

**Human Resource Development in the Water and
Environmental Sanitation Sector in India**

Second Phase Report, 15/03/99

**Findings and Recommendations from the
State-level Workshops**

**Under Assignment to the Department for International
Development – India**

Ineke van Hooff
Kevin Tayler
Archana Patkar

LIBRARY IRC
PO Box 93190, 2509 AD THE HAGUE
Tel.: +31 70 30 689 80
Fax: +31 70 35 899 64

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LIST OF ABBREVIATIONS

AE	Assistant Engineer
AHRD	Academy of Human Resource Development
AIHPH	All India Institute of Hygiene and Public Health
ASCI	Administrative Staff College Of India
ATI	Administrative Training Institute
BMC	Bombay Municipal Corporation
CA	Constitutional Amendment
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
DFID	Department for International Development
DTS	Direct Training Skills
DWCRA	Development of Women and Children in Rural Areas
Dy	Deputy
EE	Executive Engineer
ESA	External Support Agency
FICCI	Federation of Indian Chambers of Commerce and Industry
FIRE	Financial Institutional Reform and Expansion Project
GoAP	Government of Andhra Pradesh
GoI	Government of India
GoM	Government of Maharashtra
GoWB	Government of West Bengal
GP	Gram Panchayat
HRD	Human Resources Development
ICDS	Integrated Child Development Scheme
IDFC	Infrastructure Development and Finance Corporation
IEA	Indian Environmental Association
IEC	Information Education and Communication
IERT	Institute of Engineering and Rural Technology
IETR	Ion Exchange Training Resource
IIM	Indian Institute of Management
IIT	Indian Institute of Technology
IL&FS	Infrastructure Leasing and Finance Services
ILGUS	Institute of Local Government and Urban Studies
IRC	International Water and Sanitation Centre, The Hague
IT	Information Technology
IWWA	Indian Water Work Association
JE	Junior Engineer
MDSUPHO	Management Development for Senior Urban Public Health Officials
MIS	Management Information System
MJP	Maharashtra Jeevan Pradhikaran
MoRAE	Ministry of Rural Affairs and Employment, GoI
MoUAE	Ministry of Urban Affairs and Employment, GoI
NGO	Non Governmental Organisation
NIRD	National Institute of Rural Development
NIUA	National Institute for Urban Affairs
NRTC	Nashik Research and Training Centre
O&M	Operations and Management
PHD	Public Health Department
PHED	Public Health Engineering Department
PPMU	Project Planning and Monitoring Unit
PRED	Panchayati Raj and Engineering Department
PRI	Panchayati Raj Institutions
PRRD	Panchayati Raj and Rural Development Department



PSO	Programme Solidarite Eau
RCUES	Regional Centre for Urban and Environmental Studies
RDD	Rural Development Department
RKMLP	Rama Krishna Mission Loksiksha Parishad
RWS	Rural Water Supply
RWSS	Rural Water Supply and Sanitation
SC/ST	Scheduled Caste / Scheduled Tribe
SE	Superintending Engineer
SEUF	Socio-Economic Unit Foundation
SIRD	State Institute of Rural Development
SJSRY	Swarna Jayanti Shahari Rozgar Yojana
TDC	Training Development Centre
TISS	Tata Institute of Social Sciences, Mumbai
TOT	Training of Trainers
TTTI	Technical Teachers Training Institute
TWAD	Tamil Nadu Water and Drainage Board
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UWSS	Urban Water Supply and Sanitation
VJTI	Veer Jeejamata Technical 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
WSP-SA	Water and Sanitation Programme – South Asia
WSSD	Water Supply and Sanitation Department, GoM
ZP	Zilla Parishad



1.1 Background

The report is organised in two parts: the main report is a summary of the outputs from workshops conducted in four states as part of the study on human resource development in the water and environmental sanitation sector in India. The four sections set out in detail the proceedings, findings and recommendations of each workshop.

This report concludes the second phase of investigations and consultations with a range of stakeholders mainly in the four states of Andhra Pradesh, Maharashtra, West Bengal and Orissa and summarises the key findings and recommendations from workshops conducted in these four states.

This output also forms the basis for a national workshop to be co-hosted by DFID, the Ministry of Rural Areas and Environment and the Ministry of Urban Affairs and Employment, on the 19th and 20th of April, 1999 in New Delhi.

1.2 State Workshop Schedule

Workshops in the four states were held between the 15th and 26th of February, 1999. These workshops followed visits to the four states and meetings held by the consultants with a range of stakeholders in the four states and in New Delhi, between late November 1998 and early February 1999.

1.3 Workshop Process

The state-level workshops brought together practitioners, academics, trainers, administrators and policy makers from government, non-governmental organisations, the private sector and external support agencies, with a demonstrated interest in the water and environmental sanitation sector in their respective states. Each workshop contributed to the broad objectives through focussed group work on broad themes identified by the participants and facilitators.

Each state workshop was a collaborative effort between DFID and other national or state-level stakeholders as detailed below. Workshop partners supported the pre-workshop process and participated in all workshop activities. Given the large numbers (50 plus participants), each workshop revolved around structured work in smaller groups which came together in plenaries to present and discuss findings and recommendations. In Andhra Pradesh, the UNDP-World Bank Water and Sanitation Program for South Asia (WSP-SA), led the facilitation and helped coordinate the workshop structure and proceedings. The facilitators from the consultancy team were also greatly aided by DFID officers (from Nasik and New Delhi), who co-facilitated group works in various sessions in the four workshops.

1.4 Workshop Objectives:

The objectives of the workshops at the state-level, were as follows:

- To establish key elements of the reform agenda as it impacts on water and sanitation,
- To identify the main human resource development themes for the sector in the state;



- To develop concrete suggestions on the way forward for HRD in the state, including identifying potential partnerships to carry these further.

1.5 Main HRD Themes Discussed

1.5.1 Andhra Pradesh

The first workshop in Andhra Pradesh set down the broad themes for HRD in the sector while closely defining particular issues of interest to the region. These were:

- Transforming and restructuring urban utilities
- Creating high-quality, cost-effective, client-centred, autonomous HRD service providers
- Transforming and restructuring rural WES service providers
- Improved networking between training providers/HRD consultancy services for more effective WES services
- Monitoring the quality of training

1.5.2 Maharashtra

The Maharashtra workshop used the relatively larger representation of the private sector in the participant group to build on the following identified themes further:

- i) Creating a demand for training
- ii) Restructuring existing arrangements for WES towards a utility approach
- iii) Institutionalising partnerships towards achieving results in WES
- iv) Promoting and scaling up of environmental sanitation in the sector

1.5.3 West Bengal

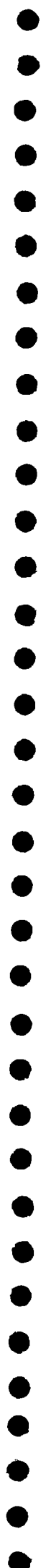
In West Bengal, presentations by government departments and institutions active in the sector formed the basis for the following thematic discussions in plenary sessions:

- i) The potential of institutions such as the Indian Institute of Management to be closely involved in areas such as institutional development, gender, etc.
- ii) The role of the AIHPH in hygiene promotion
- iii) The Medinipur sanitation experience and the question of going to scale
- iv) The experience and role of a nodal Teachers Training Institute in the sector

1.5.4 Orissa

The Orissa workshop had very large NGO representation as well as active participation from the HRD cell and worked in small groups on the following themes:

- i) Capacity Building of NGOs



- ii) Gender in the WES sector
- iii) Community participation in the sector
- iv) Coordination between different agencies

1.6 Key Findings and Recommendations

Some key findings and recommendations from all four state workshops are listed below. Detailed output for each workshop with accompanying recommendations are attached as sections.

1.6.1 HRD-type interventions identified

- i) The concept of Human Resource Development was explored in all four workshops in order to arrive at a common understanding of HRD. It was agreed that effective training, was but one important cluster among many in the HRD family and is summarised in detail below.
- ii) Other priority clusters identified included a need for institutional development of NGOs and government departments, active and involved in the sector. Key weaknesses identified for both of governmental and non-governmental models were poor management skills, poor transparency and accountability and lack of demand-led, consumer-oriented approaches. In addition, inappropriate skills –technical, interpersonal and social, were identified as problems in many cases linked to a mismatch of job descriptions with what was required of the organisation.
- iii) For effective service delivery, on an equitable and efficient basis, organisational restructuring of the various existing arrangements active in the sector for WES, was identified as a prime need. Participants were unanimous in stressing the need for creating a showcase of best practices to demonstrate the advantages of consumer-oriented, commercially viable organisations that are able to deliver reliable services to more people in a cost-effective and sustainable manner.
- iv) Restructuring of HRD cells (where operational) was thought to be essential for two reasons: i) to utilise resources earmarked by the GOI effectively for rural WES; ii) to define for themselves a coordinating and mentoring role for HRD in the sector and iii) working models of active HRD cells developed in states where the environment is right, could then be used to replicate the approach in other states.
- v) Raising the profile of HRD in the sector should also create pressure to link performance to rewards and recognition with an emphasis on utilisation of existing resources more effectively through redeployment or retraining.
- vi) In order to create a supportive and positive environment for good HRD practices to accelerate the change agenda, the workshops outlined the need for exposure of elected officials, at state and district level, to examples of successful models, satisfied consumers and innovative experiments that are working well. This needs to be replicated on the professional front, by creating a critical mass of change agents, through training, exposure and orientation of different levels e.g. from junior engineers right up to chief engineer level in one organisation.
- vii) Orientation and awareness raising of the users/consumers was underlined as a key area for HRD interventions. Educating the consumer about rights and responsibilities



would increase the demand for reliable, good quality services and would also provide the impetus to reform institutions and policies in the sector.

1.6.2 Training

- i. The need to create a demand for training was identified as the underlying cause of ineffective, poorly perceived and supported training initiatives. Most training institutions are supported by grants from the central and state governments and donors and have very little incentive to market their offerings, actively seek clients or upgrade facilities and services.
- ii. Training institutions were plagued by limited autonomy and the inability to attract professional trainers or retain good faculty members. The need for complete restructuring so that training institutions were able to position themselves as attractive propositions by prospective employees as well as potential clients was stressed by participants representing govt. and non-governmental training providers.
- iii. The client (trainee) has little or no choice due to various reasons: Employees are often directed towards by superiors in a highly bureaucratic system which perceives training as something to be suffered but not critical to productivity or performance.. This is compounded by the fact that information on various courses is often inaccessible because it is routed through senior officers in the department (in the case of government) or simply out of the reach of smaller NGOs or individuals.
- iv. The range of training courses offered all over the country have very little opportunity for self-evaluation or upgradation. The lack of information sharing accentuates this problem so that several training providers are complacent about the quality of the courses on offer, without any opportunity for benchmarking.
- v. The complete absence of a culture of networking between training providers and/or alumni (who have undergone specialised training, etc.). This would provide an ongoing opportunity to share experiences, learn lessons and maximise the benefits of a time-bound training experience. This was felt to be important in the national as well as international context.
- vi. A very concrete problem in the Indian context, endorsed by participants in all states was the need for trainers to upgrade their communication skills and training methodology i.e. to keep in step with developments and new interactive training methodologies, teaching aids, effective practices, etc.
- vii. The need for evaluation of the quality of training, regular self-evaluation of quality of services as well as occasional third party evaluation was also stressed.
- viii. A database of training resources, with details of skills, experience, clients, etc. would facilitate sourcing of appropriate resources.

1.6.3 Partnerships

- i. The key recommendation to emerge from the workshops, is the need to engage the private sector in partnerships with NGOs, Govt. and donors. More opportunities to interact, share information and collaborate were needed in order to make available to the WES sector a range of skills and expertise.
- ii. Partnerships should be built on the basis of core competencies, recognising the strengths and weaknesses of partners, but working towards common objectives and goals.

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- iii. A need for thematic fora and workshops where sector practitioners, academics and government officers could come together to share experiences was expressed in all states. In Orissa, this was stated to be a particularly pressing need at both state and district level.

1.6.4 Documentation and Dissemination

- i. Of particular relevance to HRD, support for i) documentation of models and examples of successes and failures as well as ii) developing documentation skills among implementing agencies (NGOs or govt.) was identified as a critical gap in the sector.
- ii. The lack of user friendly, easily accessible information on new approaches, initiatives in the pipeline, people and events in the sector, literature and research findings called for better and wider dissemination of information to a range of target communities.
- iii. Documentation is particularly important for establishing directories of best practise that can show the way forward and these should be cross-sectoral and international in nature, extrapolating relevant lessons for WES in India.

1.6.5 Specific priority areas for the sector

- i. The 74th Constitutional Amendment (CA) has substantially increased the responsibilities and powers of urban local bodies, in providing water and sanitation services. Capacity building of councillors and corporators, chairpersons and mayors has been identified as an important area to target training and exposure in tariff setting, planning and management of UWSS.
- ii. Likewise the 73rd CA has created the need for the orientation of a vast number of elected officials at the district and gram panchayat levels.
- iii. Appropriate technology or rather, the ability to design, implement and maintain useful, cost-effective and sustainable services with communities, has been identified as a key gap in the degree and diploma courses currently available. Revamping of the university curriculum (public health engineering or environmental engineering) is seen as a priority, albeit difficult, area for HRD reform.
- iv. Expertise in gender training and sensitisation, targeting organisations as opposed to individuals and packaged in a non-threatening, locally acceptable manner (and not perceived as a donor - driven agenda), needs to be developed and showcased for the benefits it can bring to the sector.
- v. Professionals in the water, wastewater, solid waste, latrine business need to become managers with a view to increased efficiency and better services to customers. Management training is a premier need for the rural and urban sectors. In addition, the absence of management training designed specifically for not-for profit organisations such as NGOs, was felt to be a gap.
- vi. Health and hygiene promotion was identified as a particularly neglected area in terms of resources available (short and long courses, consultancy services, resource centres, etc.). There is a need to revamp diploma and degree programmes and to offer short courses targeting sector professionals.
- vii. The need for setting up centres of excellence in various sectoral specialisations such as low-cost sanitation, solid waste management, domestic wastewater management, etc. was endorsed by participants, especially academics, specialist NGOs and



- government. These centres of excellence could link action research on actual projects into research and development, documentation and dissemination of lessons learnt.
- viii. While the rural sector under the aegis of the Rajiv Gandhi National Drinking Water Mission, has created HRD cells to facilitate improved service delivery, the urban sector has made no such coordinated attempt. In addition the State Institutes of Rural development also contribute to related skills development, orientation and training for rural water supply and sanitation. It was felt that there is a need to formalise the HRD coordinating function in the urban WES sector as well.

1.7 National Workshop, 19-20th April, New Delhi

- The National Workshop is co-sponsored by the Ministry of Rural Areas and Environment, the Ministry of Urban Affairs and Employment and DFID.
- Workshop participants will include state secretaries (urban and rural water and sanitation), directors of HRD cells, directors of key training providers, NGOs and key donors with an interest in the sector.
- On the basis of the above findings and recommendations from the state workshop together with the findings from Phase 1 of the study, the consultants will recommend several HRD interventions for the consideration of participants in the national workshop.
- It is anticipated that the scope of some of these interventions will be quite large and require collaborative commitment between government and one or more donor agencies. The national workshop will try and obtain initial expressions of interest in collaborating further on some of these interventions.
- As DFID's interest lies primarily in the four states that form the focus of this study, the consultants will be recommending additional interventions outside these states for the consideration of other potential partners i.e. other donors and government, in the hope that any one intervention is of a sufficient scale and size to make a difference in the sector.
- Following the national workshop the consultants will conclude the study with the production of a concept note, recommending interventions for DFID support with suggestions for management arrangements.



SECTION 2.1

**Workshop Proceedings
15-16th February 1999
Hyderabad, Andhra Pradesh**



Workshop on HRD in the Water and Environmental Sanitation Sector

- **The Panchayati Raj Engineering Department, Government of Andhra Pradesh**
- **The Water and Sanitation Program for South Asia**
- **DFID-India**

Venue. The Administrative Staff College of India, Hyderabad

Dates: 15-16th February, 1999

Introductory Session

Mr. Nigel Kirby, Engineering Advisor, WESG welcomed participants and explained the purpose and objectives of the workshop and the study on HRD in the water and environmental sanitation sector in India.

Mr. Piers Cross, Regional Manager, UNDP-World Bank, Water and Sanitation Program for South Asia, talked about the WSP's mandate for HRD in the sector in India and the organisation's interest and support to the HRD study.

Mr. Rajeshwar Rao, Joint Secretary, Municipal Administration Department, Govt. of Andhra Pradesh opened the workshop by outlining key priorities in the sector with respect to HRD.

Dr. Yerram Raju, Dean of Studies, ASCI welcomed the participants and spoke about ASCI's role to date in providing high-quality training services.

Activity 1 The Reform Agenda in Rural and Urban Water and Environmental Sanitation in India

Three case studies were considered in four working groups as follows:

- (A) Hyderabad Metro Water** – example of the transformation of an urban water and sanitation undertaking into an efficient, customer-oriented organisation.
- (B) The Socio-Economic Units Foundation (SEUF)** – an example of the development of an NGO with strong government links into an independent training provider
- (C) The Karnataka Rural Water Supply and Sanitation Project** – an example of a demand responsive project that aims to devolve management responsibilities to the community.

The findings of the four working groups were presented in a plenary and are summarised below as the key positive changes identified in each of the cases studied.



Case Study (A) – Hyderabad Metro Water

Proposals for Change were based on critical analysis and understanding and were founded in a vision of where the organisation wants to go. There was a conscious effort to work towards becoming a more customer-driven organisation. At the same time, managers were given increased responsibility and autonomy. Efforts were made to install staff with an increased awareness of the need to achieve commercial viability. An HRD strategy was required to retrain staff to make them capable of restructuring and to reorient them in a customer-driven approach to service.

Case Study (B)- SEUF

SEUF acts as a facilitator in the process of decentralising institutions. It was initiated as a unit within the Kerala Water department with external funding but has since been reconstituted as an independent society, which retains strong government representation on the Board. It thus provides an interesting model of partnership between government and non-governmental sectors. SEUF is now self-supporting as a result of consultancy work for the state government as well as for other clients within and outside the state. An attempt has been made to replicate the SEUF experience – in particular in the case of the Clean Kerala Campaign.

Case Study (C) – Karnataka Water Supply Project

A key feature of this project was the participation of all social groups within the community from the beginning of the process and through planning, implementation and monitoring of initiatives. The participants felt this was the reason for improved sustainability. The project demonstrated that participatory methods provide a viable way of gauging demand and assessing service options. The project has also demonstrated that people are willing to pay for better quality services. The need to keep the income from water and sanitation charges in a separate WES account was raised as a key issue during the discussion. The project has also shown that early ownership will make the people more committed toward the continued operation and maintenance of facilities.

Case Studies demonstrating *Best Practise in HRD*

Six case studies of best practise in HRD were discussed in small groups:

1. Academy of Human Resource Development (AHRD)
2. The Tamil Nadu Water and Drainage Board (TWAD)
3. The Management Development Course for Senior Public Health Officials (MDSUPHO) at Administrative Staff College of India (ASCI), Hyderabad
4. Solid Waste Initiative in Kukatpally Municipality, Andhra Pradesh
5. State Institute for Rural Development (SIRD), Andhra Pradesh
6. Community management of handpump maintenance, Training Development Centre (TDC), Andhra Pradesh).



Academy of HRD is a non-profit organisation that provides training services and undertakes research and development assignments. Its client base is largely in the private sector although it also works with NGOs and donors. It performs a networking function and has links in many states. It stresses the need for effective communication, transparency, vision and mission, work ethics, team spirit and need-based targets. It is able to provide training of trainers for large scale capacity building programmes. The case presented was that of a merger, where AHRD was called in for organisational development and redefinition of job charts, work culture, etc.

TWAD Board This case focussed on the implementation of improved services by the provision of individual house connections for water supply in the rural areas. Positive features of the approach included decentralised procurement by contractors (on the basis of specifications), the streamlining of financial allocations through agreements and the reallocation of procurement personnel to other functions. The result was a reduction in time and cost overruns. Constraints on change included the fact that the TWAD Board is not fully autonomous in relation to financial issues such as tariff setting. It was also felt that this approach will be feasible only in well-administered states.

MDSUPHO Course This national training course targeting mainly senior public health engineers is sponsored by the MUA, GOI and supported by DFID. It is in the process of being transferred from WED, Loughborough University, UK to ASCL, Hyderabad. Its objective is to make trainees into efficient managers for WES. Positive aspects of the programme included the attitudinal changes among trainees and the high levels of satisfaction expressed by trainees. Negative aspects included the relatively high cost (the course includes a five week leg in the UK and a visit to France) and the difficulties faced by trainees in applying new skills upon their return to their organisations. The need to build up a critical mass of likeminded change agents within an organisation and to cascade the benefits of the training to subordinates and peers, including elected officials was stressed.

Solid Waste in Kukatpally Municipality This project gave a group of women, who had been previously employed by solid waste contractors, the opportunity to start their own waste collection enterprise. The scheme was initiated by the Municipal Administration and Urban Development Department of the GoAP. The Government has acted as a catalyst and facilitator, developing the approach and supporting the process of confidence building so that the women are convinced about the viability of the scheme and their ability to deliver. This process has also been supported by an NGO. Positive aspects discussed by the group, included empowerment of women, improvements in the local environment and reduction in the need for monitoring of services by municipal government. Some resistance to the scheme was encountered among the municipal staff. Despite this, the initiative is operating successfully and a further eighteen municipalities have expressed interest in replicating the approach.

TDC training for community handpump maintenance TDC works with and through other NGOs in the state to train handpump technicians in 15 mandals. It aims to supplement the efforts of the state government which provides one mechanic per mandal, a level of service that has proven insufficient. Funding is provided by WaterAid, Oxfam and GoAP. Initial support was forthcoming from the District Collector when the project started. However, subsequent incumbents have not been as supportive. The initiative continues, trying to work with government departments that do respond positively. The objective is to move towards



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self-reliance through the handing over of responsibilities for paying the handpump mechanics to local water user committees. The NGO facilitates activities by holding a reserve of spares that can be made available to local committees as well as government departments as required.

The above case studies served to extract key issues to be addressed in structured group work. These issues, presented by each group in the plenary were encapsulated in a vision or action statement as follows:

- Transforming and restructuring urban utilities
- Creating high-quality, cost-effective, client-centred, autonomous HRD service providers
- Transforming and restructuring rural WES service providers
- Improved networking between training providers/HRD consultancy services for more effective WES services
- Monitoring the quality of training

The output of the five groups is set out below.

THEME 1: Transforming and Restructuring Rural Service Providers

Action Statement

Develop autonomous accountable, consumer-oriented organisations, which work together in a coordinated manner

Issue

Transforming and restructuring rural providers & service providers

This is important because :

Better quality of services, viability and sustainability for overall development

Resources available:

Training – for community and government

Strengthen organisation through HRD

Capital costs from govt., maintenance from users can be mobilised

Individual willingness/motivation to deliver services

Bureaucratic restructuring to be community sensitive

Gaps

Uncoordinated working

Improved facilities

In adequate financial resources

Lack of transparency

No Rewards/incentives

Dearth of committed personnel

Lack of right personnel for right services

Steps to fill the gaps

Disseminating information on budgets/achievements

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Co-ordination with other organisations and partners?
Re-orientation of staff?
Pilot different structures through demonstration projects
Donor agency support to multi disciplinary teams in short term
Take small, sure steps
Employ staff able to create public awareness
Drafting multi-disciplinary personnel (eg. Health, sociologists) into the organisation
Appoint multi disciplinary teams and ensure their training

THEME 2: Transforming and Restructuring Urban Utilities

Action Statement

To establish customer-focussed utility which sustains services over time

Issue

1.1 Transforming and restructuring urban utilities

This is important because:

- Large number of people do not have these services
- Public health
- Current agencies don't provide this adequately

Resources available:

- International experience in utility transformation
- Some best practices in Indian context available
- Manpower is available
- Potential customers available
- Basic infrastructure available to an extent

Gaps

No strategic (long term) plan
Lop-sided priorities
Adequate finances
Lack of public awareness and participation
No customers care
Low financial mobilization
Low emphasis on training
Institutional weakness (low autonomy and decentralization)
Pollution and shortage of water resources
Ineffective personnel management/lack of accountability

Steps to fill the Gaps

Prioritize W&S as two urgent services
Developing corporate plan mission orientation
Institutional strengthening through consultancy and training
PP Partnership
Consumer awareness (General education)
Develop good MIS
Autonomy and decentralization



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Direct involvement of public with utilities
Legal reforms
NGO involvement
Water resource management

Risks

- People who are unable to pay for services will be left out
- Political risk
- Drought failure or rains floods

THEME 3: Restructuring HRD Providers

Vision Statement

To create high quality cost-effective, client-centered autonomous HRD service providers

Issue:

Restructuring the supply of HRD Services

This is important because:

- Existing HRD providers are less effective:
- Staff Commitment, Training & Motivation and Management needs strengthening

Resources:

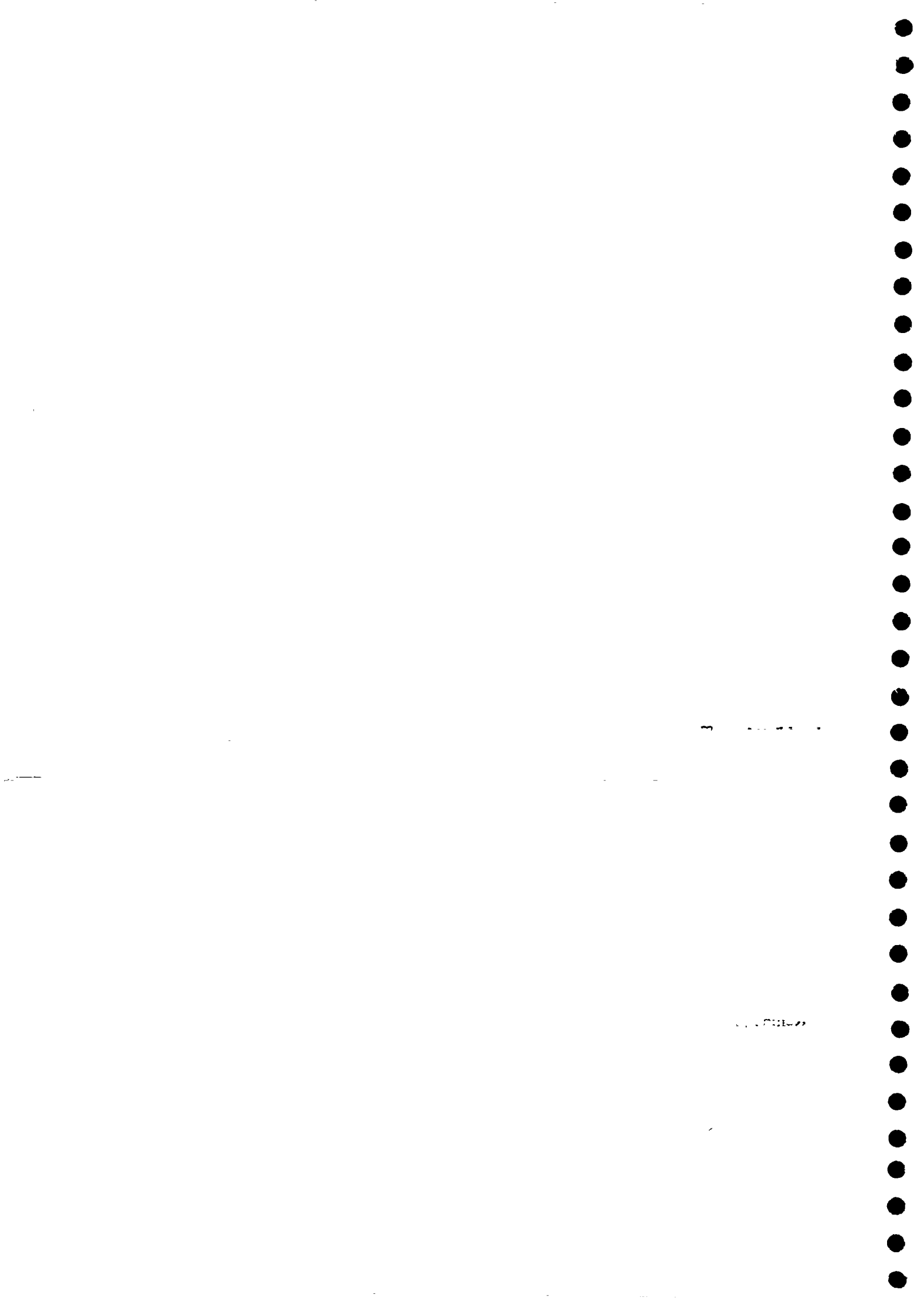
Other international models
NGO, HRD network management training exposure plus courses
Leading HRD exponents
Finance (Govt.) available
Basic facilities available

Problems/Gaps

Increase autonomy
Generate a market for HRD Services
HRD needs not recognized
Value of knowledge recognized
HRD personnel not well-trained and motivated
No motivation
No Encouragement
No rewards
Inability to attract high performance staff

Steps to fill the Gaps

Institute performance management systems for professional staff
Incentives (Finance, certificate, recognition) for high performance
Institutionalisation of the HRD concept
Water Board Autonomy
Contract HRD services based on performance
Expose political leadership to market-based practices
Persuade the WSES authorities to outsource



Risks

Cost

Assume high performing management

Loss of control by Board

THEME 4: Monitoring the Quality of Training

Action Statement

Develop a cost-effective assessment of whether training is translated/implemented into relevant and effective action on the job

Issue

Monitoring the quality of Training

This is important because:

Making HRD (Training) meet trainees/organization's needs

Resources available

- Panchayati Raj
- Urban local bodies
- Educational and training and research institutes
- NGOs
- Management consultants, Anderson, KPMG, ATI - Mysore, BIA - Bhopal, AATI - Assam, UPAA - Nainital, IIT - Delhi, RCUES - Hyderabad, MCIHRD -
- State and National HRD Depts

Gaps

- No standards for training
- No mandated feedback
- Quality suffers at cost of quantity
- Untrained trainers
- Poor Trainee selection
- Limited emphasis on management of training
- External and internal process

Steps to fill gaps

- Accreditation for Training Institutions (periodic evaluation)
- Develop Model Institutions from existing institutions and transfer learning
- Phase training with job experience, build feedback into training
- Feedback forms from trainees and employees
- Qualitative training at grass-root level
- Low trainer, trainee ratio
- Remove govt. mandate on numbers for training
- Direct trainers skills training (DTS)
- Exposure of trainers to the job
- One time training to be abolished



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Risks

- Difficult to be sector specific
- Isolated, elite organisations
- Subject to manipulation
- Hampers work
- May not be prepared well
- Qualitative feedback left out
- Feedback not translated into action
- Govt. unwilling to change
- Institutional structure may not allow new ideas

THEME 5: HRD Networks

Action Statement:

Improve networking between training providers/HRD consultants towards more effective WES services

Issue:

HRD Networks

This is important because:

Provide more information and efficient choices to the client and better resource sharing between providers

Resources available:

HRD resources

Institutions

IT Expertise

Gaps:

More accessibility to certain groups

Quality control mechanism

Information sampling database (On why/what and how it can continue)

Steps to fill the gaps:

It should be well managed

Learn from other experiences e.g. gender mobility of trainees

Initial support to this network

Increase information - transparency

Through Internet

Leave it to the market

Risks:

No regulatory mechanisms



WORKSHOP PARTICIPANTS – ANDHRA PRADESH

S. No	Name and Address	Tel, Fax & Email
1.	Rajeshwar Rao, Jt. Secretary Municipal Administration	
2.	A Ashok 1.2 Dr. Reddy's Foundation Begumpet, Hyderabad – 500 016.	Tel: 040-331 31 78 Fax: 040-331 88 48
3.	A Mahesh Kumar 1.3 Training and Development Center H.No. 11-13-32/2A, Road No.5, Alakapuri Colony Dilsukhnagar Hyderabad – 500 660.	Tel: (O) 040-403 26 89 Fax: 040-403 26 88
4.	A Narasimha Swamy SE (RWS) Anantapur	
5.	A Prabhu Das Operations Manager World Vision of India Central Zone, 12-13-459, Street No. 1, Tarnaka, Hyderabad- 500 017	Tel # 040-7019594, 7018070, 7848255@ Fax # 040-7017029 Em: ankala prabhudas@hotmail.com
6.	Anam Vivekanand Reddy President A P Chamber of Municipal Chairmen A-3-5-701, Himayathnagar Hyderabad – 500 029.	Nellore Tel: 322244, 321155
7.	Anu Sharat SPC NAHO Hyderabad	
8.	B Rajeshwar Rao Executive Engineer RWS Panchayati Raj & Rural Development Department GoAP Z P Compound, Nizamabad, AP	Tel: 08462-, 39918 (O), 39916 @ Tel: 7051711@ (Hyderabad)
9.	Bro. Varghese Peoples Initiative Network (PIN) Moosanagar, Chaderghat Hyderabad	Tel # 040-4579147 Fax # 040-3322872
10.	C Balaji Director Academy of Human Resources Development Plot # 6, Journalist's Colony, Road # 3, Banjara Hills, Hyderabad – 500 034	Tel # 040-3352406 / 3352413 Fax # 040-3352406 / 3352413 Em: ahrdhd1@hdl.vsnl.net.in
11.	C Ramachandraiah CESS Nizamia Observatory Campus Begumpet, Hyderabad – 500 016	Tel # 040-3326780, 3810755@
12.	C S Reddy Director Care Andhra Pradesh 6-3-608/1, Anand Nagar Colony	Tel: 3313998, 3396379 Fax: 3323441



S. No	Name and Address	Tel, Fax & Email
	Khairatabad, Hyderabad – 500 004.	
13.	D G Rama Rao Director UPACOR 204, Kiran Apartments, Red Hills, Lakdikapul Hyderabad – 500 004.	Tel # 040-3322662 (O), 3313148 (R)
14.	D. Venkateswara Rao Consultant C/o. CDMA Hyderabad – 500 029.	Tel: 040-3221569, 7768794@ Fax: 040-3220876
15.	D P Vaish UNICEF 6-2-981, Khairatabad Hyderabad – 500004.	Tel # 040-3314933 / 3314973 Fax: 3314657 Em: dvaish@uncdel.ernet.in
16.	D Rayanna 1.4 Secretary 1.5 Center for Research Training & Development 32, Sancharpuri, New Bowenpalli Secunderabad – 500 011. (A.P.)	Tel: (O) 040-775 11 34 Fax: 040 7019321, 7847149
17.	Dr. R Rajaiah, SAVE Rotary Club of Hyderabad Megacity 7-1-30/6, Ameerpet Hyderabad – 500 016.	Tel: (R) 040-3731334 Fax 040-3734322 Em: savegirls@hotmail.com
18.	Frank L T J Hanrath Team Leader 2 Netherlands Assisted Projects Office 8-2-293/82/A/1115, Road No. 54 Jubilee Hills, Hyderabad – 500 033.	Tel # 040-3607198 / 3607428 Fax # 040-3608428 Em: napo@hdl.vsnl.net.in
19.	G Muralidhar Programme Coordinator OUTREACH 73/2 R T, Saidabad Colony Hyderabad – 500 059.	Tel # 040-4070836
20.	Hamid Ahmad Social Scientist (World Bank, Netherlands & Danida Assisted Projects) PPMU, RD&PR Dept. Govt. of Karnataka 6 th Floor, F Block, KHB Complex, Caurey Bhavan, Bangalore – 560 009	Tel # 080-2240627 Fax#080-2240509
21.	Isac John Project Manager Technical Support Unit Socio-Economic Unit Foundation B 1 New Block, IV Floor, Collectorate Malapurram – 676 505.	Tel: 0493-738369
22.	J David World Vision of India HUADP, H.No. 12-5-27, Krupanilayam Vijayapuri, South Lallaguda Hyderabad – 500 017.	Tel # 040-7019594, 7834213 Fax # 040-7017029
23.	J Ravi Sankar Lecturer, Water & Environment Division,	Tel: 08712-76191 (O), 76248@ Fax: 08712-76547



S. No	Name and Address	Tel, Fax & Email
	Department of Civil Engineering Regional Engineering College Warangal – 506 004.	Em: jrs@recw.ernet.in
24.	Jasveen Jairath Consultant Centre for Economic and Social Studies (CESS) Nizamiah Observatory Campus, Begumpet Hyderabad – 500 016.	Ph & Fax: 3545330 Em: socpdev@hdl.vsnl.net.in
25.	K Balachandra Kurup Team Leader Community Participation Management Consultancy (World Bank Assisted) JSS Consultants, No.31, 15 th Main, 22 nd Cross, Banashanakari 2 nd Stage Bangalore – 560 070	Ph & Fax: 080 6711127 Em: bkurup@md3.vsnl.net.in (Trivandrum) Vashmi@sasi.com (Bangalore)
26.	K Dhanunjaya Reddy Director ND Software 6-3-778/37, 1 st Floor, ERP Towers Lane Opp. Gold Spot, Ameerpet Hyderabad – 500 016	Tel: 3305928, 3308867 Fax: 3323649
27.	K John Joseph Women Upliftment Enterprise 15-7A-5, Venkataratnapuram Kakinada – 533 001. (A.P.)	Tel: 67109
28.	K L S Murthy E D HRD Hyderabad	
29.	K P Rao Principal - Metro Staff Training College Hyderabad Metropolitan Water Supply and Sewerage Board Hydernagar, Hyderabad – 500 072.	Tel: 3050491
30.	K S Srinivas Patro Afpro Afpro Field Unit 2, No 4 Palm Grove Road, Victoria Layout, Bangalore – 560047	Tel # 080-5576836
31.	K Shiva Prasad Afpro Afpro Field Unit 2, No 4 Palm Grove Road, Victoria Layout, Bangalore – 560047	Tel # 080-5576836
32.	K T Reddy Dy. Executive Engineer/RWS Kalwakurthy Mahabubnagar (A.P.)	
33.	P N Panicker Executive Director Socio-Economic Unit Foundation Post Bag: 507, TC-15/309, Easwara Vilasam Road Thycaud (Po), Trivandrum – 695 014.	Tel: 0471-325917 Fax: 0471-325904 Em: seuf@md2.vsnl.net.in
34.	M Chandra Sekhar	Tel: 08712-76191, 76192, 76193, 66027@



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S. No	Name and Address	Tel, Fax & Email
	Lecturer in Civil Engineering Water & Engineering Division Regional Engineering College Warangal – 506 004	Fax # 08712-76547 Em: mcs@recw.ernet.in
35.	M Nageswara Rao Associate Professor Institute for Social and Economic Change Nagarbhavi PO Bangalore – 560072	Tel # 080-3215468 Fax: 080-3217008 Em: mnrao@isec.kar.nic.in
36.	M Narsing Rao Dy. Executive Engineer Panchayati Raj & Rural Development Department GoAP O/o Engineer in Chief, Erram Manzil Hyderabad – 500 082	Tel: 319677, 3319731
37.	M T Krishna Babu Municipal Commissioner Guntur	Tel # 0863-224202 / 241689 (R)
38.	M V N Venkata Rao Dy. Executive Engineer RWS Panchayati Raj & Rural Development Department GoAP Vizianagram, AP	
39.	M Venkata Swamy Joint Director Panchayati Raj Engineering Department S R T G N Bhavan, Errammanzil Colony Hyderabad – 500 082.	Tel: 3392405, 3319677 Fax: 3319688
40.	Mazhar Hussain COVA 20-4-10, Nr. New bus Stand, Charminar, Hyderabad.	Tel # 040-3222260 / 3222867 / 4572984 Fax # 040-4574527 Email: covahyd@hti.vsnl.net.in / ddshyd@hti.vsnl.net.in
41.	M S Raghavendra F-316, Tirumala Apartments Yusufguda Check Post Hyderabad – 500 045	Tel: 3608811 Pager: 9624-294807
42.	N K Narasimha Rao, I A S., Commissioner APARD Hyderabad	
43.	Navaneeth Reddy Technical Assistant - Town Planning Municipal Corporation of Hyderabad B22 Ravindra Nagar, Habsiguda Hyderabad – 500 007.	Tel: 715 3840
44.	P I Rufus World Vision of India HUADP, H.No. 12-5-27, Krupanilayam Vijayapuri, South Lallaguda Hyderabad – 500 017.	Tel # 040-7019594, 7834213 Fax # 040-7017029 Pager: 9624-290875
45.	P Narayana Rao SEE Hyderabad.	



S. No	Name and Address	Tel, Fax & Email
46.	P Narsingh Rao SE RWS Hyderabad	
47.	P P Gupta APARD Hyderabad	
48.	P G U Bhaskar Rao SE (RSW) Panchayati Raj & Rural Development Department GoAP Vijayawada. AP	Tel & Fax: 573944
49.	Prabha Joseph Chairperson – Municipal Council Kakinada Municipality Kakinada – 533 001 (A.P.)	Tel: 374336, 374326@
50.	Prof M G Joe Faculty & Coordinator – FPHRD Academy of Human Resources Development Plot #6, Journalists Colony, Road #3, Banjara Hills Hyderabad – 500 034.	Tel. 3352406, 3352413
51.	Prof V Lakshmi pathy Urban Management OSMANIA University Hyderabad – 500007	Tel # 040-7018494 Fax # 040-7019321 Email: RCUES@O.U.O.U.CMCNET.IN
52.	R Rangabashiam Joint Chief Engineer Tamil Nadu Water Supply and Drainage Board TWAD House, Chepauk Chennai – 600 005.	Tel: 6272680, 6272794 Em: twad@tn
53.	R S Deshpande Professor and Head Agricultural Development and Rural Transformation Institute for Social and Economic Change Nagarbhavi PO Bangalore – 560 072	Tel: 080-3215468, 3217012(D) Fax: 080-3217008 Em: deshpande@isec.kar.nic.in
54.	R Yadagiri Reddy Municipal Corporation Warangal	
55.	Rishi Raj Waghay 16-11-20/3, Saleem Nagar, Malakpet Hyderabad – 500 036.	Tel: 4549164
56.	Raj Kumar Daw 3 Netherlands Assisted Projects Office 8-2-293/82/A/1115, Road No. 54 Jubilee Hills, Hyderabad – 500 033	Tel # 040-3607198 / 3607428 Fax # 040-3608428
57.	S S Naidu Chief Engineer – RWS Panchayati Raj & Rural Development Department GoAP Erram Manzil, Hyderabad – 500082	Tel # 040-234832 Fax # 040-230608



S. No	Name and Address	Tel, Fax & Email
58.	S Srinivasan Sr Assistant Director CHRD National Institute for Rural Development Rajendra Nagar Hyderabad – 500 030	Tel # 040 - 4015001 – 4015004 Fax # 040-4015277, 4015743
59.	Sadashiva Murthy B M Teaching Faculty Department of Environmental Engg. Sri Jayachamarajendra College of Engineering Mysore – 570 006	Tel # 0821-512568, 512292, 511383 Fax: 0821-515770 Em: bmsada@stle.ernet.in
60.	Dr. Sheela Prasad UNVESHU – NGO's Women Centre for Regional Studies, School of Social Science, University of Hyderabad	Tel # 040-3229469 (R) Email: shss@uohyd.ernet.in
61.	T R Indira Chief Engineer (OECF) ICWA, Trivandrum – 3 Kerala	Tel: 0471-310034, 310156@, 311510@ Fax: 0471-310028
62.	T Rajagopala Chari Sanitation Consultant World Bank Hyderabad	Tel # 040-3356193
63.	V Sreekanth Rao Municipal Commissioner	
64.	Y Narasimhaia Training and Development Center 11-13-32/2/A, Road No.5, Alakapuri Colony, Dilsukh Nagar Hyderabad – 500 035	Tel & Fax: (O) 040-403 26 89
65.	K B R Prasad Rao Executive Engineer, RUS Project Vijaywada	Tel: 574690
66.	B Yerram Raju Dean of Studies Administrative Staff College of India Bella Vista, Hyderabad – 500 082	Tel: 040-3310952 Fax: 040-3312954
67.	V Srinivas Chary Faculty Administrative Staff College of India Bella Vista, Hyderabad – 500 082	Tel: 040-3310952 Fax: 040-3312954 Em: vasuchary@hotmail.com
68.	Barbara E. Evans Regional Urban Specialist UNDP-World Bank Water & Sanitation Program(WSP-SA) 55 Lodi Estate New Delhi	Tel : 91 11 4690488 Fax : 91 11 4698250 Em : bevans1@worldbank.org
69.	Piers Cross Regional Manager UNDP-World Bank Water & Sanitation Program(WSP-SA) 55 Lodi Estate New Delhi	Tel : 91 11 4690488 Fax : 91 11 4698250 Em : pcross@worldbank.org



S. No	Name and Address	Tel, Fax & Email
70.	Fiona Fanthome Consultant UNDP-World Bank Water & Sanitation Program(WSP-SA) 55 Lodi Estate New Delhi	Tel : 91 11 4690488 Fax : 91 11 4698250 Em : ffanthome@worldbank.org
71.	Nigel R P Kirby Engineering Adviser, WESG DFID, India British High Commission B-2 Anand Niketan New Delhi	Tel : 91 11 4102967, 6875973, 6114225 Fax : 91 11 6882954 Em : n-kirby@dfid.gtnet.gov.uk
72.	Nidhi Joshi Health Officer, WESG DFID, India British High Commission B-2 Anand Niketan New Delhi	Tel : 91 11 4102967/6875973 Fax : 91 11 6882954 Em : n-joshi@dfid.gtnet.gov.uk
73.	Ben Mellor Programme Manager DFID, India British High Commission B-2 Anand Niketan New Delhi	Tel: 91 11 4102967 Fax: 91 11 6882954
74.	Brian Baxendale Head, WESG DFID, India British High Commission B-2 Anand Niketan New Delhi	Tel: 91 11 4102967 Fax: 91 11 6882954 Em: b-baxendale@dfid.gtnet.gov.uk
75.	Archana Patkar Social Development Consultant 21 Golf Links, Pali Hill, Khar Mumbai 400 052	Tel : 91 22 6040874, 2851191 Fax : 91 22 6050866, 2883210 Em : archana-ind@hotmail.com
76.	Kevin Taylor GHK International St James Hall Moore Park Road London	Tel : 44 171 7368212 Fax: 44 171 736 0784 Em : taylor@ghkint.com
77.	Ineke van Hooff IRC International Water and Sanitation Centre WHO Collaboration Centre PO Box 93190, 2509AD The Hague The Netherlands	Tel: 31-70-30 689 74 Fax: 31-70-35 899 64 Em: hooff@irc.nl



SECTION 2.2

**Workshop Proceedings
19-20th, February 1999
Mumbai, Maharashtra**



Workshop on HRD in the Water and Environmental Sanitation Sector

- **The Water Supply & Sanitation Department, Government of Maharashtra**
- **Shriram Engineering of the Shriram Group of Companies**
- **DFID-India**

Venue: Yashwantrao, Chauhan Auditorium, Mumbai

Dates: 19-20th February 1999

Introductory Session

- **Mr. Ben Mellor**, Programme Manager, Water and Environmental Sanitation Group, DFID-India welcomed participants to the second state level workshop on HRD in the water and environmental sanitation sector.
- **Mr. Ranganathan**, Additional Chief Secretary, Water Supply and Sanitation Department, Govt. of Maharashtra opened the workshop with a keynote address that stressed the following themes:
 - i) The need for the creation of awareness at all levels in the sector, including as a target group - elected officials
 - ii) The need to examine changes in the education system from school right through higher secondary and diploma degree level. At the higher level, he stressed the need for sector professionals to be aware of alternative approaches to watsan problems.
 - iii) The need for knowledge centres that provide access to accurate, dependable and up-to-date information on specific issues. These might include solid waste management, community participation and management of urban infrastructure systems.
- **Mr. Santosh Kamat**, Chief Executive Officer of Shriram Engineering that specializes in water and wastewater treatment and associated services, spoke briefly about the importance of HRD for the sector.

Plenary Session – The Reform Agenda

This session revolved around the presentation of 3 case studies, which participants then analysed in buzz groups in order to extract the key positive factors with respect to human resources development.

Case 1: Pune Rivers of Life Project, Ms. Zelma Lazarus, IMPACT

Pune like other rapidly growing Indian cities, suffers from high levels of pollution and environmental degradation. IMPACT, an international initiative against avoidable disablement, undertook an initial study, sponsored by Thermax Limited, to establish the



effects of water pollution on health. The study found high levels of fecal contamination in the rivers that run through the city. IMPACT's approach has been to bring together various groups including the municipalities of Pune, Pimpri-Chinchwad, industry, the University of Pune and the Lund University, Sweden and civil society in Pune, in order to develop a collaborative approach to tackling the problems of river pollution.

The key positive features identified by the participants during the group discussion were:

- Partnership and team building for problem solving;
- Awareness that problems are joint problems that require cooperative solutions;
- IMPACT acted as a catalyst and took the initiative.
- Corporate Response to a social problem

CASE 2: ION EXCHANGE India Ltd.; Ms. Nirupa Bhangar

Ion Exchange is a commercial company involved in water and wastewater treatment. The company recently established a rural development cell, which aims to adapt Ion Exchange technology and make it appropriate for rural clients. The cell works with rural communities through NGOs. It is currently working with the Aga Khan Foundation and Anarde Foundation on a de-fluoridation project, with Oxfam on a drinking water and sanitation project and with BAIF on a water recycling project. It has also developed various small – scale technologies including a low-cost water filter, a simple kit for testing fecal contamination of water. This unit is also working on an iron removal kit and a nitrate removal unit.

The company has also established Ion Exchange Training resources (IETR), a Rs. 1 crore division which provides customised training in business management and utility and environment management in collaboration with faculty in the US and UK.

The key positive aspects identified by participants during the group discussions were:

- The use of appropriate technology;
- Diversity of clients;
- Private sector involvement in WES – with a long-term market strategy
- Innovative HRD model that combines technical training with institutional development

CASE 3: RCUES' role in restructuring of water utilities, Dr. V. Lakshmipathy,

The presentation examined the role of the Regional Centre for Urban and Environmental Studies (RCUES) of the Osmania University in Hyderabad, in three projects in the water and sanitation sector:

- Hyderabad Metro Water 1990 to date;
- Tamil Nadu Water Supply and Sewerage Board
- Maharashtra Jeevan Pradhikaran



Dr Laksmipathy underlined the following steps undertaken in tackling performance:

- i. Identify strengths and weaknesses in performance systems;
- ii. Conceptualise strategies to enhance corporate performance;
- iii. Develop action plans for implementation;
- iv. Identify mechanisms for upgrading knowledge and skills;
- v. Develop a vision and a long-term direction for institutional strengthening.

He emphasized a participatory approach wherein RCUES worked in partnership with resource persons from within the client organisation. The approach starts with the generation of data through diagnostic workshops and field visits. The next steps are to identify problem interdependencies and to prioritise problems for correction. These activities lead into the preparation of action plans. The current status of skills is mapped and systems for individual development and organisational management are put in place.

The results on the exercise in Hyderabad have been impressive. Unaccounted for water has reduced from 32% to 24%, the tariff has been raised three times since the exercise began and revenue collection is at 90% of the total possible. A customer service cell for easy complaint and grievance redressal has been set up. The procedures for obtaining connections have been simplified. Within Hyderabad Metro – some changes have been made to promotion procedures in order to be able to link rewards to performance to a certain extent.

In the group discussions, participants identified the following key positive features:

- Accountability
- Keeping pace with the future
- Consumer orientation
- Financial viability
- Sustainability

Thematic analysis in Groups

Key themes identified from the case studies and prioritised by the participants and facilitators, formed the basis of structured group work to formulate HRD objectives and look at resources available, as well as gaps in achieving these. The group then worked systematically on the various steps to be undertaken in filling these gaps, identifying key risks along the way. The detailed output of each group is given below.

Issue: How to institutionalize partnership for action / achieving agreed results

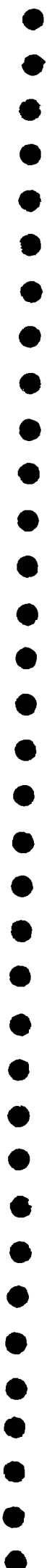
This is Important Because....

There are barriers in attaining partnerships for sustainable results

Problem Statement:

Lack of awareness, trust and conflicting interest among potential partners

Resources available:



- Technical institutes – expertise available
- Successful models
- Infrastructure
- Elected representatives funding
- Community / CBOs – local knowledge / indigenous, human resource, local institution
- Corporate professional expertise, funds, influencing role
- NGOs (local + international) – Expertise, knowledge, linkages, funding
- Government – legal framework, policy

Gaps:

- CBOs often highjacked by dominant interests
- Dependency syndrome among CBOs
- Centralized decision making
- Policy not able to address common person
- Weakness in legal framework regarding making changing and enforcing rules
- Policy not translated into detailed guidelines for action
- Lack of networking between NGOs
- Lack of knowledge of effective initiatives
- Not knowing what people / user wants
- Restricted opportunities to use local skills and material due to contracting procedures
- CBOs and NGOs have welfare rather than development perspective
- Lack of accountability
- Non appreciation of local context
- Administrative limitations
- Tendency for corporate organisations to take welfare approach to poverty alleviation
- Corporate lacks motivation to go beyond funds
- Technical Training not related to practical experience of partnership

Steps to Fill the Gaps:

- Participatory analysis of field experience / realities
- Effective coordination of resources available
- Consultative process for formulation of policy
- Review of existing policies, Govt. resolutions, procedures etc
- Identify scope for participation
- Awareness and advocacy
- Identification of measurable indicators within the monitoring process
- Linking between NGOs and supported organisations
- In the project planning and design provide for user response studies on cost sharing
- Cross sensitization among experts like technician, social, managerial, administrator
- Investigate good models of networking and learn from it and understand critical intervention
- Develop support services for NGOs



- Review and monitoring process involving user, implementing agency and external agency
- Clarity about objective roles and responsibility
- Technical courses should include relevant practical cases and should have field placement

Risks:

- Inconsistency in approach
- Passing the buck
- Vested interests
- Marginalisation of certain groups due to rigid approach in cost recovery
- Too much time on the process can detract from outputs

Issue:

- **Utility Organisation should be responsible for providing WES services and should have a commercial orientation**
- **With the government having primary responsibility for ensuring provision of WES and universal minimum access to services**

Problem Statement:

How to restructure (multiple) existing arrangements towards a utility approach

(Across the country there is a multiplicity of arrangements (PHED, PRED, Water Boards, RDDs, etc responsible for WES. The key question is: Do we not need a separate organisation that is a utility organisation charged with WES?)

This is important because:

- It will lead to - more accountability and transparency
- Greater efficiency in operations
- Better access to services and better coverage
- Better levels of service
- It will be more cost-efficient
- A business and consumer orientation will provide better services

Resources Available:

- Recognition of the need to restructure in some places
- Some key motivated government organisation recognizing and willing for a change
- Knowledge and skill base
- Entrepreneurial resources
- Technical manpower (including private sector)
- Easy availability of innovations for better performance (for efficiency) public expectations and government will
- Global and national best practices from WES and other sectors
- Local, state and donor level project funding mechanism
- Agencies willing and able to support process



- People looking for better services
- Willingness to pay for services

Specific Resources Available & Steps to be taken:

- **Technical Assistance:** FIRE, IL&FS, IDFC, PriceWaterhouse Coopers, RCUES
- **Catalysts for change:**
Chennai Corporatisation Study (DFID-FIRE);
Workshops – contribute to awareness raising
Domestic financial institutions
Donor conditionalities and support
Demonstration projects
- **Advocacy and Lobbying:**
ASSOCHEM, FICCI, CII, IEA, IWWA
All India Minister's Conference
All India Mayors' Conference
Regional Institute for Environment & Technology
- Linkages with initiatives such as *Urban Environmental Watchtower* (Mumbai)

Gaps:

- Inadequate consumer pressure
- Lack of political will
- Lack of adequate domestic examples
- Piecemeal approach to WES services
- Separation of capital investment and O & M
- Dislike for business oriented utilities
- Fear of business oriented organisations

Steps to Fill Gaps:

- Support development of consumer forums
- Use mass media
- Support Development of citizen's charters
- Formation of local groups
- Create lobbies within political circles
- Link up with networks of elected officials
- Demonstrate cases (exposure)
- Exposure of elected officials to examples in different sectors
- Exposure at different levels within an organisation to build up a critical mass
- Documentation of best practices for dissemination
- Develop examples through partnership (Local govt. PSOs, ESAs, Banks)
- Utility must look at environment sanitation water and sewerage
- Gradual phased approach
- Context specific approach



- Build capacity of local bodies to procure services

Risks:

- Inadequate govt. capacity to regulate
- Affordability – viability

<u>Issue: Creation of a demand for training</u>
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This is important because...

- Training Programmes not structured as per needs / relevant / not valued / not leading to desired results / no innovation / no new methodologies / one time event / in sustainable
- Participants don't participate / not motivated
- Training interruption / number of participation

Problem Statement:

Absence of demand driven approach for training

Gaps:

i) Training design process

- No continuous training need analysis
- Lack of post training support
- Absence of interdisciplinary components, attitudes and vision in sector skills training
- No impact assessment
- Training methodology is not innovative / attractive
- Conflict perceptions and interest between participants and stakeholders

ii) Training policy issues

- No overall training policy
- No performance- related incentives
- Top down centralized planning and decisions need of end users neglected
- Normative mindset at senior level / decision makers
- Organisational culture fails to create and institutionalise forums to voice training needs
- Positive incentives / negative compulsions for trainees to attend training
- No demand for holistic vision but only for problem solving skills
- Strong belief that training does not lead to better performance

ii) Training providers

- Core – competence institutions are lacking
- No incentive for govt. training providers to generate revenue
- Process of identifying the demands is time consuming and tedious
- Lack of mechanisms for evaluation/ impact assessment of trainees
- Absence of communication channel between stakeholders / actors



Steps to Fill the Gaps:

- Participants to contribute financially or otherwise to training
- Create HRD cell within the organisations to identify Training needs and standardize the norms
- HRD cell must have representation from all the stakeholders
- Some accreditation system for accountability and competency
- Training resource centre

Risks:

- Government unwilling to accept the change
- Existing capacity of the training institutions to cope up with the demand generated

Issue: Promotion and scaling up of environmental sanitation initiatives

Problem Statement:

Business opportunities available in WES sector, presently lying untapped

This is important because:

It can convert waste to wealth and HRD into assets

Resources available:

Material, Human and Biological resources

Name of Institute / firm / organisation – Neeri + other govt. Organisations, IIT + BMC + MJP, VJTI + Pollution Control Board etc, Pvt. Organisations + NRTC, School, NGOs, CSIR, Training Institute, Water Supply Sanitation Dept (GoM)

Services Provided

Training Research, Demos, Knowledge / Information

Pilot project, Design engineering, awareness building, community participation

Core strengths:

The reach

Knowledge

Know how

Know why

Human resources

Steps to fill the gaps

Bring in accountability

Assigning the responsibility

Need based research

HRD focus on users need

Assigning the roles

Project demonstration

Research on opportunities, technologies available and method to tap them

Make project reports

Sell them to potential buyers / users



Centre of excellence (sensitivity to creative ideas)

Create a forum

Dissemination of information and knowledge

Awareness campaign

Networking with institutions

Risks:

Money and effort

Inability to reach the masses and interiors

Partnership / linkage weak, institute and NGOs, NGOs and community, Govt and Institute

No opportunity for grass root developer to reach the institute / govt.

Lack of awareness of social benefits and accountability, e.g. hazards to health

Lack of awareness about the potential of the waste material

We have not thought of it as a major business (untapped) opportunity

Lack of awareness of low cost, efficient, appropriate technology

Lack of awareness and confidence on the indigenous technology and knowledge

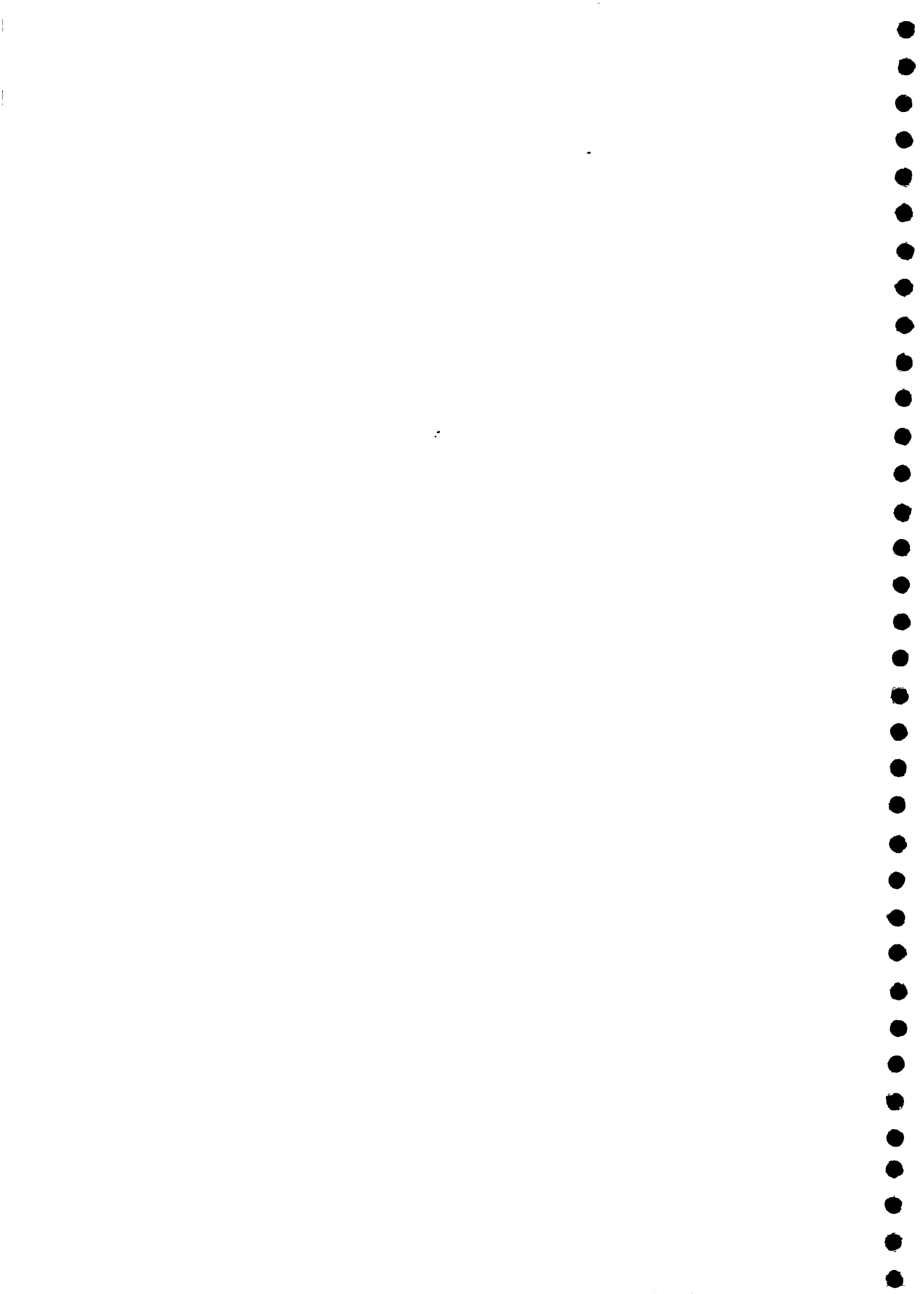


WORKSHOP PARTICIPANTS – MAHARASHTRA

Name & Designation	Organisation & Address	Contact No
Mr. J S Sahni, Member Secretary	Accounts & Treasure Finance Department Mantralaya – 400032	Tel # 022-2023085 Fax # 022-2814240
Mr. A N Alawani, Chief Engineer	MJP, Thane	Tel # 022-5423242 Fax # 022-5370232
Mr. V Ranganathan, Additional Chief Secretary	Water Supply & Sanitation Department, GoM, Mantralaya, Mumbai – 400032	Tel # 022-2885144 Fax # 022-2828129
Mr. Sahai, Jt. Secretary	Water Supply & Sanitation Department, GoM Mantralaya, Mumbai – 400032	Tel # 022-2023338 Fax # 022-2845502
Mr. Tandale, Project Officer	PPMU	Tel # 022-2845501 Fax # 022-2845499
Mr. V K Bhalerao	WSSD	
Mr. G P Vohra, Chief Engineer Mech. & Elec	Chief Engineer Office Cement Godown Bldg, 2 nd floor, R No. 203, N M Joshi Marg, Byculla (West), Mumbai	Tel # 022-3062051 Fax # 022-3072540
Dr. Alka Karande, Executive Health Officer, BMC	Public Health Department, 6 th Floor, BMC New Bldg, Mahapalika Marg, Opp VT Station, Mumbai - 400001	Tel # 022-2620588 Fax # 022-2700532
Mr. P S Meena, Director	Municipal Tech, GoM	
Dr. H M Walavalkar, Dy. EHO	BMC	
Mr. Surendra Jadhav, Dy. Secretary	Environmental Department New Administrative Bldg, 15 th Floor, Madam Cama Road, Mumbai - 400032	Tel # 022-2854707 / 2873844 Fax # 022- 2029388
Mr R G Pathe	Maharashtra Air and Water Pollution Control Board Shri Chhatrapati Shivaji Maharaj Municipal Market Bldg, 4 th Floor, Mata Ramabai Ambedkar Raod, Mumbai – 400001	Tel # 022-2614348 / 4348 / 4459 / 2659107 Fax # 022-2612320



Dr. Ashok Potdar, Health Education Officer	Project Planning & Monitoring Unit (PPMU) Water Supply & Sanitation Department Barrack No.8, Free Press Journal Marg, Mumbai	Tel # 022-2845501 Fax # 022-2845499
Mr. M D Ugemuge, Dy Engineer	Maharashtra Prathamik Shikshan Parishad (DPEP) Jawahar Balbhavan, Netaji Subhaschandra Marg, Charni Road, Mumbai – 400004	Tel # 022-3636314 / 3679267 Fax # 022-3636315
Mr. Sagane, Member Secretary Ms. Chekkala, Desk Officer	Maharashtra Jeevan Pradhikaran (MJP) Express Towers, 4 th Floor, Nariman Point, Mumbai – 400021	Tel # 022-2841576 / 2006249 Fax # 022-2029348 Email: ijp@bom5.vsnl.net in
Prof. Lakshmipathy, Urban Management	RCUES Osmania University, Hyderabad - 50007	Tel # 040-7018494 Fax # 040-7019321
Ms. Meera Mehta, Sr. Urban Finance Adviser	USAID FIRE project E-3/4, Vasat Vihar, New Delhi - 100057	Tel # 011-6149836 Fax # 011-6141420
Dr. Chayya Dattar, Head Unit for Women's Studies Ms. Mauleshri Vyas, Faculty URCD	Tata Institute of Social Sciences (TISS) Sion Trombay Road, Deonar, Mumbai – 400088	Tel # 022-5563289 – 5563293 Fax # 022-5562912
Ms. Renu Gera, WSD	UNICEF Ravindra Mansion, Dinsha Vachha Road, Mumbai – 400020	Tel # 022-2020010 Fax # 022-2027819
Dr. S H Shankar, Head – Prof. CE Dept	IIT Powai, Mumbai – 400076	Tel # 022-5767867 / 5762545 Fax # 022-5783480
Ms. Radhika Gulati	Partners in Change (Action Aid) 201, Silver Arc, 66 Napeansea Road, Mumbai	Tel # 022-3611597 Fax # 022-3611562
Prof. Milind M Kulkarni, Environment Engineer Dept	Sardar Patel Engineering College Civil Engineering Department, 1 st Floor, Bhawans Campus, Munshi Nagar, Dadabhai Road, Andheri (W), Mumbai – 400 058.	Tel # 022-6232192 / 6289777 Fax # 022-6237042
Mr. Parimal Merchant	Bhavan Campus, Munshi Nagar, Dadabhai Road, Andheri (W), Mumbai – 400058	Tel # 022-6237454 / 6232401 / 6230396 Fax # 022-6237042



Mr K R Datye	Centre for Applied System Analysis in Development (CASAD) Ganesh Kutir, 1 st floor, 68 Prathana Samaj Road, Vile Parle (East) Mumbai - 400057	Tel # 022-6132522 / 6133747 Fax # 022-6111646
Mrs Zelma Lazarus, CEO	Impact Asia - Pacific C/o UNPD, Ravindra Mansion, Dinsha Vachha Road, Mumbai - 400020	Tel # 022- 2695351 / 2700397 Fax # 022-2700395 Resi # 022-6042254 Fax # 022-6051794
Mr. Mani Bhushan	Larsen & Toubro Ltd E/6, Maker Towers, Cuffe Parade, Mumbai - 400005	Tel # 022-2188360 / 8361 / 8362 / 6711 / 6712 / 6713 Fax # 022-2188480
Ms. Nirula Bhargav, Project Officer	Ion Exchange India Ltd Tiecicon House, Dr. E Moses Road, Mahalaxmi, Worli, Mumbai - 400011	Tel # 022-4939520 / 4939523 Fax # 022-4938737
Ms. Anju Uppal, Director	Media Consultant Grassroot Communications, 2 nd Floor, Kolsawala Bldg, 16, Cawasji Patel street, Fort, Mumbai - 400001	Tel # 022-2871751 Fax # 022-2870544 Resi # 0251-680977
Mr. V G Panwalkar, Social Development Consultant Ms. Pratima Panwalkar Mr. Mohan krishnan	SIDDHI 17, Tarang CHS, Plot 20, Sector 29, Vashi, Navi Mumbai - 400703	Tel # 022-7652054 Fax # 022-7652766 Email: siddhi.enda@1wbbs.net
Ms. Mona Dhamankar, Programme Coordinator	BAIF Development Research Foundation Baif Bhavan, Dr. Manibhai Desai Nagar, National Highway N0.4, Opp Popular Nagar, Warje, Pune - 411029	Tel # 020-365494 / 369955 Fax # 020-366788 Email: mdmtc@pn2.vsnl.net.in
Mr. Ajit Phadnis Mr. Ajit Oak	DROP 4, Godawari Apt, 1 st floor, 6/2 Erandawane, Karve Road, Pune - 411004	Tel # 020-331430 Fax # 020-331430 Email: drop@bom3.vsnl.net.in
Prof. V R Phadke, Asst. Prof. Civil Engineering Department	Maharashtra Institute of Technology S No. 124, Kothrud, Paud Road, Pune - 411038	Tel # 020-332767 / 331795 Dir # 020-364131 Fax # 020-342770
Mr. Anoop Kumar, Dy Dir	Yeshwantrao Chavan Academy of Development Administration (YASHADA) Raj Bhavan Complex, Ganeshkhind, Baner Road, Pune - 411007	Tel # 020-357331 - Dir Tel # 020-357360 / 350784 Fax # 020-359135 Email: SIRD MH@X400.niogw.nic.in
Dr. P Bhatlawande, Jt. Director	IEC Bureau Aundh Chest Hospital, Pune	Tel # 020-721244



Dr. A V Joshi, Executive Secretary	Jamnalal Bajaj Foundation Bajaj Wadi, Wardha - 442001	Tel # 07152-40179
Mr Sameer Karve	Centre of Science for Villages Magan Sangrahalaya, Wardha - 4422001	Tel # 07152-44460 / 40066 Fax # 07152-45082
Mr R G Holani, S E & Dir	Nashik Research and Training Centre Maharashtra Jeevan Pradhikaran Indian Security Press Road, Nashik Road, Nashik - 422101	Tel # 0253-562512 / 562506 Fax # 0253-564436
Mr. Abraham Samuel, Manager, Training	Watershed Organisation Trust "Paryavaran", Behind Market Yard, Ahmednagar - 414001	Tel # 0241-356188 / 343312 Fax # 0241-341134 Email: wotr.anagar@gems.vsnl.net.in
Mr. Joy Manglani, Director	ACP Ind Ltd	
Mr. S M Navekar, Director Training	Nirmal Gram Nirman Kendra	
Mr. Ramesh Berole, President	Sahne Guruji Shriram Seva Kendra Deepnagar - 425307	
Mr. Sudhir Hire, Mech. Engineer	Gherzi Eastern Ltd	
Ms. Alice Morris, Sr. Programme Associate	Unnati G1, 200 Azad Society, Ahmedabad - 380015, Gujarat	Tel # 079-6746145 Fax # 079-6743752
Mr. Anand Shekhar, Consultant Training	Ghogha Regional Water Supply & Sanitation P H World Bank Sub-Division, Kamal Bldg, Dawn Chowk, Bhavnagar - 364001	Tel # 0278-431430 Fax # 0278-423643
Mr. Santosh Kamat, CEO Mr. Kutiappan, General Manager (Technology Development & SAM)	Shriram Engineering Construction Company Ltd. 304/305 Annai Salai, Guna Bldg, Tynampet, Chennai - 600018	Tel # 044-4321481 / 4364162 Fax # 421443
Mr. Ben Mellor, Programme Manager	DFID - India 50-M Shantipath, Gate 3 (Niti Marg) Chanakyapuri, New Delhi - 110021	Tel # 011-6871647 Fax # 011-6871655 Email: bj- mellor@dfid.gtnet.gov.in



Mr Piet Hein Van Heesewijk, Institutional Development Adviser	DFID – India 50-M Shantipath, Gate 3 (Niti Marg) Chanakyapuri, New Delhi - 110021	Tel # 011-6871647 Fax # 011-6871655 Email: P- heesewijk@dfid.gtnet.gov.uk
Mr. Yusuf Sammullah, Sr Engineering Adviser	DFID – India 50-M Shantipath, Gate 3 (Niti Marg) Chanakyapuri, New Delhi - 110021	Tel # 011-6871647 Fax # 011-6871655
Ms. Smita Misra, Economist	WESG – DFID B-2 Vasant Vihar, IInd Floor, New Delhi - 110021	Tel # 011-6876359/5973 Fax # 011-6882954 Email: s- misra@dfid.gtnet.gov.in
Mr. Vijay Gawade, Programme Officer, (Technical)	WESG – DFID Rajani Bldg, Nashik Pune Road, Nashik – 422101	Tel # 0253-560127 Fax # 0253-560127
Mr. Baban Gharat, Programme Officer, (Social Development)	WESG – DFID Rajani Bldg, Nashik Pune Road, Nashik – 422101	Tel # 0253-560127 Fax # 0253-560127
Ms. Archana Patkar, HRD Consultancy Team Member	Social Development Consultant 21, Golf Link, Pali Hill, Khar (W), Mumbai – 400052	Tel # 022-6040874 Fax # 022-6050866 Email: archana_ind@hotmail.com
Ms. Ineke van Hooff, HRD Consultancy Team Member	Sanitary Engineer IRC – International Water and Sanitation Centre PO 93190, 2509 AD, The Hauge, The Netherlands	Tel # 31-70-30 689 74 / 30 689 30 Fax # 31-70-35 899 64 Email: hooff@irc.nl
Mr. Kevin Tayler, HRD Consultancy Team Member	Sanitary Engineer GHK International St. James Hall, Moore Park Road, London	Tel # 44 171 736 8212 Fax # 44 171 736 0784 Email: tayler@ghkint.com



SECTION 2.3

**Workshop Proceedings
23rd February 1999
Calcutta, West Bengal**



Workshop on HRD in the Water and Environmental Sanitation Sector

- **United Nations Children's Educational Fund, West Bengal**
- **DFID-India**

Venue: The Taj Bengal, Calcutta

Dates: 23rd February, 1999

Introductory Session

- **Ms Dorothy Rozga**, State Representative, UNICEF-West Bengal opened the workshop with a welcome address that outlined the many challenges for HRD in the sector – including the vast numbers to be trained at grass roots as caretakers, mechanics and promoters as well as the need for capacity building of key functionaries at Panchayat level. She expressed her hope that this workshop and forthcoming initiatives would further cement DFID's strong partnership with UNICEF in the water and sanitation sector in India.
- **Mr. James Samuel**, DFID-Nasik, welcomed the participants and wished the workshop every success.
- **Mr. R. K. Tripathi**, Principal Secretary, Public Health Engineering Department, GoWB, set out some of the key issues for HRD in West Bengal. He particularly emphasized the need to move to a demand based approach to service provision that would link cost with sustainability issues. He also stressed the need for involvement of Panchayati Raj functionaries at every stage of planning and suggested greater involvement of NGOs. He outlined the great capacity building requirements generated by the constitutional amendments. Briefly mentioning the HRD cells, he stressed the need to coordinate activities for more effective performance and services.
- **Dr. Francis Watkins**, Social Development Adviser, WESG-DFID-India, outlined the purpose and scope of the review and more broadly about DFID's interest in HRD for the water and environmental sanitation sector.
- **Mr. B.K. Sengupta**, Director General of Operations, Public Health, outlined the enormity of the problems in the urban sector and current initiatives to address these. He also stressed the need to orient women councilors and for orientation of elected representatives who are generally reluctant to levy user charges.

Presentations and Discussions

Case 1: Indian Institute of Management, Calcutta

A. Restructuring the Calcutta Municipal Corporation



The CMC employs about 43,000 employees and is a highly complex organisation. It performs a host of functions, which are highly diverse in nature but which all relate to the civic needs of the citizens of the city, namely:

a) obligatory functions

- i) water supply
- ii) drainage
- iii) solid waste disposal
- iv) health
- v) education
- vi) lighting, etc.

b) regulatory functions

- i) licenses
- ii) markets
- iii) buildings, etc.

c) discretionary functions

- i) sports and other cultural activities
- ii) represent cultural heritage of West Bengal

The IIM, Calcutta was called in as an external consultant to help restructure the CMC. Despite initial resistance, the IIM has succeeded in redefining job charts and roles to a certain extent. The IIM used its core competency of management systems and institutional development expertise to work with different levels within the CMC, gain their confidence and reorient employees. This is a positive first example for the state, where the IIM had to first build credibility within the client organisation at different levels, before it could proceed with analysis, training, revenue savings and generation.

The IIM Calcutta is also focussing on management training for middle level management where the focus is on oner training and sensitisation for the organisation as opposed to individual sensitisation or change. Sensitizing of policy makers and MIS professionals is also seen as priority areas. Th aim is to make organisations more effective and sensitive as opposed to just making individual women more effective. IIM Calcutta has linkages with Yashada, Pune in the area of gender training.

Intensive Sanitation Project, Medinipur, Ramkrishna Mission Lokshiksha Parishad, RKMLP

This is an alternative approach to the government –subsidised sanitation programme providing a range of non-subsidised low-cost options. Other salient features include;

- i) An intensive IEC programme to raise awareness about the importance of good facilities and practices



- ii) The phased approach and multiple design options, help families to start with a basic model that they can afford and to upgrade gradually
- iii) A cadre of trained volunteers, motivators and masons help in continuous follow-up and monitoring of the programme
- iv) The programme implementation is heavily decentralised with village youth organisations and cluster level federations taking on the responsibility of planning, implementation and follow-up.
- v) Panchayats and Government Officials have been oriented in the advantages of the no-subsidy approach and trained in social mobilisation.
- vi) RKMLP has also promoted the installation of TARA pumps, which are easy to maintain and clean
- vii) User's committees around every tubewell are responsible for operation and maintenance, promotion of good hygiene behaviours, etc.
- viii) Maintenance for the pump is paid out of a revolving fund maintained by the users.

The participants discussed issues such as the lessons for scaling up of this experience and the need to create more Medinpur –type success stories all over the country.

Institute of Local Government and Urban Studies (ILGUS)

This institute is currently engaged in training for the centrally supported Swarna Jayanti Sahari Rojgar Yojana. Experienced in training programmes for government poverty alleviation schemes, ILGUS is closely involved in the capacity building of community structures at town, ward and neighbourhood level, under SJSRY. The presentation outlined the key components and targets of SJSRY as well as its main objectives. ILGUS has been also involved in capacity building initiatives at municipal level.



WORKSHOP PARTICIPANTS – CALCUTTA

Name & Designation	Organisation & Address	Contact No.
Mr R K Tripathi, Principal Secretary,	Public Health Engineering Department, GoWB New Secretariat Bldg, 7 th floor, Calcutta – 700001	Tel # 033-2486769 Fax #033-2486769
Mr. S N Mukherjee, Chief Engineer	Public Health Engineering Department, GoWB New Secretariat Bldg, 7 th floor, Calcutta – 700001	Tel # 033-2482901 Fax #033-2103993
Mr. Syamal Roy, Executive Director	HRD Cell Public Health Engineering Department, GoWB New Secretariat Bldg, 7 th floor, Calcutta – 700001	Tel # 033-3371431
Mr. D P Roy Choudhuri, Officer on Special Duty	Monitoring Cell Public Health Engineering Department, GoWB New Secretariat Bldg, 7 th floor, Calcutta – 700001	Tel # 033-2486036
Mr. M K De, Jt. Secretary	Panchayati Raj & Rural Department GoWB Raj Bhawan, Calcutta	Tel # 033-2203445 / 2211292
Mr. D Charaborty, State Coordinator	Panchayati Ray & Rural Department GoWB Calcutta	Tel # 033-2203445
Mr. A Saarkar, Jt. Secretary	Public Health Engineering Department GoWB	Tel # 033-2486111
Mr. Probir Kumar Dutta, S E	Public Health Engineering Department GoWB	Tel # 033-2841813
Mr. S C Roy, C E , Western Zone	Public Health Engineering Department, GoWB	Tel # 033-2482950
Mr. A K Chakraborty, S E	Public Health Engineering Department, GoWB	Tel # 033-275295
Mr R C Ghosh, E E, Eastern Mechanical Division	Public Health Engineering Department, GoWB	Tel # 033-2254871
Mr. Gautam Roy Choudhury, E E, Barasat Division	Public Health Engineering Department, GoWB	Tel # 0335525652
Mr. P K Pradan, Chief Executive Officer, Urban Water Supply and	Calcutta Metropolitan Development Authority	Tel # 033-2471022 Fax # 033-2474971



Sanitation	3A, Auckland Place, 10 th floor, Calcutta	
Prof. K J Nath , Head Sanitary Engineering Department Dr P H Ananthanaryan, Director	All India Institute of Hygiene & Public Health 110, Chittaranjan Avenue, Calcutta – 700073	Tel # 033-2415572 / 2413954 Fax # 033-2412539 / 2418508 Email: Sanengg.cal@gems.vsnl.net.i n
Prof. J Bandyopadhyay Banerjee, Prof. M N Pal Prof. Ujuala Rajahyaksha	Indian Institute Management Joke, Diamond Harbour Road, P B 16757, Alipore PO, Calcutta - 700027	Tel # 033-4678300 – 8304
Mr. C C Dey, Coordinator CDD WATSAN	Ramakrishna Mission Lokashiksha Parishad P O Naredrapur – 743508, South Parganas, Midnapore WB	Tel # 033-4772207 /2201 / 2202
Ms Dorothy Rozca, State Representative Mr. Chandan Sengupta, Project Officer	UNICEF 3 Sunny Park, Calcutta - 19	Tel # 033-4752325 / 2794 / 2980 / 8038 Fax # 033-4750304
Mr. S K Neogi, Secretary	Institute of Public Health Engineers C K 58, Salt Lake, Calcutta	Tel # 033-3376290 Fax # 033-3378678
Ms Aloka Mitra, Chairperson	Women's Interlink Coordination 20 Panditia Terrace, Calcutta – 700029	Tel # 033-4763325 Fax # 033-4663607
Prof. P K Bhattacharjee	Technical Teachers Training Institute Eastern Region, Block F C, Sector III, Salt lake City, Calcutta – 700091	
Dr. S K Saha, Head Civil Engineering Department	Bengal Engineering College	
Mr. Kattol Ghosh	Tagore Society for Rural Development 46 D, Rabindra Sharani, Calcutta - 700005	Tel # 033-5554391 / 2433
Mr. A P Gupta	Indian Institute of Technology Kharagpur, Dist. Midnapore W B	Tel # 033-3379793
Mr. G C Sarker, Director Water Supply	Calcutta Metropolitan Development Authority	Tel # 033-2470171 – 0175 / 7317

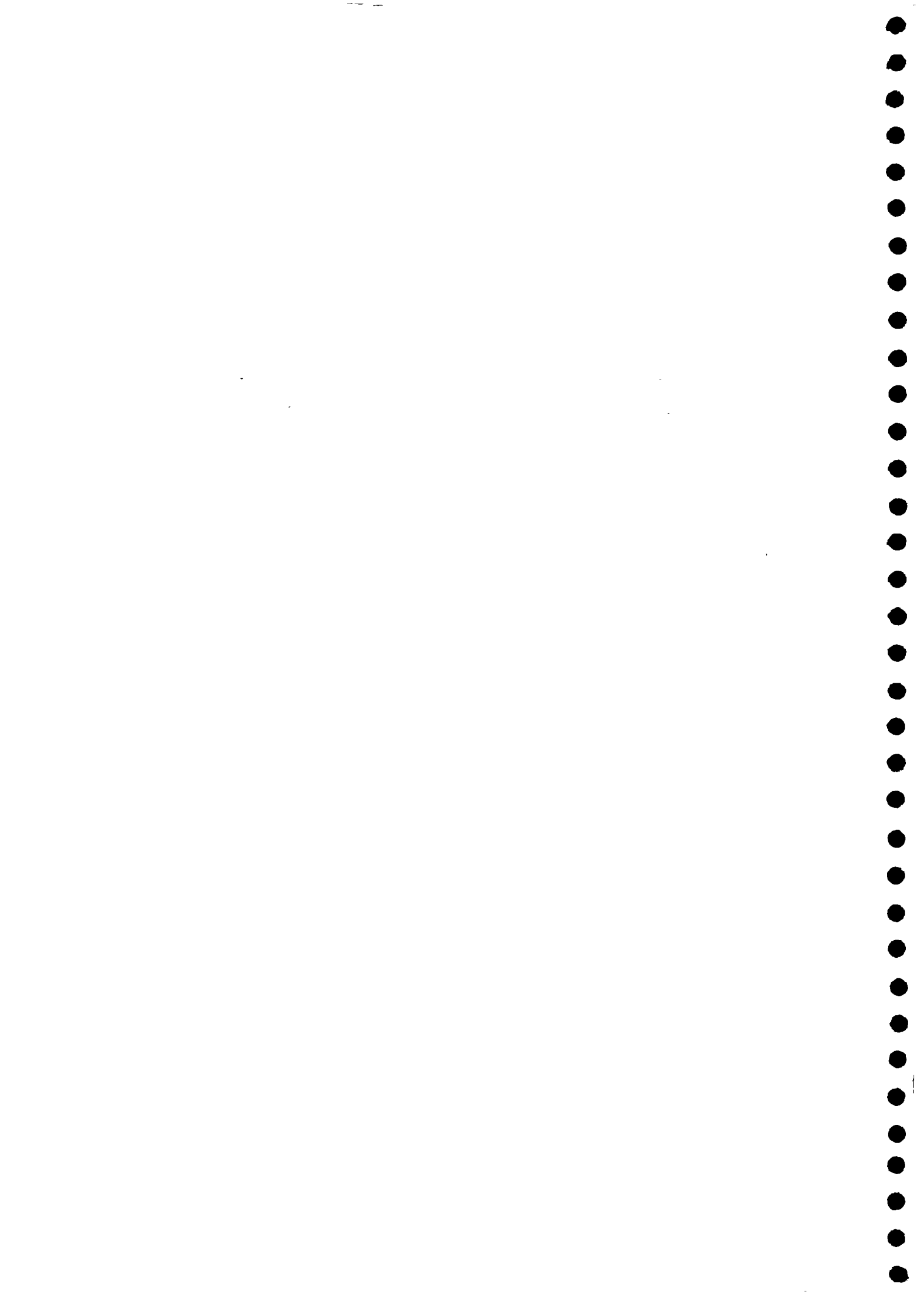


Mr B K Sengupta, Director General of Operations, Public Health Mr S Chatterjee, C E, Water & Sanitation	3A, Auckland Place, 10 th Floor, Calcutta	Fax # 033-2474971
Mr V K Roy, EE	Municipal Engineering Directorate, GoWB	
Mr Rajib Ghoshal	CARE 12, Harelal Das Street, Calcutta - 700014	Tel # 033-2475335 / 2462880 Fax # 033-2462880
Mr. P. K. Mitra, Chief Engineer, Mech & Electrician	Public Health Engineering Department, GoWB New Secretariat Bldg, 7 th floor, Calcutta - 700001	Tel # 033-2486769 Fax #033-2486769
Mr Biswajit Das, APO	SUDA	
Dr. Prakash Sanchetee	A/120 Lake Gardens, Calcutta - 700045	Tel # 033-4754038 Fax # 033-4173065
Dr. Amirban Gupta	Department of Civil Engineering B E College (PU) Howrah - 700003	
Mr. P R Basu Dhan, SE	Public Health & Engineering Department 18 A, Brabourge Road, 3 rd Floor, Calcutta - 1	
Mr. Francis Watkins, Social Development Adviser	WESG - DFID B-2 Vasant Vihar, IInd Floor, New Delhi - 110021	Tel # 011-6876359/5973 Fax # 011-6882954 Email: f- watkins@dfid gnet gov in
Mr James Samuel, Programme Officer, (Health)	WESG - DFID Rajani Bldg, Nashik Pune Road, Nashik - 422101	Tel # 0253-560127 Fax # 0253-560127
Ms Archana Patkar, HRD Consultancy Team Member	Social Development Consultant 21, Golf Link, Pali Hill, Khar (W), Mumbai - 400052	Tel # 022-6040874 Fax # 022-6050866 Email: archana_ind@hotmail com
Ms. Ineke van Hooff, HRD Consultancy Team Member	Sanitary Engineer IRC - International Water and Sanitation Centre PO 93190, 2509 AD, The Hauge, The Netherlands	Tel # 31-70-30 689 74 / 30 689 30 Fax # 31-70-35 899 64 Email: hooff@irc nl



SECTION 2.4

**Workshop Proceedings
26th February 1999
Bhubhaneshwar, Orissa**



Workshop on HRD in the Water and Environmental Sanitation Sector

- **The HRD Cell of the Rural Development Department, Government of Orissa**
- **UNICEF, Orissa**
- **DFID-India**

Venue: Hotel Swosti, Bhubhaneshwar

Dates: 26th February, 1999

Workshop Proceedings

Introductory Session

- **Mr. Purkait**, Secretary, Rural Development Department opened the workshop with a keynote address setting out the priorities for HRD in the sector in the state and stressing, in particular, the need to create awareness about the need to treat water as an economic and social good.
- **Mr. Nigel Kirby**, Engineering Advisor, WESG-DFID welcomed the participants and set out the purpose and scope of the HRD study as well as the specific objectives of the workshop. He also briefly summarised the workshop process in the three other states.

Participants worked on key HRD themes identified during the discussions and brainstorming on the concept of HRD. The facilitators also briefly presented on the experience in the earlier three workshops. Structured group work followed on the themes set out below. Mr. S. N.Mishra, HRD Cell commented on the key issues explored during the day and also presented the activities and plans of the HRD cell.

THEME 1: Community Participation in WES

Issue:

- Communication
- Participation

Action Statement:

To create an enabling environment where everybody will have an opportunity to participate and take part in the common decision making process as active contributors for their development

This is Important Because:

- To make services more effective / accessible
- Class / Caste / Gender
- Because it puts trust on the people and their wisdom



- To have community action plan
- A demand driven delivery of service will not be feasible without people's participation
- Important – Improve accountability
- To create a sense of belonging and for sustainability
- Community wisdom local physical resources support from Government and other external sources
- Traditional groups
- CBOs / NGOs / Leaders
- Sustainability, Use of local resource
- Important – The whole success and sustainability depend on it

Resources Available:

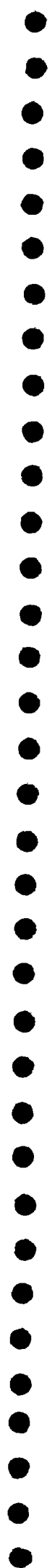
- To utilize the funds / resources / Institute to capacity level
- Panchayati Raj Institutions
- Local resources
- Pro – Community NGOs
- International agencies
- Govt. of Orissa funding limited
- Govt. of India funding limited
- Trained personnel insufficient
- Training, Video Film and Street play for Educate Rural people and general awareness
- Limited if the people don't plan and implement the project resources to be analyzed from local contribution point of view
- Resources will not become a major problem as funds available for the programme can cover the cost of HRD

Gaps:

- No transparency
- Secrecy
- Between technical and Users group
- Political will
- Transparency
- Participation
- Attitude
- Between policy and implementation
- Policy / People lack of knowledge

Steps to Fill Gaps:

- Proper resource based planning
- Proper coordination
- Gradual building of organisation for sustaining projects/plans



- HR unemployed graduates can be trained to increase capacity for installing/maintenance /organisation
- Right to information
- Existing plan provisions can take care of the gaps

Issues on Communication

Transparency (Information) (Budget)

Sharing of Information

Language (Local)

Social / Cultural bar (Caste / Class / Gender Etc)

Vested interest

Absence of forum

Issues on Participation

Involving people

Sharing

Active contribution

Leaving from people

Sense of ownership

Respect for each other

Democratic ways of functioning

Equal right to participate and take decisions

Involvement of women

Involvement of children

Traditional Society, System and Practices

Action Statement

Create a forum where people can express / participate

Strengthening forum

Inter-sect convergence (Dept)

Organise people, leaders, technical, etc

Sensitizes and mobilise people on issues for self general of a structure

THEME 2: Capacity Building of NGOs

Issue:

Capacity building of NGOs

Action Statement:

Increase capacity of NGOs to ensure better WES projects in rural areas

This is Important Because.

- Most of the rural people are poor and illiterate
- NGOs and Governments should provide adequate facilities to the rural people
- Capacity not sufficient at the moment
- Can provide supplementary support to Govt agencies



- Govt. alone cannot handle
- Greater commitment with NGOs
- NGOs are closer to people

Resources Available:

- Govt. programmes for capacity building of NGOs existing
- Desire among NGOs to develop their human resources
- Trainees and Training infrastructure in NGOs
- Some funding from ESAs available

Gaps:

i) Manpower

- NGOs sector does not attract quality manpower (salary not competitive)
- Trained staff leaving organisation for better opportunities
- Lack of human resources in NGOs compel a single individual to participate in both technical and social training
- Limited freedom to handle need-based programmes for long dependent on donor agencies
- Lack of technical skills among NGOS
- Lack of awareness about the outside world
- Lack of exposure

ii) Management

- Inability to mobilise resources from Govt./Donors/Community
- Lack of managerial skill among NGOs

iii) Approach

- Underestimating people's capabilities
- Not a demand but supply-driven approach

Steps to fill the Gaps:

- Support of Training Institute
- Identify Training Institute (preferably among NGOs)
- 7-8 Training Institute in Orissa (technical, man, etc)
- Identification and establishing of pool of best trainees in the state
- Exposure visits 'best practice'

Risks:

- Retaining staff following skills training and capacity building investment



1

THEME 3: Coordination between different agencies

Issue

Poor coordination between NGOs, Local Govt Departments, State Govt , Donors

Action Statement

To achieve better coordination between different agencies for effective service delivery

This is important:

In order to provide better coverage (WES) with optimal use resources - safe, regular DWSS / convenient, accessible, affordable, etc

Resources Available:

- Willingness
- District Action Group
- Forums
- Funding Agencies
- Rural Water Supply Department
- Zilla Parishad / District Level Panchayats at Gram Panchayat Level
- Panchayati Raj operating in Orissa
- NSS can play vital role towards awareness programme on WES
- Active HRD Cell in the state – can be further strengthened
- Liaison with other related agencies, AIIH&PH, TTTI Bhopal, RamaKrishna Mission Narendrapur
- UNICEF (CDD WATSAN)
- RWSS needs coordination from other Department like Panchayati Raj, Health and Finance etc.
- 14 DPEP districts in Orissa

Gaps:

- Poor electronic / trade network (few newsletter)
- No Nodal – word agency – formally identified
- Not enough interaction for discussions
- No proper database, e.g. documentation, resource agencies, etc
- No screening mechanism for NGOs
- Lack of trainers

Steps to Fill Gaps:

- Certification and Accreditation of NGOs
- District level workshop to be organised by HRD Cell in 1999 – 2000
- Restructuring of HRD Cell (independent status)
- TOT – to develop a pool of local resource persons



- Policy on NGOs

Risks:

- Threat from contractors
- Ego clash

THEME 4: Gender

Issue:

Women's increased involvement and influence in HRD

Action Statement:

To encourage, promote and create space for women to be actively involved in all aspects of human resource development in the sector

This is Important Because:

- Women need to be involved in planning for HRD
- Women need to equal access to HRD
- Women need to be involved in policy development
- There are not enough women trainers
- There is a lack of forum for women to express concerns
- Current training is geared towards men
- Women are the key stakeholders in Water and Environmental Sanitation

Resources Available:

- Govt. training institute available
- NGOs training institute available
- Govt. Institutions (Youth Department / Health Department etc)
- Panchayat Organisations
- (Draft) State Women's Policy
- Platform of 'Action for Women'
- UNICEF + Multi and Bilateral
- Women's Self Help Groups
- DWCRA, ICDS

Gaps:

- Lack of local facilities to allow women to attend training
- Lack of awareness
- Location, time of day, facilities, tools
- Need not recognised by those with power
- Clarity of thinking, policy strategy
- Poor extension of project



- Poor quality and too few trainers
- Not enough women trainers
- Not enough IEC materials focusing on gender
- Lack of funds

Steps to Fill the Gaps

- Communication strategy, e.g. leaflets, wall paintings, visual aids, media
- Organise Training at village level
- Advocacy at all levels, e.g. state, district, block, panchayat, village
- Village level meetings
- Women committee, village / block / district / state
- Street plays
- Folk media
- Promote use of existing infrastructure, e.g. school, panchayats, community center
- Exposure visits
- Sharing experiences
- Training schedules – acceptable to women
- Including messages in school curriculum
- Target Training Programmes
- Support establish of women Training Institute
- Provide informal Training tools
- DFID
- Mobilise donor, e.g. DFID
- Better Management of resources (funds)
- Identify criteria for selection of women trainers
- Provide childcare / crèche
- Support attendance, motivation, involvement of women, e.g. incentives, facilities

Risks:

- Male Dominating Society
- Low literacy rate
- Supply Driven (Donors)
- Lack of adequate monitoring
- Changing Donor's agenda
- Can't be addressed only through Govt.



Participating Organisational Profiles

Name: United Nations International Children Fund (UNICEF), Orissa
Age: 50 years
Mission: Secured life for Children
Sectors: Water and Environmental Sanitation, Health, Primary Education, Social Upliftment
Capacity: Full Time Officials, Consultants
Passionate about: Capacity Building, HRD, Software / Hardware Development in concerned sectors
Core strengths: Professionals in different sectors, Social Development Officers, Management - support from Government and International donors
Associated groups: Government bodies, NGOs, Donors, Government Departments

Name: Sahabhagi Vikas Abhiyan, Capacity for Participatory Development Working with 22 CBOs in West Orissa in four districts, Bargarh, Bolangir, Nuapada, Kalahandi
Age: 5 years
Mission: Capacity building of CBOs in various aspects like general awareness, Panchyat Raj system, Social & Economical Developments of grass root people
Sectors: Water & Sanitation, Agriculture, Promotion of Sustainable Agriculture, NTFE, Forest Protection, Drought Mitigation programme
Capacity: 32 professional staff at different regional office (Khariar, Padampur, Bhabanipatna & Bhubaneswar)
Passionate about: Government and other Institution
Core Strengths: CBOs and Professional staff
Associated groups: OXFAM (I) Trust, all CBOs in block level, NGOs & Government training and Development Center Hyderabad

Name: Health and Pollution Control Board
Age: Old Organization
Mission: Assist in Health promotion and Environmental Sanitation
Generation of information, Education and Communication
Strengthening capacity building and encouraging implementation of programme through partnership building
Sectors: Urban and Rural Water and Environmental Sanitation, Hygiene Promotion
Capacity: State level, District level, Block level, Sub-centre level (Village level)
Passionate about: Delivery of quality health care solutions
Core strength: Health Department, Public Health Engineer, International Funding agency



Associated groups: Rural Development Department, Urban Department, NGOs, DFID

Name: JAGRUTI

Age: 17 years

Mission: To help the people to have exploitation free, Class free, Self-dependent, Self-sufficient and just Society

Sectors: Rural (mainly in Tribal Dominated area) Environment and Forest, Community Health, Primary Education, Women's issues, Drinking Water, Agriculture, Capacity Building, Income generating Programme Water Shed Management

Capacity: 78 full time staff

Passionate about: To strengthening community and area level Programme Officers to deal their issue

Core strengths: 10 of founder staff experience to work with tribal

Associated groups: Phulbani action group, UNICEF, Andheri HILFE, Germany, Government of Orissa

Name: National Service Scheme (NSS), Nehru Yuva Kendra Sangathan (NYKS)
Department of Youth Affairs and Sports, Ministry of Human Resource Development
- Government of India

Age: 30 years (NSS), 26 years (NYKS)

Mission: Personality Development of Youth through Community Service

Capacity: Colleges, Universities, and Youth Clubs, (NSS- Orissa) 82,500 volunteers
1,450 units, 750 colleges, 1,450 programme offices (NYKS) 15 District offices
500 NSVs, 7000 Youth clubs

Passionate about: Community Development at Rural and Slum area

Core strengths: Professionals from Rural Development, Social work and Youth background

Associated groups: Developmental agencies of Government, NGOs, Youth clubs, Mahila Mandals,
UNICEF, UNFPA, DANLEP, UNDP, DANTB, etc

Name: VIKALPA

Age: 11 years

Mission: Socio-economic Development of poor people

Sectors: Land Water Management, Promotion of Self-help groups and taking income generation to people

Capacity: 40 full time staff, Consultants such as Agriculturist, Engineers etc

Passionate about: Promotion of Non-Farm sectors

Core Strengths: Community support



Associated groups: Self-help group, Village Development councils

Name: Action for Food Production (AFPRO)

Age: 30 years

Mission: Socio-economic Development and Empowerment of Landless, Small and Marginal farmers, Women in the neglected and neglected and under developed and remote area

Sectors: Water Resource Development, Livestock, Renewable, Energy, Agriculture, Rural Sector

Capacity: 8 fields units distributed nationally (HO Delhi, Field offices - Ranchi, Gwalior, Ahmednagar, Bangalore, Coimbatore, Hyderabad, Udaipur, Guwahati and Orissa)

Passionate about: Integrated Rural Development Programme with focus of Natural Resource Management and regeneration with the involvement of community and with the support of Grassroots NGOs

Core Strengths: Network with a group of NGOs in West Bengal, Bihar and Orissa

Associated groups: Rural Development agencies, Small Donors (FORRAD, IGSSS)

Name: Rural Women Development Association (RWDA)

Age: 8 years

Mission: Assist in Health, Sanitation, Education, Environment, Agriculture and Training Programme other awareness programme

Sectors: Implementation of Sanitation works in Rural Area of Kandhamal district and sustainable management

Capacity: 5 professional staff, 10 part time staff

Passionate abouts: Government and other Institutions

Core strengths: Founder staff and other staff

Associated groups: Rural Development, State Government, NGO, UNICEF, (SHG Environment, Forest)

Name: PRDATA

Age: 14 years

Mission: To improve socio-economic status of rural people

Sectors: Improvement of Water Resources and Sustainable Management

Capacity: Trained and Experience staff

Passionate about: Group intervention

Core strengths: Participation of people in planning and management implementation
Good relation with Government Institutions and local PR Institutions



Name: MANI – Manabvikash Niyojana Samiti
Age: 10 years
Mission: For over all vikash of the weaker sections of the Community as a whole in the field of Socio-economic, Health, Education, Water Sanitation, Awareness Creation Organisation and Capacity Building, Cultural Development, Control of diarrhoeal disease and Water Shed Development and Handicraft sector
Sectors: Both Urban and Rural in grass root level in Water Sanitation and Health Education etc
Passionate about: For Sustainable Development of local people
Core strengths: To create awareness and strengthen through Mahila Mandals, Youth Clubs, Grass root level organisation and Implement the Programmes through people's participation for its success. Having limited expertise
Associated groups: Mahila Mandal, Youth Clubs, Sanitation Committee, Village Committee, SHG User's group.

We also have one advisory board having 14 reputed voluntary social activist and professional worker.

Name: SOLAR – Society for Leprosy Amelioration and Rehabilitation
Age: 14 years
Mission: To create awareness on prevention and control of leprosy disease as well as promotion of basic health care of the need people making a bridge among community, concern Government / Non Government agencies
Sectors: Education on Leprosy, Health, Sanitation /Liasioning (with Government / NGOs) and Participatory, Assist in mobilizing existing resources/Lobby / Advocacy
Capacity: 14 project staff, Leaders of the Community
Passionate about: Participatory approach
Core strengths: Willingness on issues and easy access to mobiles the resources and nvolve community
Associated groups: Common action programme for flood mitigation with the active involvement of CBOs / Government / NGOs/OXFAM / Government

Name: AGRAGAMME
Age: 20 years
Mission: Sustainable Development of Communities trough effective participation of People and Institutions
Areas of operation: All Tribal districts of Orissa



Sectors: Education, Women Development, Watershed, Training (capacity building), Food Security

Capacity: 319 staff (50 professional staff, 50 well-trained staff)
21 off shoot NGOs
12 peoples organisations
1 regional training centre / SVO catering to 4 states of India (of GoI sponsored)
A Consortium of 12 NGOs implementing Watershed management
25 in house technical experts (consultants)
Project support Institutions in more than 12 district of Orissa

Passionate about: To empower people
To develop people based / manage institutions

Core strengths: To live up to our mission

Name: Urban Poverty Group – UPG DFID India

Age: 10 years

Mission: Contributing DFID overall objectives, consistent with the White Paper and to assist in eliminating urban poverty in India through package of programmes implemented through Government agencies

Sectors: Improvements in - slum infrastructure, health and hygiene promotion, social development, thrift and credit – micro finance, convergence of programmes, facing Urban sector as a whole

Capacity: 3 expatriate, 5 national professional staff

Passionate about: Micro planning, Community Management, Municipal Reform, O & M
Project in hand: 150 cr.
Project in pipeline: 1500 cr.

Core strengths: Contribute to National Slum Development Policy
Work independently (less partnership)
Ambitious project (1000 cr. AP project)

Associated groups: DFID and Government Urban Development Departments

Name: SWADESI (NGO)

Age: 10 years

Mission: Sustainable Development of Rural and Urban poor through Community Participation

Area of operation: Kandhamal district and Nayagarh district of Orissa

Sectors: Education, Health, Watershed Development, Agriculture and Food Security

Capacity: 102 staff (10 professional staff, 60 voluntary staff, 37 teachers, 1 doctor, 2 engineer, and 2 agriculture professional)

Passionate about: To educate children, 6 – 14 year, to empower people

Core strengths: to live with our activities



Associated groups: Watershed Committees, Government Department Community

Name: CENDERET (Xavier Institute of Management)

Age: 10+ years

Mission: Resource centres catalyzing Sustainable Rural Development for empowering rural people of Orissa

Sectors: Capacity Building, Natural Resources Management, consultancy support, HRD, Coordination cell

Capacity: More than 40 professionals, more than 40 faculty in different management areas

Passionate about: Institutional strengthening, economic and social empowerment of more than 40% unemployed in the employable age group, gender issues and gender development, micro enterprises

Core strengths: A vast network of NGOs working at the grass root level, expertise in providing HRD and strategic inputs to social development,, good core donor support for resource centre activities

Associated groups: NGOs, Government Department, SIDBI, NABARD

Name: Urban Development Department – Public Health Engineering Organisation, Government of Orissa

Age: 52 years

Mission: Initially to provide drinking water and sewerage disposal facilities to Urban and Rural sector. On creation of Rural Development Department in 1990, presently mission is to provide drinking water, sanitation, and drainage facilities to Urban areas (102 Urban local bodies)

Sectors: Urban water supply and sanitation

Capacity: Around 250 engineering personnel

Passionate about: Providing safe and adequate quality of drinking water in Urban sector and to provide Sanitation to all Urban people gradually depending on availability of funds

Core strength: Construction and Maintenance and Operation of Water Supply and Sanitation project with Govt. of Orissa, Govt. of India funding and external aids

Associated groups: Rural Water Supply and Sanitation of Rural Development Department
GoI – Ministry of Urban Development and Ministry of Rural Development
Control of Water and Air Pollution Board

Name: United Artists Association (UAA)

Age: 32 years

Mission: Raise quality of life of deprived rural peoples especially women

Sectors: Education, Health, Income generating with support of people's organisation



Capacity: 14 professional social workers, group of 18 people's organisation, CBOs and NGOs

Passionate about: Building people's organisation to support themselves
Developing resources base on Health, Education and Community Organisation
Promoting child to child approach

Core strengths: Committee Youths both men / women,
Access linkage with various National and International expert agencies
Blooming people's organisation
Vast practical experience

Associated groups: Action Aid, UNICEF, Govt of Orissa, various departments of district administration

Name: **HRD Cell (Rural Water Supply & Sanitation – Rural Development Department, Govt. of Orissa)**

Age: 3 years

Mission: Transfer of skills through Training
Capacity building in Water Supply and Sanitation sector
Community Participatory Communication and motivation

Sectors: Rural sector on Water Supply and Sanitation

Capacity: 8 Technical staff
6 Non Technical staff

Passionate about: Implementation of HRD activities
Coordination with other organisation in HRD activities

Core strengths: Training grass root level and middle level

Associated groups: Panchayati Raj, Education, Health, Public relation, UNICEF, OXFAM, KWDP

Name: **Association for Health, Education, and Development (AHEAD)**

Age: 3 years

Mission: The main objective of the organisation is to develop Health, Education and other Development aspects of the Society in Tribal, Rural and Urban Sector

Sectors: To develop the all round activities in Rural and Urban sector

Capacity: 11 members

Passionate about: Integrated water resources management and international development

Core strengths: Potential to increase support of the sector linked with other funding agencies and work in Tribal sector

Associated groups: SC / ST finance corporation
Panchayati Raj
Health Department



Name: Banabasi Seva Samiti

Age: 27 years

Mission: Welfare of the children, women in distress, Handicapped, Aged, Education, Health, Water and Sanitation

Sectors: Rural and Tribal areas of Orissa state

Capacity: 104 residential and 446 field staff in 3 district of Orissa (Kalahandi, Kandhamal and Korapat)

Passionate about: Community Development, Education, Water and Sanitation

Core strengths: Potential to increase support of some partner organisation in Kandhamal and Bondh for Sanitation Programme and other activities implemented by agency

Associated groups: Phulbani Action group (PAG), UNICEF, BAJSS, New Delhi State Govt (W & C D Dept, Welfare Dept, PRED), Central Govt (HRD, Welfare), EEDM, France etc

Name: Action Aid

Age: 25 years (works with 27 developing countries Asia, Africa, Latin America and in India works with 275 NGOs and 47 NGOs in Orissa)

Mission: Empowerment of people through social development

Sectors: Integrated Development, Emergencies, Disability, HIV AID'S

Capacity: In house expertise, Training, Research, Policy and Advocacy

Passionate about: Poor should have access and control over resources

Core strengths: NGOs partners ability to work poor people

Associated groups: Resources agencies, collaboration with NGOs, Collaboration with Govt.

Name: Save the Children Fund (SCF)
Kalahandi Water and Development Project (KWDP)

Age: 3 years

Mission: To contribute the improvement of livelihood of the poor in remote areas through improved use and adequate distribution of water

Sectors: Drinking water and establishing related system and Hygiene promotion in rural areas

Capacity: 11 professional staff

Passionate about: Replication of model and sustenance of benefits

Core strengths: Potential to ensure the involvement of local NGOs / GPs in the water sector

Associated groups: NGOs – Gram Vikas, DAPTA, Parivartan, Antdaya
GOs – RWSS division office, District Adm, HRD Cell RWSS
PRIs – GP
Community –



Name: Samanwita Gramya Unnayan Samiti
Age: 20 years
Mission: To supplement the process of socio-economic development in the backward district of Kandhamal
Sectors: Empowerment (SHGs)
HRD (vocational, entrepreneurial, awareness generating training, seminars, workshops)
Capacity: 22 full time workers and 80 village level animators
Passionate about: Instilling long term vision and dispelling dependence on easy money into mind of people
Core strength: Goodwill of people support of SBI, image with UNICEF, XIM, Govt
Associated groups: TPC, DEMON, Farm, Education, Health and Hygiene

Name: Lutheran World Service – Urban Development Project
Age: 8 years
Mission: To improve the quality of life of the most disadvantaged groups
Sectors: Capacity building, Education, Health, Environment and Sanitation, Economic sector
Capacity: 17 highly motivated staff
Passionate about: Organizing the most disadvantaged group for their own development
Core strength: Gender perspective to all our work, rapport with CBOs
Associated groups: Local Community Based Women Group and Community Management Group

Name: OXFAM
Age: 20 years
Mission: There are enough resources it should be distributed
Poverty could be prevented if all people are given equal opportunity
Sectors: Rights to livelihood, Gender, Health, Emergency – relief / rehabilitation, Natural Resources Management, Tribal / Dalit
Capacity: To work with small groups (6 field personnel)
Core strength: Work with small group / provide development support – initiate common action
Associated groups: NGOs, CBOs, Dist / State Forum, Govt, Interested person / Individual, National Level NGOs, International agencies

Name: Gram Vikas



Age: 23 years

Mission: To promote a sustainable process towards a dignified quality of life of conscientised Rural Communities characterised by –
Opportunity for secure livelihood
Ecologically sound up-gradation of natural resources base
Access to safe drinking water and hygiene living conditions
Enhanced self reliance and self esteem

Sectors: Community / Mobilisation Organisation, Education, Health, Sanitation. Secure Livelihood, Women's Empowerment, Land and Water Management, Infrastructure Development, Renewable Energy

Capacity: Nearly 30 staff

Passionate about: Promoting self-sufficient, self-dependent and self-reliant village Communities

Core strength: Knowledge / experience gained during two decades
Potential to work with other NGOs / working with network of NGOs
Linkages with state / national Govt.
National / International agencies / Funders
The name and fame gained during two decades / goodwill
Ability and will power to under take unique development models and its success (path making initiative)

Name: Department for International Development – Water and Environmental Sanitation Group (WESG – DFID India)

Age: 7 years

Mission: Assist in the elimination of poverty through a substantial, well focused Water and Environmental Sanitation Programme which contributes to the sector policy of the Government of India and other Organisations

Sectors: Urban and Rural Water and Environmental Sanitation, Hygiene Promotion

Capacity: 10 professional staff (Delhi and Nashik)

Passionate about: HRD – Integrated Water Resources Management, Institutional reform

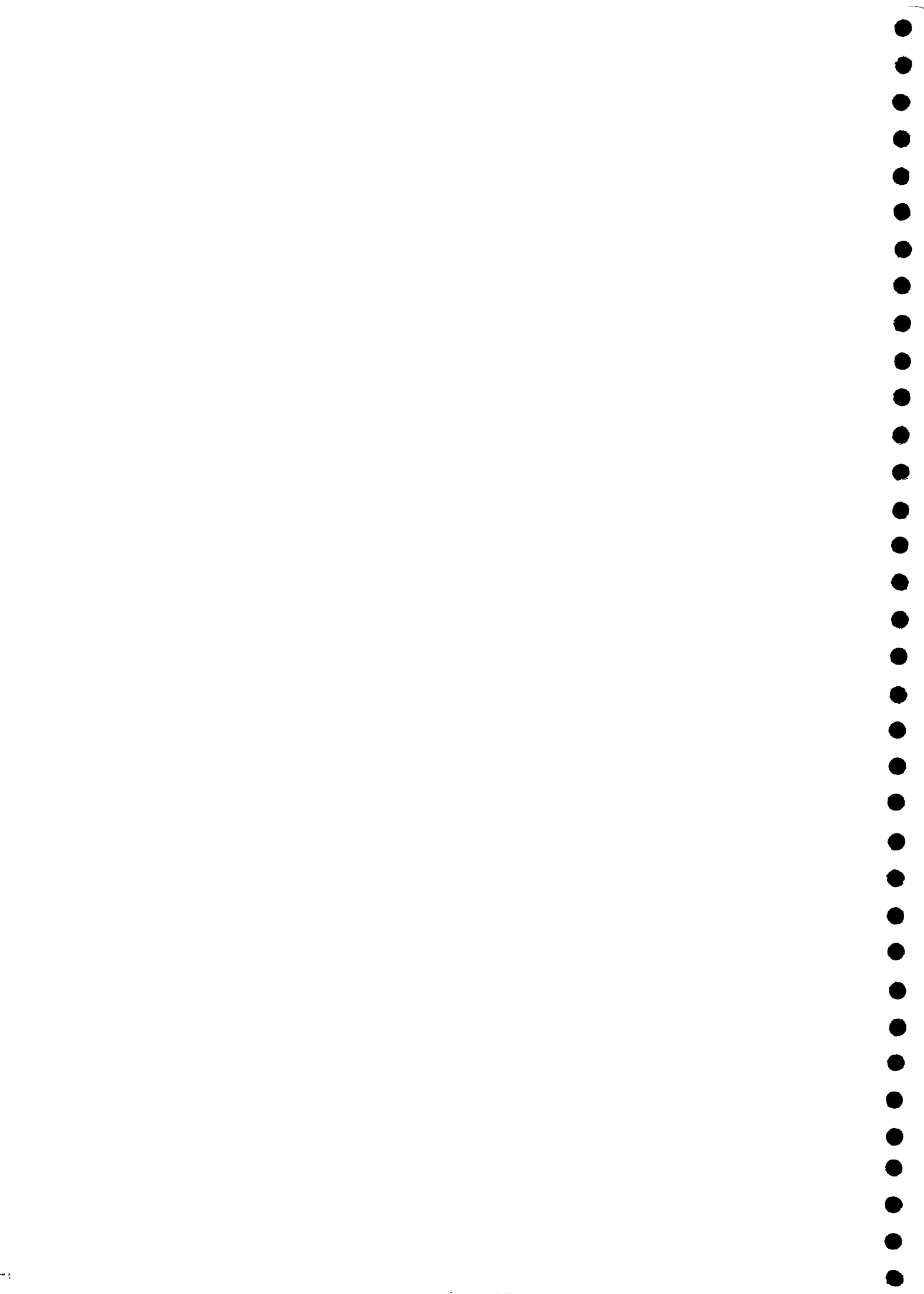
Core strength: Potential to increase support to the sector. Links with UNICEF and other Multilateral Organisation. Access to external expertise Increasing number of national professional staff

Associated groups: Rural Development Group
Urban Development Group
Health Sector Group
Senior Advisers in DFID main office



WORKSHOP PARTICIPANTS-ORISSA

Name & Designation	Organisation & Address	Contact
Mr. Bijay Kumar, Regional Manager Mr. Deniel	Action Aid 331/A, Shaheed Nagar, Bhubaneshwar	Tel # 0674-514503 Fax # 0674-514503 Email: ro.bhu@actionaid.sprntr pg.ems.vsnl.net.in
Ms. Bubu Shah, Project Officer – Health Sector	Oxfam	Tel # 0674-581531 Fax # 0674581579
Mr. Charu Chandra Pradhan, Coordinator Mr. Ashutosh Kanungo	Save the Children Fund (SCF) Plot No. 37, Ward II, Mouza Sitabordi Division, Irrigation Colony (Pratab Colony), Bhawanipatna – 766001	Tel # 06670-31257 Fax # 06670-30193
Mr. Siddharth Pujari Mr. S K Satpath Prof. R C Das	Xavier Institute of Management Bhubneshwar – 751013	Tel # 0674-440688 / 440846 / 440821 Fax # 0674-440995 Email: admisn@ximb.stpbh.soft .net Website: http://www.ximb.stpbh s oft.net
Dr. Usha Dash	ADMOC(PH)	
Mr. Pradeep Kumar Dash	PRDATA	
Mr. Pradeep	SCERT	
Mr. N P Gantayet	Abhijan Management Service	
Dr. G P Roy	Samanwit G Udoyogi	
Dr. H P Acharaya, Director	State Institute of Rural Development Unit 8, Acharaya Bihar Chowk, Nr. Steward School Chowk, National Highway, Bhubneshwar – 751012	Tel # 0674-402645 Fax # 0674-402645
Mr M K Purkait, Principal Secretary	Rural Development Department Secretariat, Bhubneshwar – 751001	Tel # 0674-408260 Fax # 0674-405771 / 400426



Mr. Abul Kalam, Head Ms. Shikha Nayak, PIO Mr. Subreat Dash, PIO	UNICEF 253, Forest Park, Bhubneshwar – 7510099	Tel # 0674-404448 / 404460 Fax # 0674-401668 Email. akalam@uncdel.ernet.in
Mr. Sojan K Thomas, Programme Manager, Rural Health and Environment	Gram Vikas Mohuda, Bharampur – 760002	Tel # 0680-209755-60 / 209756 Fax # 0680-209754
Mr. S M Patnaik, Consultant	A 1, Unit 5, Bhubneshwar	Tel # 0674-419364 Fax # 0674-412613
Ms. Biraj Sarangi, Gender Consultant	Contractor Pada, Phulbani Sahi, Phulbani	Tel # 06842-53019 Fax # 06842-52065
Mr. Radha Mohan	DS 4/4, MLA Colony, Bhubaneshwar	
Mr. J K Jha, Chairman	Sulabh Institute Training	
Mr. Mangaraj Panda, Secretary	U A A PO / Dist: Ganjam – 761026	
Mr. H S Samanta Ray, Jt. Secretary	Panchayati Raj & Rural Development	Tel # 0674-401450 Fax # 0974-401413
Ms. Bishakha Bhanja	Rangary, Tulsipur, Cuttack – 753008	Tel # 0671-601424
Mr. S M Mishra, SE Mr. S K Dware, JE Mr. S Dash, AE Mr. J Naryare, JE Mr. B K Rayapara, JE Mr. R C Mohanpatre	HRD Cell, C/o Chief Engineer, RWS&S (O), Unit 5, Bhubaneshwar	
Mr. Dipak Kumar, Youth Officer	GoI, N S S Regional Center 154/1 Jaydev Vihar, Bhubneshwar – 751013	Tel # 0674-558438 Fax # 0674-558438
Mr. Bipin B Das, Watershed Coordinator	AGRAGAMEE Plot 9, VIP line, Nayapalli, Bhubneshwar	Tel # 0674-551123 Fax # 0674551130 Email bipin@agragami.unv.ern et.in
Mr Harishchandra Dash	SOLAR	
Mr. Narayan Sahu	RWDA	



Mr. Manij Kumar Jena	Banabasi Sena Samiti Dist. Kandhamar, PO Balliguda – 762103,	
Mr. Jagannath Mishra	Vikalpa	
Mr. Anup Kumar Mallick, Asst. Environment Scientist	Orissa Pollution Control Board A/118, Nilakanth Nagar, Unit VIII, Bhubaneshwar – 12	
Mr. Kailashchandra Dandapa	Jagruti	
Mr. Ashok Kumar Parida	MANI	
Mr. S C Jaiswal Mr. N Nath	AFPRO 1C, 262, Ashok Nagar, Ranchi – 834002	
Mr. C S Nanda, Chief Engineer	PH	
Mr. Anusuman Prasad Das	Youth Coordinator NYK	
Mr. Asish Kuar Sahu Mr. Keshab Chandra Dash	Sahabhagi Vikas Abhiyan Khariar, Naupada, Orissa	
Mr. Dipti Prakash Patra, Secretary	Association for health, Education and Development (AHEAD) Plot II, Surya Nagar, Unit 7, Bhubaneshwer	
Mr. P K Mohanti, Chief Coordination	SWADESI Gopabandhu Nagar, Phulbani - 762001	Tel # 06842 – 53076 / 54067
Mr. Nigel Kirby, Engineer Adviser	WESG – DFID B-2 Anand Niketan, New Delhi – 110021	Tel # 011-6876379 Fax # 011-6882954 Email: n- kirby@dfid.gtnet.gov.uk
Mr. Utpal Moitra, Senior Programme Officer Training	RDG – DIFD B2/16, Vasant Vihar, New Delhi – 110057	Tel # 011-6143477 Fax # 011-6144028 Email: u- motri@dfid.gtnet.gov.uk
Mr. Srinivas Rao, Programme Officer	UPG – DFID	
Mr. Baban Gharat, Programme Officer, (Social Development)	WESG – DFID Rajani Bldg, Nashik Pune Road, Nashik – 422101	Tel # 0253-560127 Fax # 0253-560127



Ms. Ineke van Hooff, HRD Consultancy Team Member	Sanitary Engineer IRC – International Water and Sanitation Centre PO 93190, 2509 AD, The Hauge, The Netherlands	Tel # 31-70-30 689 74 / 30 689 30 Fax # 31-70-35 899 64 Email: hooff@irc.nl
Mr Kevin Tayler, HRD Consultancy Team Member	Sanitary Engineer GHK International St. James Hall, Moore Park Road, London	Tel # 44 171 736 8212 Fax # 44 171 736 0784 Email tayler@ghkint.com

