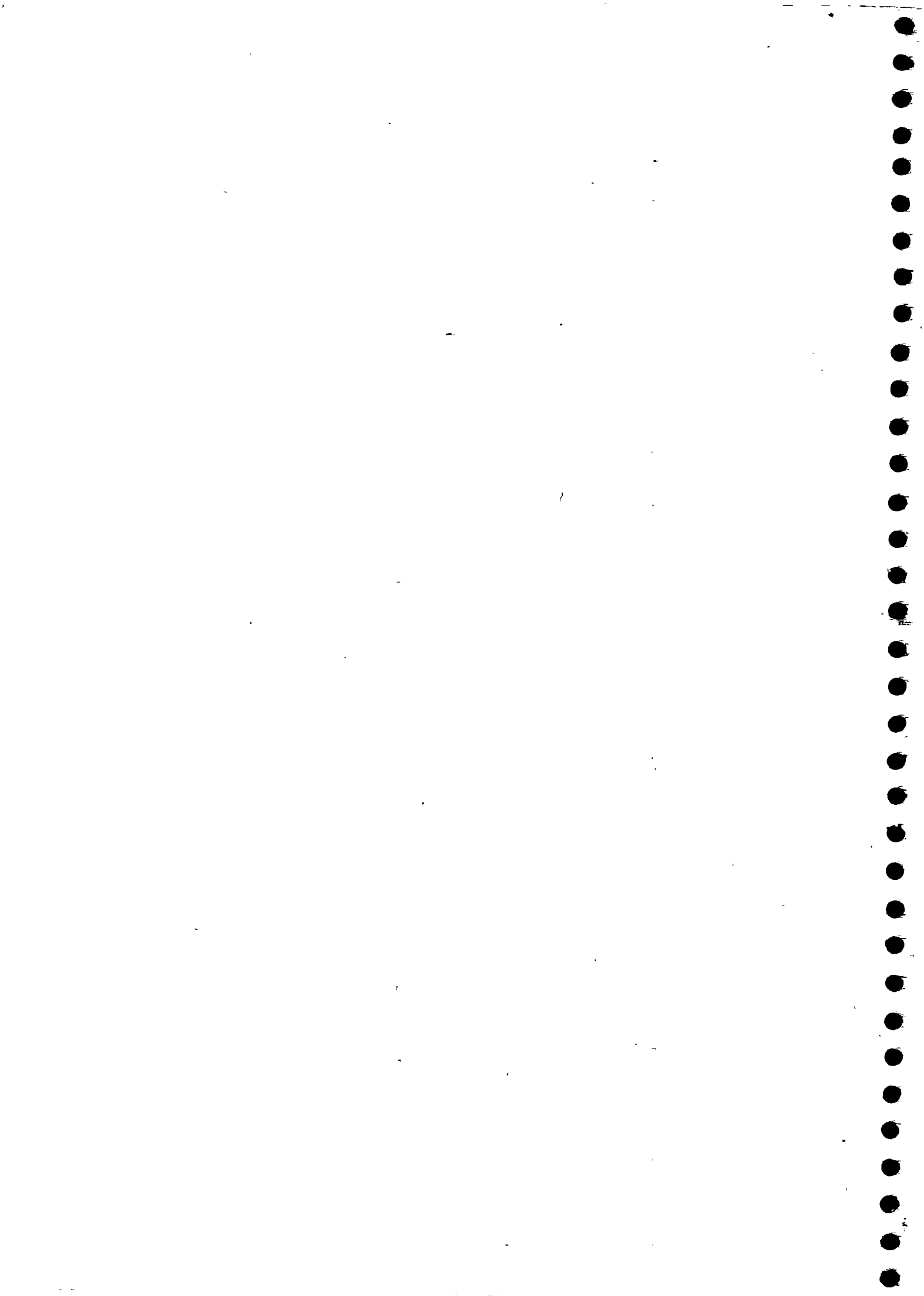
**WATER AND ENVIRONMENTAL SANITATION SECTOR  
IN INDIA**

**HUMAN RESOURCES DEVELOPMENT STUDY**

**FIRST PHASE REPORT**

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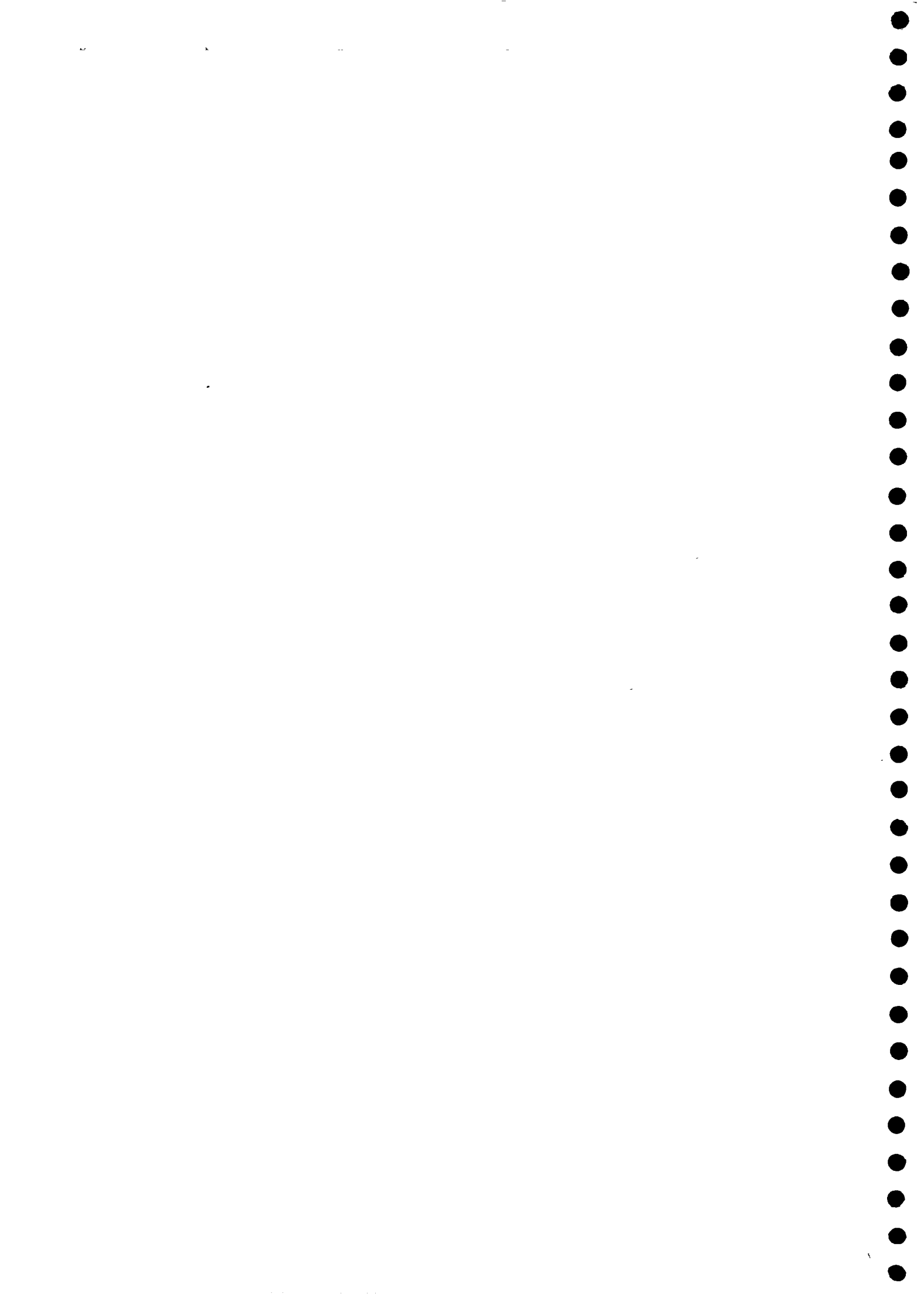
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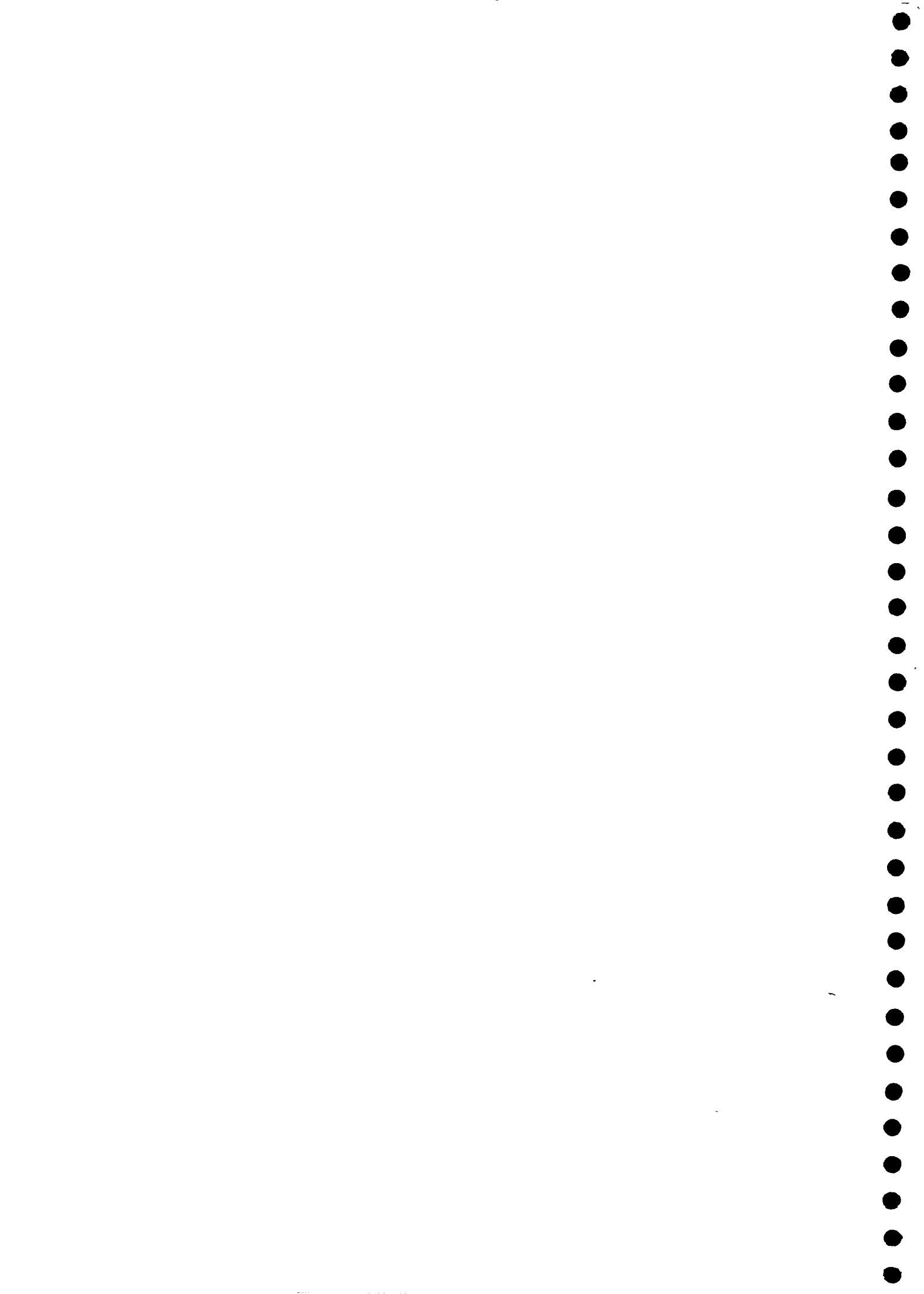


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## **Executive Summary**

### **A. The Process**

1 This report is a compendium of findings from the first phase of the study on human resource development in the water and environmental sanitation sector in India. The findings in the report are delimited by the following factors.

- i) They are based on initial meetings and discussions with a range of stakeholders
- ii) The focus of this phase was information at the national level
- iii) Preliminary information for the four states of Andhra Pradesh, Maharashtra, Orissa and West Bengal is based on various team members visits to these states
- iv) The team has been unable to visit the neighbouring states of Gujarat and Karnataka during this phase, as originally planned, in order to bring regional focus to the findings.
- v) The report does not signal the end of the process and the team continues its investigations and discussions before during and after the workshops. These discussions will form the basis for the Phase 2 report.

2 It is intended that this report serve as background material on the range of capacity building initiatives already underway and as an initial inventory of what's available in the water and environmental sector. While not comprehensive, it points to the range of actors involved in the sector and their thoughts on critical areas for capacity building in the development sector. As such, it provides the backdrop for the state-level workshops being organised during the second phase in the four states mentioned above, during the month of February 1999. A detailed schedule for the four workshops is provided in section 7.

3. The workshops will form the basis for the formulation of a strategy for support to human resource development in the sector at the state or regional level. It is expected that they will help to identify further opportunities and also fill information gaps, while mobilising interest in the process of the study. The objectives of the workshops are as follows:

- Identify key areas of change, reform and innovation within the state in WES
- Identify problems in achieving these at different levels in the urban and rural WES sectors
- Discuss what has worked well and why
- Share the findings of phase 1 of the consultancy
- Explore ideas on HRD issues and priorities in the light of these findings
- Obtain additional information on initiatives in the pipeline
- Obtain concrete suggestions on the way forward for HRD in the state including potential partnerships to develop these further

4 The output from the state workshops will be consolidated and form the basis for a national workshop which will be jointly hosted by the Ministry of Urban Affairs and Employment and the Rajiv Gandhi Drinking Water Mission of the Ministry of Rural Areas and Employment and the Department for International Development.

The workshop will have the following objectives:

- i) To examine the findings & recommendations from the four states
-



- ii) To identify any key areas for further detailed investigation
  - iii) To explore initial indications of interest and potential areas for collaboration between various partners ( DFID, GoI, state Govt & donors)
5. The consultant team will produce a concept note in late April, which will set out concrete recommendations for DFID support to human resource development in the water supply and sanitation sector, based on the output of the national workshop and identified by participants as being critical interventions, likely to impact positively on the consumer. At this stage the consultant team will also identify a range of possible management options for the various interventions proposed

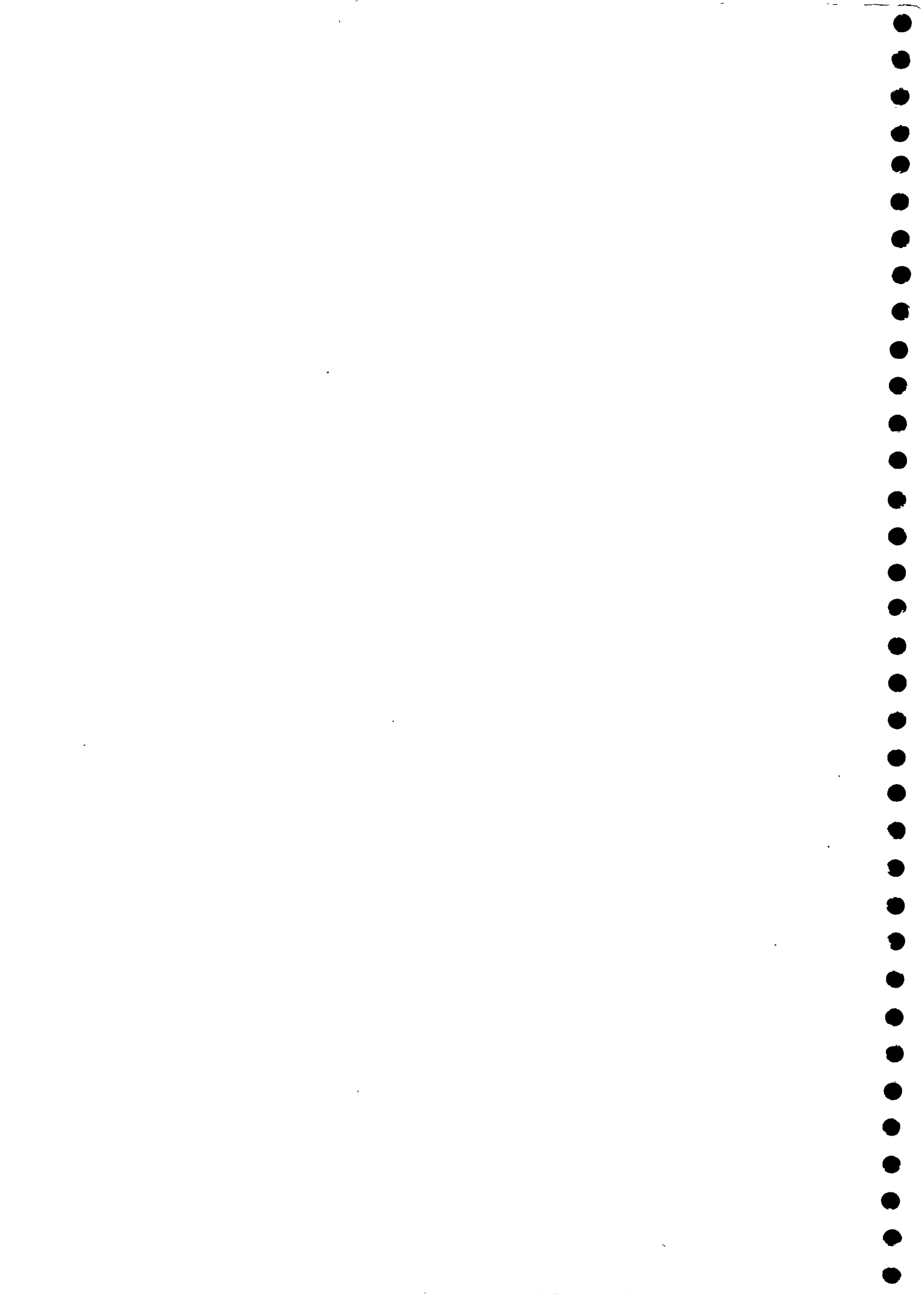
## **B. Summary of Findings to Date**

- i) The HRD cells are a well-defined initiative on the part of the RGNDWM to formalise the HRD function at the state level, for the rural WES sector. Implementation of this initiative varies by state and a strategic vision of the mandate and activities of these cells is largely absent in the four states visited. As a result, the composition or structure of these cells, do not reflect the multifaceted dimensions of the human resource development function. A similar structured initiative is lacking in the urban sector where the concept of HRD is linked mainly to government schemes for urban development with a large training component.
- ii) The preoccupation with training hundreds of officers of any one cadre in government has entirely ignored the need to link skills acquisition, personnel motivation and performance to an enabling organisational environment. Since HRD departments within organisations function as mere administrative cells and do not pay any heed to personal development issues or skills development, employees are neither motivated nor guided to embark on a path of ongoing learning and self-enhancement. While this is true mainly for government agencies and line departments, the private sector is largely able to motivate employees and link skills development and performance to a system of rewards, recognition and increased productivity.
- iii) There is lack of recognition of the primordial importance of HRD for the healthy functioning of an organisation. This is particularly true among NGOs as well as government organisations. Constrained by rigidities of structure and lack of resources, even forward looking government agencies are unable to tap the plethora of resources now widely available in the market – to help shape up their task force to respond sensitively and efficiently to the client.
- iv) The states of Andhra Pradesh and Maharashtra are rich in training providers (government, autonomous and private), offering a plethora of innovative programmes often tailored to suit the client. There is no dearth of training expertise in areas such as gender, PRA, communication skills, etc. However some of the best trainers are not linked into any training network or association and are as such, often isolated. In addition, some of the most promising institutions are constrained by their semi-autonomous status or restrictive charters from developing their core competencies further.
- v) Most organisations consulted agreed that the problem was not one of lack of technical expertise, but rather about appropriate application of technical – often bookish knowledge and the sheer lack of management skills in the WES sector.
- vi) Environmental sanitation issues have been traditionally neglected – while this is being corrected through increasing pressure and growing awareness due to initiatives from citizens groups and innovative partnerships with municipalities and corporations in various states, it is still largely neglected in rural areas. This is compounded by the low market value of an environmental engineering diploma or degree at the undergraduate level. Several academic institutions, consultants and engineering companies consulted, were of the view that there was a need for capacity building including a transfer of technology where required in solid waste management,



or wastewater management (domestic and industrial). Academic institutions such as the Indian Institutes of Technology in partnership with NGOs, state government agencies or the private sector are potentially well placed to provide the interface between state-of-the art technologies and appropriate and relevant interventions in environmental sanitation in rural and urban areas

- vii) Professional associations whether in technical areas (e.g. civil engineers) or cross cutting areas such as participatory methodologies, are weak and do not perform a quality control, benchmarking function. The potential of electronic networking has yet to be realised in the development world and this applies to WES as well. Interestingly, some small NGOs are finding it easier to link up with the outside world via the net, rather than with inward looking neighbours, helping them build international linkages while sharing experiences and research findings. This is invaluable, given the paucity of wide ranging development literature *easily available* to a small organisation.
- viii) There is growing interest in the private sector in building bridges with government and development agencies. Large corporates such as the Tata group of companies have historically always had a social agenda, but this now being systematically institutionalised with advertising firms, banks even engineering firms seeking to project a social responsible dimension to their core business. This has resulted in various initiatives – various projects, partnerships and networks have spawned recently, particularly in AP and Maharashtra. A large proportion of these initiatives seeks to enhance individual capacity and empower people to make choices once they have skills to offer. The most interesting among these are the public-private partnerships which form a growing trend and which are the most promising from the point of view of this study as they build on the core strengths of each partner and in the process enhance capacity and skills.
- ix) There seems to be an overwhelming consensus that training alone, will not have any impact on the sector's ability to deliver good services to the poorest and richest consumer alike. The problem is one of *human resources development* – involving a multiplicity of factors – from the size and mandate of organisations to recruitment procedures and job charts to accountability. These elements need to be further linked with the complexity of factors involved in bringing about reform and the ability to translate skills acquired during training into positive action.
- x) Given this complexity of ingredients that together make up an effective human resource development system, the state workshops will attempt to shortlist HRD elements of relevance to the particular context in each state, that are critical for the WES sector. Concrete steps on how to address these gaps or requirements will be suggested during the workshops and developed by the consultancy team in the second phase. It is envisaged that initial expressions of interest in taking forward certain recommendations in partnership with DFID will have to be explored further. The national workshop will aim to concretise some of these recommendations and obtain a measure of commitment from potential partners.



## INTRODUCTION

### 1.1 Background to the study

The Department for International Development (DFID), through its Water and Environmental Sanitation Group (WESG) has supported various capacity-building initiatives over the years. Many of these started as UK-based training programmes but have been transferred or are in the process of being transferred to Indian training institutions. In addition, DFID has supported training in a range of specialist areas, including health, community participation, gender, water quality monitoring and training in technical issues. DFID India has recently approved funding for a Regional Water and Sanitation Group for South Asia proposal which aims to build capacity, strengthen sector policies and support sustainable investments through a range of training and capacity-building initiatives. DFID is also providing support to the activities of UNICEF which again involve capacity building and human resource development. Through its NGO fund, the WESG plans to support NGOs for capacity-building and other initiatives in various states across the countries, including non-focus states.

In early 1998, reviews of two DFID-supported training programmes, the Management Development for Senior Urban Public Health Officials (MDSUPHO) and the Groundwater Management for Rural Water Supply (GWMRWS) were carried out. They concluded that:

- DFID was underutilising the contacts and opportunities generated from its investments in training in the sector – as such it was recommended that DFID evolve a strategy to fully utilise the contacts, goodwill and opportunities generated from its past and ongoing investments in HRD in order to increase its influence on policy in the sector;
- DFID should move from a limited 'training project' perspective to a larger, more flexible human resource development approach that facilitates a longer-term view of investments and a more ambitious approach to training objectives,
- DFID should substantially increase its investments in HRD for urban and rural WES with a view to increasing the impact of DFID investment in the sector.

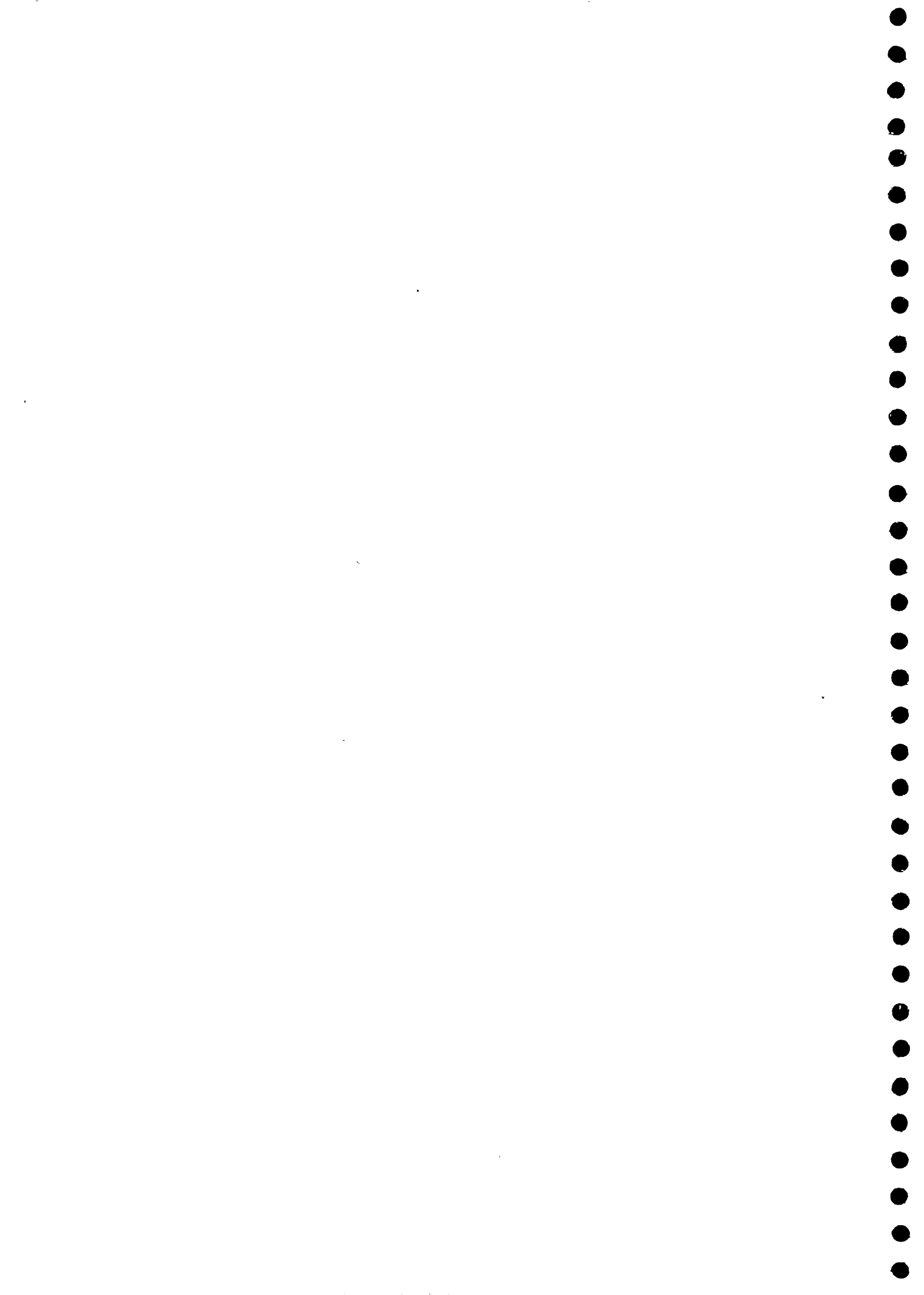
The review concluded that it was necessary to appoint a consultant to undertake a comprehensive study of HRD in the sector leading to a draft project concept note with firm proposals for future support.

### 1.2 Purpose of the study

The purpose of the study, as defined in the Terms of Reference, is to outline the scope of a broad human resource development strategy for the DFID Water and Environmental Sanitation Group that:

- is in line with DFID's Country Strategy Paper and sectoral priorities;
- can further DFID's agenda in the water supply and environmental sanitation sector in India,
- complements initiatives by other organisations, particularly the Rajiv Gandhi National Drinking Water Mission (RGNDWM) of the Ministry of Rural Affairs and Employment (MRAE), the Ministry of Urban Affairs and Employment (MUAE) and other multilateral, bilateral, state government and private sector organisations in the country.

The policies and initiatives of the various organisations named above will be briefly introduced and reviewed later in this report.





The study is concerned with both rural and water supply and sanitation and covers specialist issues that are likely to impact upon the sustainable provision of water and sanitation facilities and services.

### **1.3 Structure and outputs of the study**

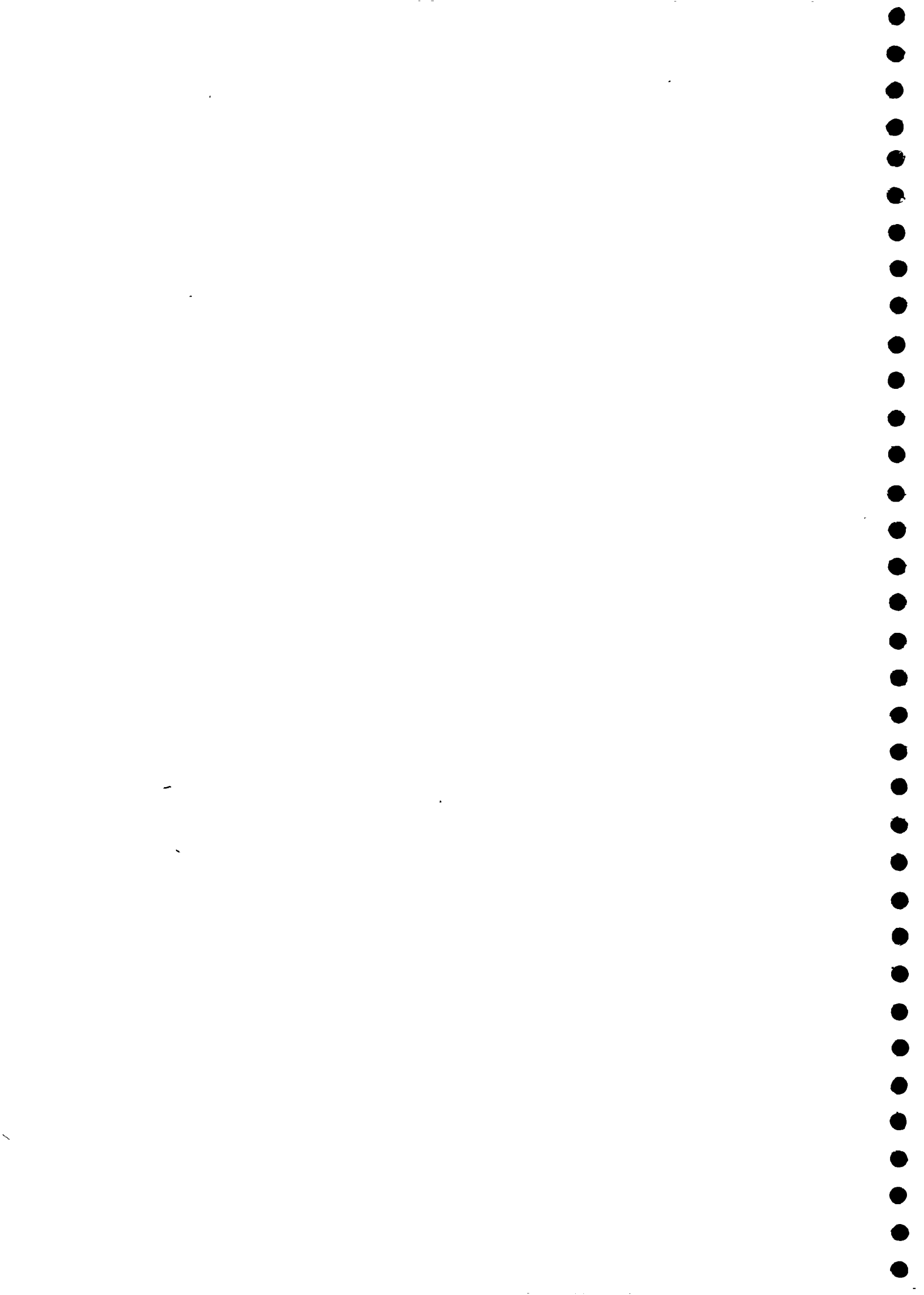
It was originally intended that the study should take place in three phases. This report is the specified Phase 1 output. It summarises the existing position, outlining capacity-building initiatives in the sector at the national level and specific initiatives in the states of Andhra Pradesh, Orissa, West Bengal and Orissa. In addition, it provides some information on initiatives in specific subject areas, including gender, cost recovery, low-cost sanitation, health and hygiene promotion, finance, management and community participation. Specialised subject areas are considered for India as a whole. Where a large number of initiatives are known to exist, as is the case for instance in relation to participatory methods and procedures, the main focus of investigations has been on initiatives that include a water and sanitation dimension.

The second phase of the study will continue the process started in Phase 1. The main activities during this phase will be workshops to be held in each of the four target states during March 1999. Further details of these workshops are given in Section 7. The output of Phase 2 will detail key areas for capacity building as identified through the consultation process along with initial ideas for interventions and potential partners. A draft version of this report will be produced after the state-level workshops and will be distributed before a national workshop to be held in early April 1999. An amended version of the report, taking into account the outputs from the national workshop, will be produced before the end of April 1999.

A draft concept note for the first stage of a programme of HRD-related activities based on the overall strategy identified as a result of this consultancy will also be produced before the end of April. The concept note will set out concrete recommendations for DFID support to HRD in WES, based on the output of the national workshop and identified by participants as being critical interventions to support the change process and sustainability in the sector. At this stage the consultant team will also present a range of management options for the various interventions proposed. It must be noted that the time bound nature of the process will require DFID to pursue initial expressions of interest at state and national level in order to maintain the momentum and interest generated by the consultation process. Further investigations and detailed design of certain proposed interventions may be required at this stage.

### **1.4 Layout of the report**

The report is divided into 7 main sections, including this short introductory section. Section 2 is concerned with the context within which HRD initiatives will operate. It first examines the overall situation, then focuses on that relating to water and sanitation provision and finally considers the administrative context, paying particular attention to the effects of the 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendments in decentralising powers to local elected bodies. Section 3 provides an overview of DFID policies and programmes with special reference to water and sanitation. First policies are considered, as presented in the 1997 White Paper, the Draft India Country Strategy paper and the 1998 Water and Environmental Sanitation Sector Review. The programmes of the various specialist groups are then considered, starting with the Water and Environmental Sanitation Group. Section 4 is concerned with HRD initiatives at the national level. Government initiatives in the rural and urban sectors are introduced and briefly

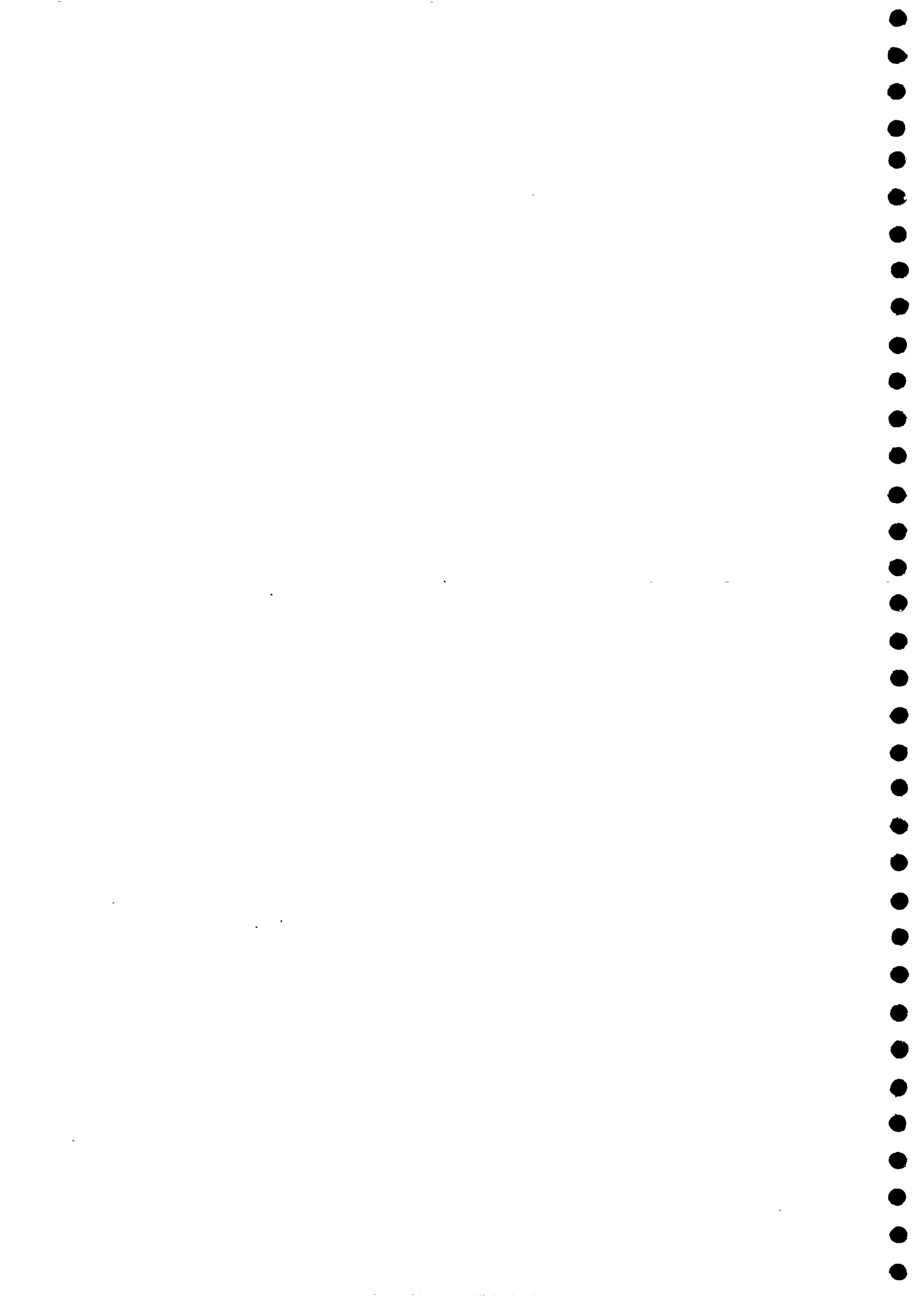


discussed. Section 5 examines the policies, programmes and initiatives of donors other than DFID. Multilateral agencies are considered first, followed by bilateral donors and international NGOs. Section 6 covers the findings of state, district and municipal-level activities in Andhra Pradesh, Maharashtra, Orissa and West Bengal. Section 7 gives details of workshop dates, partnerships and broad structure.

### 1.5 Team activities

Kevin Tayler carried out an initial review of documentation and met key government officials and DFID specialists in the week ending 27<sup>th</sup> November. Preliminary visits have been made to all four states identified in the Terms of Reference. Kevin Tayler and Ineke van Hooff visited Calcutta from 8<sup>th</sup> -10<sup>th</sup> December 1998, Bhubaneshwar from 11<sup>th</sup> -13<sup>th</sup> December 1998 and Mumbai on 14<sup>th</sup> and 15<sup>th</sup> December 1998. Archana Patkar investigated initiatives in Mumbai between the 21<sup>st</sup> and 24<sup>th</sup> of December. She made visits to Pune and Hyderabad and held further meetings in Mumbai in the month of January.

In each state, the aim has been to meet as wide a range of stakeholders as possible, those with an interest in water and sanitation in general and, more particularly, those who are involved in various aspects of HRD. Meetings have been held with representatives of state and, where appropriate, district and municipal government authorities, UN programmes and international organisations. In addition, training providers, including academic institutions offering diploma and degree programmes and institutions offering specialised training courses, NGOs involved in capacity building activities and corporates with a demonstrated interest in HRD have been consulted.



## 2.0 THE INDIAN CONTEXT

### 2.1 Change and development in India

India is a large and diverse country, which is changing rapidly in many ways. Its population is currently approaching 1 billion (1000 million) and is growing at a rate of around 1.8% per annum. While the population still remains predominantly rural, the urban population is large (27% of total) and growing at a rate of 3.1% per annum.

In recent years, India has followed the worldwide trend towards an increased emphasis on economic liberalisation and has moved away from its emphasis on central planning and government involvement in key sectors of the economy. One aspect of this movement with relevance for water supply and sanitation, at least in urban areas, has been an increased emphasis on private sector involvement in infrastructure provision. Another consequence of the shift in emphasis, with particular importance for HRD policies, is the increased emphasis on the need for policies and programmes to respond to demand rather than be driven by supply. With the inability of the government to continue to provide services free of charge, there is a growing realisation of the need to build ownership of assets in order to ensure proper use and maintenance as well as to reach more users with appropriate services.

### 2.2 Water and Sanitation in India

While considerable efforts have been made to provide improved water and sanitation facilities, the overall situation is still far from satisfactory. In 1995, the World Bank estimated that only 63% and 29% of the population had access to safe drinking water and adequate sanitation respectively (World Bank 1997). The recent DFID Water and Environmental Sanitation Sector Review (WESG 1998) states that it is estimated that 5% of India's population does not have access to safe water while about 46% have an inadequate supply. It suggests that only 10% of the country's population have access to sanitation facilities. The differences between the figures quoted by the World Bank and WESG illustrate the difficulties in specifying the exact dimensions of the overall situation. Nevertheless, they show that there are serious deficiencies in the provision of water supply and sanitation facilities in India. The situation varies greatly between states and even between districts<sup>1</sup> but levels of water and sanitation coverage are generally worse in rural than in urban areas. However, official estimates show that 15% of the urban population do not have access to water supplies while 42% do not have access to sanitation facilities.

Even where improved facilities have been provided, their impact has been lessened by deficiencies in operation and maintenance. This suggests that the concern of the HRD strategy must be as much with ensuring the ongoing operation and maintenance of facilities as with their provision.

Arrangements for disposal of liquid and solid wastes are generally completely inadequate. Many smaller towns have no sewage treatment facilities and those that are provided in larger

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<sup>1</sup> Only 3.9% of households in Orissa are reported to have access to adequate sanitation. The corresponding figure in the adjoining West Bengal District of Midnapur, according to the 1991 census, was 4.74%. Following the successful programme initiated by the Ramakrishna Mission and supported by UNICEF, around 130 villages in the Midnapur District had progressed from this baseline situation to something approaching 100% coverage by the mid 1990s (RWSG undated). This illustrates both that there can be differences in provision between different places and that change can come about rapidly if suitable guidance and support is available.



towns seldom if ever deal with all liquid wastes, including those that are carried in open drains. This situation creates potential health hazards although it is probable that these are not as significant as those created by deficiencies in water supply and sanitation provision in low-income areas. Inadequate waste disposal also gives rise to degradation of water bodies, a situation that is environmentally undesirable at the very least.

The main objective of the Indian national policy for rural water and sanitation is to ensure that all rural habitations have a minimum provision of 'safe' drinking water, defined as 40 litres per capita per day with water sources within 1.6 km in the plains and within 100m elevation difference in hilly areas. One handpump or standpost is to be provided for every 250 persons. Priority is given to villages without adequate supplies at present. There is no specific focus on poverty. Rather, it is assumed that 'problem' villages occupied by 'Scheduled Tribes, Scheduled Castes and Other Backward Castes' will be among the poorest and most poorly serviced and should be given priority.

### 2.3 The Administrative Context

#### *Central government responsibilities*

Central Government's responsibilities for water and sanitation relate primarily to the formulation of the broad policy framework, the provision of legislative support and technical advice and the financing of centrally sponsored programmes. In order to discharge these responsibilities, it organises training workshops, finances longer training initiatives and sponsors research. Further details of these initiatives will be given in Section 3.

Centrally supported programmes in fact provide a high proportion of the funding for water supply and environmental sanitation and this would appear to provide Central Government with considerable leverage in relation to the establishment of policies, including those relating to HRD.

The apex government agency for HRD is the Department of Personnel and Training (DOPT) of the Ministry of Personnel, Public Grievances and Pensions. It is responsible for preparing training policy pertaining to the civil and public services (including all class A, B, C, D functionaries) and co-ordinating implementation of Government's training programmes and other related responsibilities, including liaison with the state governments. According to the National Training Policy, 1996, this body should take the initiative in networking training institutions and resources and in developing a strong database covering the entire spectrum of training activities and institutions. The department should also act as a clearing house for training-related information and data. The National Training Policy document identifies training along with recruitment, placement, career progression, rewards and penalties and administrative reforms as the key ingredients of a human resources development policy.

The main role of the DOPT is to formulate overall policy for HRD and in this respect it will be a key stakeholder in the formulation of any HRD - related initiative. HRD issues related to state cadres (SAs) fall outside its remit. Also, each Ministry has its own training budget and is responsible for its own HRD strategy and the DOPT can only act as a catalyst, and is particularly effective. DOPT officials suggested that this role can be most effective when it relates to specific 'projects' with clear objectives, time frame, partners and outcomes. An example of such a project is a current initiative on Total Quality Management. The aim of all such projects is to build a core team of resource people through training of trainers and the development of modules that are then delivered on a regular basis in-country. The DOPT is the





key institution with regard to the training of the IAS cadre although this training does not relate specifically to water and sanitation. It could also be an effective project partner as demonstrated in the instance of the Gender Training Planning project with DFID

The Ministry of Rural Areas and Employment has three wings with different areas of responsibility. drinking water, wasteland development and employment generation and watershed development. The Rajiv Gandhi National Drinking Water Mission was launched in August 1986 to accelerate the provision of drinking water supply in rural areas and to provide critical inputs to improve implementation of the rural water supply and sanitation programme.

The Mission's objective is to provide safe drinking water free from chemical and biological contamination as also ensure provision of 40 litres of safe drinking water per person per day For human beings in all areas and an additional 30 LPCD in Desert Development Programme areas to satisfy the drinking water requirements of cattle.<sup>2</sup>

As a nodal agency for HRD in the rural water supply and sanitation sector, the RGNDWM funds states to set up HRD cells that will coordinate and manage WES capacity building activities. The Mission is increasingly involved in policy formulation for WES and is trying to promote a demand-driven approach to the provision of water supply and sanitation services with a view to reaching larger numbers and ensuring sustainability of services

The Ministry of Urban Affairs and Employment (MUAE) is the central government ministry with overall responsibility for urban water and sanitation. It sponsors a number of activities relating to HRD, some through the Central Public Health and Environmental Engineering Organisation (CPHEEO). It is also partly responsible for financing a number of programmes that are implemented at the local level. The Low Cost Sanitation for Scavengers (LCS) scheme finances both the conversion of existing 'dry' latrines into low-cost water-seal units and the construction of new sanitary units. Schemes are partly subsidised by the MUAE and partly financed by loans provided by HUDCO. Funds are disbursed through municipal government which is responsible for the management of the programme at the local level. (In practice, it seems that cost recovery on loans is not always achieved). Another programme with a strong poverty focus is the Swarna Jayanti Shahari Rozgar Yojana (SJSRY). This took effect from 1.12.1997 and brings together a number of previous schemes including the Nehru Rojgar Yojana (NRY), the Urban Basic Services Programme (UBSP) and the Prime Ministers Integrated Urban Poverty Eradication Programme (PMIUPEP). While water and sanitation are not its primary focus, some sub-programmes under the SJSRY could include water and sanitation-related activity. Other programmes likely to impact upon water and sanitation provision in low-low income areas include the National Slum Development Programme (NSDP) and the Environmental Improvement in Urban Slums (EIUS) programme

Funding for some water and sanitation schemes in urban areas is also provided by HUDCO which is involved in HRD for various aspects of urban infrastructure provision through its Human Settlements Management Institute (HSMI)

#### *State level*

Water supply and sanitation are the responsibility of state governments, which have considerable autonomy in the development of the details of policy. Under the 73<sup>rd</sup> and 74<sup>th</sup> constitutional amendments paved the way for devolution of powers to urban and rural local bodies. In actual fact, however, the municipalities' or zilla parishads' powers and

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<sup>2</sup> IEC documents, RGNDWM and NIRD, GOI



responsibilities in the area of water supply and sanitation depend upon laws passed in each state. The state maintains an important regulatory, policy making and co-ordination role in water supply and environmental sanitation, even in progressive states that are trying to put the amendments into practise. It is also instrumental in coordinating very large schemes and programmes that cover several districts and in supporting small towns and financially weak local bodies. A recent World Bank review of the urban sector suggests that they should be involved in planning for the use of public resources in a way that maximises leverage and in developing an advocacy and demand-led training plan.

### *Local level*

The Government of India is committed to a significant programme of decentralisation, the framework for which is provided by the 73<sup>rd</sup> and 74<sup>th</sup> Amendments to the Indian Constitution. Under the 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendments (CA), zilla parishads and municipalities have been empowered with original constitutional status and powers. The CA, did not in itself define the functional responsibilities of municipalities.<sup>3</sup> This was left to individual states and the pace of devolution of powers thus, varies by state. Among the matters which states may devolve to local bodies are water supply for domestic, industrial and commercial purposes and public health, sanitation conservancy and solid waste management. The CA also requires district and metropolitan level planning in the provision of WES.

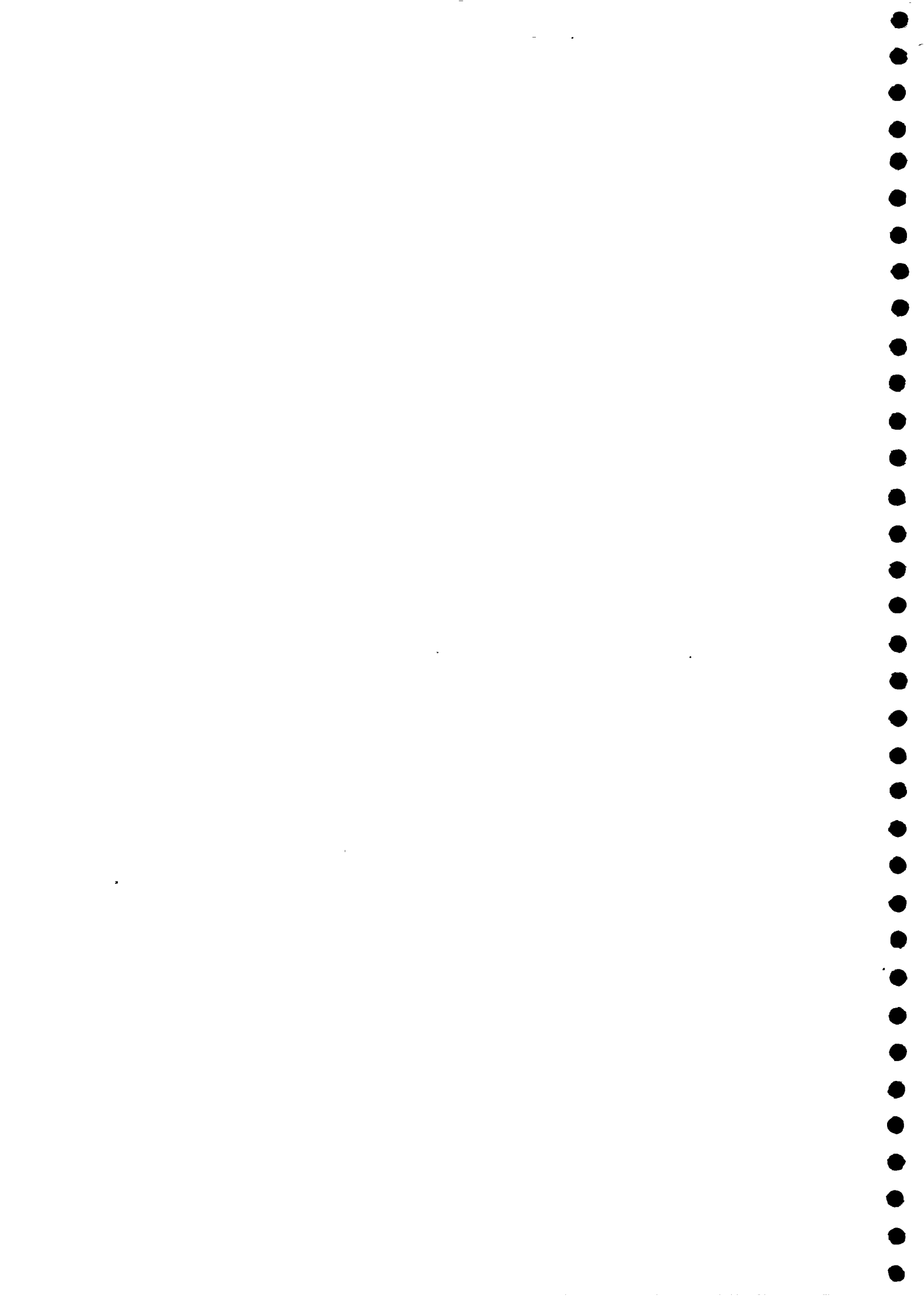
Most, if not all, states have a three tiered system of local government in rural areas. The lowest tier comprises the gram panchayats at the village level. The two higher tiers are block level organisations representing a number of villages and district level organisations serving relatively large areas (Midnapore in West Bengal, which is one of the biggest districts in the country, had a population of 8.35 million in 1991). From a HRD perspective, the key question is how human and financial resources are distributed between the various levels. There appear to be some differences between states in this respect.

Municipal governments in India are charged with a number of responsibilities, including the provision and maintenance of basic water supply and sanitation services. In practice, many smaller municipalities have limited resources and receive technical support from the appropriate State Urban Development Authority (SUDA). The SUDA is responsible for planning, implementation and monitoring of poverty alleviation and other urban development programmes in the state. The 74<sup>th</sup> Amendment provides for ward committees to be set up within municipalities with a population of 300,000 or more. State governments have the responsibility of passing legislation setting out the composition of these committees and the manner in which they are to be filled.

The important point with regard to this increased role for local government in relation to HRD in both rural and urban areas is that it creates a critical need for motivated and knowledgeable staff at the local level. At the same time, there is a need to provide basic orientation to the large number of councillors and ward committee members who have been appointed under the new legislation.

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<sup>3</sup> UWSS Sector Review, Vol 1, pg 19



## 3.0 DFID POLICIES AND PROGRAMMES

### (a) POLICIES

#### 3.1 The White Paper

The November 1997 White Paper 'Eliminating World Poverty. A challenge for the 21<sup>st</sup> Century' provides the overall context for the British Government's international development efforts. As its name suggests, the underlying theme of the White Paper is the need to refocus Britain's international development efforts on the elimination of poverty. It sets out a strategy for achieving this through the creation of sustainable livelihoods for poor people, the promotion of human development and the conservation of the environment, suggesting that water should be treated as both a social and an economic good

The White Paper highlights a number of specific issues and outlines the ways in which the British Government intends to co-operate with local governments and other stakeholders to address them. It commits the British Government to increase its support to 'Integrated Water Supply and Sanitation Projects, which involve communities in the planning and managing of new facilities, including hygiene education to maximise health benefits' Other commitments are to work with urban slum dwellers to help meet basic infrastructure needs in partnership with city authorities and to encourage private sector investment in basic infrastructure and services in order to help meet the needs of the poor. Particular emphasis is placed on the need to ensure that all those with an interest in the allocation and use of water - particularly women - should be involved in decision-making and the allocation of water resources.

#### 3.2 The DFID India Country Strategy Paper

DFID's recent Draft India Country Strategy Paper Strategy Paper identifies substantially increased investment in health, water and sanitation as one of five specific desired development outcomes contributing to the elimination of poverty. In addition, a water and sanitation HRD strategy is likely to relate to other key outcomes identified in the Strategy Paper. In relation to the outcome of better management of the physical environment, the Strategy Paper suggests correctly that *'poor people, especially where basic infrastructure is lacking, are seriously affected by environmental degradation'*. In the urban context, this is particularly true at the local level and there are clear links here with sanitation provision. Better standards of governance must include a greater commitment by politicians and officials to more equitable provision of basic services, including water and sanitation, and the subsequent management of those services.

The India Country Strategy Paper proposes that DFID should focus on developing partnerships with a limited number of state governments. Those identified for immediate action are Orissa, Andhra Pradesh and West Bengal but the Strategy Paper envisages that DFID will continue to support sector-specific interventions in some other states and with Central Government ministries. DFID will continue to support work on rural water and sanitation in Maharashtra. In poor states, where the prospects of working through government are restricted, DFID's policy will be to work through alternative channels, mainly NGOs.



### 3.3 The Water and Environmental Sanitation Sector Review

The DFID Water and Environmental Sanitation Sector Review emphasises the need for a strongly demand-led approach. It states that a key principle underlying DFID's approach to the provision of water and sanitation facilities is the need to ensure equal access to all. It identifies three aspects to this principle:

- targeting to ensure that services reach the poorest;
- action to ensure that all have access to and control over the facilities and services provided,
- a focus on sustainability to ensure long-term access.

While the first stage in targeting the poorest will normally involve external determination of need at a regional level, the Sector Review stresses that this should be backed up by more detailed local assessments, particularly participatory assessments of people's own priorities. In carrying out such demand-led assessments, it emphasises the need to involve all groups, men and women, richer and poorer and not least those who are particularly vulnerable in processes of change. It goes on to suggest that projects and programmes should be assessed against DFID's aim of poverty elimination in relation to the extent to which they incorporate the following:

- Enabling actions, which support the policies and context for poverty reduction and will lead to social, environmental and economic benefits for poor people
- Inclusive, broad-based actions, which will improve social, environmental and economic conditions generally and also address issues of equity and barriers to participation of poor people.
- Focused actions, which will bring benefits predominantly to poor people and specifically improve their social, environmental and/or economic conditions and remove barriers to participation.

The DFID Water and Sanitation Sector HRD Strategy should contribute directly to the first element identified above and, if linked with specific projects, could also contribute to the other two elements.

#### *(b) CAPACITY BUILDING PROGRAMMES*

### 3.4 General

All DFID Sector Groups appear to follow two basic models for capacity building

- Project-related HRD activities which include training of project staff – government officers, NGOs as well as DFID staff through courses in-country and abroad, exposure visits, workshops and seminars; and
- Transfer of skills or particular technological expertise from UK or other overseas institutions to India in collaboration with a specific designated Indian institution, supported by the relevant Ministry (Urban Affairs and Employment, Rural Affairs and Employment, Personnel, Public Grievances and Redressal & Human Resource Development)

Bearing these points in mind, DFID training approaches and activities in specific sectors are described below. The experience of WESG is summarised first and the programmes of other groups are then briefly described





### 3.5 Water and Environmental Sanitation Group

DFID's approach to HRD in the water and sanitation sector has developed over the years in response to periodic reviews of its HRD activities and their impacts. This process has been open-ended and pragmatic and has resulted in a definite deepening of understanding of the issues. At the risk of oversimplifying, the process can be divided into the following broad stages.

1. Initial stage (early 1990s) when the emphasis was on training in the UK provided by British firms and institutions and with the objective of developing the capacities of individuals (mainly engineers).
2. Second stage in which there was an increased emphasis on transferring responsibility for planning and implementing courses to India institutions with the objective of developing those institutions as centres for training efforts. At this stage, there was limited emphasis on evaluating results.
3. In the last two years, there has been an increased emphasis on formally evaluating the achievements of such courses.

Specific ongoing and recently completed training projects include the following:

- **Management for Sustainability in Water Supply and Sanitation Programmes:** This programme addresses key aspects of the sustainability of rural water supply systems and was supported by DFID from 1994-96. It mainly targets government officers and community development workers drawn from DFID and IDA water supply project areas. The programme has been completely transferred to NRTC Nasik from IRC -The Netherlands and has been supported by the GoM since 1996. NRTC is actively marketing the course to officials from other states in order to make the course financially viable in the long-term. The course has recently been adapted for senior officials and there are plans to adapt it to tailor it for other levels also.
- **Management Development for Senior Urban Public Health Officials (MDSUPHO):** This programme has been supported by ODA and then DFID since 1991. It targets superintending engineers (around 14 per year) and aims to develop a cadre of sector managers and trainers who have a commitment to change management in the sector with a strong commercial and customer orientation. The course was originally run at WEDC in the UK but is in the process of being transferred to ASCI. While the original transfer process was supposed to have taken place over this period and completed by 1994, a recent review recommended that the programme be transferred properly in a phased manner following clarification of roles and responsibilities of all the key stakeholders. The Indian institution, ASCII, has now taken a lead role and is proactively speeding up the transfer process.
- **Groundwater Management for Rural Water Supply (GMRWS):** This project was supported by ODA from 1991 to 1996 when it was fully transferred to the Gujarat Jalseva Training Institute. It targets superintending and executive engineers and scientists, the majority of whom have been from the Gujarat Water Supply and Sanitation Board. The original aim, to enhance professional capacity to develop and safeguard groundwater resources, was modified over time to give greater emphasis to informing trainees about new techniques, methodologies and processes in order to promote attitudinal change and



collaboration with other stakeholders. The course was originally a 12-week UK/India programme and is now a 5- week all-India programme.

- **Solid Waste Management:** DFID supported a national training course in solid waste management from 1992 to 1995. The course aimed to equip public health officials with the skills and knowledge necessary to take an integrated management approach to SWM. The course was designed by WEDC and eventually transferred to the All-India Institute of Local Self Government (AIIILSG) in Mumbai. It has been run by AIIILSG without DFID support since 1995. The course now lasts for 3 weeks and is sponsored entirely by the MUAE, which also sponsors two one-week 'refresher' courses in SWM at Bhopal and Delhi each year.

### 3.6 Rural Development Group

The RDG-DFID has recently initiated a capacity building project design exercise in partnership with the Ministry of Rural Affairs and Employment (the MORAE project) This has the following components.

- Policy Research and Strategic Planning
- Monitoring and Evaluation as a management tool
- Human Resource development for better programme management (This component would focus on the SIRDs, NIRDs as well as promote new institutions )
- Venture Capital funds for testing the viability of innovative ideas

The project design is based on the key assumption that "if it the project is able to significantly alter the way in which MORAE monitors its performance,.... , quality issues become a central concern. If this is supplemented by suitable interventions to augment the HRD system and the introduction of a performance driven incentive system, it will be possible to substantially improve the impact of MORAEs' substantial investments " While the design is still in its initial stages DFID recognises that support to MORAE needs to be focused and strategic in order to utilise funds for maximum impact. As such DFID funds would probably be used to support strategic interventions that would be difficult to support with MORAE funds

The initial concept note recommends a phased programme of implementation covering 8 districts in 2 states over 3 years followed by a 4-year phase covering 70 districts in 7 states Initial recommendations for support include the area of gender and equity, social planning and analysis skills for programme managers, strengthening the capacity of ZPs and DRDAs while improving the NGO, govt. and local body interface, development of appropriate technologies, improvement in monitoring and evaluation capacities.

*The project is very much still in the design stage and has obvious synergies with the WES-HRD process commissioned by the WESG-DFID as well as the eventual outcomes Although the RDG is focussed quite heavily on watershed and watershed plus rural livelihoods projects, several HRD issues and concerns are common to the various sectors (drinking water, environmental sanitation, watershed management, agricultural marketing, Panchayati*



*Raj training, wasteland development, etc.) under the purview of the three MORAE departments.<sup>4</sup> This first phase recommends the participation of and continued dialogue with the RDG through the state workshops in the month of February in order to identify areas for WESG-RDG collaboration on the MORAE project*

### 3.7 Urban Poverty Group

Capacity building in the form of training courses, exposure visits, and workshops is an intrinsic component of UPG slum improvement projects (SIPs). It may involve activities and programmes in-country in the UK and in a third country. Because of the integrated nature of the SIPs, some projects have developed expertise in cross-cutting themes such as gender, conflict-resolution and community participation, along with resource persons that are invited to as external resource persons to projects supported by other donors or government.<sup>5</sup>

The UPG undertook an impact assessment of overseas capacity building initiatives (UK training, study tours and third country training) undertaken through their SIPs at Calcutta, Cochin, Cuttack, Hyderabad, Indore, Vijaywada and Vishakapatnam between 1992-1995.<sup>6</sup> The overall conclusion was that overseas training had poor impact. The Urban Poverty Office was unable to take a proactive role that would have ensured rigorous screening and selection procedures, appropriate training courses matching project and participant needs or maximum utilisation of acquired skills upon the trainees return to India. As in all project-related training targeting government officers there was no way of guaranteeing that the participant would actually work on the SIP on his/her return (due to various reasons). Overseas training providers such as WEDC have been encouraged to spend time at the SIPs in order to modify their courses to meet project needs more effectively.

The impact assessment found that exposure visits to neighbouring countries in S and SE Asia (Phillipines and Indonesia) very highly successful. This was said to be, at least partly, due to excellent management by the tour manager (who had an intimate knowledge of the context and objectives of the visit) and also more contextual relevance than UK based training. Practical considerations such as prolonged absence from post and difficulties of adjusting to the environment – problems faced with UK-based training were also avoided.

In recent years, the WEDC-based training has been modified, perhaps partly to take account of these findings. The length of training has been reduced and a greater percentage of the training period is spent in India than previously. Attempts have been made to bring consideration of project-based problems into the training and there has been an increased emphasis on introducing engineers to participatory concepts and methods. However, the last WEDC training course was completed in early 1997 and there do not appear to be any immediate plans for further courses.

### 3.8 Health and Population Group

Thus far, HRD have been linked to and delimited by HPG project needs. The HPG's experimentation with different management models, including the use of consulting agencies has highlighted the importance of management skills for effective project implementation.

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<sup>4</sup> The 3 departments in MORAE are the Department of Rural Employment and Poverty Alleviation (DREPA), the Department of Rural Development (DRD) and the Department of Wastelands Development (DWD).

<sup>5</sup> Cuttack SIP – gender training

<sup>6</sup> Bannerjee, B, June 1995, Review of Overseas Training Undertaken Through ODA Slum Improvement Projects



There is a realisation that an understanding of organisational behaviour linked to institutional realities is needed in order to build capacity that benefits the sector in the long term. Consultation with some of the management agencies ( Dalal Consulting – Gujarat) is envisaged in order to understand the process of training needs identification and outsourcing of appropriate skills

### 3.9 Education Sector Group

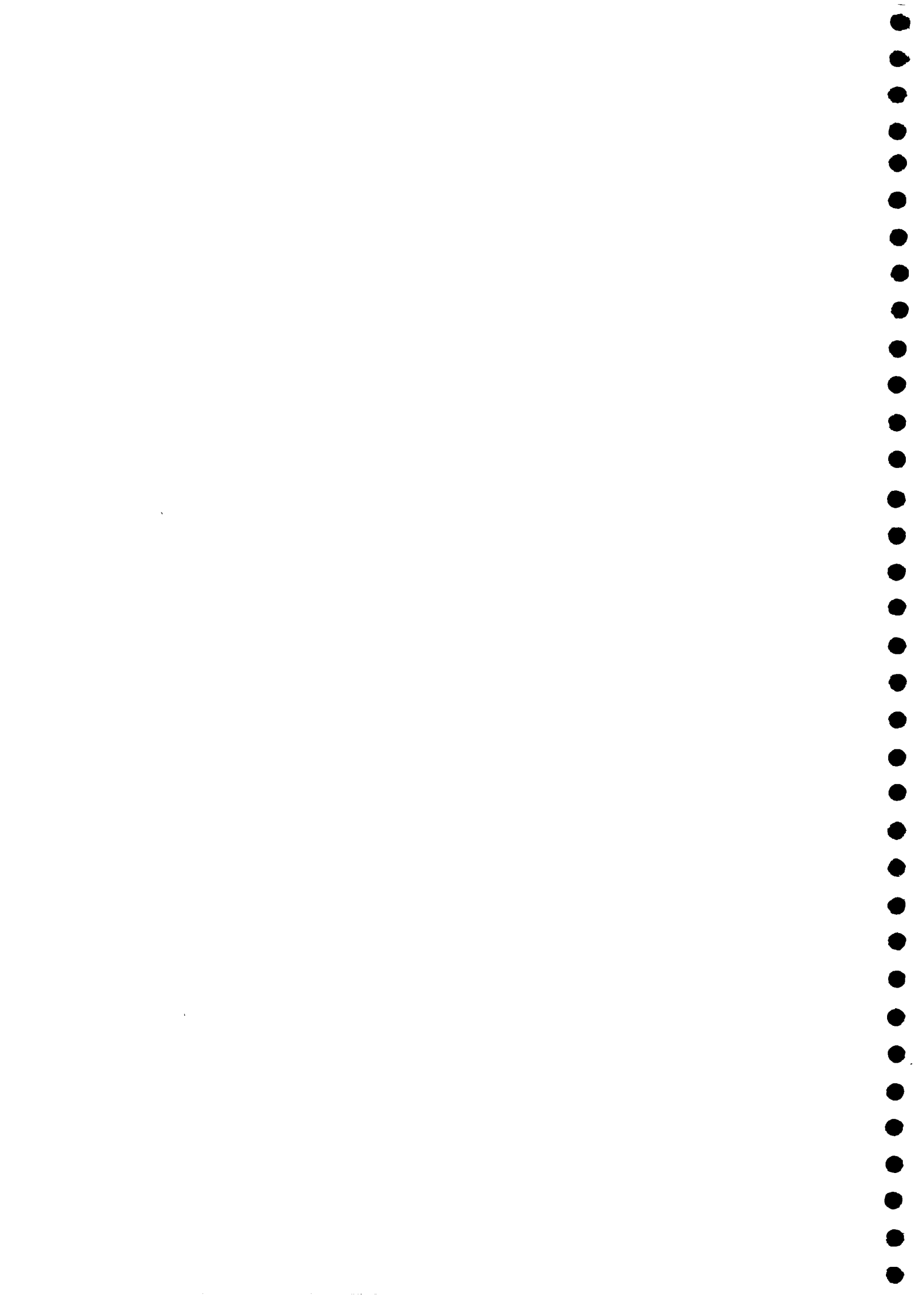
The ESG-DFID in collaboration with the Ministry of Human Resources Development, supported the Indo-UK Regional Engineering Colleges Project between 1994 and 1998. The four themes of energy, information technology, design and materials, identified as priority areas in the Eight Five year Plan, were covered by the project. Of specific interest to the HRD review in WES are the overarching themes of the project – institutional management, education technology (teaching methodologies), curriculum development, institute industry interaction, library and MIS

Eight Regional Engineering Colleges (RECs) were selected (from a total of 16 colleges in the country) with 2 colleges assigned to each of the above themes. They are.

- 1 Regional Engineering College, Warangal, Andhra Pradesh
2. Visvesvaraya Regional College of Engineering, Nagpur, Maharashtra
- 3 Regional Engineering College, Tiruchirapallui, Tamil Nadu
- 4 Karnataka Regional Engineering College, Suratkal, Karnataka
5. Maulana Azad College of Technology, Bhopal, Mahdya Pradesh
6. Motilal Nehru Regional Engineering College, Allahabad, UP
- 7 Malviya Regional Engineering College, Jaipur, Rajasthan
8. Sri Jayachamarajendra College of Engineering, Mysore, Karnataka

The approach was two-pronged. Provision of hardware such as equipment, training, books, upgradation of infrastructure was coupled with faculty training overseas, UK consultant visits, industry interaction and networking. The objective was to improve the quality of REC graduates and the in-service training offered by the colleges as well as to sustain the benefits through increased research and development activities and consultancy. An impact assessment study covering four of the eight colleges was undertaken by the Indian Institute of Management – Ahmedabad. It revealed that inputs have resulted in improved teaching and enhanced the market value of these REC graduates. Impact has not been uniformly positive across inputs and institutions but was most pronounced where careful planning preceded each input. The lack of autonomy of these institutions has severely constrained curriculum development. Equipment procurement (especially from the UK) has been slow leading to long delays in the hardware inputs. It is unclear how any of these inputs will be sustained, now that DFID support has ceased.

An interesting initiative by the ESG was the sensitisation training developed specifically for school sanitation under the Andhra Pradesh Primary Education Project. This was contracted out (for two years) to Sulabh International, which developed the entire training package – modules, training of trainers and materials. The training covered 1000 teachers and 60 sanitary engineers and sought to raise awareness about the need for physical improvements in school sanitation as well as the importance of maintenance (targeting the children, teachers and community). It should be noted though, that Sualabh is mainly a service delivery organisation and training, awareness creation, etc. are normally secondary activities.





## 4.0 NATIONAL LEVEL HRD INITIATIVES

### 4.1 Introduction

This section provides an introduction to HRD-related initiatives in the water and sanitation field at the national level. Government initiatives in the rural sector are considered first, followed by those in the urban sector. Cross-cutting initiatives relating to specialist issues and covering both the rural and urban sectors are then reviewed

### 4.2 Government initiatives in the rural sector

The Rajiv Gandhi National Drinking Water Mission (RGNDWM) launched a National Human Resource Development Programme in 1994 whose objectives range from creating a cadre of resource persons at district level to training grassroot level functionaries to orientating and sensitizing decision makers, administrators and planners. The following seven institutions were identified as key institutions and charged with the task of training trainers

- the All India Institute of Hygiene and Public Health (ALLH&PH), Calcutta;
- Gujarat Jal Sewa Training Institute (GJTI), Gandhi Nagar,
- S J College of Engineering (SJCE), Mysore, Karnataka;
- M.N.R. Engineering College (MNREC) Allahabad
- Institute of Engineering and Rural Technology (IERT) Allahabad,
- Environmental Sanitation Institute (ESI) Ahmedabad, and
- Gandhigram Rural Institute (GRI), Gandhigram.

The RGNDWM is in the final stages of formulating a coherent policy which will lay out broad guidelines for the provision of sustainable sanitation (including school sanitation) and drinking water supply for the rural sector. It has identified the lack of information about the plethora of government schemes for various WES components, lack of convergence and integration between different government line departments and non-governmental initiatives and the poor monitoring of impact of these schemes as priority areas of concern

### 4.3 Government initiatives in the urban sector

#### *Ministry of Urban Affairs and Employment (MUAE)*

The MUAE sponsors *public health engineering training* for graduate and diploma engineers working within government departments, organised by the CPHEEO. Through this programme, grants are provided to recognised engineering colleges and training institutions. The courses supported include both 18-month masters courses for graduate engineers and three month short courses for diploma engineers. In 1997/98 it reserved 98 places at 12 academic institutions. Details of those in the four states that are the focus of this study are as follows:

Name of institution	State	No. Of places
All India Institute of Hygiene and Public Health, Calcutta	West Bengal	15
Victoria Jubilee Technical Training Institute, Bombay	Maharashtra	10
Visvesvaraya Regional College of Engineering, Nagpur	Maharashtra	10
Indian Institute of Technology, Bombay	Maharashtra	2
Indian Institute of Technology, Kharagpur	West Bengal	1



No institutes in Andhra Pradesh or Orissa receive students under the programme although Nagpur is reasonably placed in relation to the former and Kharagpur in relation to the latter. State governments are sent copies of this list of places by MUAE and are invited to put forward candidates for particular courses. Most are open to candidates with Bachelor's degrees in civil engineering although a small number are open specifically for electrical, mechanical and chemical engineers and architects. It has been reported that up to 20% of the places on masters courses and 40% of those on diploma courses remain unfilled each year.

The *Human Settlements Management Institute (HSMI)* is involved in the provision of training to elected representatives and professionals working in the field of human settlements. The latter are drawn from urban local bodies, urban development authorities, and local and state level institutions dealing with, among other things, water supply and sanitation

HSMI develops training materials and provides Delhi-based class-room training. In the past, it has worked through five regional training institutes with the aim of transferring HSMI courses to the regional context for wider dissemination. Those with the most likely relevance to the four priority states identified by DFID are the Administrative Training Institute (ATI), Mysore, Karnataka and the Professional Development Centre, Pune, Maharashtra. It is currently continuing to work closely with ATI and UPAA in Nanital, Uttar Pradesh. Both are state level institutions that focus on training senior government officials (IAS officers and state civil service officers). Their emphasis is said to be on training for management rather than on promoting policy reform or increasing technical capacity

Particular HSMI programmes with a bearing on water and sanitation provision include those on urban infrastructure planning and management for municipalities, urban infrastructure project formulation, appraisal and financing, improving municipal services with a focus on low cost infrastructure, solid waste management and low cost sanitation. Other relevant programmes cover public-private partnerships for the provision of urban services, legal issues relating among other things to infrastructure provision, community participation in shelter and urban infrastructure and various aspects of urban management. Further investigation is needed to determine how many of these courses are being offered through regional centres.

#### *National Institute for Urban Affairs (NIUA)*

The National Institute for Urban Affairs (NIUA) carries out studies of municipalities and their capacity to manage services and has also developed a number of short (typically up to 5 day) training modules aimed at the government officials who are responsible for services. The studies cover such issues as the pricing and quality of services, municipal finances, the ability of municipalities to provide services and the extent to which service provision is responsive to need. The training draws upon the findings of these studies and is provided by NIUA in association with a number of regional institutions, which will be introduced in the next section

#### **4.4 Other government initiatives**

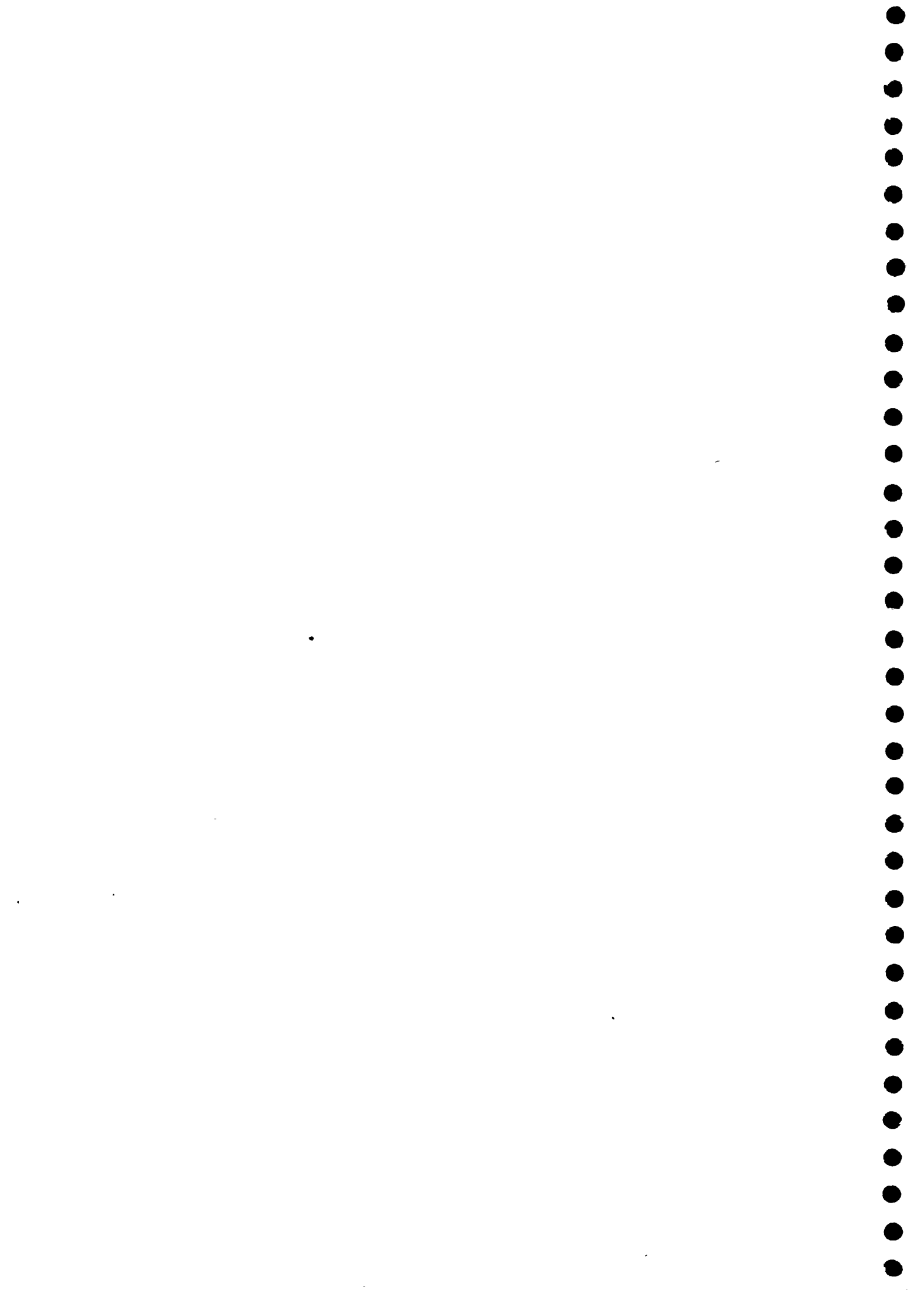
As already indicated in Section 2.3, the Department of Personnel and Training is directly involved in a number of HRD initiatives. One such initiative with relevance to the present study is the GOI-DFID supported *Gender Planning Training Project* (1993-1996). This aimed to build a national gender resource team through a partnership between the identified trainers, their NGO/University partners and State government officials in order to develop sector-specific gender training modules. The project was jointly implemented by DOPT, IDS,



LBSNA and the British Council division (on behalf of ODA). This was done through the adaptation and transfer of the course "Women, Men and Development" from the Institute of Development Studies, Sussex, to Indian Training institutions. The end-product of the 3-year project is a 5-week India-relevant " Training of Trainers course for gender trainers, with specific themes for targeted groups delivered by the project trained trainers. The Lal Bahadur Shastri National Academy of Administration, Mussourie, conducts the 5-week course and each of the 5 participating states of UP, MP, Maharashtra, Karnataka and Rajasthan conduct 1-week courses on Gender and Development, through a national calendar funded by the DOPT, GOI. The 5 designated state institutions for gender training are.

- Administrative Training Institute, Mysore
- Yeshwantrao Chavan Academy of Development Administration, Pune
- UP Academy of administration, Nainital
- Madhya Pradesh Academy of Administration, Bhopal
- HCM Rajasthan Institute of Public Administration, Udaipur

Separate modules and complete packages were developed for Health, Forestry, Education, Violence, Panchayati Raj, Poverty and Enterprise Development. The theme varied by batch and was developed jointly with the participants. It was anticipated that based on the expertise of alumni from this course, thematic gender training could be offered in various government agencies, training institutions and organisations.



## 5.0 DONOR POLICIES AND PROGRAMMES

### 5.1 General

Although the proportion of India's development expenditure provided by external donors is low compared with some other countries, it can be significant in some states and districts. For instance, in Andhra Pradesh, it is estimated that 68% of all planned funding to the water and environmental sanitation sector comes from external sources<sup>7</sup>. Even where external funding is limited in relation to the overall state budget, it is arguable that it can often have a strategic value higher than its actual value. In view of the significant impact that can be made by initiatives funded from external sources, the policies of the various multi-lateral and bilateral organisations supporting water and sanitation sector activities are briefly introduced below

Most of the external agencies working in India agree that there is a need to coordinate policies and activities so as to ensure that available resources are used in the most effective way with the overall objective of reducing poverty. However, the extent to which this coordination is likely to be possible in practice will depend on the compatibility of the policies and programmes of the various agencies and donors. These are briefly examined below, starting with those of multi-lateral agencies and going on to include those of the various bi-lateral donors

#### (a) MULTILATERAL AGENCIES

### 5.2 The World Bank

#### *General approach*

In terms of poverty reduction, it appears that the World Bank's approach is to focus on improvements in the efficiency with which services are provided. The assumption is that this will lead to an overall reduction in poverty. It sets out to achieve its objectives through its funding for capital projects while encouraging Central Government and the various state governments to make the policy and administrative changes necessary to ensure the sustainability of investments. Its Urban Water Resources Sector Review, completed in 1998, pointed out that many UWSS providers are not financially viable and are unable to maintain services without extensive subsidies. The services provided do not reach the full population and are often of low quality, due to insufficient funding of O&M. Sanitation services, in particular, are generally inadequate and poor communities have limited access to acceptable UWSS services. At the same time, resources are being degraded by over exploitation

The Sector Review suggests that problems are linked in a vicious circle which can only be broken by increased emphasis on the use of appropriate incentives to encourage good practice and discourage bad practice. It goes on to suggest three elements of an incentive-based approach:

- *democratic decentralisation* which is assumed to give municipalities incentives to make choices in the best interests of citizens;
- *commercialisation of UWSS providers*; and private sector participation; and
- *market-orientated financial systems* designed to promote financial viability and efficiency in the utilisation of resources in market terms

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<sup>7</sup> Figure quoted in DFID WESG Sector Review.





While emphasising the need for structural change, in particular provision for greater private sector in UWSS provision, the report does also identify the lack of capacity to absorb funds. The report identifies several specific deficiencies that have HRD implications. These deficiencies relate to, among others, project preparation and appraisal skills and accounting and auditing procedures. One important constraint on democratic decentralisation is identified as the current excessive dependence of local authorities on state governments. The proposed strategy gives an increased role for the non-government sector and this will clearly have to be considered in the training strategy.

#### *Approach to HRD*

In the past, the World Bank has linked HRD initiatives to its ongoing projects. The 1993 Netherlands Strategy Paper says that the Bank had contracted the Shri Jayamajendra College of Engineering (SJCE) in Mysore to act as the nodal agency to develop and implement training for its RWSS project in Karnataka. For this purpose, a special training cell was established in SJCE and there was a further commitment by the World Bank, the Government of Karnataka and the state water sector to set up a training institute to serve both the urban and the rural sectors. Further investigations are needed to ascertain the present situation in relation to these initiatives.

The Urban Water Supply and Sanitation Report referred to above identifies a need for technical assistance and training to develop local capacity to manage and contract for UWSS services and suggests that this assistance should be demand driven but it appears that any specific initiatives arising from this Sector Review are still in their early stages.

### **5.3 UNDP/World Bank Water and Sanitation Programme**

#### *General approach*

The Water and Sanitation Program's recent Draft Program Strategy for the period 1999 to 2003 states its overall objective to be that of helping poor people to gain access to improved services. It suggests that this can be done by focusing on generating knowledge about innovative and practical solutions to the water and sanitation-related problems faced by poor people. Like DFID, it identifies the need for approaches that are demand responsive and community-based, suggesting the urgent need to scale up such approaches into national policies and programmes. In order to do this, it identifies the need to strengthen sector policies and improve the effectiveness of major investments, partly through the communication of field-acquired knowledge. In the context of India, the Water and Sanitation Program's Regional Water and Sanitation Group South Asia, concentrates on

- efforts to influence key decision-makers at both the national and the state level through workshops and other capacity-building initiatives,
- pilot projects which are intended to illustrate how policies can be applied in practice

The RWSG-SA emphasis is thus on dialogue with senior policy makers rather than the provision of formal training opportunities for lower-level staff.

#### *HRD-related activities*



DFID has recently approved two proposals for funding submitted by RWSG-SA, one relating to the urban sector and the second to the rural sector. The contents of both proposals are summarised below.

The urban sector emphasis will be on 'Capacity Building for National and Municipal Decision Makers'. The programme is scheduled to last 3 years and aims to 'develop a show-case of best practices'. There are specific references to sanitation with the need to develop financially sustainable sanitation investments that reach poor people in towns and cities being emphasised. The focus of the programme will be on small and medium-sized towns. The programme has three 'capacity-building' objectives:

- To **strengthen sector policies** in order to create an enabling environment for large investments in urban and peri-urban areas through the design of appropriate and sustainable policies, sector strategies and programmes.
- To **support sustainable investments** by building country capacity and developing awareness of the need for demand led approaches that treat water as an economic as well as a social good.
- To **promote learning and communicate lessons** from the field and **disseminate best practice**.

These objectives are to be achieved through a structured workplan that involves four levels or groups of activities, each of which provides supporting information and structure to the next. These levels are:

- national piloting (learning by doing),
- national and cross-regional studies;
- national capacity-building to deliver services;
- sector policy development, strategic thinking and regional capacity building.

Each of these levels involves a range of activities. Many of these will impact indirectly on HRD in that their outputs will inform HRD activities. Thus, for instance, pilot studies on demand assessment and sanitation planning should provide inputs into the training of senior decision-makers. However the work on national capacity building includes a number of activities that will have direct HRD implications. These include:

- **training/capacity building packages for municipal managers** (8 to be produced over 3 years);
- **municipal managers training** (12 training events organised in regional training centres throughout India over 3 years);
- **municipal training events** (12 events to be organised in selected municipalities to take place in tandem with municipal managers training events), and
- **special training for CBOs and NGOs.**

Sector policy development will be supported by think tank meetings for senior decision-makers, national workshops on key issues (institutional arrangements, technologies and financing and capacity-building and training) and state level policy development workshops.

RWSG's emphasis in the rural sector is similar. Its proposal to DFID is for support for three separate but linked activities which all converge on a single objective, to translate policy reforms in the RWSS sector into ground reality in at least two states in India. These three activities are to:



- promote an enabling environment for RWSS policy reforms at the national and state levels;
- help build institutional capacity to analyse/formulate and implement policy reforms (collectively referred to by RWSG as the 'new approach' in the two states; and
- help these states to implement the policy reforms on a pilot scale

Specific activities aimed at the promotion of an enabling environment include a national workshop aimed at ministers and secretaries from a number of states. The two states to be targeted by the proposed programme will be identified through this workshop. Two follow up workshops are proposed in each state, to be followed by think tank meetings in each state at the division/district level and attended by relevant stakeholders such as the panchayat raj institutions, district representatives of the PHED, NGOs active in the area etc.

A specific proposal relating to building municipal capacity is for the development of Policy Support Cells (PSCs) in the two selected states. These PSCs would assist the department in policy formulation, action planning and strategic supervision. It would appear that the personnel assigned to these PSCs would require orientation and training although the proposal makes no specific mention of this.

#### 5.4 UNICEF

UNICEF has been involved in rural water supply in India for 30 years, in 1984 the organisation started to support sanitation programmes.

Since the beginning UNICEF's water supply and sanitation programme has included a training component. The focus has always been on short training courses for programme and UNICEF staff. In the past, UNICEF has not supporting institutional capacity development. This is now considered to be a weakness.

In the past UNICEF's training programmes had a clear focus on hardware aspects. The programmes have now evolved to focus on software aspects. In the beginning many overseas training programmes were organised. This was followed by on-the-job training for technical staff. For all courses training material and training programmes were developed. Nowadays, UNICEF does not provide trainers itself, but only gives financial support to organise training programmes.

Four different types of training activities are presently organised:

- courses on new technologies (technical staff),
- courses on management of water supply and sanitation programmes (Junior Engineers),
- workshops on weaknesses of the water supply and sanitation programme and that can be done about it (Chief Engineers),
- exposure visits to examples of successful projects (head of Departments, Secretary, etc )

DFID has recently approved support to UNICEF and GOI's "Child's Environment: Sanitation, Hygiene and Water Supply Programme" for four years. DFID funds will support the programme in Orissa, Rajasthan, Madhya Pradesh, Uttar Pradesh, West Bengal and Uttar Pradesh

#### 5.5 World Health Organisation (WHO)



WHO's main areas of interest in relation to capacity building include chemical safety, environmental risk assessment, environmental epidemiology and hospital waste management. Its emphasis is on the development of the skills of people with the potential to be key national resource people in particular subject areas. Its capacity building initiatives involve collaboration with designated institutions in South and South-East Asia including the Asian Institute of Technology (AIT) in Bangkok and the National Environmental Research Institute (NERI) in India.

In November 1998, the WHO developed a Framework of Action for the development of a new approach to Sanitation, through a regional consultation for south-east Asia. On the basis of this consultation a ladder of action was developed which would identify high-risk communities and priorities for action in different regions, which could then be linked into local government support for developing a time-bound action plan using Participatory Hygiene and Sanitation Transformation (PHAST) methodologies for sanitation and hygiene promotion. Community action planning and implementation would then be carefully monitored for impact.

WHO has one national project officer in India and one technical officer for the whole of South Asia Region. The potential for WHO to expand its activities appears to be constrained by its limited resources. However, it is interested in collaborating with larger ESAs in the area of capacity building for subjects such as sanitation and wastewater treatment.

(b) *BILATERAL DONORS OTHER THAN DFID*

5.6 **Australian Aid**

AusAid, the official development assistance agency of the Australian Government has been involved in India for just over a year. It is currently undertaking a situational analysis of WES in selected states and cities of India. These are Madhya Pradesh, Himachal Pradesh, Bangalore-Karnataka, the hilly towns of Simla, Shillong and Gangtok. Madhya Pradesh will probably be its key focus state. Although the organisation is in the process of formulating its mandate, mission statement and organisational goals, it already has a clearly defined capacity building strategy that has been projectised and will be implemented shortly. Under the India-Australia Capacity Building Programme, selected persons from government line ministries from different departments develop a proposal which includes training at an institution in Australia linked to application of new skills on the job following the return of the participant to the line ministry or department in India. Each proposal is for a period of between 1 and 3 years, allowing for on-going support and monitoring of impact.

As the organisation is new in the sector, it is extremely keen on building links with other ESAs and government and also keen on private sector linkages. As a start, AusAid will be setting up a core group (to include WESG), which will meet at key points in its project identification and planning process in India, in order to learn lessons from other donor initiatives, avoid duplication and coordinate efforts for better impact.

5.7 **DANIDA**

In India DANIDA makes use of its own advisors for the implementation of water supply and sanitation projects. These are a mixture of expatriates and Indians with expatriates generally employed at state level. Counterparts are provided from the government side, often on





delegation from mainstream government departments. The approach has been adopted because:

1. all institutes working in the water sector fall under the government, because in the past water was considered to be a social good, to be provided by the government
2. there is a lack of competent consultancy organisations and NGOs who can implement water projects

A typical DANIDA structure has a project advisory group at State level, a district coordination unit at district level and a field support unit at Block level. All levels consist of a mixture of locally employed DANIDA staff and staff on deputation from the government. The aim of this is to transfer skills to the government. The balance changes over time, gradually DANIDA staff is replaced by government staff.

Whenever there is local expertise available, DANIDA tries to make use of it. Sometimes local consultants are employed, or short term expatriate consultants. In DANIDA projects, 5% of the capital costs are contributed by the beneficiaries. For a house connection, Rs 2000/household is paid.

In the area of human resources development, DANIDA has several activities.

1. DANIDA fellowships
2. training is provided by Danish experts
3. workshops

HRD related activities carried out by DANIDA are usually a mixture of formal and informal training.

## 5.8 GTZ

GTZ does not implement projects directly related to water supply and sanitation at the moment. GTZ implements some watershed management projects, and a project on rural water supply is planned. The slum improvement project in Nagpur has a water supply component.

GTZ has activities in Orissa, West-Bengal, Maharashtra, Rajasthan and Karnataka

The donor usually works through NGOs or autonomous societies. If there are no strong NGOs available in an area, an autonomous society is set-up. GTZ has good experiences with autonomous societies, and sees it as a way of involving and working with different departments.

As far as HRD is concerned, GTZ sends Indian counterparts to Germany for training and counterparts are sent to existing Indian training institutes, for instance in Hyderabad. In the projects, training courses are organised as well.

## 5.9 The Netherlands Embassy

The Netherlands Assisted Projects (NAP) form an ongoing programme, which started in 1978. There is a strong HRD focus, which emphasises the need to provide people with the instruments necessary aid the empowerment process. The NAP has moved from an approach that was largely ad hoc and piece meal to one which places much greater emphasis on attaining impact and development goals in a structured way. This is particularly relevant in the light of the decentralisation policy of the GOI and the implementation of the 73<sup>rd</sup> and 74<sup>th</sup> amendments



Thus the programme will focus on the *creation of an environment within which investments can be more effective*

Because of the limited funds available, NAP focuses on innovation and technology transfer, leaving replication and scaling-up to larger ESAs and multilateral banks. NAP would be interested in partnering DFID in replicating its programme in community based WES in Vizianagar, in more districts of Andhra Pradesh or in other states as it sees a close match between organisational objectives.

The current projects with the UP Jal Nigam and the Kerala Water Authority are being completed and no new large RPWSS will be supported. The programme will focus on – Andhra Pradesh, Gujarat and Kerala for the development of innovative new technologies and capacity building with a view to increased decision-making at the lowest appropriate level.

The following points summarise the role of Dutch development cooperation in RWSS in India and are taken from A recent discussion paper entitled '*New Strategy for Indo-Dutch Cooperation in Rural Water Supply & Sanitation*' (22.12 98) proposes a twofold focus for Indo-Dutch co-operation in the rural WES sector.

1. Support to a number of regional and demand-responsive Indian organisations to take on the role of supplying professional advise to the Panchayats.
2. Enhancing linkages between the supply side and demand side through better information and communication

Project support will thus be replaced by institutional support to help develop Indian regional support centres in the sector that will eventually become integrated sector service institutes. Possible services identified include knowledge development and transfer, provision of support services including institutional development support, co-ordination and capacity building in issues crucial to bring about sustainability in the sector. One organisation is targeted as a support centre in each of the three regions of the country. These are:

- In the Northwest, (base: Gujarat), the Gujarat Jalseva Training Institution (GJTI) in collaboration with the CEE of the Nehru Foundation (both government institutions) and Chetna an NGO
- In the Mideast (base Andhra Pradesh), a special wing for RWSS which is under development in the Panchayati Raj Engineering Dept.
- In the Southwest (base. Kerala), the Socio-Economic Units – an NGO that works directly with Panchayats, two ministries, the private sector and partner NGOs

The preference of Netherlands Assisted Programme (NAP) personnel is that other donors should take a similar approach in supporting regional centres in other locations so that a network of institutions can be built up to provide technical support for the process of decentralisation in the water and sanitation sector. Interest in this concept has already been expressed by UNICEF and SIDA. The NAP would like to see a meeting of all donors on this in the near future.

Partner organisations identified in the North include WELL in the UK, IRC/IHE/ETC in the Netherlands and Ps'eau in France.



## 5.10 SIDA

SIDA has implemented several water supply and sanitation programmes in India. Programmes are always carried out together with UNICEF. The SWACH project (guinea worm eradication), is an example of such a joint project.

In most projects implemented by SIDA, societies are established (for instance the SWACH project and the Watershed project). With such a set-up there is sufficient flexibility (recruitment in the open market, higher salaries, etc.), which would not be there in a normal government set-up. SIDA considers sustainability issues of societies problematic. They often lead to a new government structure, which will never be dismantled in a later stage. But a parallel structure also has advantages. The society set-up for the SWACH programme is now being used by the government as an alternative to traditional government departments. There is also a positive impact on the staff working in a parallel structure. This staff may later be absorbed into the traditional government structure. In addition SIDA considers experiments with parallel structures on a pilot basis to try out in what manner the government could function in future.

## 5.11 USAID

USAID's emphasis in India, is on the development of the structures and institutions required to support economic liberalisation. In recent years, it has worked with Indian partners, including NIUA, HUDCO and ILFS (Infrastructure Leasing and Financial Services), on the FIRE project. The initial focus of this project was on capital market development. This part of the project is now closed. The second part of the project focused on debt market development with particular emphasis on urban environmental improvements. It is looking at issues such as municipal bonds and how to get institutions other than HUDCO interested in financing municipal development. Current initiatives with a sanitation focus include proposals in Kolhapur, Maharashtra to deal with solid and liquid waste disposal.

The second area of interest for the FIRE project is improved urban management. Activities being undertaken relate to pricing of water (Tirupur). More generally, there are attempts in Tirupur and Vijayawada to identify city infrastructure priorities and to develop investment packages based on need and financial capacity. The work in Tirupur is likely to be picked up by the World Bank. Recently, there has been an increased emphasis on operational improvements. A workshop was recently held at Nasik in Maharashtra. The three metro water boards attended, together with external organisations such as Anglian Water, the Bristol Water Company and a French company. Issues addressed included non-revenue water, orientation to community services and energy-saving. An example of the latter, is provided by Ahmedabad where the water and electricity companies have co-operated to maximise use of resources and minimise costs.

A third area of concern is with accounting systems and financial management. Work is continuing at several levels. At the municipal level, work is ongoing in Hyderabad (development of accounting systems adopting commercial principles where appropriate) and Tirupur (better budgeting format). At the state level, work is being carried out in Tamil Nadu. At national level, there is a working group on municipal accounts.

The original intention was that at least 50% of FIRE project expenditure should relate to the needs of those on or below median incomes. The poverty focus has become more explicit with time. There is now a concern with how to show a more immediate impact on the poor. The



second phase of the project places greater emphasis on community involvement and impact on poverty. Options are being explored in relation to Kolhapur.

The first phase of the FIRE project has been completed and the USAID consultants currently have a 5-6 month bridging contract that will lead into a 5-year extension for which new bids will be required.

(c) *International NGOs*

**5.12 CARE**

Care has a strong poverty focus. The organisation is particularly active in reproductive and child health (including nutritional and ICDS programmes) and has recently ventured into urban poverty with a DFID-supported project in Delhi. Geographically, its focus states are Bihar, Madhya Pradesh, Rajasthan and Uttar Pradesh, Andhra Pradesh and Orissa. The organisation believes in experiential learning or Action-Oriented Learning and has a dedicated HRD department that is responsible for staff developmental needs. It deals with water and sanitation only in the context of larger urban poverty projects or as an entry point for initiatives to address larger development needs.

**5.13 OXFAM**

The organisation is currently undergoing a restructuring exercise, which will organise the offices by regions responding to six issues. The India office will thus be part of the South Asia office. Key issues for Oxfam will include gender, livelihoods and project management with advocacy and lobbying now forming a more focused part of the agenda. Important areas of concern for Oxfam are response to emergencies and disasters along with the development of minimum standards and guidelines. The restructured organisation is expected to have a heavier focus on capacity building both internally as an organisation as well as of partners externally.

**5.14 ActionAid**

This is an apex NGO, which works mainly in Andhra Pradesh, Bihar, Madhya Pradesh, Orissa, Rajasthan and Uttar Pradesh. The organisation provides financial, technical and managerial support to grassroots NGOs working in health, rural development, disabilities and innovative short-term rural and urban development projects, either through long-term (10-year) partnerships or shorter ones relating to particular initiatives. Water and sanitation are covered as required in health projects.

ActionAid's charter commits it to human resource development in general. Its strategy for empowerment of the poor and disadvantaged includes micro-level pro-poor interventions, advocacy, institutional development, human resource development and strategic alliances with other key development players, including government. The organisation has set up a Partnership Division to assist companies in their social development initiatives, providing project identification and planning assistance to corporates. This initiative attempts to build a corporate - social interface through interaction, newsletters, projects, workshops, etc. Newsletters showcase corporate involvement and efforts in social development with communities (rural and urban) as well as innovative experiments to further corporate-social development partnerships. Fund raising for ActionAid is done in the UK, Spain and Italy.





## 6.0 REGIONAL AND STATE LEVEL INITIATIVES

### 6.1 Introduction

The mission visited a large number of institutes providing training in the four states, which are or could be involved in sector HRD activities. The following is a summary of initial findings, based on first contact and discussions and observations, often limited by time constraints. The findings will be used as a starting point for the state level and national level workshops organised in the next phase.

#### (a) WEST BENGAL

### 6.2 HRD policies and activities in state government departments

#### *Public Health Engineering Department (PHED)*

In West Bengal, The PHED is responsible for water supply in rural areas and towns of the state outside the area of the Calcutta Municipal Corporation and the Calcutta Municipal Development Authority and the Haldia and Durgapur areas.

The HRD Cell has been very recently established<sup>8</sup> within the West-Bengal PHED. The Cell will consist of a director (Superintending Engineer), deputy-director (Executive Engineer), and two managers (not necessarily engineers). The two senior posts have been filled. Field workers will also be attached to the Cell. It is envisaged that The All India Institute of Hygiene and Public Health and the Technical Teachers' Training Institute will be involved in organising training activities with the HRD Cell. The Ramakrishna Mission Lokashiksha Parishad will also be involved, given this experience with setting up WATSAN committees and with sanitation promotion.

Since the HRD cell was but a few days old, when the consultant visited the PHED, its policies or direction could not be ascertained. The Director, however, expressed keen interest in ensuring that the cell functioned effectively and in providing full support to activities that lay within its mandate.

#### *State Urban Development Agency*

The State Urban Development Agency (SUDA) was set up in 1991 to implement anti-poverty schemes and projects in municipal areas through project planning, implementation and monitoring and well designed training programmes. It works in close collaboration with the urban local bodies in the state and collaborates closely with ILGUS in the organisation of training programmes.

The Municipal Engineering Directorate of SUDA provides support to municipalities on technical and financial issues. The first task is to create increased awareness among elected representatives, particularly in relation to better management and the need for people's participation. In relation to water supply and sanitation, its programmes cover engineering issues, cost recovery and management issues among others. They are aimed at municipal functionaries and NGO/CBOs.

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<sup>8</sup> February 01, 1999



It would appear that SUDA and the various District Urban Development Agencies (DUDA) could be involved in an integrated HRD strategy for water and sanitation provision in urban areas in West Bengal, perhaps providing opportunities for on-the-job training that could be integrated with more formal training provided by ILGUS. More information on the capacity of SUDA and the various DUDAs is required

### 6.3 State level training institutes providing a regional service

Four training institutes with a regional focus were visited. Some of these, for instance ILGUS, are essentially state level facilities that have expanded to take on a regional role while others appear to have always been intended to take a regional role. Each is described in turn below.

#### *Institute of Local Government and Urban Studies (ILGUS).*

##### **Characteristics of ILGUS are:**

*Accommodation:* Good quality building with well equipped class rooms, accommodation for participants available.

*Staffing:* Director (not present at the moment), two Joint Directors, one Research Officer, one Librarian, one Assistant Administrative Officer, twenty support staff members

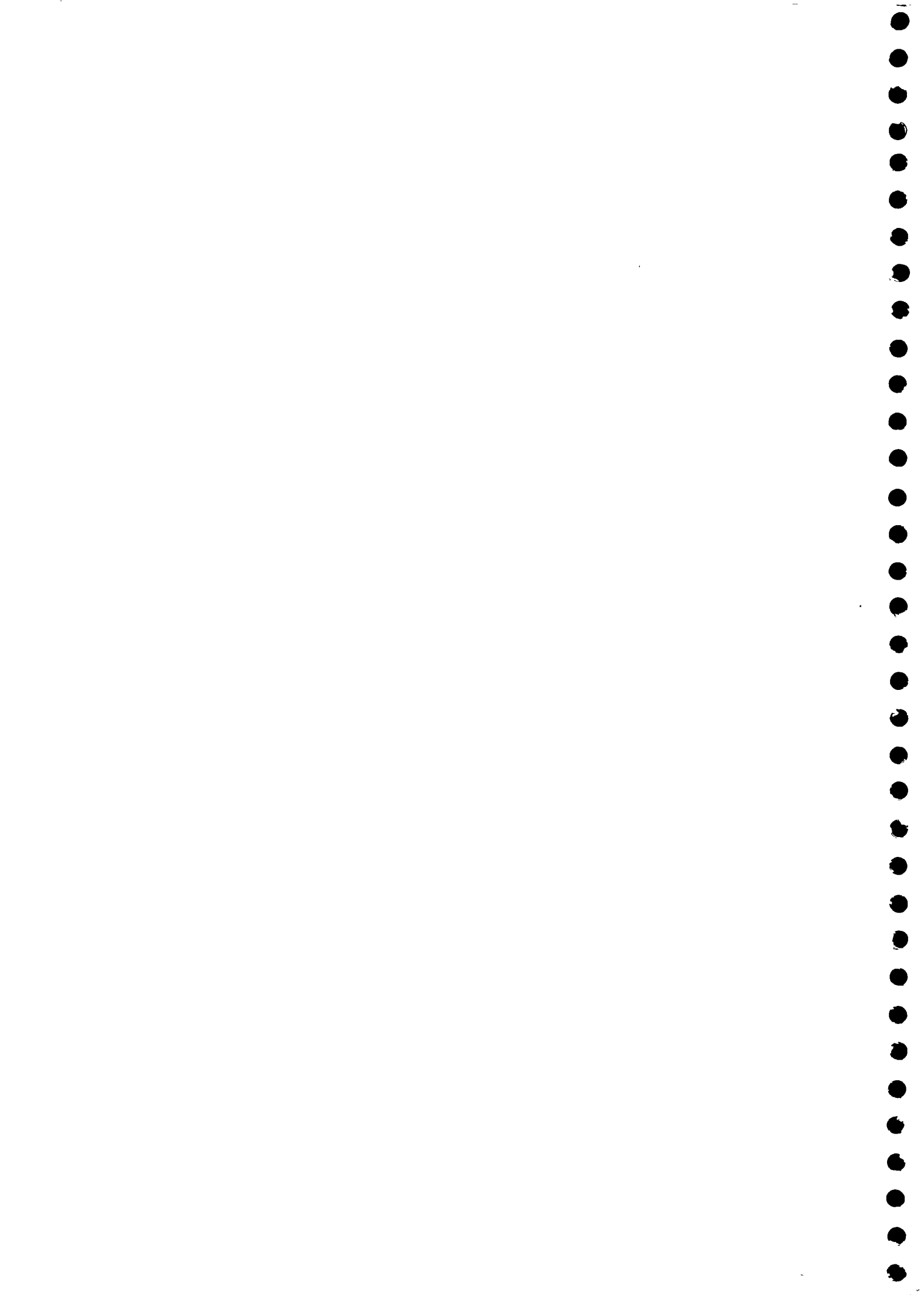
*Equipment:* Good training equipment and good library subscribing to various journals

- Activities:*
1. Training for elected representatives and personnel of urban local bodies,
  2. Research and consultancy services for urban and municipal institutions,
  3. Support to the government in policy making for urban and municipal development,
  4. Collecting and disseminating information on urban authorities and municipal bodies on urban issues and municipal administration,
  5. Liaise with similar institutes in the country

*Focus:* Regional and state level, urban issues, local government and administration

ILGUS was set up in 1982 under the administrative control of the erstwhile Local Government and Urban Development Department (now the Municipal Affairs Department). ILGUS became a separate institute in 1985 although it continued to fall under the administrative control of the LG and UD department. It operates in the urban sector and appears to have a strong poverty focus. It has been suggested that ILGUS should be taken out of government completely and reconstituted as a society. Government has agreed to this in principle and the by-laws to allow it to happen are currently being framed.

In 1991 the State Urban Development Agency (SUDA) was established to implement anti-poverty schemes and projects in municipal areas through project planning, implementation and monitoring as well as organising training programmes. The training component of SUDA is vested in ILGUS and the training activities are carried out in close collaboration with each other. In association with the Ramkrishna Mission Lokshiksha Parishad training programmes are organised for the Volunteers and Community Organisers working in the anti-poverty programmes.



In 1995 the Institute was identified by the GoI as the Nodal Training Centre for organising training programmes for the functionaries of the North Eastern States in the Urban Basic Services for the Poor Programme. Later the Institute got the same role for the in 1997 launched Swarna Jayanti Sahari Rozgar Yojana, which replaced the earlier Poverty Alleviation Programmes.

In implementing particular programmes, people from different groups are trained together. The methodology adopted is participatory with trainers functioning as facilitators to participant learning whenever possible. However, there are problems because some of the trainers used are not familiar with 'modern' participatory methods.

In 1998 43 training courses were organised. The average course length is two days. The number of participants per course varies from 10 to 40. The programmes are organised for councillors, project officers, community organisers and others. Most often courses are attended by a mixture of these categories. The aim of training programmes for elected representatives of local bodies is to bring out the ideas and concerns that people have but are unable to articulate.

ILGUS organises a variety of training programmes for different target groups. Part of the training programmes aim to take out the training bias of trainers, and there is a specific emphasis on this in the training of trainers programmes at ILGUS.

ILGUS aims to use resource people from both within and outside the community for its training programmes. Training programmes for community representatives are often organised with NGOs (in particular ILGUS works closely with the Ramakrishna Mission). Resource persons include respected people from within the community, for instance doctors, local representatives and people with particular skills.

#### *Strengths and weaknesses*

ILGUS has several strong points. These include its strong poverty focus, its recognition of the need for participation, its commitment to participatory methodologies, its links with both NGOs and higher academic institutions and the general enthusiasm and interest of its staff members. ILGUS has received some requests for training from mayors of municipalities, suggesting that there is a move towards a demand-based approach to training. The institute has been evaluating courses, which focus on skill training, but not for the courses focusing on the water supply and sanitation sector. The chances of influencing the development of ILGUS so that it becomes a 'centre of excellence' that influences other training institutions and initiatives seem high. There would appear to be opportunities for developing this role in parallel with ongoing DFID initiatives in the field of urban poverty alleviation in Calcutta, so that practical initiatives can feed into the development of the ILGUS approach.

The biggest weakness of ILGUS, one that it shares with most government training institutes at the state level, is its reliance on outside trainers, many of whom come from mainstream government departments. It may be possible to bring in at least some full-time trainers in key positions once ILGUS becomes a society. However, another part of the strategy might be to influence the approach and develop the skills of those trainers who are brought in from outside.

#### *Indian Institute of Management Calcutta (IIMC)*

**Characteristics of the IIMC are:**



<i>Accommodation:</i>	Good quality building, four classrooms, accommodation for 60 students available.
<i>Staffing:</i>	About forty faculty members.
<i>Equipment:</i>	Good training equipment and good library
<i>Activities:</i>	The institute offers three Post Graduate Programmes (equivalent to MBA) and a Fellowship programme (equivalent to PH D) as is core academic programmes Research, consultancy and training and development of managerial personnel of government, non-government, public and private sector organisations are its other core activities
<i>Focus:</i>	Regional and state level, management issues.

The Indian Institute of Management, Calcutta was established in 1961 by the GoI. At present, the IIMs are still government institutions, although there have been suggestions that the status of some, at least, should be altered to give them more autonomy. The various IIMs offer training programmes for IAS officers, sponsored both by the centre and by various state governments

The institute organises ready made and tailor-made training programmes. Ready-made programmes are advertised, tailor-made programmes are organised for institutes, often oriented towards private business and sometimes for the government. The IIM Calcutta has for instance worked with Calcutta Municipal Corporation and various state governments and departments.

The main thrust of the training programmes is on the more academic areas. Some relevant management areas are not yet covered, but new faculty members have tried to strengthen these. Examples are: women in management and environmental problems.

#### *Strengths and weaknesses*

IIMs appear to offer a resource for developing the understanding of senior policy makers regarding issues such as the need to move towards a demand-based approach to water and sanitation provision. In the past, the focus of the IIMs appears to have been mainly academic. However, the Calcutta IIM has begun to explore new areas, including women in management and environmental issues and it is likely that the other IIMs are developing in a similar way. At present there is no specific course on management of water supply and sanitation projects and programs. In the environmental courses there is limited attention for water supply and sanitation. There is scope to organise such courses in future, for instance together with an institute (government or NGO) with sector knowledge. There is also scope to organise courses for the local bodies in view of the new responsibilities given to this level.

In the past IIMC has carried out consultancies for the government, followed by a tailor-made training programme. This set-up could be interesting for supporting the newly established HRD Cell in the PHE Department.

Although the IIMC sees potential in working together with other institutes, so far there is not much experience with this.

#### *Technical Teachers' Training Institute (TTTI)*

##### **Characteristics of the TTTI are:**

*Accommodation* Poor quality.





<i>Staffing.</i>	Limited internal faculty
<i>Equipment.</i>	Poor quality.
<i>Activities.</i>	Runs courses in-house and acts as the nodal institution for polytechnics and community polytechnics in the region
<i>Focus:</i>	Regional and state level, technical issues.

TTTI, Calcutta was established in 1965. There are three other regional TTIs in India, all four institutes fall under the responsibility of the Ministry of Human Resources Development. They are directly funded by the Government of India, and provide training to diploma engineers and other technical specialists. Four TTIs, including the one in Calcutta, are designated as nodal institutes for rural polytechnics in their areas. Apart from this TTTI Calcutta is the national co-ordinator for the network of community polytechnics.

Polytechnics are middle level institutes providing diploma courses. These normally last 3 years. TTTI runs one in civil engineering and rural technology. Some polytechnics have developed as community polytechnics, with a direct link to Panchayats. Objectives of community polytechnics are.

- development at the grass root level
- rural development transfer
- technical support to Panchayats
- information dissemination

In the polytechnics diploma courses are organised, including low-cost technologies. Among others, these produce the diploma engineers who are found in most Panchayats and municipalities. Community polytechnics have a direct link with communities, in these institutes courses are organised, for instance 6 months hands-on training courses for grassroots level technical workers. Each community polytechnic has 6-7 extension centres. NGOs, such as the Ramakrishna Mission, support these centres.

At the moment the TTTI develops a two years diploma course in rural technology and management. The Institute also tries to investigate the possibility of developing distance learning modules for polytechnics in remote areas. These modules will focus on low-cost technologies.

#### *Strengths and weaknesses*

TTTI main weakness seems to be the limited resources available to the Institute. It is also not clear what the quality is of the training programmes organised. In addition the TTTI does not have people on the ground to give support and follow-up after training courses have been carried out.

A strength is the role TTTI is envisaged to play in supporting the recently established HRD cell. It is however not yet clear how long it will take before the HRD cell becomes operational. Other strengths are the network TTTI has from regional to grassroots level and the interest TTTI has in developing new teaching methodologies, such as distance learning.

#### *All India Institute of Hygiene and Public Health (AIHH&PH)*

##### **Characteristics of the AIHH&PH are:**

*Accommodation:* Own accommodation requires further investigation



<i>Staffing:</i>	The AIH&PH has its own faculty and draws a number of guest faculty members drawn from various state government and municipal departments
<i>Equipment:</i>	Requires further investigation
<i>Activities:</i>	1. MSc programmes in Public Health Engineering 2. Offers about 40 post graduate courses in various aspects of hygiene and public health
<i>Focus:</i>	Strong water and sanitation focus, emphasis on software components

The institute organised the first MSc programmes on Public Health Engineering in 1950. The duration of the program is 18 months. Although nowadays, post-graduate Public Health Engineering MSc programs are organised in about 40 institutes all over India, the All India Institute still has the largest number of students. Presently, public health engineering is not part of the curriculum of the undergraduate courses. As a result, many courses scheduled in the MSc program on Public Health Engineering have an introductory nature.

AIH&PH became the co-ordinating institution within India for the ITN with support from DFID. It continued in this role until 1996 when funding ceased. Activities of the ITN Centre India included the development of training materials, courses intended to give engineering faculties an increased orientation towards water supply and sanitation, courses for teachers at engineering colleges, courses for diploma engineers, policy level workshops and short courses. The emphasis was mainly on the needs of rural areas.

AIH&PH continues to run short courses, some of which have been offered yearly since 1972. Some of these are supported by the MUAE and others by the RGDWM. Special courses have sometimes been run for local body members, municipality officials, organisations such as CMDA and both international and bilateral agencies. Special courses are run relating to specific problems, for instance that of arsenic in ground water.

The Indian Training Network (ITN) has developed out of the International Training Network. The India Training Network is financed by the Rajiv Gandhi National Drinking Water Mission. Main aims of the InITN are to train practising engineers and other professionals working in the rural water supply and sanitation sector, to train faculty members of technical institutes.

#### *Strengths and weaknesses*

The institute is well-known and has experience with organising training programmes for different levels. There is some indication that the capacity to adapt approaches and methodologies is limited. Inspection of training materials for instance suggests that training materials are still fairly 'traditional'.

## 6.4 Training at the municipal level

Both the Calcutta Municipal Corporation (CMC) and the Calcutta Metropolitan Development Authority (CMDA) have their own training facilities.

The CMC training facility, the Institute of Urban Management, would appear to leave much to be desired as a centre for HRD. It relies on training inputs from senior staff from within the various departments of CMC who do not have specific training experience and are likely to use predominantly didactic teaching methods. Another problem is that these staff members have limited experience of approaches other than those currently adopted by CMC. The main emphasis in relation to water and sanitation appears to be on 'conventional' technologies. In



the case of sanitation, the focus is entirely on sewerage and no attempt is made to deal with on-plot options and appropriate standards for components of centralised systems.

CMDA also runs internal training programmes. Those relating to water and sanitation are mostly concerned with technical issues. The CMDA training cell was formed as part of the World Bank funded Calcutta Improvement Programme. One person within CMDA is responsible for the organisation of training. It is not clear who organises training priorities and it was agreed that in this respect the operation of the training cell is rather vague and unscientific. As with CMC, training is provided by the more senior employees of CMDA. The general opinion of the CMDA CEO and his staff was that the CMDA should concentrate on technical issues and leave training on administrative issues to ILGUS. Training tends to be concentrated in periods when rain limits the possibilities for construction work

## 6.5 HRD and the non-government sector

Many NGOs operate in West Bengal and it has not been possible to visit all of them. However, many are small and do not appear to have a formal HRD focus although they presumably undertake small-scale HRD activities in the field. The main focus here is on the Ramakrishna Mission Lokashiksha Parishad, the largest and most successful NGO dealing with the sector in West Bengal. Brief consideration is then given to the Indian Institute of Public Health Engineers. Although this is a national institution, it has a strong base in West Bengal and is responsible for some HRD activities

### *Ramakrishna Mission*

#### **Characteristics of the Ramakrishna Mission are:**

<i>Accommodation</i>	Moderate quality headquarters
<i>Staffing:</i>	25 professionals available at Headquarters, technical resource persons available at local level on demand
<i>Equipment.</i>	Moderate quality facilities available
<i>Activities:</i>	Most important input is training at different levels (village, cluster, federation) for volunteers but for government officials as well.
<i>Focus:</i>	strengthening existing institutional infrastructure at village level, water supply and sanitation, emphasis on rural areas

Since the early 1950s the Mission has been working with youth groups in West-Bengal and Bihar. Members of youth clubs are not necessarily young, they may be in their thirties. In each village where the Mission works 4-5 members of a youth group are trained, these persons will work as volunteers. The youth groups are clustered, each cluster consists of the secretaries/leaders of the youth clubs in an area. Cluster members are the contact person for official agencies, for instance the block development committee and the Panchayat. In some districts the number of clusters became too big, and a federation of clusters was formed. At this moment there are 2,000 youth clubs in West-Bengal.

The Ramakrishna Mission just started with an urban sanitation program in different wards in Calcutta. The program is carried out in co-operation with the Calcutta Municipal Corporation

Important characteristics of the Mission's strategy are.

- the members of the Mission have faith in community members
- the realisation that the community is not the same thing as the Panchayat



-the Mission does not go to villages with a fixed plan, the plan is formed along the way  
-the Mission does not work with large outside investments, but starts building capacity in the village

#### *Strengths and weaknesses*

Well-known NGO with a good reputation, works with UNICEF and GTZ. Strengths of the NGO are its focus on community participation, social mobilisation and specific attention for water supply and sanitation. The Mission has innovative ideas, it for instance convinced the government in West-Bengal that no subsidy should be given for sanitation.

Weakness seems to be capacity problem, although the Mission would like to work in the whole State, this is not possible in view of their capacity problems. Another weakness is that the NGO has a religious background and as a result of that specific ideas on roles and activities suitable for men and women. This limits the active participation of women in its programmes.

#### *The Institute of Public Health Engineers*

Membership of the Institute of Public Health Engineers is open to public health and environmental engineers with a degree in engineering and with experience in the field of PHE and Environmental Technology. It organises The Institute organises different 1-2 week training courses sponsored by the GOI. These include courses on.

- maintenance and management related to municipal water works, groundwater,
- maintenance of water supply and sanitation systems in buildings;
- on site sanitation; and
- maintenance and house keeping in public buildings

The Institute also runs its own self-financed courses, lasting 1-4 weeks and covering technical subjects and those relating to contract procedures. A 6-month course on suspension of building construction is organised. Course materials have been designed for low-cost water supply and sanitation.

The members and trainers are usually retired engineers, sometimes external resource persons conduct particular sessions.

The main focus of the training programs is urban aspects and conventional water supply and sanitation technologies. Sometimes courses are also conducted for low-cost water supply and sanitation for sweepers, masons, community leaders, operators etc. Courses may be conducted at the Institute or at district or village level. Often the Institute is approached by NGOs to give inputs in their training programs. Sometimes individual members of the IPHE are asked to give inputs in the training courses of the TTTI. However, TTTI never requests IPHE, as organisation, to support the program.

Reference was made to links with the Ramakrishna Mission. The exact nature of these is not clear but they perhaps relate to inputs from the Mission to IPHE courses.

## **6.6 Donor activities in West Bengal**

### *UNICEF*

UNICEF is presently working with about 100 NGOs in West-Bengal, some of these NGOs are very small. Experiences with the Ramakrishna Mission have been very good. UNICEF has





tried to use the Ramakrishna model with other NGOs in West-Bengal. Although there is a sufficient number of NGOs available, they don't have the same capacity as the Ramakrishna Mission.

In view of the recent developments due to the 73rd and 74th Amendments UNICEF West-Bengal has focused its capacity building activities on the Panchayats, with special attention for the female elected members. In West-Bengal the Panchayats are relatively strong. UNICEF provides, through Zilla Parishads, money to the Panchayats, which they can use to contract NGOs. In rural areas there are about 75,000 Panchayat members, of which 25,000 are female. Often there are tensions between NGOs and the Panchayats. UNICEF hopes that the subsidy provided to the Panchayats will stimulate them to work with NGOs. UNICEF's experience is that as soon as the female members of the Panchayats are trained, and feel comfortable in their new position, they can be very effective.

(b) *ORISSA*

6.7 **HRD policies and activities in State Government Departments**

*RWSS Department HRD Cell*

The Rural Water Supply and Sanitation (RWSS) Department has an HRD cell headed by a Superintending Engineer, which has recently become operational<sup>9</sup>. UNICEF is providing some support, mainly through the provision of vehicles, equipment and consumables, to the HRD cell. The allocation of additional staff to this cell is also being discussed.

Activities undertaken by the HRD cell include training of masons, village level motivators, panchayat functionaries, hand-pump mechanics and members of user committees. Training on technical issues includes courses for drilling crews, instruction in the use of geophysical equipment and training for engineers in the operation and maintenance of handpumps and piped water systems. The training is provided by a core group of experts from government departments and universities, supplemented where necessary by people from the private sector. There is little expertise on social mobilisation within the government. The HRD Cell does not seem to be very active, and although there is potential for it to become functional this is not yet the case.

6.8 **Training institutions with a regional focus**

*Xavier Institute -Bhubaneshwar*

**Characteristics of the Xavier Institute are:**

*Accommodation*: Good quality building  
*Staffing*: 30 faculty members  
*Equipment*: Good quality facilities available

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<sup>9</sup> Information was provided by the UNICEF water and sanitation specialist who said that the HRD cell has existed for some time but has only recently become in any way active. However, the probability seems to be that it has only existed in anything other than name since relatively recently



*Activities:* Corporate Management wing: MBA programmes, consultancy, training needs assessment, design training programmes; Rural Management wing: training, consultancy, MBA programme being developed  
*Focus:* rural development, management

The Xavier Institute was set up by the Jesuits, in agreement with Government, some time ago. It has two wings, one dealing with the corporate management sector and the second with management for rural development.

The Corporate Management wing runs a full time (2 year) MBA and also offers a part-time executive MBA programme. It also carries out some consultancy, offers expertise in various management systems, conducts training needs assessments and designs training programmes.

The Rural Management wing provides training to members of NGOs, government officers and bankers. The last is for officers of the National Bank for Agriculture and Development (NABAD) and relates particularly to self-regulated savings schemes. It also carries out consultancies for donor agencies. These consultancies include studies relating to the appraisal of projects and their subsequent monitoring and evaluation.

The Rural Management wing also carries out field projects with NGOs. Two specific projects are ongoing, one relating to joint forest management and the second to education for all. In each case, the Xavier Institute works with district level groups of NGOs which have been formed by the Institute.

Training programmes in rural management typically last 5-10 days. Some are sponsored by funding agencies while others are initiated by the Xavier Institute itself and funded through the charges made to trainees or those sponsoring trainees. There are in total about 40 programmes per year of which 50% are sponsored and the other 50% are run by the Institute itself. There are proposals for a new MBA in Rural Management but this has not yet started. This is not the first such course in India - a similar course is already running at the Institute of Rural Management in Anand, Gujarat.

The Xavier Institute plans to start working with the Panchayat Raj. A programme for Zilla Panchayat members is proposed and a 3-day workshop is planned to fix the agenda.

Training consists of a mixture of classroom teaching, case studies, games and other activities. All programmes involve a field visit component. Around 95% of teaching is provided by in-house faculty although people from outside the Institute with relevant experience are sometimes used. In total, there are about 30 faculty members and 30 professional research associates and assistants.

In addition to teaching and training, the Institute also carries out some research. Current research activities on the corporate management side include those relating to performance appraisal systems, cross-cultural psychology and Islamic banking systems. On the rural management side, they include micro-credit, watershed management, rehabilitation of people displaced by projects such as large dams and milk marketing.

#### *Strengths and weaknesses*

The Xavier Institute appears to be a well run organisation that has some advantage over many government-run institutes in that it has its own faculty members rather than depending almost exclusively on outsiders. It has worked with one government institute (the Golabandhu



Institute) and this suggests a willingness to be involved in the transfer of training skills and methodologies to other institutions. However, more investigation is required before hard decisions can be made on its potential as a training resource in Orissa. It would presumably need some orientation before embarking on water and sanitation-related training programmes.

## 6.9 State Government training institutions

### *State Institute for Rural Development*

Each State has an Institute for Rural Development. The National Institute of Rural Development is located in Hyderabad. The State level Institutes are financially supported by the National and State level Government. State level Institutes train staff up to the block level, below the block level training takes place in Extension Training Centres (ETCs). The Institute for Rural Development in Orissa falls under the Panchayat Raj Department.

In Orissa the Institute organises training programmes for different levels on local development. About 30 courses are conducted each year, different Government Departments are asked to indicate what their training needs are, and based on that a training programme is developed.

In addition, sponsored courses are organised, for instance for UNICEF. The amount of courses organised for UNICEF has decreased, due to financial constraints. The Institute has a conference hall, library, seminar rooms, computers, hostels.

### *State Institute of Family Welfare*

The Institute of Family Welfare organises training courses at the grassroots level and TOT programs. It is involved with HRD in relation to water supply and sanitation. In its training programs, attention is given to health aspects and social mobilisation. The Institute's activities include: planning of courses, implementation and monitoring and control. Training is given at all levels, but not all courses are organised in Bhubaneswar, other Centres at lower levels are used as well. Training materials are developed at all levels. The Institute looks after standardisation of materials. Training needs assessment is a continuous process. Sometimes training programs are organised for DFID or UNICEF projects.

### *The Gobandhu Institute of Administration*

The Institute carries out training in a number of sectors on behalf of UNICEF, it seems that the quality of the training programmes is not always sufficiently focused. The Xavier Institute provides some teaching support to the Gobandhu Institute.

## 6.10 HRD activities of 'external' organisations

### *All India Institute of Health and Public Hygiene*

There is a branch of the AIIH&PH in Bhubaneswar which sometimes organises training programmes for UNICEF.

### *UNICEF*



The UNICEF field office in Orissa was converted into a full 'State' office at the end of 1990. The office covers all UNICEF activities. Water and sanitation is the biggest area of work, followed by health, nutrition, primary education, communication and child protection. The overall budget is around \$3.2 million per year of which around half is allocated for water and sanitation projects. Thirteen professional staff are employed at the office and there are thirteen support staff. There is a programme officer for each programme. It is expected that the budget will increase substantially in 1999.

There are three ongoing projects in the water and sanitation sector with financial support from DFID and SIDA: a sanitation project aiming to bring about an improvement in the very low coverage of sanitation in rural areas (3.9%), a water supply project, an IEC (information, education and communication) project with a HRD component. The fourth project is a small initiative to improve MIS systems. It has been receiving funding from the Netherlands Government for 4 years and is due to finish next year.

UNICEF's nodal partner is the Rural Development Department and it also works with the Women and Child Development Department, the Departments of Education and Health and the Panchiyat Raj Department.

#### *OXFAM*

Oxfam is involved in the decentralisation of responsibility for handpump maintenance to the panchayat level in collaboration with RWSS. This work is in its early stages. One issue of particular concern is the need to provide alternative channels for the provision of spare parts to overcome potential bottlenecks in conventional government-managed systems. The plan is to work in 11 blocks in West Orissa.

#### *ACTION AID*

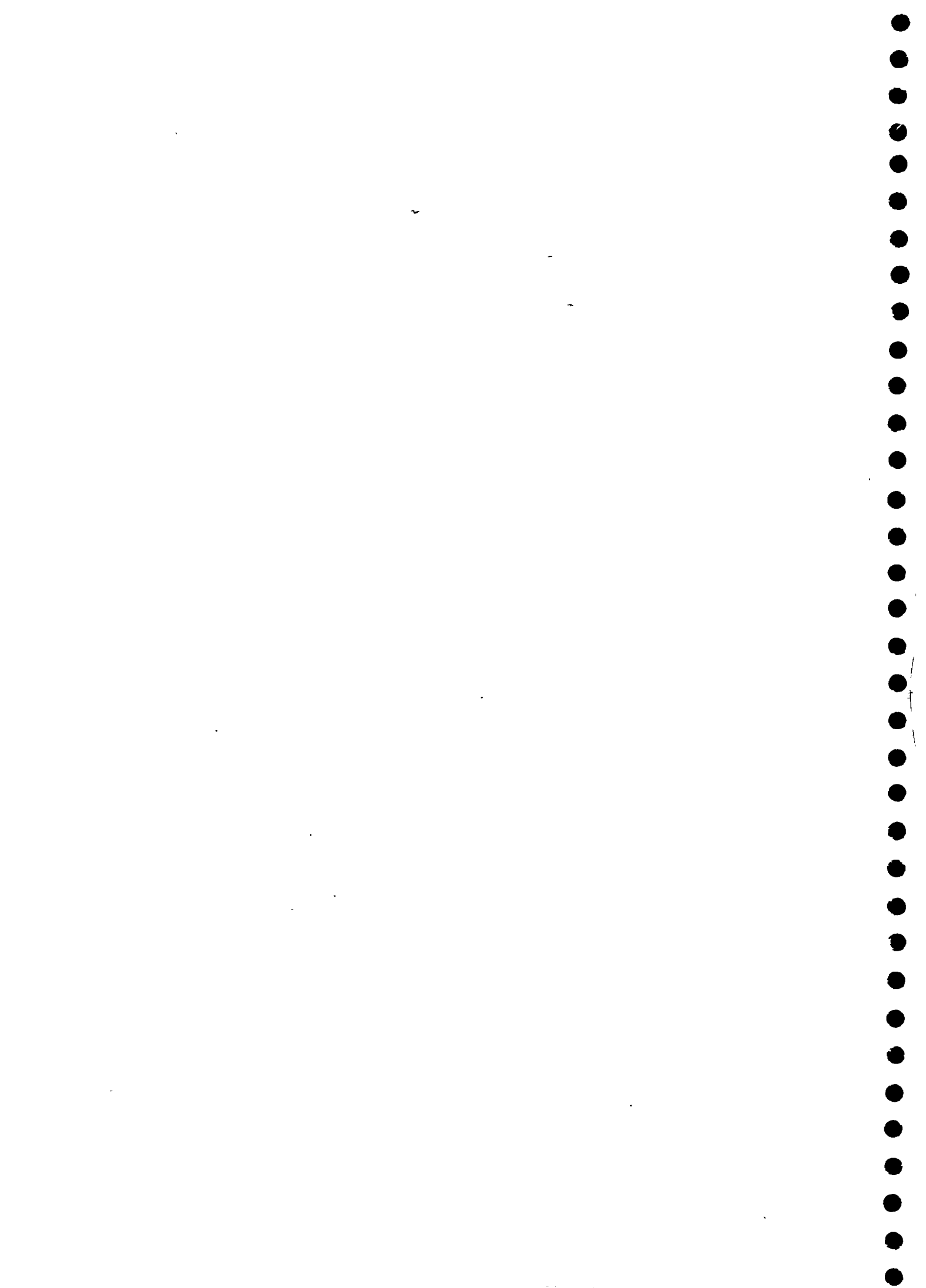
The Orissa Action Aid office mainly works in the tribal areas in southern, western and northern and with some fishery communities in the coastal areas. The state level office has 16 long term partners, working on tribal development, fishing communities and the disabled. 44 Short term partners work on different aspects for instance on institutional capacity building of Panchayats. Action Aid also tries to work with the government.

In about 16 Action Aid projects in Orissa, there is limited attention for sanitation and water supply as part of a health program. At the moment Action Aid considers to start working in urban areas as well. The Orissa Action Aid office has 15 staff members.

HRD at the community level and strengthening of community groups is the basis of Action Aids work. The ultimate aim of this approach is to strengthen the capacity of community members to express their needs to the government.

#### *DANIDA*

DANIDA has been working in Orissa since 12 years, the organisation implemented a water supply and sanitation project which has now been completed. The project has been very influential, specifically in the area of maintenance. Before the project started a high rate of handpumps was defunct, and a centralised maintenance system was used (three tier system). The DANIDA project introduced the appointment of a local mechanic responsible for





maintenance and keeping a log-book. The project introduced 1. replacing all vulnerable parts of handpumps, 2. preventive maintenance (greasing every 15 days), and 3. a locally managed system. In 1997 the project was evaluated. The system was still working, log books were maintained, handpumps were functioning, in many areas water and sanitation committees were functioning. The Government of Orissa now provides 15 Rs/handpump as a fee for the mechanics. At the moment RGNDWM also has a two-tier maintenance system included in the national policy

### *(c) Maharashtra*

## **6.11 HRD Policies and Activities of State Government Departments**

### *Water Supply & Sanitation Department*

Maharashtra is one of the few states in the country to have created a separate and dedicated HRD. HRD is currently an important issue for the WSSD-GOM. It has commissioned a consultant to undertake an institutional analysis of the MJP and is considering restructuring the organisation with a view to increased efficiency and better services.

### *Maharashtra Jeevan Pradhikaran (MJP)*

MJP—the Water Supply and Sewerage Board responsible for planning and implementation of drinking water supply schemes. In rural areas, schemes based on bore-wells are the responsibility of the GSDA. Piped water supply schemes costing less than 1.5 million, are executed by the ZP and all other schemes are the responsibility of the MJP.

The state is divided into six revenue divisions, each headed by a Chief Engineer, responsible for execution of schemes. MJP's jurisdiction extends all over the state, except Greater Mumbai.

### *Panchayati Raj and Rural Development Board*

The PRRD has prepared a Maharashtra State Action Plan 1998-2003 for the training of Panchayati Raj Institution Functionaries.

YASHADA – Pune (de facto SIRD for Maharashtra), is funded by this department to take on the responsibility of training a large portion of Panchayati Raj functionaries in the state.

In addition, training is the responsibility of :

- i) 9 Gram Sewak Training Centres (GTCs)
- ii) 11 Panchayati Raj Training Centres (PRTC's)
- iii) 21 NGOs selected for this purpose

The GTCs are the governmental training centres with responsibility for the GP level. The main training imparted by these centres is a 2-2 1/2 day orientation on responsibilities in Gram Panchayat governance. Although funding in itself is not a problem (Funds from the PRRD, 10<sup>th</sup> Finance Commission etc.) for these training programmes, there are specific areas where support is required.



- i) The infrastructure of the PRTCs/GTCs and CTCs needs to be upgraded so that class rooms, libraries and accomodation facilities are attractive and comfortable
- ii) The appointment of NGOs to manage some training has yielded mixed results. The selection and monitoring process has to be continuously adjusted in order to ensure that training is of high quality, enabling in nature and empowering in the process.
- iii) The process of capacity building must focus on empowerment through information so that a Gram Sabha eventually becomes the only legitimate forum, where questions of import to the villagers are discussed in a participatory manner so that all groups participate in decision-making based on information that is uniformly available to all parties.

YASHADA's responsibilities include: i) conducting training of TOTs ; b) development and production of training materials; ii) preparation of a common syllabus; iii) preparation of materials; iv) training of office bearers of Panchayat Samitis and Zilla Parishads (Presidents, Vice Presidents and Chairpersons of subject committees of ZP and PS); For elected members of PS and ZP, the plan proposes to set up District Training Cells, which will function under the supervision and guidance of YASHADA, v) coordination between NIRD, State and Central Govt., Donor Agencies, NGOs and PRIs, vi) Supervision of PRTCs, GTCs, CTCs and DTCs and vii) designing of Management Information System for monitoring training activities. See below for further details.

TOTs, development and production of materials and software by YASHADA will be supported through UNICEF funding. In addition, the EEC and DRDAs are providing some financial support for training through the PRTCS of VPs and women officials. Resource limitations have inhibited the pace of implementation of this plan and GOM expects funding support from the GOI in order to take the plan forward expeditiously

### ***Environment Department, GOM***

The Environment Dept. was created in 1985 and is still in its infant stage with a very small core professional staff (scientists on deputation, Dy Secy and 1 Secy). The main responsibility of the Dept. is policy making. The Maharashtra Pollution Control Board (MPCB) is the technical wing of the Environment Dept. and function as a field department. The ED has an extremely heavy workload and as such its staff cannot be spared for training. However, the recruitment of 5 Class III scientists is planned in order to enhance departmental capacity. The ED is involved in several externally funded projects such as urban air quality and pollution (through the WB metro Environmental Improvement Programme), Solid Waste Management with NERI, the USA Environment Partnership based in Mumbai, etc

### ***Maharashtra Pollution Control Board, MPCB***

An autonomous body constituted under the Water Act of 1974, the chairman of the Board is a Secretary level functionary from the State Govt.. The members are from various state agencies e.g. SICOM/MIDC, etc. The MPCB is also understaffed and resourced – and finds it difficult to spare its senior officers for training or participation in workshops, etc.

### ***Bombay Municipal Corporation***



Charged with the responsibility of urban water supply, sewerage, solid waste, and water quality monitoring in Mumbai city, the BMC has its Central Training Institute with in-house faculty. The CTI also draws on a range of visiting lecturers depending on the subject area

Training courses are conducted at all levels – sweepers, mukkadams, junior overseers, Sanitary Inspectors, EEs and SEs. Engineers from the BMC in collaboration with AILSG, also adapt and design courses for other towns, cities on demand

#### **6.12 Training Providers – Autonomous, Semi-Autonomous, Government, Private *Yashwantrao Academy of Development Administration, YASHADA – Pune***

Yashada's vision is to "attain a status of a preferred academy of learning opportunities/ a benchmark organisation which provides quality learning opportunities for public servants". As a reflection of its mission statement of 'excellence through training' the organisation emphasizes commitment to Total Quality. The institute functions as the Administrative Training Institute as well as the State Institute of Rural Development for Maharashtra state and is located in Pune.

Its organisational goals are.

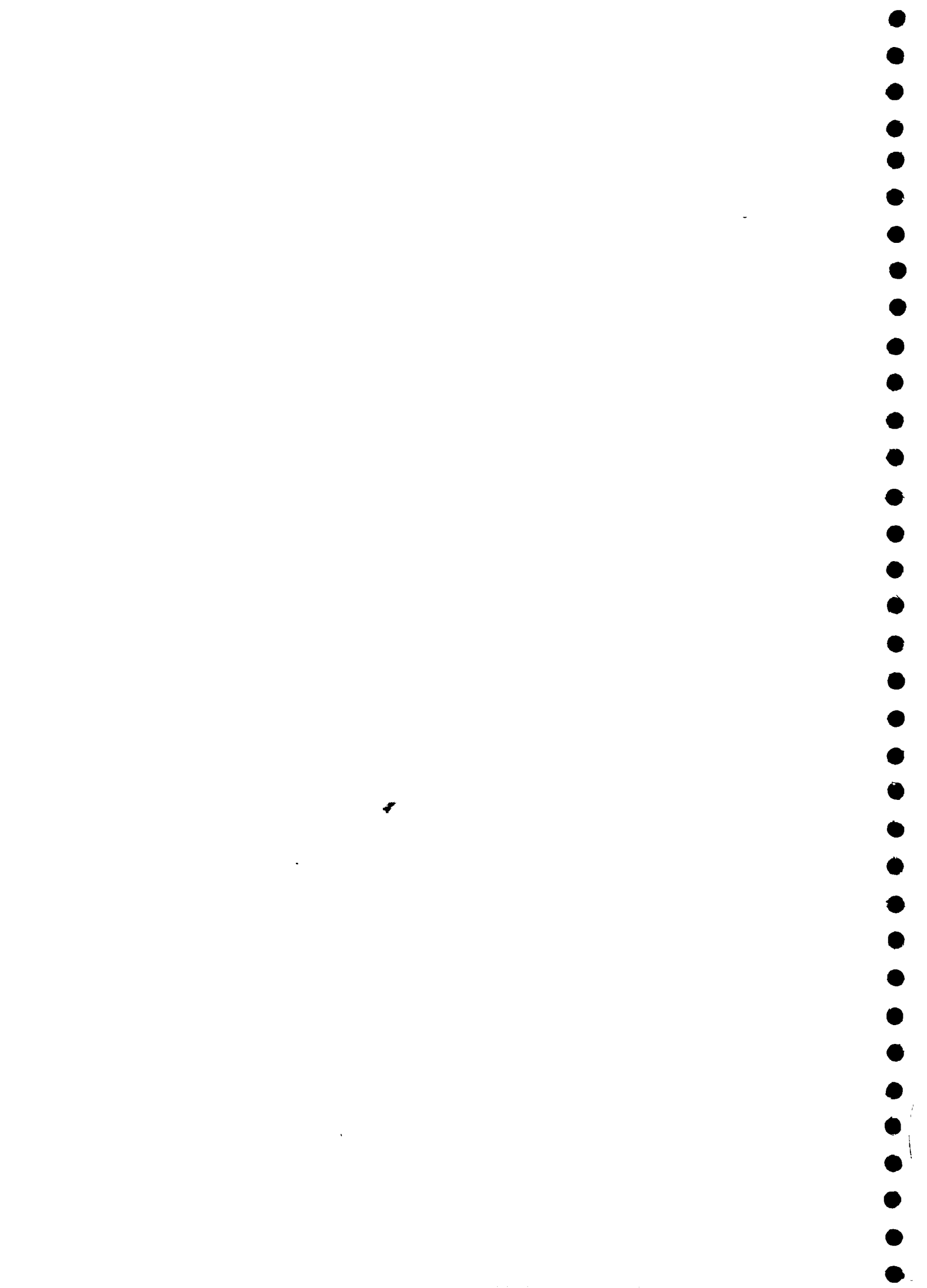
- To help governmental organisations develop a relevant body of expertise and professionalism
- To develop the attitudes, skills and knowledge of individual public servants
- To function as a nodal agency for State Training Institutes
- To provide advice to government for policy interventions

The organisation is set up as an autonomous society financed by grants-in-aid by the state government. The Chief secretary is the ex officio President of its Board of Governors and the Director General, who heads the Institute, is of the rank of secretary. Since it was created by an act of the GOM, its first priority is training for officers of the GOM. Its organisational strength of 16 faculty members is a mixture of permanent faculty and deputed government officers.

Yashada is financially comfortable and its courses are funded by the GOM (Yashada caters to a large proportion of the Department of the Panchayati Raj and Rural Development 's training needs) as well as external support agencies such as the World Bank, DFID (courses such as disaster management, TOT for PRA, gender issues, etc )

Yashada's specific target groups include IAS and SAS officials, presidents, vice-presidents and chairpersons of ZP, other functionaries of specific government agencies such as Maharashtra Finance & Accounts Service, Maha Development Service Officers and training under specific schemes or projects i.e. Maha Rural Credit Project and Convergent Community Action Plan. In addition, the institution conducts several TOTs for NGOs and government functionaries in PRA, etc. First priority is given to meeting the training needs of government departments. Although the institution is often approached by Private Sector Organisations, it is unable to meet this demand due to limited capacity in-house and a full calendar of events mainly based on demand from the GOM

Of particular interest, is YASHADA's recent designation as a nodal institution for gender training under the UNDP project on Capacity Building in Civil Services – several of its faculty members were trained under the DFID-DOPT sponsored Gender Training Planning Project. (See –2.3). Under the UNDP project, YASHADA held a gender sensitisation course for senior officials from various services



including IAS, IPS, IRS, IfoS, Customs and Excise and other Central Services. Another recent development is its newly acquired equipment and skills under the DFID-WB sponsored Disaster Management Project which has added an additional core area of expertise to the organisations core competencies

The organisation offers a wide range of courses in:

- i) Social development (orientation and monitoring courses as well as specialised courses for ICDS, PRA, etc).
- ii) Environment – ecology, conservation of natural resources, etc.
- iii) Public Administration – ethics in administration, foundation courses for different levels of officers, human resources management, Public Distribution System. etc.
- iv) Finance & Accounts – financial management and foundation courses
- v) Informatics – introductory courses & software packages
- vi) Disaster Management

### ***Nashik Research and Training Centre (NRTC)***

NRTC was set up in 1985, by the Maharashtra Water Supply and Sewerage Board as the apex training centre for the water sector in the state. Responsibilities of the organisation include:

- i) Training courses for candidates from ZP, GSDA, MC, MWSSB, MJP and externally aided project districts
- ii) Professional Examinations for Deputy and Junior Engineers of MJP

Thrust Areas for NRTC include:

- i) Human Resource Development – NRTC will house the HRD cell
- ii) Sustainability in rural water supply and sanitation –
- iii) Total Quality Management
- iv) Stress Management
- v) Practical Training
- vi) Capacity Building of water Management Units at District Level
- vii) Development of the Reference Centre

NRTC runs a programme in collaboration with the International Water and Sanitation Centre (IRC) in the Netherlands called Management for Sustainability of Water Supply & Sanitation Systems Targeting grade 1 officers from MJP, WSSD, GSDA, ZP, PHD and NGOs, the course analyses different aspects of sustainability of systems and aims to improve managerial skills through objective oriented analysis and planning, culminating in personal action plans. This programme was transferred from IRC to NRTC with the help of DFID support over the period of 5 years

### ***All India Institute of Local Self Government (AIIILSG)***

Designated as one of the three<sup>10</sup> Regional Centres for Urban and Environmental Studies in the country by the Ministry of Urban Affairs and Environment, AIIILSG is a government-supported autonomous covers Maharashtra, Rajasthan, Gujarat, Goa and Diu, Daman and Dadra & Nagar Haveli

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<sup>10</sup> The other two RCUES are i) RCUES –Hyderabad –see Andhra Pradesh Section and ii) RCUES-Lucknow – not included in this phase of the study





Solid Waste Management was transferred from WEDC-UK, to AILSG with DFID support  
The course uses a combination of lectures, case studies, group exercises, audio-visual presentations and site visits. Resource persons include alumni of the SWM course, BMC engineers and in the past – visiting WEDC faculty.

Target Group: Municipal Officials from Assistant Engineer to Chief Engineer Level, Town Planners, Concerned officers working with Health and Solid Waste Management Departments

The Institute has identified a need for support in the following areas:

- i) to develop its documentation facilities and library
- ii) to prepare and publish case studies
- iii) to develop as a resource centre
- iv) to improve its training methodology with audio-visual aids

AILSG is well-linked nationally and internationally with several institutes of repute

### *Tata Institute of Social Sciences, Mumbai*

A deemed University, funded under the University Grants Commission, TISS is a well-known institution in the field of social sciences. Best known for its Master's in Social Work degree programme, TISS also undertakes research and consultancy assignments for the government and bilateral and multilateral institutions. The institute is located in the suburbs of Mumbai city, on a sprawling residential campus with excellent facilities.

The Women's Studies Unit of the institute was appointed as the community development consultants for the DFID-funded Maharashtra Water Supply and Sanitation Project between 1992 and 1998. Under this project, TISS set up field officers in the project districts in order to facilitate the involvement of the community in different phases of the project implementation. TISS staff were also involved as trainers in project implementation activities (training of village water persons, Block Level and Village Level Team training, etc.) as well as in thematic areas such as gender, panchayati raj training, PRA, etc

At the request of the Water Supply and Sanitation Dept, TISS is considering setting up a co-ordination cum training centre that will undertake research and consultancy in water supply and sanitation related issues with a community development focus. The proposal is in its initial stages and needs to be investigated further.

### *Indian Institute Of Technology, IIT – Powai*

Faculty of different centres within the institute, actively undertake large research and development projects and consultancy activities, in addition to their routine teaching duties. This is seen as maintaining the institute at the cutting edge through an ongoing process of learning and networking

Centre for Environmental Science Engineering – This centre was initially commissioned by the World Bank, the Ministry of Environment and Forests and the Central Pollution Control Board. IIT has excellent contacts in industry, running courses for corporates in environmental impact assessment, environmental audit, industrial air pollution in addition to tailor-made courses as per the client's requirement. IIT's influence has been mainly in development of the regulatory framework and its legal application, with only a limited involvement in larger advocacy issues.



Dr Shankar has proposed that a centre of excellence in solid waste management, be set up in IIT. This centre will manage and implement demonstration projects for the productive utilisation of organic waste, linking these hands on projects to practical experience for IIT students, further action research and R & D activities. This would utilise IIT resources to scale up pilot projects over a district or town to completely manage the solid waste problem in that area, along with linked water and sanitation issues. The proposal is currently with the Secretary, WSSD-GOM.

### *Sardar Patel Engineering College, Andheri, Mumbai*

Among the programmes offered, is the BE-Civil Engineering with electives in environmental engineering subjects such as air pollution, industrial wastewater treatment, leading to a BE with environmental engineering. This specialisation focuses on water (water supply systems, water treatment and disinfection and water quality; sewage-conveyance, pumping, disposal, treatment methods (biological, low-cost, etc.) and air pollution.

The institute can also offer a specialisation in solid waste management – and has run short courses in SWM and hospital waste management. It is looking to develop more short courses of this nature and market them to industry and government alike, with a view to raising revenues, increasing their profile in the sector and generating consultancy work.

### *Maeer's Institute Of Technology (MIT), Pune*

MIT was commissioned by the WSSD-GOM to undertake an extensive training needs analysis (TNA) for the water sector in 10 districts under the World Bank programme and 2 districts (Nasik and Jalgaon) under the DFID programme. The consultation process included engineers at different levels (SE, EE and CE), senior geologists, District Health Officers (DHOs) & Block Development Officers from the District Planning and Implementation Units (DPMU), chief Executive Officers and Chairpersons of the ZP. The methodology included a combination of site visits, discussions and meetings followed by workshops which brought together the WSSD and MJP, medical Officers, ADHOs, DHOs from the Health dept., NGOs involved in the sector and GSDA officials together with the Nasik Research and Training Centre, training providers such as Karve Institute of Social Sciences, Health and Family Welfare Training Centre and Tata Institute of Social Sciences.

MIT developed 100 training modules as part of this assignment<sup>11</sup>. As NRTC was identified as having limited capacity to satisfy the training needs of the sector, MIT was identified as a potential training centre to address GSDA training needs until such time that GSDA developed its own training centre. However, this arrangement has not been formalised to date. In the next phase of the assignment, MIT was charged with monitoring and updating course content through visits and evaluation of courses. A feedback format was developed by MIT for immediate feedback as well as feedback following the trainees reintegration into the work place, post-training inputs.

MIT's core strengths are in project management and computers. The institute has conducted several training programmes for GSDA over the years. It has recently submitted a proposal to initiate a post-

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<sup>11</sup> The *MIT Training Needs Assessment* is not available with any of the departments contacted and the consultants were unable to obtain it.



graduate programme in environmental engineering. Currently students can opt for environmental engineering subjects (e.g low-cost sanitation) in the 3<sup>rd</sup> and 4<sup>th</sup> year of the BE degree programme.

### ***S.P. Jain Institute of Management and Research –Bharatiya Vidya Bhavan, Mumbai***

SPJIMR is one of Mumbai's premier business schools Offering a Master's degree in Business Administration. In addition to the traditional MBA thrust areas of business, accounting, operations, marketing, information management and marketing, students at SPJIMR are required to undertake a four week social project in the development sector, at the end of the first year.

The Development of Corporate Citizenship (DOCC) requires students to work with socially or economically disadvantaged sectors, either in a rural area or urban slum setting. These projects are mainly company sponsored Approximately 60 in number per year, the project themes cover a range of sectors including watershed development, urban poverty, waste management, dairy production, etc Many of these projects involve working closely with an NGO toward greater project effectiveness

The objectives of the DOCC are to i) demonstrate the universality of management principles (in terms of relevance and application) and ii) to develop in students the ability to relate to social problems and to draw upon his/her own resources for individual action – essentially through a process of sensitisation. A student of SPJIMR is groomed to join the industry not as a mere job-earner, but to influence its practices, and, in the long run, to become an active participant in re-shaping the nation's destiny.

## **6.13 The Private Sector**

### ***Infrastructure Leasing & Finance Services***

IL&FS was set up in 1989, to work as a co-developer with government in the area of infrastructure development. IL&FS works with a government organisation (state govt, water board, municipality) to design the project, raise funds, set up the enabling legal and financial structures required for successful implementation. The organisation believes in and promotes public private partnerships The organisation has developed in-house expertise that can be made widely available Key concerns and interests expressed include:

- i) The need to increase the acceptability of the private sector to government toward mutual gain as well as gain for the consumer. Currently there is a fear of the private sector as the PS is highly uncomfortable with the poor financial and managerial capacity of government agencies. As such PS investments often come with caveats attached or a high risk premium.
- ii) The ideal scenario would be that of the consumer putting pressure on the operator but in the absence of that, funding institutions such as the WB are compelled to put pressure through conditionalities – which is less sustainable.
- iii) Although technical capacity is sometimes adequate, there is limited managerial capacity in municipalities and water boards to effectively manage the business of water so that the consumer is happy and revenues increase and the municipality operates as an efficient business centre
- iv) Relative disinterest in domestic wastewater as compared to industrial wastewater
- v) The need for demonstration projects that actually work and can act as models of best practise for the sector



- vi) Model projects are the key to sustainability as every stakeholder is bound by high stakes to the success of the project, i.e. poor performance will lead to poor recovery will lead to inability to provide adequate service of the desired quality so that the consumer is satisfied and willing to pay.
- vii) Sustainability in the sector is closely linked to capacity building at various levels.

### ***Shriram Engineering Construction Company (Shrenko)***

Part of the Shriram Group of companies, the project engineering services comprises of real estate development, water, sewage, effluent treatment, solid/hospital waste management, cooling towers and material handling systems. The organisation has been involved in the WES sector as a service provider in many ways.

- i) water management (provision, recycling and management of waste water) for industrial customers
- ii) water supply schemes and treatment of drinking water, sewerage and treatment facilities for municipal customers such as the Tamil Nadu Water Supply & drainage Board, Karnataka Urban Water Supply & Drainage Board, Andhra Pradesh Public Health and Municipal Engineering Department, the Kerala Water Authority and Maharashtra Jeevan Pradhikaran
- iii) decentralised water pollution control for commercial customers – Kohinoor Hotels, Maharashtra, Taj Group, Mumbai etc.

Nationally, the company has links with the Indian Institutes of Technology (IIT), National Environmental Engineering Research Institute (NEERI), etc. and internationally with its overseas partners in the US, New South Wales, Germany and the UK

### ***Tata Community Consulting Initiatives (TCCI)***

Initiated as a proactive response to social responsibility of Tata companies, TCCI focuses on synergising strengths within the TATA group in order to ensure a set of actions which will 'institutionalise community development as an integral part of business strategy. Distinctive features of TCCI are.

- i) Community development activities initiated by TATA companies are corporate initiatives – not charities or service delivery interventions, but community building and empowering initiatives. The specific areas within social development, that are of interest to the Tata group are vocational training and education (especially computers), equity and gender equity in particular

The various initiatives attempt to develop the internal capacity of Tata managers while collaborating on a project. Support may be in the form of mobilising funding for projects, providing facilities and volunteers or through various HRD activities. The focus in the future is likely to be more on providing managerial expertise and skills rather than resources. Resources will be deployed towards empowerment of people and support to processes of change. As part of the strategy to ensure multiple sources of funding for maximum impact, companies will be encouraged to mobilise funding through government schemes as well as development agencies and apex industrial bodies such as ASSOCHAM, CII and FICCI. Networking with development agencies – NGOs, government –state and national and ESAs is very much a part of the agenda with a view to building partnerships. The companies conduct an internal social audit presided over by members of the Council made up of 16 Tata Companies





TCCI has prepared a set of community development guidelines addressed to all TATA employees, managers and Chief Executives. These guidelines are based on the recognition that the community is an important stakeholder in the TATA business and are applicable to the range of initiatives/projects for social development undertaken by various TATA companies.

### *ION EXCHANGE<sup>12</sup>*

Ion Exchange Training Resources (IETR), a division of Ion Exchange India a company in total water management, has identified water treatment and water utility management as a key area for capacity building. IETR, in association with Dr. Babasaheb Ambedkar Technological University (BATU), in Lonere in Mangao District is offering a one year advanced diploma course in Water Quality Management. A tie-up with Cranfield University UK is envisaged along with other international associates from the UK and USA. BATU –established by the GOM conducts courses approved by the All India Council for technical education.

## **6.14 Non-Governmental Organisations**

### *BAIF Development Research Foundation*

The focus of the organisation on capacity building has been mainly at two levels – i) BAIF staff and ii) the community in BAIF projects. Over the years and through various projects, BAIF has built up some core training expertise in specific areas such as: –

- Participatory extension – this grew out of experience in an Indo-Swiss livestock project in 3 states – AP, Orissa and Kerala targeted at Assistant Directors, Veterinary Surgeons and technocrats This has now been adapted for watershed development as well as stand alone training that is applicable to various sectors.
- Gender Training – targeting government officers as well as NGOs BAIF has a core group of trainers, many of whom are men.
- Project management/management development (using OOPP and result based management methodologies)

Thus far, training services have been demand based and offered by BAIF on a no-fee basis. It has received several requests for training from the government, donors and NGOs and has also collaborated with other training institutes in the past

BAIF has recently set up the Dr Manibhai Desai Management Development Training Centre (MDMTC) at Warje, approximately 12 kms south-west of Pune MDMTC is registered as a company and will be developing three kinds of products– training, research and documentation and consultancy services Linked to these products would be the BAIF resource centre. The MDMTC is in the process of developing its training calendar and a strategy for marketing its products Training will henceforth be revenue generating and while not governed by a for-profit orientation, will cross-subsidise other activities.

MDMTC's priority areas for training include

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<sup>12</sup> Economic Times, 18 01.99. To be visited



- People's participation in development
- Gender in development
- Participatory extension
- Rural credit and enterprise development
- Monitoring and Evaluation
- Project Formulation and Development
- Agro-based rural development strategies
- Emerging role of the non-farm sector

Core strengths include i) practitioners as trainers iii) training of trainers modules iii) BAIF project staff and iv) excellent infrastructure including residential quarters and a resource centre on a self-contained campus.

### *AFARM*

Set up in 1969 as an umbrella organisation set up to respond with drought relief measures, provide safe drinking water and credit support in rural areas. AFARM supports about 150 NGOs with financial and training support AFARM conducts about 10-15 training programmes per year on request from NGOs

The organisation has a mix of geologists, engineers, social development workers and its own Training Cell, which draws on the skills and experiences of its practitioners The organisation also has its own water analysis lab and is developing improved residential facilities in Pune

AFARM has been instrumental in the development of the MARK III pump together with GSDA and local NGOS and in the 70's and 80's was involved mainly in training in hand pump repair and maintenance and water quality monitoring, chlorination, etc. to NGOs. The organisation has subsequently emphasized the training of trainers.

The organisation has three centres – i) Pune - (Western Maharashtra ), which is currently not residential ii) Latur - with residential facilities and iii) an additional centre near Pune with residential facilities AFARM trainers are mobile and training courses are arranged on site in several cases.

AFARM has started diploma courses in Pune and Latur in i) Watershed management for non-professionals (4 months duration) and ii) the same diploma for graduate professionals of 2 months duration iii) Role and scope of women in watershed management (1 month) and a diploma course for women workers of 2 1/2 months.

AFARM supports NGOs in many ways: i) selection of appropriate NGOs for various projects that come to AFARM ii) project preparation support iii) funding support iv) field-level training v) documentation

### *DROP*

A technical support organisation that takes on capacity building activities on the job i.e. as part of a consultancy assignment, DROP has been involved in project design, preparation and implementation in the area of water supply through conventional piped schemes as well as through more local source based schemes The organisation also works in the area of environmental sanitation – mainly wastewater and solid waste management through drainage, soakpits, composting, etc



The organisation believes in intensive inputs with a few clients at a time. This is also dictated by capacity constraints – as DROP has two senior professionals full-time and calls on additional staff as per assignment requirements. Thus, training inputs (of 20-25 participants over 5-6 days at a time) are followed up by refreshers over one to two years (see above), they are linked into the WES network.

**(D) Andhra Pradesh**

**6.15 HRD policies and activities of State Government Departments**

The Public Health and Municipal Engineering Department is responsible for large urban water supply schemes, drainage and sewerage works. Hyderabad Metropolitan Water Supply and Sewerage Board is responsible for water supply and sanitation in the Hyderabad Metropolitan Area. A detailed discussion of urban development and infrastructural responsibilities is set out in the recent NIUA publication *Urban Sector Profile: Andhra Pradesh*.<sup>13</sup>

The Panchayati Raj and Rural Development Department in Andhra Pradesh is responsible for water supply and sanitation in rural areas, including small towns. The HRD cell is located within the PRRD and is headed by a superintending engineer as in the other states

**6.16 Training Institutions with a National or Regional focus**

***National Institute of Rural Development (NIRD)***

Set up as an autonomous institution registered under the Societies Act by the Ministry of Rural development, GOI, NIRD was conceived in 1958 as an apex institution, whose agenda would include training action research and consultancy in rural development. It has been closely involved in formulation of the Panchayati Raj amendments and subsequent training modules developed for PR functionaries, in developing the methodology and operational guidelines for Integrated Rural Development Programme in the 70s and 80s, in rehabilitation and displacement planning, in the formulation of training modules for gender sensitisation in agriculture and in DWCRA. The institute acts as a think tank for the Ministry of Rural development and assists in policy formulation of rural development issues.

The institute has about 80 in-house faculty members, who enjoy UGC scales of pay. Through the State Link Officer's scheme, states send 1 faculty member to NIRD for a specified duration. Faculty travel extensively for training, workshops and research to other states. NIRD also contracts in short-term faculty members when required for specific courses.

A more recent thrust area (since 1996) for the institute has been water supply and sanitation, working in tandem with the Rajiv Gandhi National Drinking Water Mission. The focus was on defining clearly the IEC component – its strategy for different sectors including water. A series of workshops were conducted by NIRD and guidelines were developed and published in 10 focus areas for Water and sanitation including – Low-cost latrines, hygiene education, water quality, etc. these are currently being translated into 12 major Indian languages.

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<sup>13</sup> Research Study Series Number 63, Sponsored by ADB, Printed in New Delhi, April, 1998



Included in the mandate of the NIRD is support to the State Institutes of Rural Development. The NIRD conducted a survey of SIRDs representing four zones in the country and concluded that, in general, they were very weak and required additional support. The institute holds workshops, publishes material for dissemination and sends its faculty to various SIRD's all over the country. In addition, course material produced at NIRD is available to the SIRD's

Located in Rajendranagar, in a sprawling institutional area that includes the SIRD, MANAGE, WALMI and several other institutes in the area of agriculture, veterinary, dairy, seeds research, etc. NIRD has excellent facilities including its own Centre on Rural Documentation and a Computerised Library and Information Clearinghouse.

NIRD also offers consultancy services in research and training to national and international customers- state and central governments, banks, NGOs in India and multilateral or bilateral organisations such as the World Bank, ILO, British Council, etc.

#### *National Institute of Agricultural Extension Management (MANAGE)*

MANAGE acts as a coordinating research, training and consultancy organisation in the area of agricultural extension management. While not explicitly concerned with drinking water and sanitation, MANAGE offers several courses in PRA and management of water resources relevant to the WES sector. The institute also offers course in gender, participatory Planning and management, project Implementation, etc.

The institute offers diploma courses as well as short training courses with excellent residential facilities on its campus in Rajendranagar.

#### *National Academy of Human Resource Development*

Formed in 1990 on the initiative of the National HRD Network and based in Hyderabad, the Academy of HRD is a not-for-profit society with the following objectives.

- i) Knowledge generation: training policy seminars, large scale interactive events<sup>14</sup>, studies, conferences and monthly meetings as well as support from the national HRD network.
- ii) Knowledge dissemination: publication, diploma and doctoral programmes, newsletters, conferences and workshops. The organisation will be focussing its efforts on electronic dissemination henceforth
- iii) In-house capacity building: These include training, research and consultancy activities that are carried out in-house and often on-site for mainly corporate clients such as Larsen & Toubro, the Aditya Birla Group, etc. A large proportion of the Academy's client's come from the private sector and very few from government.

The organisation is primarily interested in assignments where it can build on its existing competencies, add value to the client and develop innovative products and services that further the HRD agenda.

#### *Regional Centre for Urban & Environmental Studies (RCUES-Hyderabad)*

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<sup>14</sup>This was organised for education managers of DPEP (DFID supported primary education project in A P)





One of the three national regional centres<sup>15</sup>, RCUES –Hyderabad is part of the Osmania University campus and its remit includes Andhra Pradesh, Karnataka, Tamil Nadu, Kerala and Pondicherry. In the mid eighties, RCUES shifted from general training of urban local bodies and Panchayati Raj functionaries to project-related training with clear objectives and a specific timeframe. The centre is autonomous but financially supported by the MUAE.

RCUES has been linked to large urban government schemes with heavy capacity-building inputs such as UBSP, NRY, PMIUPEP, etc. In addition it functioned as a major training provider for externally funded projects such as the ODA-supported Slum Improvement Projects and the Metro Water Projects supported by the World Bank. The centre is currently in the process of reviewing the progress of implementation of the 74<sup>th</sup> Amendment in the states under its purview with a view to setting in place a policy for urban development. As part of this initiative, which is in a very nascent stage, RCUES will formulate a proposal for the strengthening of the State Institutes of Urban Development (the counterpart of the SIRD's that are housed in the urban development departments and are currently extremely weak).

Although it is a regional in its scope with primary responsibility for training in urban development issues, policy inputs in various government schemes and projects and often called on in the capacity of consultant by various agencies, the in-house capacity of the centre is limited. The centre has two professors and four readers fulltime and outsources additional resources as and when required. Networking does not seem to be a clear mandate for the centre which has been hitherto more or less focussed on the state of Andhra Pradesh and is only more recently explicitly undertaking the task of sharing and dissemination with the Director of the institute taking the lead through the current initiative mentioned above.

The centre undertakes consultancy assignments in addition to its training and project activities. It has gained national and international repute for the acclaimed Hyderabad Metro model developed by Professor Lakshmi Pathy (fulltime faculty at RCUES). The basic model is to work jointly with the organisation (not just as an external consultant or training provider) in order to cover all levels within the organisation (of seniority and function) to redefine job charts and help officers function as managers. Change is immediate with analysis triggering policy change (through quick decision making and commitment built to the change process). In the process, internal capacity for training is developed within the organisation so that the consultant can gradually withdraw while remaining on standby in the event that support is required. RCUES has been called upon by the governments of Maharashtra and Chennai to undertake a similar exercise for their water supply and sewerage utilities.

#### *Administrative Staff College of India (ASCI)*

Registered as a fully autonomous training institution, ASCI's clientele is a mixture of industry and senior government officers. The institute has a large campus with residential facilities, seminar halls and adequate equipment. ASCI has a busy training calendar with courses conducted both on and off campus.

ASCI runs management courses in areas such as marketing, human resources, operations management, strategic management, finance and general management for senior executives. The institute is also developing sectoral thrust areas i.e. energy, environment and technology.

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<sup>15</sup> The other two being located in Mumbai and Lucknow respectively.



hospital waste management and management development for urban water sector professionals. The latter thrust area is a development aided by the transfer of the DFID-supported Management development for Urban Public Health Officials course from WEDC to ASCI under the MDSUPHO project (See 3.5).

The Institute also conducts tailor-made special thematic programmes as per demand. Current clients include – Larsen & Toubro Ltd., GOI Ministries – Environment and Forests, Finance and Urban Development, National Thermal Corporation Ltd., Petroleum Conservation Research Association, Oil and Natural Gas Corporation, Small Industries Development Bank of India and others.

### **6.17 Training Providers with a State Focus**

#### ***State Institute of Rural Development***

The SIRD, located in the Rajendranagar institutional area (close to NIRD) conducts training for the Panchayati Raj and Rural development department. Its main thrust areas have been training of Panchayati Raj functionaries, watershed development programmes, DWCRA gender sensitisation programmes for women's empowerment and the state IEC programme. SIRD has laid considerable emphasis on the last area and developed training materials in Telegu and is interested in developing linkages with other gender training initiatives in the region.

SIRD is being considered as a potential key partner in the MORAE project (see 3.6) for (mainly watershed plus activities) capacity building initiatives in five districts of Andhra Pradesh (the most backward districts of the state). As the state-level coordinating agency, SIRD is responsible for coordinating with the departments of Women and Child, Health and Family Welfare, Tribal Welfare, education, etc. in order to coordinate inputs towards effective convergence. It works with government departments as well as NGOs to develop its training programmes and materials. The SIRD in Andhra Pradesh, enjoys considerable autonomy in selecting key resource persons as and when needed for training, research or other consultancy inputs. The institute is able to draw on NIRD resources when required.

### **6.18 Non-Governmental Organisations in the State**

Andhra Pradesh has a large NGO sector comprising at least 365 active development organisations. Most of these are purely rural in their focus and involved in nutrition, health, watershed and rural development programmes. Although the state is considered to be the crucible of PRA in India, there is limited emphasis on development principles including participation and gender. Technical capacity for the implementation of economic, health and infrastructure activities by NGOs is also limited. While the larger NGOs are involved in support, which includes capacity building activities to smaller NGOs, capacity is limited and skills available in certain areas only. Mentioned below are some key NGOs that a member of the consultant team has had the opportunity to interact with during a recent assignment.

#### ***ActionAid***



ActionAid covers most districts in the state and also most class 1 towns and municipalities. It has partners in several districts and is committed to long-term partnerships with the smaller NGOs and CBOs that it supports. The regional office is also a part of the corporate initiative initiated by ActionAid –India called the Corporate Partnership Division which is instrumental in building an interface between the development community and the private sector. The organisation is one of the partners in the consortium signed on by DFID to take the participatory poverty assessment process further in the state (see 6.19 APUSP).

### ***OXFAM***

With 40 partners in the state and activities in 10 districts, this apex NGO supports a range of NGOs working in tribal rights, water and soil conservation, micro finance, etc. The organisation's regional director has been instrumental in co-ordinating Oxfam India's urban poverty research for nine cities in the country.

### ***CARE***

The organisation supports 15 NGO partners and expects to increase its support to cover 50 in the next five years. Activities are concentrated in 14 districts and covers all coastal districts and five districts in the Telengana region. Its activities include community development programmes, relief, health and rehabilitation programmes in rural and urban areas. Its core strengths are in microfinance, nutrition and health and in building partnerships with NGOs and government.

### ***World Vision***

This NGO operates in three cities and nine towns of the state with a focus on area development programmes to improve the lives of the urban poor in rural and urban areas. It also works in several cities and towns of Madhya Pradesh.

### ***Catholic Health Association Of India***

CHAI has a network of 20 NGOs as partners in the state and has networks throughout the country. The NGO works mainly in the area of community health development in rural and urban areas.

## **6.19 Project-Linked Capacity Building Initiatives**

### ***Kinhill***

Contract managers for Australian Aid in Hyderabad, Kinhill is an Australian engineering firm charged with management of the four-year Hyderabad Waste Management Project, jointly funded by the Indian and Australian governments. The project's main focus areas are i) waste minimisation linked to cleaner production methods ii) development of a waste minimisation plan for industrial areas in co-operation with local industries iii) improved operations of effluent treatment plant and iv) building of the country's first real landfill along with training for proper operations and maintenance.



The firm works with the Pollution Control Board in the state and the Environmental Protection Agency in Victoria, Australia. AusAid has mainly provided laboratory equipment along with technical expertise to assist project implementation.

Capacity building has been an important element right through the project – about 30 officers from the AP Pollution Control Board have gone on training to Australia through the project. Several officers of the EPA have visited the project and interacted with different officers involved. The most visible and tangible achievement in the area of capacity building over the project cycle, according to Kinhill, would seem to be in attitudes and motivation rather than sheer technical skills per se.

### *Andhra Pradesh Urban Services for the Poor (APUSP)*

This recently designed project was approved for DFID support over 10 years, to ensure that the poor in 32 class 1 towns benefit from improved access to more appropriate and sustainable services. It will have three components: improvements in municipal environmental infrastructure; municipal financial reform and a participatory poverty assessment process leading to the establishment of an urban initiatives fund (UIF) which will support a range of poverty reduction initiatives and capacity building needs of NGOs, urban local bodies and civil society organisations.

It is anticipated that the UIF will include a substantial element of capacity building in order to facilitate the orientation, skill and organisational development of partner organisations and support the formation of issue based networks and development of functional partnerships. As one of the key strategies of component 3, capacity building initiatives will aim to develop skills in participatory methodologies, gender analysis, project planning and proposal preparation, documentation, financial management, etc. While not specifically focussed on water and environmental sanitation issues, the UIF aims to develop capacity in understanding problems particular to urban poverty and in undertaking initiatives to address and overcome them.

## **7.0 PHASE 2 ACTIVITIES**

### **7.1 State Level Workshops**

In order to crystallise the suggestions from the ongoing consultation process into a concrete strategy for support to human resource development in the water and environmental sanitation sector, workshops will be conducted in four states with the following objectives

- Identify key areas of change, reform and innovation within the state in WES
- Identify problems in achieving these at different levels in the urban and rural WES sectors
- Discuss what has worked well and why
- Share the findings of phase 1 of the consultancy
- Explore ideas on HRD issues and priorities in the light of these findings
- Obtain additional information on initiatives in the pipeline
- Obtain concrete suggestions on the way forward for HRD in the state including potential partnerships to develop these further

State

Andhra Pradesh





**Location:** Administrative Staff College of India, Hyderabad  
**Dates:** 15 and 16 February  
**Partners:** Rural Water and Sanitation Program- South Asia  
Panchayati Raj and Rural Development Department

**State:** Maharashtra  
**Location:** Y.B. Chauhan Auditorium, Mumbai  
**Dates:** 19 and 20 February  
**Partners:** Water Supply & Sanitation Department, GOM  
Shriram Engineering of the Shriram Group of Companies

**State:** West Bengal  
**Location:** Taj Bengal, Calcutta  
**Dates:** 23 and 24 February  
**Partners:** United Nations Children's Fund-WB

**State:** Orissa  
**Location:** Bhubaneswar  
**Dates:** 26 and 27 February  
**Partners:** HRD Cell of the Rural Development Department

**State:** National  
**Location:** Vigyan Bhawan, New Delhi  
**Dates:** 13 and 14 April  
**Partners:** Ministry of Urban Affairs and Employment  
Rajiv Gandhi National Drinking Water Mission, MoRAE

## 7.2 National Workshop

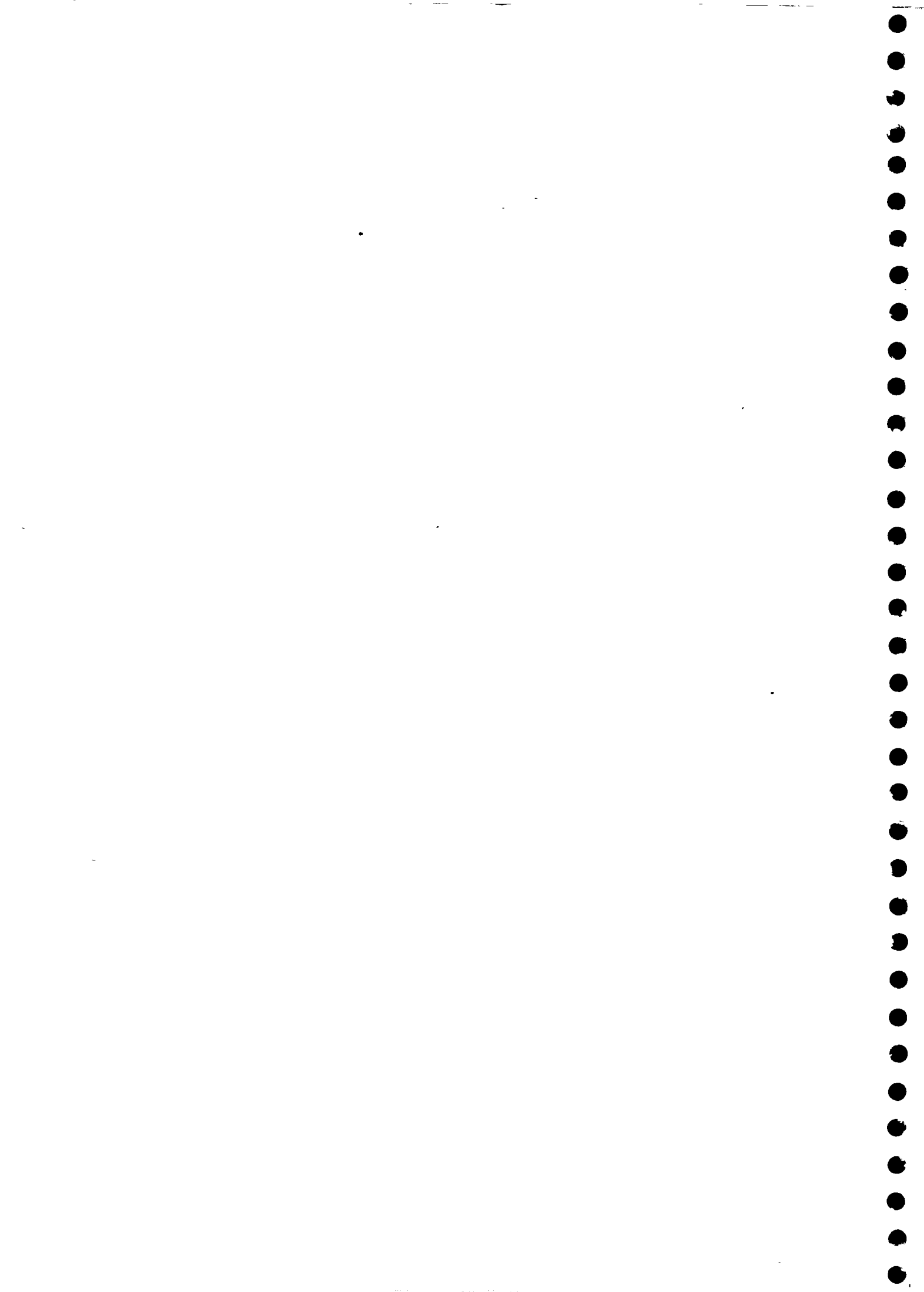
The output from the state workshops will be consolidated as the Phase 2 report and form the basis for a national workshop which will be jointly hosted by the Ministry of Urban Affairs and Employment and the Rajiv Gandhi Drinking Water Mission of the Ministry of Rural Areas and Employment and the Department for International Development

The workshop will have the following objectives:

- iv) To examine the findings & recommendations from the four states
- v) To identify any key areas for further detailed investigation
- vi) To explore initial indications of interest and potential areas for collaboration between various partners ( DFID, GoI, state Govt & donors)

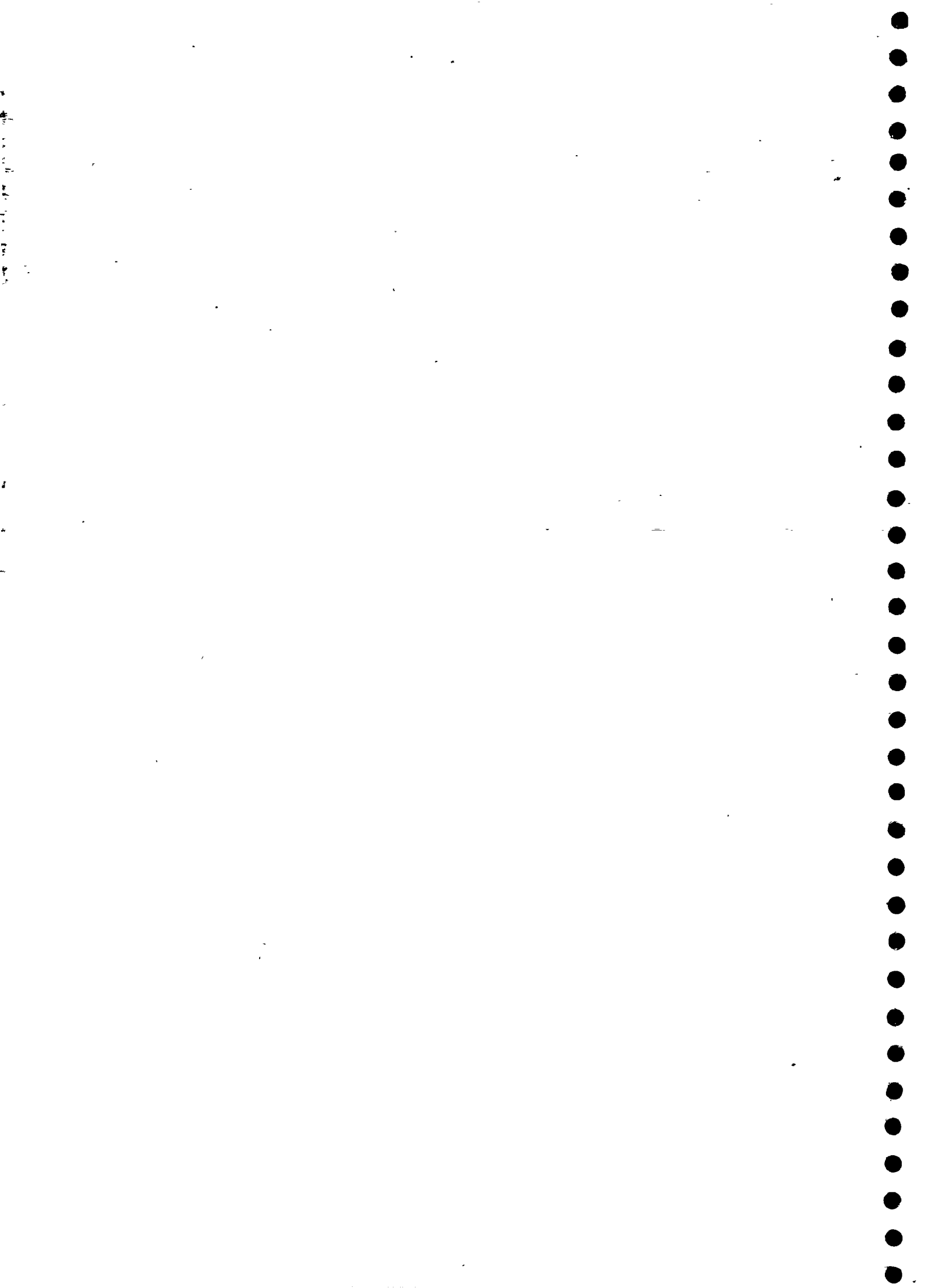
## 7.3 Concept Note

The consultant team will produce a concept note in late April, which will set out concrete recommendations for DFID support to human resource development in the water supply and sanitation sector, based on the output of the national workshop and identified by participants as being critical interventions, likely to impact positively on the consumer. At this stage the consultant team will also identify a range of possible management options for the various interventions proposed

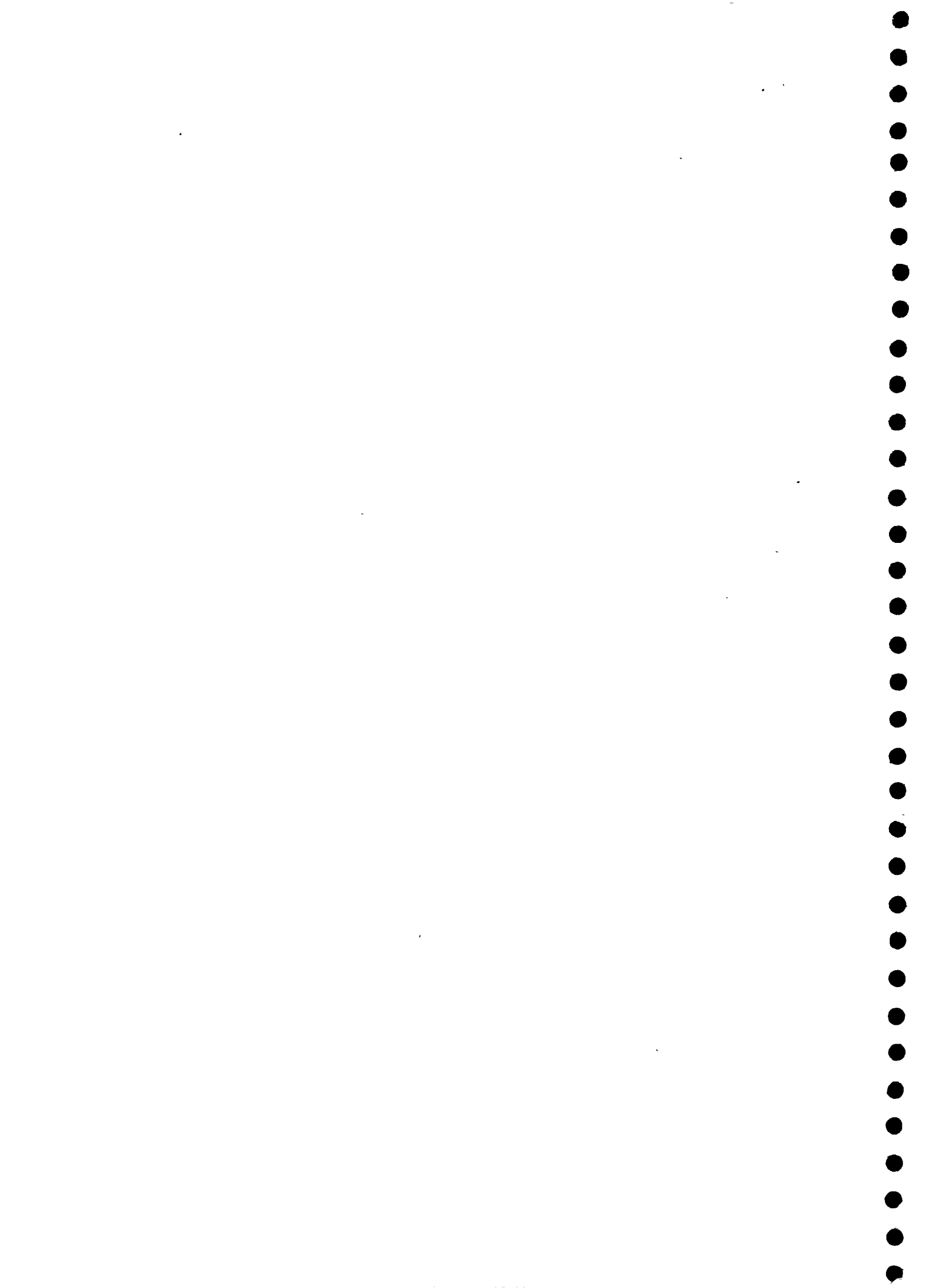


## ANNEXE A PERSONS MET BY CONSULTANCY TEAM MEMBERS

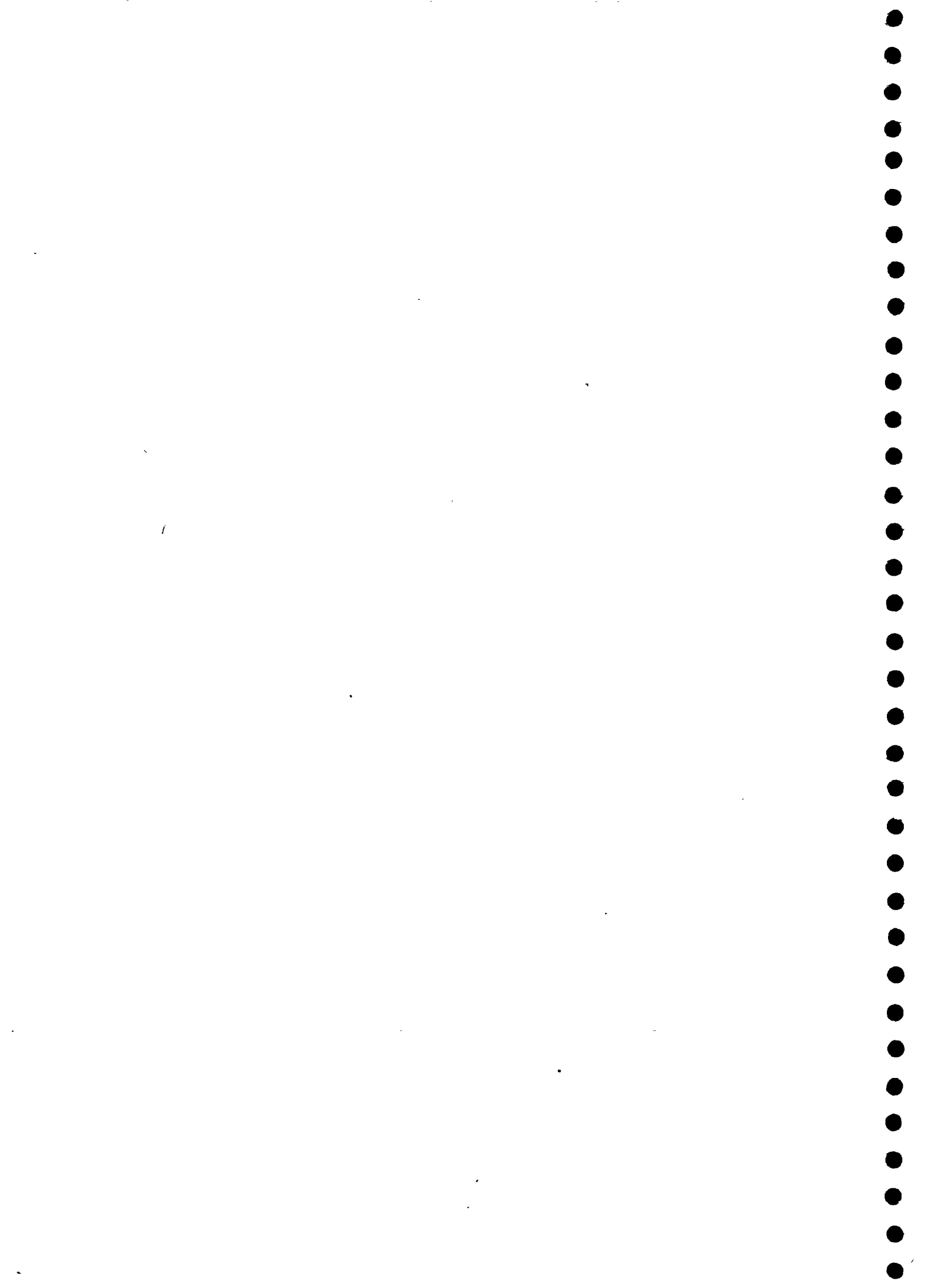
Place	Date	Person Met	Designation & Organisation
<b><u>Delhi</u></b>			
KT/AP	23/11	Mr. David Hearle Mr. Chris Grose	Managing Director, IMA Senior Consultant, IMA
		Mr. Francis Watkins Mr. Nigel Kirby Mr. Debashish Bhattacharjee	Field Manager, WESG-DFID Engineering Adviser, WESG – DFID Project Co-ordination Mgr., WESG – DFID
		Ms. Archana Sharma	Urban & Regional Planner, GHK
KT/AP	24/11	Mr. Piers Cross	Regional Manager, RWSG
		Mr. Sanjay Mitra Mr. Kittu Mr. Dinesh Chand	Dir., RGNDWM – MoRAE RGNDWM – MoRAE RGNDWM – MoRAE
		Mr. Piet Hein Van Heesewijk Mr. Yusuf Sammiullah	Institutional Development Adviser, DFID India Sr. Engineering Adviser, DFID India
<b><u>Calcutta</u></b>			
KT/IH	08/12	Mr. R K Tripathi	Secretary, PHE Department
		Prof. K J Nath	Director-Prof., AIH&PH
		Mr. S S Chakraborty	Director, Ramakrishna Mission
KT/IH	09/12	Prof. Amitava Bose Prof. Rabin Ganguly	Director, IIM Prof. IIM
		Ms. Aloka Mitra	Chairperson, Women's Interlink Foundation
		Prof. B K Bhattacharya	Head, Department of Community Development & Rural Technology, TTTI
		Mr. S K Neogi	Secretary, IPHE
		Ms. Dorothy Rozca Mr. Rupert Talbot	State Representative, Chief Water & Environmental Sanitation Sector, UNICEF
KT/IH	10/12	Mr. Dilip Kumar Sanyal	Calcutta Municipal Corporation
		Mr. P K Pradhan	Chief Executive Officer, CMDA



	10/12		ILGUS
<b><u>Orissa</u></b>			
KT/IH	11/12	Ms Dharitri Pattnaik Mr Rajan Mohanty	Programme Officer, Action Aid Regional Advocacy Officer, Action Aid
		Dr Bijoy Kumar Shee	Director, State Institute for Rural Family Welfare
		Mr. H P Acharaya	Director, State Institute for Rural Development
KT/IH	12/12	Mr. Abul Kalam	Project Officer, Water & Environmental Sanitation, UNICEF
		Prof. Sanjiv Kapoor Prof Snigdha Pattniak	Centre for Rural Management, HRD, Xaviers Institute
		Mr Rammappa	Regional Representative, OXFAM
KT/IH	13/12	Mr S M Pattnayak Ms Vandana Nair	Ex Chief Engineer Aims Research
<b><u>Bombay</u></b>			
AP/KT/IH	15/12	Mr R S Chavan Prof Sneha Palnitkar	Director-General, Director, All India Institute of Local Self Government, Mumbai
<b><u>Delhi</u></b>			
KT/IH	16/12	Ms Shuchi Gupta Mr Kapil K Narula	Research Associates, Solid Waste Management / Water Sanitation Dept TERI
		<u>Dr. Meera Mehta</u>	Senior Urban Finance Advisor, INDO-US Financial Institute Reform and Expansion Project
		Mr. G V Abhyankar	Sanitary Engineer, The World Bank
KT/IH	17/12	Mr. Ramesh Mukalla	Programme Officer, SIDA
		Mr Vijay Kumar	Sr Programme Officer Royal Danish Embassy (DANIDA)
		Dr Shukla	Advisor, CPHEEO
KT/IH/AP	18/12	Mr. Nigel Kirby	Engineering Adviser, WESG-DFID
		Mr. Ben Mellor Mr Yusuf Sammuallah Mr Francis Watkins Ms Anjali Raj Mr Simon Kenny	Sr Programme Officer, DFID India Sr. Engineering Adviser, DFID India Field Manager WESG-DFID Programme Officer DFID India Engineering Adviser, UPG, WESG-DFID



		Mr. Rupert Talbot Mr Deepak Roy Mr. Henk van Norden	Head, Water & Sanitation, UNICEF Programme Officer, UNICEF Coordinator, Water Supply, UNICEF
KT		Mr Vinod Tewari Ms. Renu Khosla	Director, NIUA Research and Training Coordinator, National Institute of Urban Affairs
IH/AP		Mr Ajay Nayak  Mr Tripathi	Dy. Secretary, RGNDWM- MORAE, GOI  Dy Secretary, MUAЕ, GOI
<b><u>Bombay</u></b>			
AP	21/12	Mr V Ranganathan Mr. Saha  Mr G P Vohra	Secretary, WSS Dept, Mantralaya Jt. Secretary, WSS Dept, Mantralaya  Chief Engineer Mech & Elec, Mumbai
AP	22/12	Mr. M M Kulkarni  Mr. Parimal Merchant  Dr Shyam Asolekar Dr S H Shankar	Prof Environmental Engineering, Civil Engg, SP Engg College, Mumbai  Prof. SP Jam Institute of Management & Research, Mumbai  Prof Centre for Environmental Science & Engineering , IIT Mumbai Prof. Centre for Chemical Engg Dept, IIT Mumbai
AP	05/01	Mr. Anant Nadkarni  Mr. Ramesh Kumar  Mr. S Jadhav	Secretary General, TCCI  Secretary, Panchayati Raj & Water Conservation Dept. GoM  Dy Secy., Environmental Dept GoM
<b><u>Pune</u></b>			
AP	07/01	Ms Sandhya Nair Ms Mona Dhamankar Mr Anil Tambay  Dr Kondap Prof V R Phadke  Dr Gaikwad  Mr. Gireesh Pradhan Mr Anoop Kumar	Officer, BAIF Research Coordinator, BAIF Jt. Programme Director, BAIF  Head, Civil Engineering Dept MIT Prof. MIT  Programme Officer, GTZ  Director General, YASHADA Dy Dir , YASHADA





AP	08/01	Mr Ajit Phadnis Mr. Ajit Oak Dr. Mukund Ghare Mr. Kondalkar	DROP  Vice Chairman, AFARM Executive Officer, AFARM
		Ms Priya Kasbekar Dr. R V Banpel	Sr Development Officer, SOSVA, Pune Sr Manager, SOSVA, Pune

**Delhi**

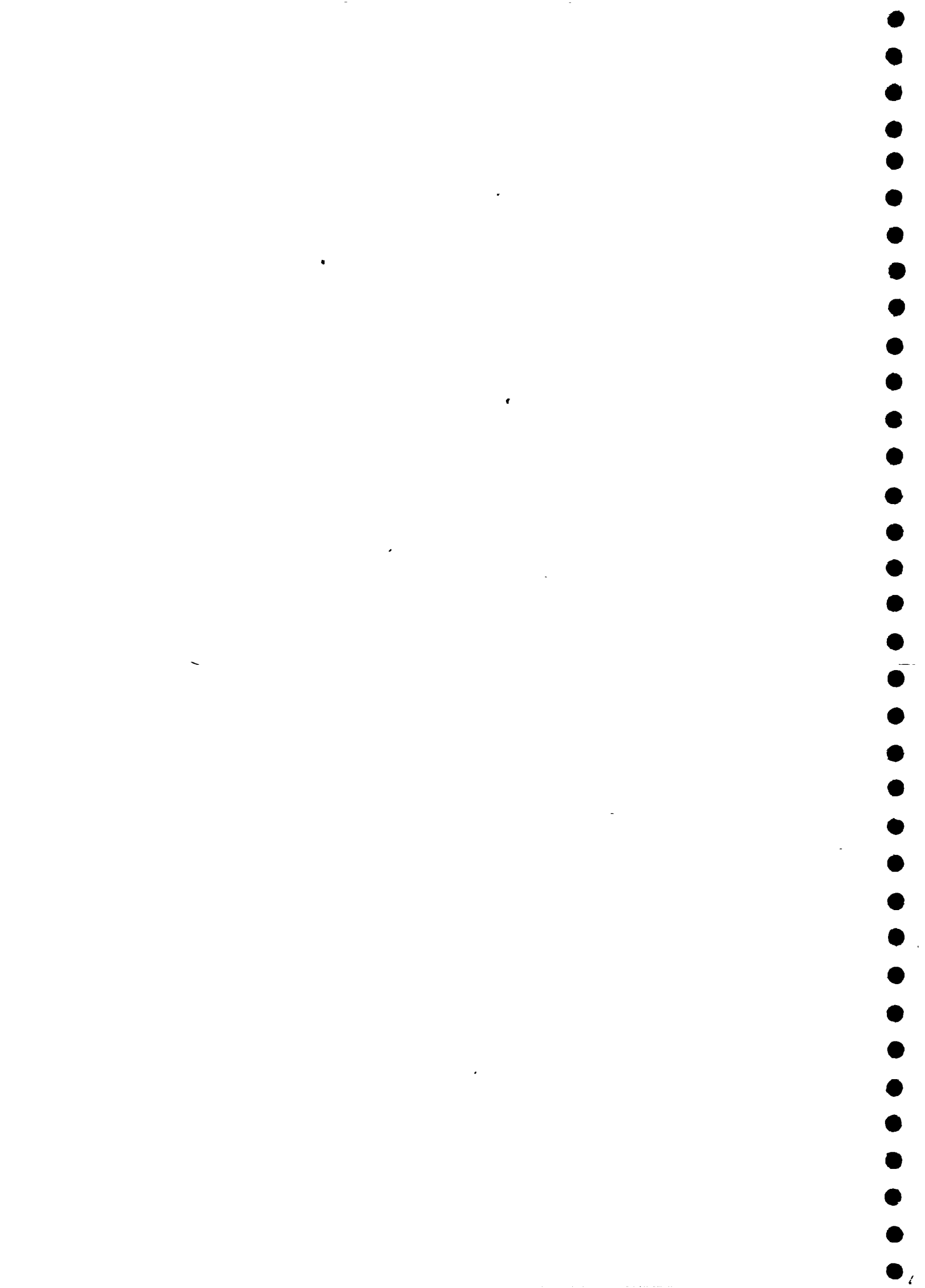
AP	12/01	Ms. Sue Emmott	Institutional Development Advisor, Health Sector Group – DFID
		Ms. Kalpana Amar	Dy. Secretary, Ministry of Personnel & Training Gol
		Dr Lalit Kumar	Dy. Secy. Environment Sector – Planning Commission

AP	13/01	Ms Jasjit Kaur Ms. Kamal Singh Ms Rukmini Gopal Dr G S Gujral Mr. Andrew Gilchrist Mr Chris Folwell	Asst. Project Manager (Management), BHC Project Coordinator, BHC Technology Projects Manager, BHC Environmental Project Officer, BHC Environmental Consultancy Team Member Environmental Consultancy Team Member
		Dr Peter Reid	Head Rural Development Group – DFID
		Mr Peter McAllister	Asst. Country Director, CARE
		Mr. Tarun Sarwal	Dy. Director, OXFAM

AP	14/01	Mr. J C Pospisilik	Environmental Engineer & Environmental Health Adviser, WHO
		Mr Ajay Naik	Dy Secy, RGNDWM – MORAE Gol
		Mr Karel Brandts	Head, Dutch Embassy
		Ms. Gillian Mellsop Ms. Susan Koshy	Head, Aus Aid Sr. Programme Officer, Aus Aid
		Mr Mukut Sharma	Project Manager, Skanska Intl Civil Engg AB
		Mr. Parameswaran Iyer Ms Barbara Evans	Team Leader, RWSG Sanitation Advisor, RWSG

**Bombay**

AP	16/01	Mr K H Metha Mr. Vijay Joshi Mr. Mani Bhushan	Member Secy Maha Pollution Control Board  Contracts Engineer, Larsen & Toubro Ltd
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AP 25/01 Mr. R S Prabhuchimulkar Head – Water Sector Project, IL&FS  
Mr S Prakash Sr. Manager, Infrastructure Unit, IL&FS

**Hyderabad**

AP 28/01 Prof Srinivas Chary ASCI  
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Mr. C Arjuna Rao Principal Secy, PRRD Dept GoAP  
Mr. Ramakant Reddy Secretary, Rural Development Dept GoAP  
Mr S S Naidu Chief Engineer, RWS GoAP  
Mr. Chellappa Comm Rural Development Dept GoAP  
Mr Pradeep Chandra Secretary, Finance Dept GoAP  
Mr. K L Murthy Superintending Engineer HRD Cell GoAP  
Mr. Frank Hanrath Team Leader & Project Management Advisor  
Mr. M Jayaram Netherlands Assisted Project Office  
Prof. C Balaji Director, Academy of Human Resources  
Development

AP 29/01 Dr. Durga Prasad Director, HRD-NIRD  
Mr. N K Narasimha Rao Director, SIRD

**Calcutta**

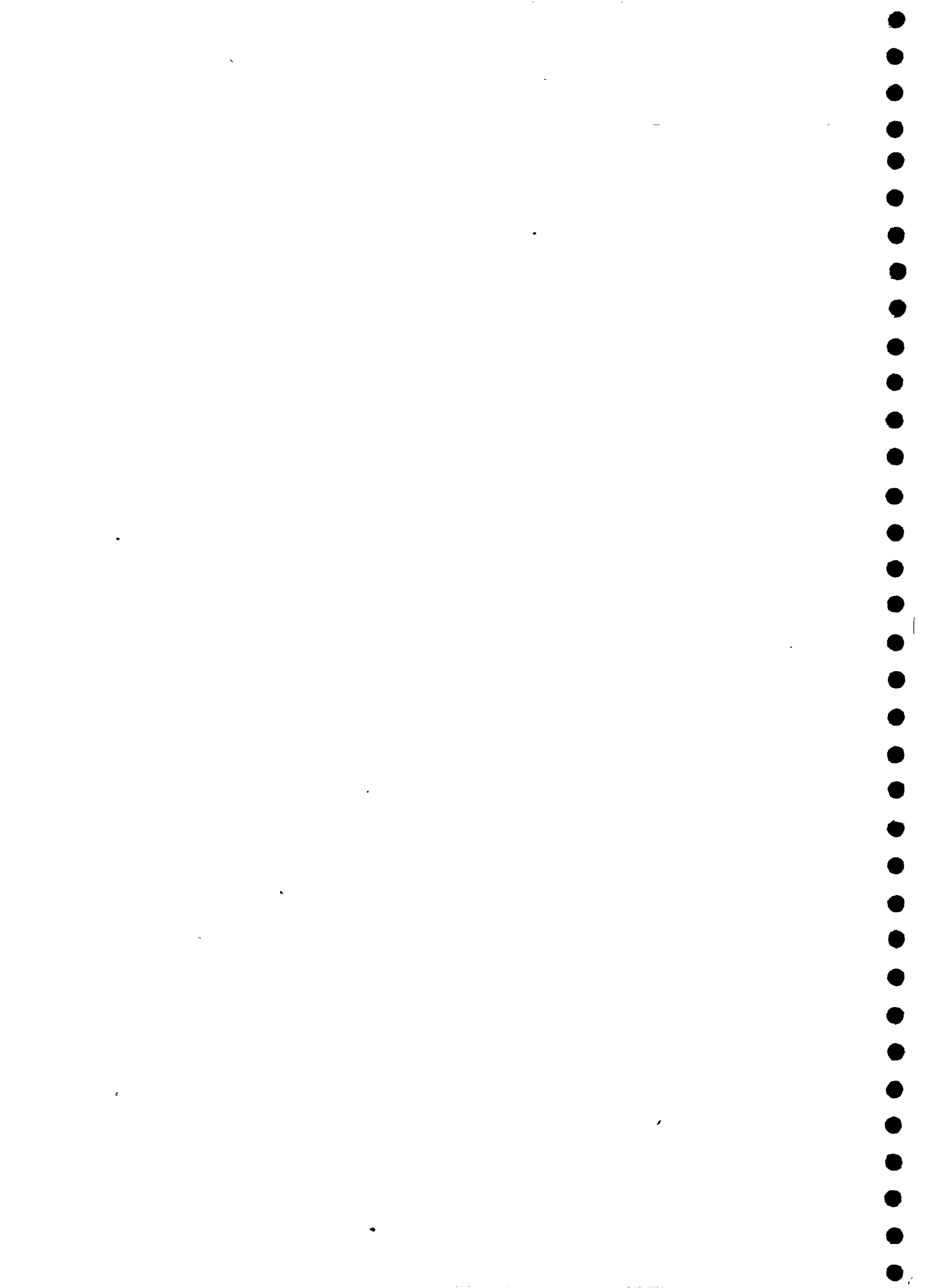
2/02 Mr. Tripathi Secretary, Panchayati Raj Dept., GOWB  
Mr. Sanyal Director, HRD Cell  
Mr S N. Mukherji Chief Engineer, PHED GoWB

**Delhi**

AP 04/02 Ms. Barbara Evans Sanitation Adviser, RWSG  
Dr. Pushpa Pathak Urban Specialist, RWSG  
Ms. Fiona Fanthome RWSG

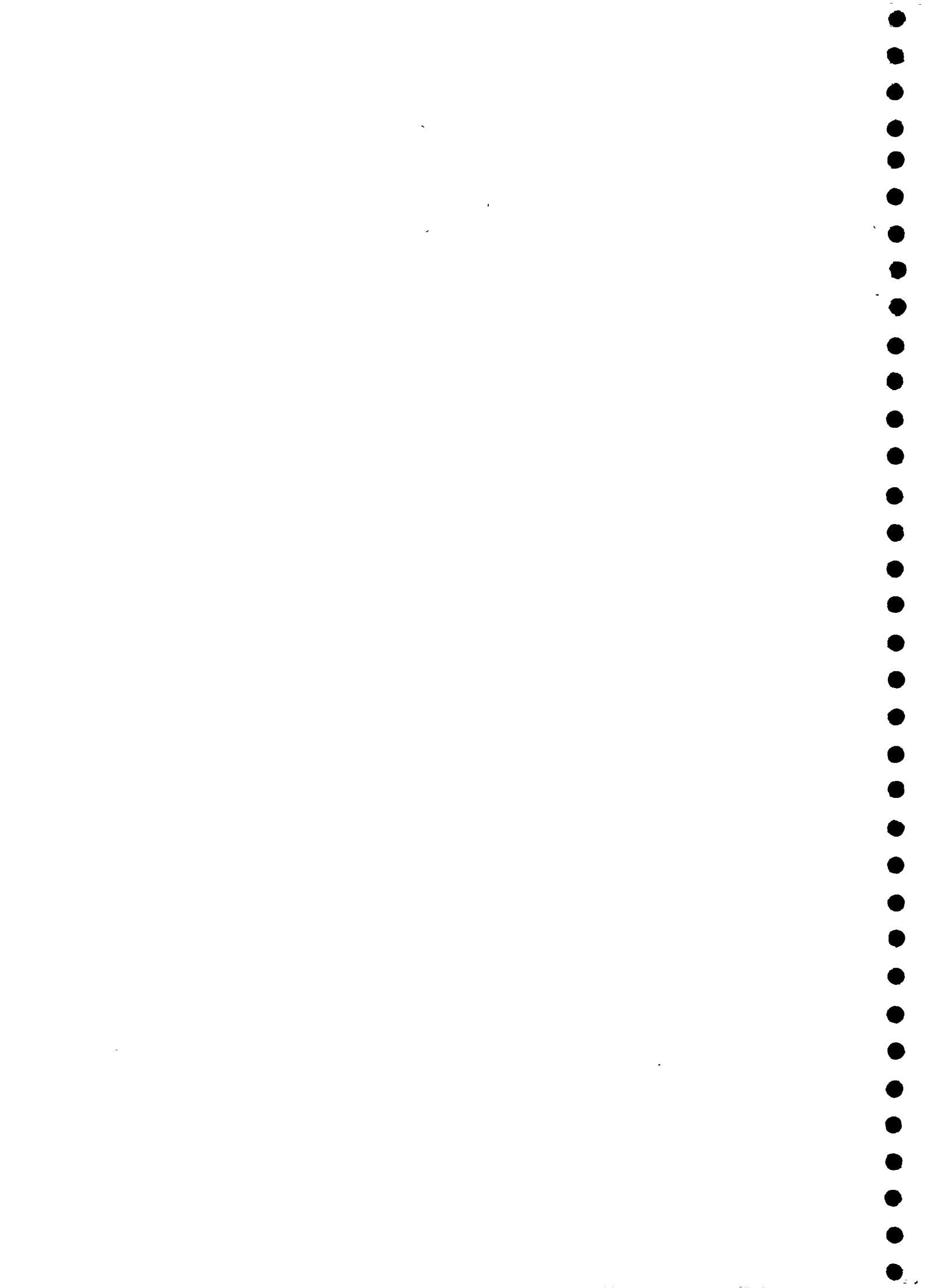
**Bombay**

AP 08/02 Ms. Zelma Lazarus CEO, Impact Asia-Pacific

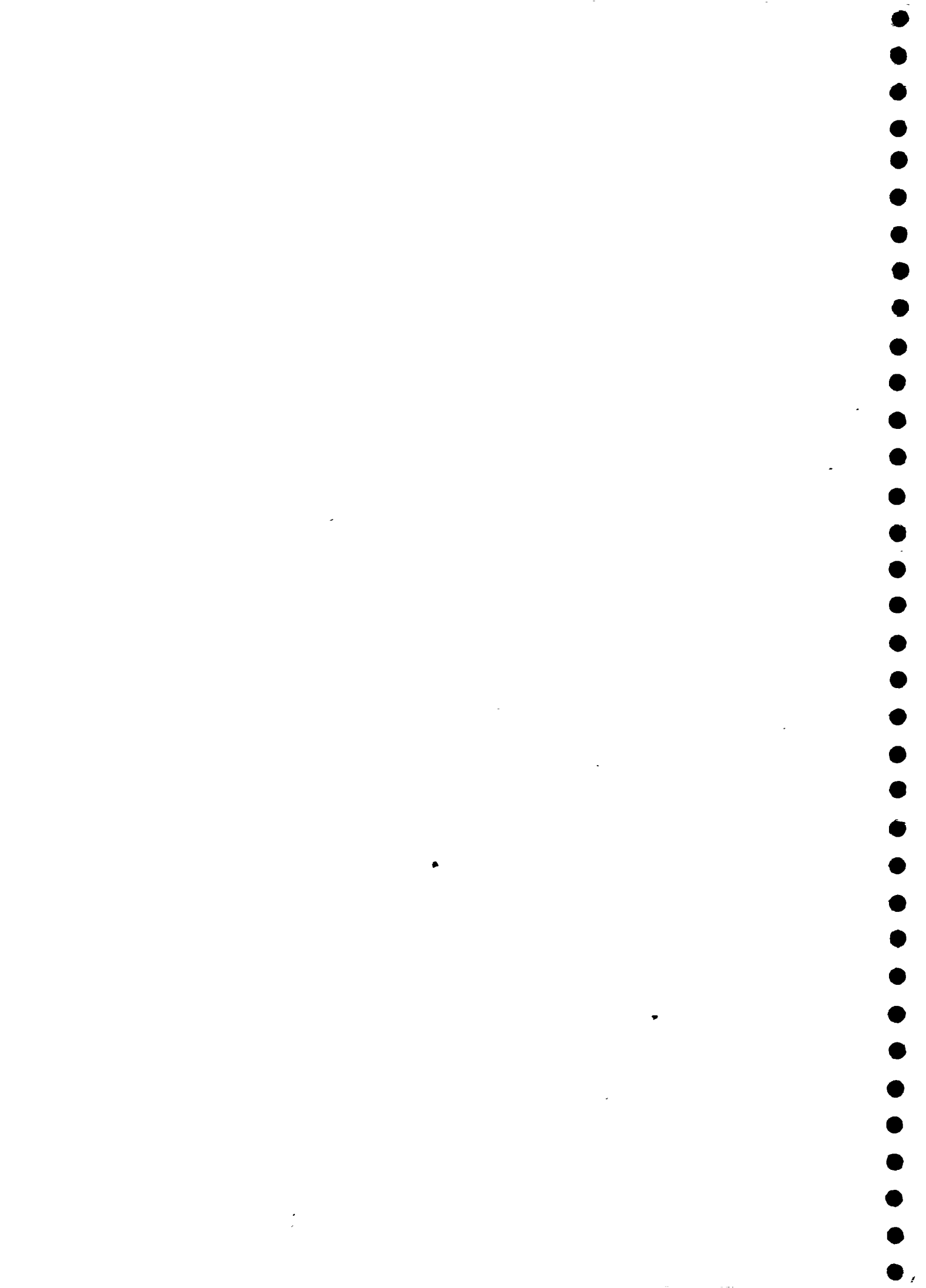


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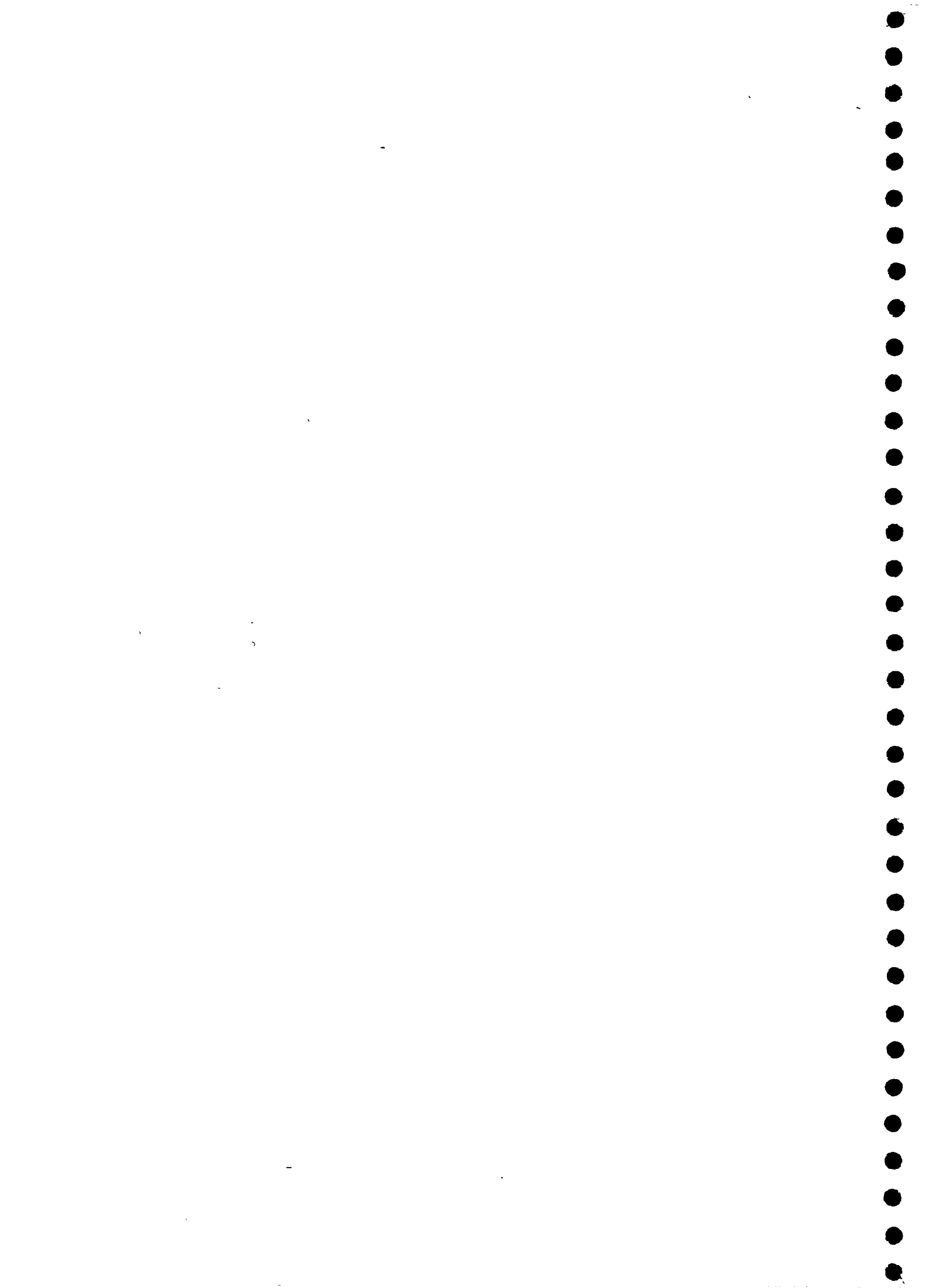




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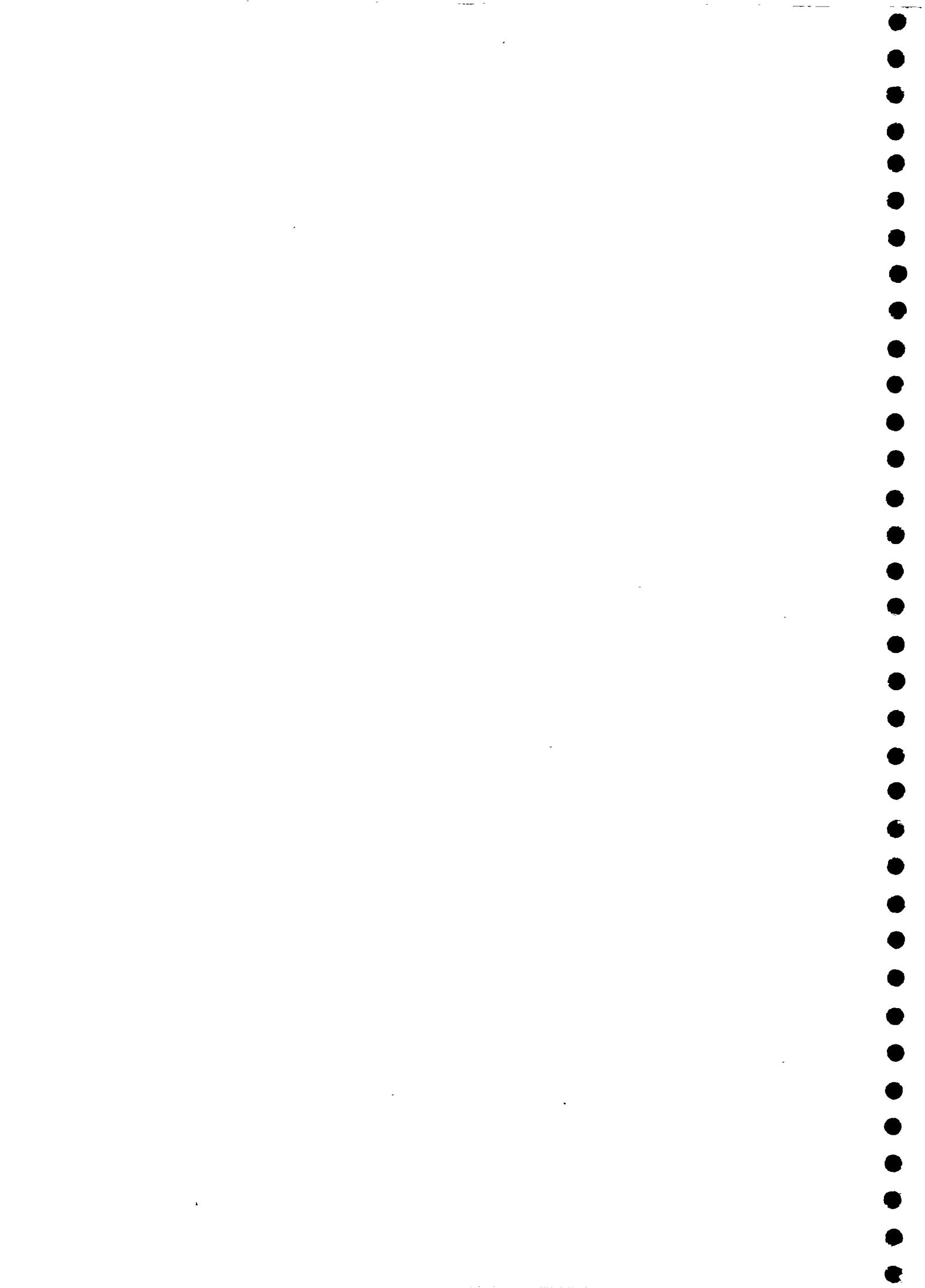


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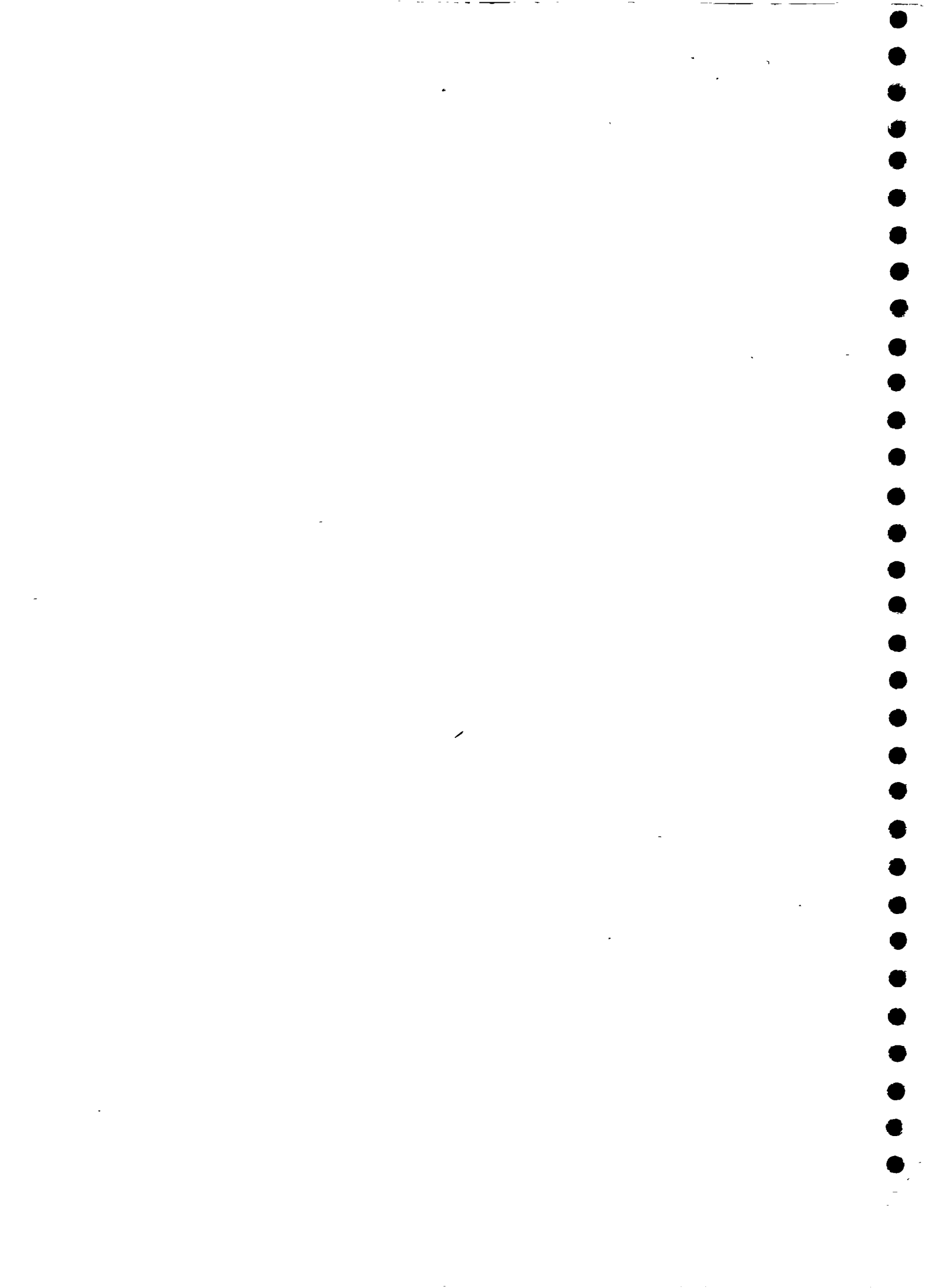


## LIST OF ABBREVIATION

ACDIL	Academy for Community Development and International Living
ADHO	Additional District Health Officer
AIH&PH	All India Institute of Hygiene and Public Health
<u>AIILSG</u>	All India Institute of Local Self Government
AIT	Asian Institute of Technology
<u>ASCI</u>	Administrative Staff College Of India
ATI	Administrative Training Institute
BATU	Dr. Babashaheb Ambedkar Technological University
BCD	British Council Division, New Delhi
BMC	Bombay Municipal Corporation
CBO	Community Based Organisation
CDD-WATSAN	Control of Diarrhoeal Disease through Water and Sanitation
CE	Chief Engineer
CEO	Chief Executive Officer
CII	Centre for Indian Industry
CMC	Calcutta Municipal Corporation
CMDA	Calcutta Metropolitan Development Authority
<u>CPHEEO</u>	Central Public Health Engineering and Environmental Organisation
CTC	Cluster Training Centre, Bombay Municipal Corporation
CTI	Central Training Institute
DFID	Department for International Development
DHO	District Health Officer
DOCC	Development of Corporate Citizenship
<u>DOPT</u>	Department of Personnel and Training
DPMU	District Planning and Monitoring Unit
DRD	Department of Rural Development
DRDA	District Rural Development Agency
DREPA	Department of Rural Employment and Poverty Alleviation
DTC	District Training Centre
DUDA	District Urban Development Authority
DWCRA	Development of Women and Children in Rural Areas
DWD	Department of Wasteland Development
Dy	Deputy
EA	Environmental Analysis
ED	Environment Department
EE	Executive Engineer
EEC	European Economic Community
EIUS	Environmental Improvement in Urban Slums
ESA	External Support Group
ESG	Education Sector Group, DFID
ESI	Environmental Sanitation Institute
ETC	Extension Training Centres
FICCI	Federation of Indian Chambers of Commerce and Industry
FIRE	Financial Institutional Reform and Expansion Project
GJTI	Gujarat Jalsewa Training Institute
GoI	Government of India
GoM	Government of Maharashtra
GRI	Gandhi Gram Rural Institute
GSDA	Groundwater Survey Development Agency
GTC	Gram Sevak Training Centre
GWMRWS	Groundwater Management for Rural Water Supply
HPG	Health and Population Group, DFID
HRD	Human Resources Development



HSMI	Human Settlements Management Institute
HUDCO	Housing & Urban Development Corporation of India
IAS	Indian Administration Service
ICDS	Integrated Child Development Scheme
IEC	Information Education and Communication
IERT	Institute of Engineering and Rural Technology
IETR	Ion Exchange Training Resource
IHE	Institute of Hydraulic Engineering
IIM	Indian Institute of Management
IIT	Indian Institute of Technology
<u>IL&amp;FS</u>	Infrastructure Leasing and Finance Services
ILGUS	Institute of Local Government and Urban Studies
IPS	Internal Postal Service
IRC	International Water and Sanitation Centre, The Hague
IRS	Indian Revenue Service
ITN	Indian Training Network
LBSNA	Lal Bahadur Shastri National Academy
LCS	Low Cost Sanitation
LG	Local Government
LPCD	Litres per capita per day
LWS	Lutheran World Service
MANAGE	National Institute of Agricultural and Development Management
MBA	Master in Business Administration
MDMTC	Dr. Manibhai Desai Management Development Training Centre
MDSUPHO	Management Development for Senior Urban Public Health Officials
<u>MIDC</u>	Maharashtra Industrial Development Corporation
MIS	Management Information System
MIT	Marees Institute of Technology
MJP	Maharashtra Jeevan Pradhikaran
MNREC	Motilal Nehru Regional Engineering College
MoRAE	Ministry of Rural Affairs and Employment, GoI
MoUAE	Ministry of Urban Affairs and Employment, GoI
MPCB	Maharashtra Pollution Control Board
MWSSB	Maharashtra Water Supply and Sanitation Board
NABARD	National Bank for Agricultural and Development
NAP	Netherlands Assisted Projects
NEERI	National Environmental Engineering Research Institute
NERI	National Environmental Research Institute
NGO	Non Governmental Organisation
NIRD	National Institute of Rural Development
NIUA	National Institute for Urban Affairs
NRTC	Nashik Research and Training Centre
NRY	Nehru Rozgar Yojana
NSDP	National Slum Development Programme
O&M	Operations and Management
ODA	Overseas Development Agency
OOPP	Objective Oriented Project Planning
PHAST	Participatory Hygiene and Sanitation Transformation
PHD	Public Health Department
PHED	Public Health Engineering Department
PMIUPEP	Prime Minister Integrated Urban Poverty Eradication Programme
PR	Public Relations
PRA	Participatory Rural Appraisal
PRED	Panchayati Raj and Engineering Department
PRRD	Panchayati Raj and Rural Development Department





PRTC	Panchayati Raj Training Centre
PS	Private Sector
PSC	Policy Support Cell
R&D	Research and Development
<u>RCUES</u>	Regional Centre for Urban and Environmental Studies
<u>RDG</u>	Rural Development Group, DFID
REC	Regional Engineering College
RGNDWM	Rajiv Gandhi National Drinking Water Mission
RPWSS	Regional Piped Water Supply Scheme
RWSG-SA	Regional Water and Sanitation Group – South Asia
RWSS	Rural Water Supply and Sanitation
SAS	State Administrative Services
SE	Superintending Engineer
SEWA	Self Employed Women's Association
SIDA	Swedish International Development Agency
SIP	Slum Improvement Project
SIRD	State Institute of Rural Development
SJCE	Shri Jayamajendra College of Engineering
SJSRY	Swarna Jayanti Shahari Rozgar Yojana
SPIIMR	S P Jain Institute for Management and Research
STEDI	Support to Training and Education in India
SUDA	State Urban Development Authority
SWM	Solid Waste Management
TCCI	Tata Community Consultancy Initiatives
TISS	Tata Institute of Social Sciences, Mumbai
TNA	Training Needs Analysis
TOT	Training of Trainers
TTTI	Technical Teachers Training Institute
UBSP	Urban Basic Services Programme
UD	Urban Development
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UPG	Urban Poverty Group, DFID
UPPA	Urban Participatory Poverty Assessment
USAID	United States Agency for International Development
UWSS	Urban Water Supply and Sanitation
VP	Village Panchayat
WALMI	Water and Land Management Institute
WB	World Bank
WEDC	Water Engineering Development Centre
WES	Water and Environmental Sanitation
WESG	Water and Environment Sanitation Group, DFID
WHO	World Health Organisation
WSSD	Water Supply and Sanitation Department, GoM
<u>YASHADA</u>	Yashwantrao Academy of Development Administration
ZP	Zilla Parishad

