

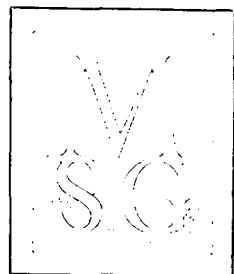
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DRAFT REPORT  
ON  
EVALUATION  
OF THE  
SEUS, KERALA

ROYAL NETHERLANDS EMBASSY

May 1996



MANAGEMENT  
SERVICES  
GROUP

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ROYAL NETHERLANDS EMBASSY

DRAFT REPORT ON EVALUATION OF THE SEUs, KERALA

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**APPENDICES ATTACHED TO THIS REPORT**

APPENDIX I	:	LOCATIONS VISITED
APPENDIX II	:	SELECTED LIST OF PEOPLE CONTACTED
APPENDIX III	:	COST RECOVERY PERCENTAGE IN SEU-C AREA
APPENDIX IV	:	EXPLANATIONS GIVEN BY SEU-F IN SUPPORT OF THE PROPOSED BUDGET

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## LIST OF ABBREVIATIONS

FO	FIELD ORGANISER
KWA	KERALA WATER AUTHORITY
PASSS	PAZHAKULAM SOCIAL SERVICE SOCIETY
RNE	ROYAL NETHERLANDS EMBASSY
SEU	SOCIO ECONOMIC UNIT
SP	STAND POST
SPA	STAND POST ATTENDANT
WWC	WARD WATER COMMITTEE

## 1. INTRODUCTION

1.01 Royal Netherlands Embassy (RNE) retained Management Services Group (MSG) to carry out an evaluation of the Socio Economic Units (SEUs), Kerala funded by RNE and now incorporated as a society, SEU Foundation (SEU-F). The detailed terms of reference are :

- (1) to acquaint with the original project document, plan of operations, annual plans and progress reports
- (2) to make an assessment of the SEU organisational structure and its implementing capacity
- (3) to review the institutional position, mandate and mission of the SEU in relation to the governmental authorities (KWA), districts and field level organisations, user groups and individual recipients of SEUs' services
- (4) to make an assessment of the impact of SEUs' services in comparison to the "without case" and make an assessment of the cost effectiveness of SEUs' activities
- (5) to make an assessment of the works outstanding for the coming two years and appraise SEUs' proposed plan of implementation.

1.02 The purpose of this report is to set out the findings and recommendations. The report is structured as follows:

- (1) Methodology
- (2) Executive summary
- (3) Background of SEUs
- (4) Organisation and its implementation capacity
- (5) Impact of the services of SEUs
- (6) Proposed plan of implementation April 1996 - March 1998

Each of the above has been discussed in sections 2 to 7 respectively.

## 2. METHODOLOGY

2.01 Initially the relevant documents of the project such as project document, plans of operation, annual plans, progress reports and other studies carried out by the SEUs and other agencies were covered. Discussions were also held with officials at the SEU(Coordinating Office). Various relevant institutions at Thiruvananthapuram were visited to understand the linkages. Field visits were carried out in SEU areas.

2.02 Officials of KWA and district authorities were also met during the field visits. The schemes visited and the people met are provided in Appendices I and II. Some non SEU areas were also visited to compare the 'with' and 'without' SEU scenarios. The field visits were used in conducting discussions with the panchayat members/officials, ward water committee (WWC) members, stand post attendants (SPAs) and villagers. Owing to elections, meetings with panchayat/WWC members had to be restricted.

2.03 Apart from the surveys, relevant data were collected from various reports to provide a fairly comprehensive assessment of the impact of the SEUs.

### 3. EXECUTIVE SUMMARY

3.01 The SEUs were established in 1987 and 1988 following the plan of operation prepared by a joint Indo-Dutch-Danish mission in 1984. The SEUs were further reviewed by a joint mission in 1989 and a continuation of activities was recommended to demonstrate their value and benefits within the framework of KWA activities. The demonstration phase is from 1991-96. The long term objective of the demonstration phase was to improve the health and living standards of the people through the enhancement of community participation, while focusing on the role and empowerment of women. The SEUs focussed on the integration of the socio economic activities into KWA's current programme, development of sustainable strategies which will contribute to improved hygiene/health practices, enhancement of sanitation facilities and practices and establishment/strengthening of mechanisms through which people and their institutions participate in the related activities. The SEUs have spent a total of Rs 87.3 million from 1991 to 1996. The present evaluation of the SEUs focusses on the demonstration phase (1991-96) as well as an appraisal of the proposal for the next two years.

#### ORGANISATION AND IMPLEMENTING CAPACITY

3.02 The SEU-F appears quite capable of handling the proposed programme for the next two years. The SEU-F now needs to clarify such issues as the kind of work, the geographical area it would like work in and formulate a mission statement in the light of the fact that it has to become self sustaining. The changed role and consequently the new challenges also necessitate that the SEU-F train its staff in areas such as marketing of services, report writing, legal and commercial knowledge. The job descriptions were prepared many years back and they need to be revised in tune with the changing role of the SEU staff. A simple performance appraisal needs to be introduced for at least the professional staff. In order to ensure better management control, the dearness allowance portion of the salary should be frozen at current levels and future increases should be included as part of the annual increments and be linked with performance. For the field level staff allocation of two wheelers would increase effectiveness in covering a larger area. The administration manual which is being reviewed by a committee of core staff needs a legal review before it is finalised.

## IMPACT OF THE SERVICES OF SEUs

3.03 The overall impact of the services of the SEUs is more than positive. The SEUs have definitely been making an impact in achieving the long term objective of improving the health and living standards of the people. The major achievements of the SEUs when compared to non SEU areas are siting of stand posts according to the needs of the community, introducing a fault reporting system, enhancement of sanitary facilities and improving water related and sanitation related hygiene practices. The SEUs also encourage the community to organise institutions such as WWCs. SPAs were also selected to maintain the area around the stand post. The community institution at the top level needs strengthening to interact effectively with KWA. Long term sustainability of these institutions is an issue to be addressed as KWA is yet to recognise the institutions. The SEUs have also been instrumental in closing the undeserving stand posts thereby saving precious water and money. The SEUs have successfully demonstrated the value of the socio economic activities in water supply and sanitation programmes. KWA is yet to fully integrate the socio economic activities into its regular programme although some changes in training are proposed. Women have benefitted from the activities of the SEUs substantially. Apart from the benefits of physical water supply and sanitation facilities, they have become part of the community institutions holding responsible positions. The SEUs have also been instrumental in encouraging women to take up economic activities within the project framework such as construction, protection of traditional water sources, etc. Some of the women WWC members have also been elected as panchayat members.

3.04 The effect of SEUs' activities has also resulted in improved water and sanitation related practices. Water is normally kept covered though water lifting is done dipping in the fingers. Most of the latrines visited were clean. Design improvements such as improved slope of the pan has also helped improve the maintenance of latrines. Washing hands with soap is still not a popular practice in the project area although there is considerable improvement.

## INSTITUTIONAL POSITION

3.05 The SEUs have maintained good relationship with KWA as well as the community. The SEUs have also maintained their links with field level NGOs such as PASSS by supporting small projects. The SEUs are also constantly in touch with the users, representatives of the community and the panchayats. They have also proved to other



governmental and non governmental organisations about the value of the socio economic activities. Various government departments have started seeking the help of the SEUs in their regular programme.

### **COST EFFECTIVENESS**

3.06 The SEUs have also been cost effective. The additional expense to the project because of the SEUs in water related activities is just about 1.1% of the total water supply costs. Improved designs of latrines due to the interventions of the SEUs have also reduced the costs compared to self constructed ones, from more than Rs 3,000 to about Rs 2,500. The overall expenses of the SEUs are Rs 104 per capita. Considering the benefits accrued because of the SEUs to the community and the project as a whole, the expenses of the SEUs are more than reasonable.

### **PROPOSED PLAN OF IMPLEMENTATION**

3.07 The proposed plan of implementation for 1996-98 along with the budget appears to be generally in order even though individual line items need attention.

#### 4. BACKGROUND OF SEUs

4.01 Based on the recommendations of various Dutch and Danish missions during the period 1981-83, the Dutch and Danish Governments, formulated a proposal to establish socio economic units (SEUs) to work in partnership with Kerala Water Authority (KWA). The plan of operation (KE-6) prepared by a joint Indo-Dutch-Danish mission in 1984 describes the framework and role of various bodies and was the basic framework with which the SEUs were established at Kollam (Quilon) - SEU(South), Thrissur (Trichur) - SEU(Central), Kozhikode (Calicut) - SEU(North) and Tiruvananthapuram (Trivandrum) - SEU(Coordinating Office (CO)) during 1987 and 1988. The SEUs South and Central were funded by the Netherlands Government and SEU North was funded by the Danish Government. SEU(CO) was funded jointly by both the Governments. The SEUs were reviewed by a joint mission in 1989. The mission found the need for continuation of SEU activities to demonstrate their value and benefits within the framework of KWA activities. The demonstration phase started in 1991.

4.02 The long term objective of the demonstration phase of the SEUs was to improve the health and living standards of the people through the enhancement of community participation, while focusing on the role and empowerment of women. The immediate objectives of the project, in partnership with KWA, are specifically to:

- (1) integrate relevant socio economic activities and methods into KWA's current programme for water supply ✓
- (2) develop sustainable strategies which will, within the community and household, contribute to improved hygiene/health practices related to safe handling and use of water, enhance sanitation practices and essential sanitary facilities including household and institutional latrines, with education, environmental activities of local relevance
- (3) strengthen/establish mechanisms which enable people and their local institutions to plan and participate in activities related to water supply, sanitation and hygiene education. Particular emphasis is paid to women's involvement in planning, implementation and monitoring of the activities.

In 1995 the SEUs have been registered as one society - SEU Foundation (SEU-F).

4.03 The progress of the project funded by the Netherlands government as at March 1996 is given in the Exhibit 4.01. SEU-S covers 5 schemes and SEU-C covers 3 schemes. Almost in all the panchayats site selection/mapping activities have been completed. Necessary stand posts have been installed in 4 schemes in SEU-S area and in 2 schemes of SEU-C area. The only schemes where SPs have not been installed and charged are Kundara and Pavaratty. In Pavaratty temporary arrangements have been made. However, SEUs are not responsible for delays in implementation of water supply schemes. Fault reporting system is a major contribution of SEUs and is being implemented in almost all the panchayats. Drainage at SPs is very limited and virtually non existent in SEU-C area.

4.04 Latrine construction is the major activity of the SEUs. Latrines provide privacy for women and are the most sought after aspect of the project. There is a perpetual demand for latrine construction and panchayats and beneficiaries have been contributing about 20% each of the total costs. Delays in achieving the targets are mainly due to the delays of panchayats in providing their contribution. Coverage of latrines is discussed later. Other major activities of the SEUs are formation of school health clubs, construction of institutional latrines, training of community representatives and villagers and improvement of traditional water sources. The SEUs are also engaged in carrying out various studies on their own or with other agencies. They are also involved with outside agencies for sanitation projects such as District Rural Development Agency, Matsyafed, etc.

4.05 The expenses incurred on the SEUs since 1991 are provided in the Exhibit 4.02. The total expenses incurred from 1991 to 1996 are Rs 87.3 million and the allocated (revised) budget is Rs 107 million. The amount spent is 22% less than the budgeted amount. The maximum spending has been on sanitation. The amount spent on sanitation is Rs 51.9 million. Budget variance analysis reveals lower spending of the SEUs in all the line items.

EXHIBIT 4.01

SUMMARY OF ACTIVITIES

SCHEME	PANCHAYAT	WATER RELATED				LATRINE RELATED (1991-96)				SCHOOL HEALTH CLUBS	STATUS OF WITHDRAWAL
		Site selection mapping	No. of SP's charged	Fault reporting system	Drainage at SP's	Total latrines planned	Total latrines constructed	% coverage by SEUs	Cumulative coverage %		
SEU-S											
Vakkom-Anjengo	Anjengo	Completed	179	Yes	4	1100	520	14.8	65.0	3	Withdrawn
	Chirayinkil	Completed	316	Yes	12	2200	975	18.7	61.2	6	Withdrawn
	Kadakavoor	Completed	195	Yes	6	1850	199	23.8	51.5	5	Withdrawn
	Kizhuvalam	Completed	262	Yes	14	2650	1087	28.3	88.2	5	Withdrawn
	Vakkom	Completed	191	Yes	6	600	358	34.4	67.4	3	Withdrawn
	Azhur	Completed	29	Yes	0	700	512	19.7	47.8	4	Withdrawn
Cheriyanaad	Cheriyanaad	Completed	126	Yes	0	1850	1776	3.3	99.3	5	Withdrawn
Thrikkunnappuzha	Thrikkunnappuzha	Completed	388	Yes	97	3050	1947	10.5	58.2	2	Withdrawn
Koipuram	Koipuram	Completed	147	Yes	0	750	749	16.1	56.3	6	Withdrawn
Kundara	Ezhukone	Completed	-	-	0	0	1	23.6	23.6	2	
	East Kallada	Completed	-	-	0	0	449	13.0	25.3	3	
	Kundara	Completed	-	-	0	650	115	19.5	56.6	2	
	Kulakkada	Completed	-	-	0	1000	734	16.1	32.9	7	
	Neduvathur	Completed	-	-	0	1000	325	20.6	29.6	3	
	Pavithreswaram	Completed	-	-	0	1000	839	13.2	29.4	2	
	Perayam	Completed	-	-	0	0	158	16.3	22.5	5	
Subtotal of SEU-S			1833		139	18400	10744	17.0	48.7	63	
SEU-C											
Nattika-Firka	Edathiruthy	Completed	234	Yes	0	700	868	64.5	NA	3	This year
	Engandiyoor	Completed	195	Yes	0	1000	1223	28.0	91.0	3	This year
	Kaipamangalam	Completed	249	Yes	0	650	912	22.0	52.0	1	This year
	Mathilakom	Completed	174	Yes	0	100	963	19.4	63.0	4	This year
	Nattika	Verification	158	-	0	0	0	0.0	0.0	1	This year
	Valappad	Completed	105	Yes	0	800	1452	42.0	91.0	4	This year
	Perinjanam	Completed	158	Yes	0	1100	191	21.5	61.0	3	This year
	S.N.Puram	Completed	243	Yes	0	100	230	26.0	34.0	2	This year
	Vatanapally	Completed	146	Yes	0	1200	669	18.0	48.0	3	This year
Thalikulam	Completed	127	Yes	0	0	438	50.0	74.0	3	This year	
Mala	Annamanada	Completed	66	Yes	0	100	663	40.0	65.0	2	This year
	Kuzhur	Completed	111	Yes	0	1100	99	43.0	73.0	4	This year
	Mala	Completed	436	Yes	0	200	240	81.8	87.0	5	This year
	Poyya	Completed	260	Yes	0	600	1687	22.0	87.0	3	This year
	Puthenchira	Completed	237	Yes	0	800	1098	38.3	100.0	2	This year
	Vellangalore	Completed	373	Yes	0	1400	2207	25.0	96.0	4	This year
Pavaratty	Chalissery	Completed	77	Yes	0	0	203	NA	NA	4	
	Nagalasserry	Completed	71	Yes	0	1000	509	NA	NA	3	
	Punnayoor					0	193	NA	NA		
	Thrihala	Completed	125	Yes	0	0	0	0.0	0.0	4	
	Thirumattacode	Completed	-	-	0	0	0	0.0	0.0	14	
Subtotal of SEU-C			3545		0	10850	13845	32.5	58.0	72	
Grandtotal			5378		139	29250	24589	25.0	53.5	135	

Notes : (1) Source - SEUs, CO, South and Central

(2) NA - Data not available

(3) Excluding Nattika and Pavaratty areas coverage by SEUs is 37.1 % and cumulative coverage 66.9 %

(4) Coverage means percentage of households with latrine

(5) Withdrawal means lean SEU staffing

(6) Targets given above are revised figures

EXHIBIT 4.02

BUDGET VARIANCE ANALYSIS 1991-96

(Rs 000)

LINE NO.	DESCRIPTION	BUDGET	EXPENSES	VARIANCE %
1	WATER RELATED ACTIVITIES			
1.1	Site selection	543	373	46
1.2	Traditional sources	1,230	842	46
	Subtotal	1,773	1,215	46
2	SANITATION			
2.1	Household latrines	50,704	45,159	12
2.2	Institutional latrines	1,463	872	68
2.3	Environmental sanitation	340	64	431
2.4	Inter-agency collaboration	9,335	5,816	61
	Subtotal	61,841	51,911	19
3	Hygiene education	4,496	3,786	19
4	Studies and monitoring	3,241	1,917	69
5	Training and orientation	2,372	1,719	38
6	Publication and documentation	2,620	1,782	47
7	MANPOWER			
7.1	Local staff permanent	12,181	10,617	15
7.2	Local staff temporary	2,305	1,773	30
7.3	Work contracted	4,144	3,661	13
7.4	Local consultants	884	431	105
	Subtotal	19,514	16,481	18
8	CAPITAL COSTS			
8.1	Office equipment	848	713	19
8.2	Vehicles	1,159	785	48
8.3	Furniture	326	78	317
8.4	Transport/insurance	114	65	75
	Subtotal	2,447	1,641	49
9	OPERATIONAL EXPENSES			
9.1	Office accommodation	384	156	146
9.2	O&M office equipment	478	352	36
9.3	O&M vehicles	1,833	1,466	25
9.4	Office costs	3,063	2,656	15
9.5	Travel & accommodation	2,891	2,250	28
	Subtotal	8,649	6,881	26
	GRAND TOTAL	106,953	87,333	22

Notes : (1) Source - SEU - CO  
 (2) Budget figures are as revised

## 5. SEU ORGANISATION AND ITS IMPLEMENTATION CAPACITY

5.01 The organisation structure of the SEU- Foundation (SEU-F), its staffing, personnel policies and procedures, accounting and other systems are discussed below. The evaluation of these has particularly taken into account the requirement that the SEU has to become much more self reliant in the next two years or so. It is now necessary for it to find paid work for itself so that objectives for which it was created as an organisation can be achieved on a wider scale and on a sustained basis. On the whole the SEU-F appears quite capable of handling the proposed Dutch programme for the next two years.

### Mission statement

5.02 An explicit mission statement has not been formulated by the SEU-F in view of the proposed changes. In fact the kind of work the organisation is interested in, whether this will be in water supply and sanitation or will extend to other projects where community organisation or health education are important, which areas of the country would the organisation be interested in or will it restrict itself to Kerala, etc. are some of the issues that require to be thought about. It has been assumed for the evaluation of the SEU-F's structure below that for the next two years at least SEU-F will restrict itself to work in Kerala and that the Dutch programme would be the major work.

NO -  
have to  
build up

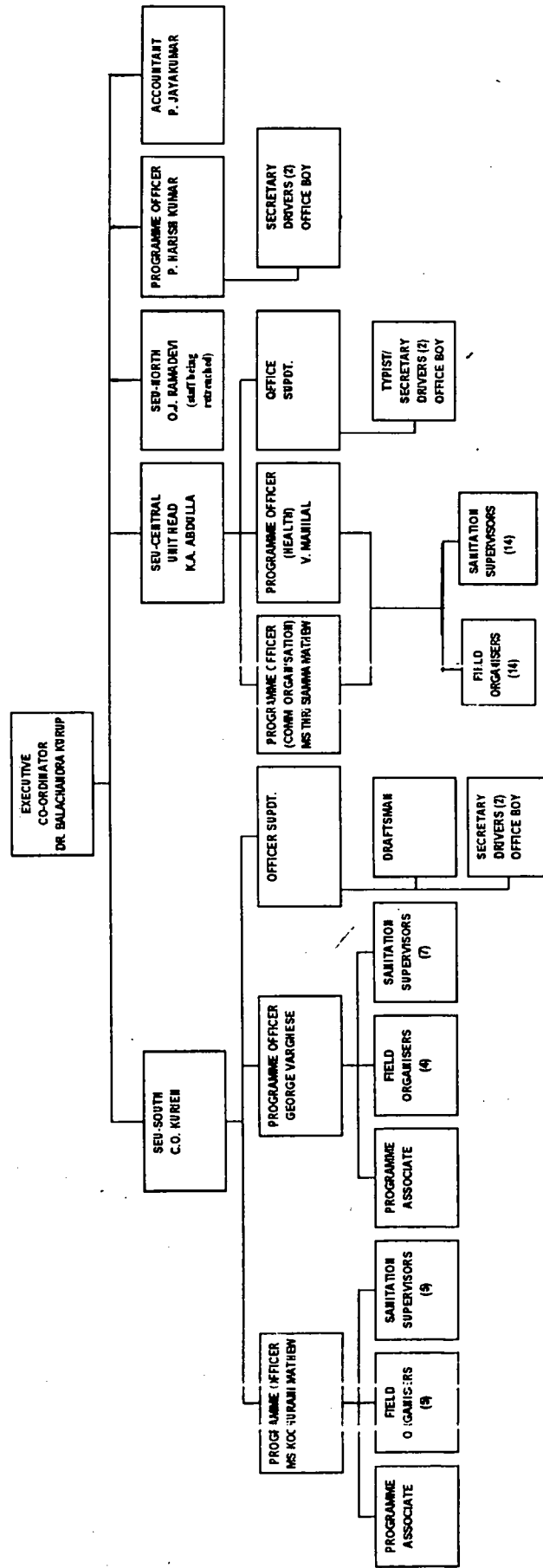
### Organisation structure

5.03 The organisation structure of the SEU-F is given in Exhibit 5.01. The coordinating office (CO) located at Thiruvananthapuram is appropriately lean. The bulk of the staff is in three regional units- SEU-South (SEU-S), SEU-Central (SEU-C) and SEU-North (SEU-N) located at Kollam, Thrissur and Kozhikode respectively. The staff are in two categories- "core" which are the permanent staff of the organisation, e. g. the programme officers (POs), and the others who are on contract, e. g. the field organisers (FOs). SEU-N is in the process of being closed and its staff retrenched except for one PO who is to be shifted to CO as a consultant. This is consequent upon the closure of the Danida programme in Kerala

5.04 The unit head SEU-S has two programme officers (POs) reporting to him. Each of them is responsible for a group of panchayats. Thus broadly for a sub-region. They are assisted by field organisers (FOs) who are responsible for one or more panchayats.

EXHIBIT 5.01

SEU FOUNDATION  
ORGANISATION CHART



The field level staff in SEUS is proposed to be reduced to 4.  
The levels on the chart do not represent relative levels.  
April, 1986

5.05 SEU-C unit head is also assisted by two POs. One of these looks after community organisation and the other health education. The FOs under them look after different panchayats as in the southern unit.

5.06 The functional structure in SEU-C would be strengthened if it were to be regionally organised. This would ensure clearer accountability at PO level. It would also offer them a more interesting job. There would be no dual reporting of FOs to two POs for different subjects. Any disadvantage of functional strengths and weaknesses of individual POs could be easily offset by ensuring that the present informal and close knit working style is maintained and with appropriate guidance from the unit head.

5.07 The CO and the units are otherwise appropriately staffed. The change in the SEU-F role to include marketing of its services will mean that the executive director and the unit heads will have to spend much more of their time selling their services to donor agencies and government.

### **Morale**

5.08 It is particularly heartening to note the exceedingly high commitment level of the professional staff. They appear to take great pride in the contribution they are making and the fact that they are appreciated by the people they are serving. Recently there has been a serious fall in morale caused by the uncertainty as a result of the changed legal status of the SEU, some fears of a withdrawal of RNE support, and the need to actively get work. In the circumstances clearance of the proposal for the next two years at the earliest cannot be over emphasised.

### **Job descriptions**

5.09 Job descriptions were prepared many years back for each of the positions but, except for that of the CO accountant, none have been updated for changing roles. For example, the regional structure in the southern office at the PO level is not reflected. Again, the change in the role to promoting sanitation is not included. The job responsibilities appear, however, to be clearly understood.



### **Delegation of authority**

5.10 Although power is delegated only to unit heads, this is appropriate considering the nature of the organisation, the need to control costs, and the requirements of internal control. This has not been mentioned as a problem by any of the staff met.

### **Performance appraisals**

5.11 At present there is no formal performance appraisal for any of the staff. Introduction of a simple performance appraisal for at least the professional staff should be considered. This is particularly important in view of the changing role of the various levels. The objective would be to evaluate performance formally to discuss steps for improvement, to enable assistance to be provided to improve effectiveness, e. g. training, special experience, etc., and to identify strengths so that these can be used to maximum advantage.

### **Training**

5.12 SEU does occasionally send its staff for training and to participate in seminars and conferences. There is also participation in studies and surveys at no charge to the recipient of the results to enhance internal capability. The new challenges will necessitate training of the senior professionals in marketing of services, report writing, legal and commercial knowledge relating to such things as staff management, contracts, commercial law, etc., and costing and pricing of work. Some of the training may require on the job guidance in addition to training through appropriate short courses. Preferably the training should be structured to SEU's needs.

### **Salary structure**

5.13 SEU-F bases its compensation structure for its core staff on that of KWA. Except for a comparatively small cash adjustment for differences in leave provisions etc. the structure is identical to that of KWA except for the executive co-ordinator. It includes the government dearness allowance. The salaries are not generous at senior levels. However, it is argued that they are in order in the context of Kerala. The dearness allowance may be inadvisable now as upward automatic revisions in it would form the major increment in the year as the step

increments in the grade are not substantial. This detracts from management's right to manage this aspect. It is suggested that the dearness allowance be frozen at current levels and future increases be included as part of the annual increment and be subjected to moderation if performance is unsatisfactory. There has been some talk of a reduction in salaries now that SEU-F is a foundation. This would be counter productive.

### **Vehicles**

5.14 There is no provision for vehicles for field organisers who have to travel a great deal although within their own geographical area of responsibility. Allocation of two wheelers would make them much more effective and it is possible that they could look after a larger area thereby reducing salary costs.

### **Changes to personnel policies and procedures**

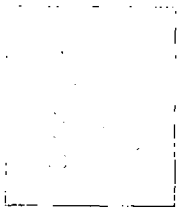
5.15 The administration manual for personnel and finance is being reviewed currently by a committee of core staff. It is not however clear what will emerge as the final recommendation. It is suggested that the above suggestions could also be considered. It is also suggested that a legal review of it should precede publication so that any exposure can be taken care of.

### **Budgets and work plans**

5.16 Fairly detailed budgets and work plans are prepared by the units based on overall guidelines given by CO. These are reviewed by the executive director before consolidation into the SEU-F's final document. The procedure is as it should be.

### **Accounting and reporting systems**

5.17 SEU-F has a well laid out system for accounting and monthly reporting to CO. These reports are consolidated into a formal half-yearly report. In addition there are periodic reports on certain aspects of the impact of its work, e. g. latrine monitoring. The system is well designed and regularly followed. However, there is likely to be a need to extend the accounting system to incorporate project accounts since the organisation now wishes to work for several donors and on several projects. There may also be a need to introduce time



accounting if staff devote time to more than one project in the year. However these changes could be introduced once the need arises.



## **6. IMPACT OF THE SERVICES OF SEUs**

6.01 This section deals with the impact of the services of SEUs. It also discusses 'with' and 'without' SEUs. The overall impact of the services of the SEUs is more than positive. SEUs have clearly demonstrated the value of socio economic activities in water supply and sanitation programmes. As of now KWA has plans to integrate training of its staff in selected socio economic activities. One question that needs to be addressed is the long term sustainability of community institutions created in the past after the SEUs fully withdraw from the project area. Women in the SEU areas have also benefitted substantially. Beyond the benefits of water supply and sanitation, women have become an integral part of the community institutions created for planning and managing the schemes. Women have also been recognised and given responsibilities in the areas of economic activities. Many WWC members, both men and women, have been elected into panchayats. The SEUs have also been achieving the long term objective of improving the health and living standards of the people.

### **SITING OF STAND POSTS**

6.02 The SEUs have been working with the community in deciding the location of stand posts (SPs). Keeping the framework of KWA for SPs, the SEUs initiate the community to take its own decision on the location of SPs. Detailed socio economic mapping of each ward is carried out by the community. The community's preferences are given priority for deciding the number and location of SPs. For example the number of SPs varies from 0.8 to 3.5 per 250 persons (1991 population) in SEU-C area. In non SEU areas, KWA contacts panchayat members/officials and decides on the siting of SPs. Though panchayat members/officials are in contact with the community in general, certain specific needs of the community are missed out.

### **UNDESERVING STAND POSTS**

6.03 The working SPs which were installed prior to the project period have been integrated with the project schemes. In some villages, the community expressed that a few SPs, placed prior to and during the project (before the intervention of the SEUs), are not needed. For each SP, panchayats have to pay Rs 875 per annum to KWA. So based on the community's opinion, the panchayats resolved in favour of the closure of undeserving SPs. In SEU (South) alone a total of 35 SPs have been closed in Kizhuvalam panchayat and 78 SPs have been

recommended for closure in Chirayinkil panchayat of Vakkom-Anjengo scheme. This amounts to a saving of Rs.99,000 per annum for these two panchayats, which is a substantial amount. The process of closing the undeserving SPs began with the coverage study carried out by the SEUs. The coverage study was meant to examine the desirability of location of SPs already installed and to find out the population coverage percentage.

## COMMUNITY INSTITUTIONS

6.04 For the long term sustainability of community participation in the project, stand post attendants (SPAs) are selected and ward water committees (WWCs) are organised. For each SP, an SPA is selected from among the local users. SPAs are responsible for general maintenance of the surroundings of SPs and reporting any faults. In most cases SPAs are women. WWCs are organised for each ward. A WWC consists of 7 members, i.e., panchayat ward member, 2 women's representatives, 1 active social worker, 2 representatives from youth organisations and 1 representative from health and related departments. WWC members have been generally stable and have been in the committees for a long period of time. Changes have been mostly in the case of changes in ward members, representatives from government departments, etc.

6.05 The community institutions are virtually absent at the bottom most level, i.e., the tap users level and also at the top. As the community itself is well aware of the project and as there is continuous interaction between the community in general with SPAs/WWCs the absence of a tap user level institution has not affected the project as such. At the top level there have been attempts in creating core groups and section level committees.

6.06 As far as the KWA is concerned the lowest level office is at the section level. Any faults in SPs and pipelines would have to be reported at this level. At section level KWA may interact with about 2 panchayats. In general each panchayat has about 10 wards and hence 10 WWCs or 70 WWC members. As an institution the WWC is not strong enough to 'influence' KWA. Core group, as a concept is not followed everywhere and is very informal in nature. Section level committees are constituted by KWA officials and include panchayat presidents, secretaries and ward members. They do not include WWC members apart from ward members of panchayats. Owing to high work pressure panchayat presidents, secretaries and ward members may not be fully aware of all the problems related to the project. Hence an appropriate community representation is missing at the section level.

6.07 It should be mentioned that none of the committees organised are registered institutions. Once the SEUs withdraw from the project areas, the community institutions created so far have to directly deal with KWA. Unless the institutions are formalised, at least at the panchayat/section level, there is a likelihood of inefficiency and ineffectiveness creeping into these institutions.

6.08 In non SEU areas, SPAs and WWCs are completely absent and hence a formal representation of the community is restricted to panchayat level members and officials interacting with KWA.

### **FAULT REPORTING SYSTEM**

6.09 The fault reporting system in SEU areas is quite different from that in non SEU areas. In SEU areas the system begins with a report/complaint form kept at the panchayat office. A copy of this form is sent to the section level KWA office. A complaint register is also kept at the panchayat office. On receipt of the complaint, KWA takes appropriate action for rectification mostly through the appointed contractor. After rectification, the KWA employee has to sign on the register kept at the panchayat, which is often not done. The register also provides a record of the date of rectification. However KWA's payment to the contractor is not linked to the rectification as per this register.

6.10 In contrast, KWA maintains a complaints register in the section office to receive complaints. Though mostly the complaints are from non SEU areas a few complaints are received and recorded from SEU areas as well.

6.11 A comparison of the number of complaints reported has been made between Vakkom-Anjengo, an SEU area with 304 km of pipeline and a non SEU area under the supervision of the same executive engineer with approximately 400 km of pipeline. In the Vakkom-Anjengo scheme an average number of 67 complaints were reported per month from April 1993 to March 1994. For the same period in comparison, 37 complaints were reported in non SEU areas (although the register included a few SEU area complaints also; the number of these could not be segregated). The number of complaints made during 1994-95 from SEU areas is 43 per month and the corresponding figure from non SEU areas is 5. In 1995-96 the number of complaints dwindled to 18 per month from SEU areas and in non SEU areas it is 8 per

month. Technically it cannot be said that the water supply system in the SEU area is worse than in the non SEU area. Basically it indicates a better check kept by the community, SPAs and WWCs in the SEU areas in reporting faults. One of the reasons attributed to this low number of complaints from non SEU areas, as mentioned by the officials of KWA, is that nearly 40% of the complaints are not registered.

## **REPAIRS**

6.12 In one of the SEU areas, Thrikunnapuzha scheme, an experiment has been carried out where WWC members were trained to carry out repairs of minor faults. KWA did not agree to an arrangement of WWC carrying out repairs below the ground as it is perceived to be more technical and also it may lead to other problems. Hence other proposals of the community managing the repairs have not been pursued further. In non SEU areas there is no question of community involvement in this aspect.

6.13 Sample data of fault reporting for three years in SEU-S area reveals that most of the faults (47%) are tap based (please refer Exhibit 6.01). Tap and stand post based faults make up for 70% of the total faults. These faults are simple to repair and can be taken up by the community itself. As per KWA, line breaks are technical in nature and hence cannot be handled by the community; these make up for just 30%.

## **DESIGN OF STAND POST AND PLATFORM**

6.14 The original design of KWA had a shorter SP. A shorter SP means that the user (normally a lady) has to bend while holding the tap. The previous platform had a smaller area to keep water containers with no provision for drainage. Repeated feedback from the tap users lead to a redesigned stand post and platform.

EXHIBIT 6.01

TYPE OF FAULTS REPORTED FROM SEU(S) AREA

SCHEME	PANCHAYAT	YEAR	NUMBER OF FAULTS			
			At tap	At/around SP	Line breaks	Total
Vakkom-Anjengo	Anjengo	1993-94	107	90	32	229
		1994-95	68	30	25	123
		1995-96	24	14	5	43
		Subtotal	199	134	62	395
	Chirayinkil	1993-94	55	44	24	123
		1994-95	30	20	27	77
		1995-96	29	20	42	91
		Subtotal	114	84	93	291
	Kadakavoor	1993-94	72	28	43	143
		1994-95	23	7	16	46
		1995-96	-	-	-	0
		Subtotal	95	35	59	189
	Kizhuvalam	1993-94	142	47	49	238
		1994-95	63	23	46	132
		1995-96	24	21	19	64
		Subtotal	229	91	114	434
	Vakkom	1993-94	44	11	20	75
		1994-95	33	6	10	49
		1995-96	10	3	1	14
		Subtotal	87	20	31	138
	Azhur	1993-94	0	0	0	0
		1994-95	91	0	0	91
		1995-96	0	0	0	0
		Subtotal	91	0	0	91
Cheriyamad	Cheriyamad	1993-94	2	2	5	9
		1994-95	3	8	32	43
		1995-96	20	8	26	54
		Subtotal	25	18	63	106
Thrikkunnappuzha	Thrikkunnappuzha	1993-94	69	53	59	181
		1994-95	60	42	17	119
		1995-96	9	4	0	13
		Subtotal	138	99	76	313
Koipuram	Koipuram	1993-94	21	3	10	34
		1994-95	16	20	87	123
		1995-96	9	4	64	77
		Subtotal	46	27	161	234
Grandtotal		Number	1024	508	659	2191
		Percentage	46.7	23.2	30.1	100.0

Notes : (1) Source - SEU(S)

(2) In some of the panchayats (Azhur for instance) reporting has not been continuous.



## **COST RECOVERY**

6.15 Cost recovery for public stand posts is in two stages. The first stage deals with cost recovery from panchayats by KWA. The second stage is the cost recovery from water users by panchayats. So far the second stage has not been tried out except for some experiments in northern Kerala (outside the Dutch funded schemes). The experience of KWA in the first stage cost recovery has been very unfavourable. In one of the studies conducted by an independent institute in 1994, the overall (first stage) cost recovery was about 9.5% in 1993-94. In comparison, in the SEU areas including SEU-N, it was 25.4%. The cost recovery for the year 1995-96 in SEU-C has been particularly good in some of the panchayats though the overall picture is just moderate. There has also been 100% cost recovery from one of the panchayats. Details are provided in Appendix III. However in the SEU-S area cost recovery has been generally poor. The service level of KWA is one of the major impediments in cost recovery from panchayats.

## **TRADITIONAL WATER SOURCES**

6.16 In Kerala non piped water supply systems are still the major source of water. Even in the project area, people use well water and other surface water sources. The major reasons being reliability, nearness of water source and habit of the community. While piped water supply systems need to be encouraged, there is a need to improve traditionally used water supply systems also. In SEU areas well improvement has been taken up wherever necessary. In non SEU areas traditional water supply systems are completely neglected as they do not come under the purview of KWA. It is suggested that where SEU is undertaking a sanitation programme it may be worthwhile at little additional cost to motivate the community to improve the traditional sources. Thus the objective of improving health in the area could be better achieved.

## **WATER HYGIENE PRACTICES**

6.17 During the field survey some observations were made on and some interviews were conducted about water related hygiene practices (totally 37 observations and interviews). Certain questions were restricted to observations only owing to reliability of the answers. Washing of pitcher before taking water was seen in all the cases observed. In two thirds of the cases, pitchers were lifted dipping in the fingers. The shape of pitcher used makes lifting easier

in this manner. In one third of the cases buckets were used and hence dipping in the fingers was not necessary. In 71% of the total observations made the pitcher was kept on a platform. Invariably the pitcher containing water was kept covered in all the cases.

## **SANITATION**

6.18 The sanitation programme of SEUs covers households below poverty line (BPL). After the intervention of SEUs the coverage increased tremendously. The total average coverage in the SEU area is about 54%. Of this SEUs' directly contributed about 25% from 1991-96. The rest of them are latrines constructed by the users or through some other projects. The spill over effect of SEUs' activities also contributed to this. In the households above poverty line the spill over effect of SEUs activities has been substantial. For instance, in the SEU-S area the cumulative latrine coverage is 99.4%.

### **Community participation**

6.19 The community is involved right from the beginning in the selection of beneficiaries for the programme. WWCs are the connecting points for the community and other agencies. The community has also been contributing about 20% of the total cost of latrines. In addition to this, panchayats have contributed another 15%. The community is also involved in transporting construction material from the nearest road to the actual site and in assisting during construction.

### **Design of latrines**

6.20 As SEUs are in constant interaction with agencies outside, they constantly attempt to improve designs to save costs and to make maintenance easy. Some of the changes are thinner wall structures, thinner roof, use of local material, use of pans with higher slope, etc. In non SEU areas these design improvements are virtually absent. The only major improvement which has come about in non SEU areas is two pit latrines. These SEU promoted improvements have had a positive impact on reducing the total cost of latrines. At present the approximate total cost of a latrine is about Rs 2,500 whereas for self constructed latrines it is more than Rs 3,000. In SEU-S area, the walls of the latrines have a niche to keep soap. This is an improved version over the protruding tile seen in some of the earlier constructed latrines. Making a place for soap increases hand washing with soap.

### **Latrine upkeep and hygiene practices**

6.21 Wherever latrines were available the usage was quite high. All the people in the house use the latrine except for infants. As for water related hygiene practices, interviews were conducted with and observations were made in a total of 62 cases. About 89% of the latrines observed were kept clean. These latrines were constructed over the entire project period. In addition to the plastic brushes for cleaning, people also use brushes made from coconut fibre. Water availability for latrine purposes also ensures better upkeep of latrines. All the latrines observed had water stored. Washing of hands with ash/soap is another important hygiene practice. Nearly 61% of the latrines observed had soap near them. Most of the persons who responded regarding the disposal of faeces of children said they dispose them either in the latrines or by digging a pit. However, actual observation on this was not possible.

### **Other activities**

6.22 SEUs have also been instrumental in constructing latrines in schools and in other institutions. The pay and use latrine at Anjengo is a very useful contribution. Basically in this area the people do not own any land and a majority of them live on common (paramboke) land, even if they own land they do not have enough space to provide for latrine construction and they are also very poor. In Anjengo the latrine constructed is exclusively for women and is also managed by women. The upkeep is excellent and the collections from it are substantial.

### **IMPACT ON WOMEN**

6.23 The major target group for water and sanitation activities is women. They are the most affected persons when there is a lack of both water and sanitation facilities. Consequently the impact of the project on women is tremendous. The physical availability of water and sanitation facilities itself has had a positive impact on women. Owing to the sensitive nature of the issues, women have come forward to take up responsibilities. Almost all the SPAs are women. For instance, in SEU-C area nearly 99.5% of the SPAs are women. In the case of WWC members there is a provision for 29% (2 out of 7) to be women members. But in reality more women members actively participate in WWCs. In SEU-C area nearly 35% of WWC members are women. The project also affected the differences in wage rates for latrine

construction between men and women by paying both according to the job and not according to the gender.

6.24 The project has also had an impact in initiating entrepreneurial skills in women. There is a fullfledged women masons group in SEU-C area, which constructs not only latrines but also undertakes manufacturing of other cement based products. There is one more women masons group coming up in the SEU-S area. Another women's group in SEU-C area is engaged in repacking bleaching powder and chlorination of wells. It is looking out for other activities as a diversification. The SEUs have thus been instrumental in empowering women in the project area and actively encouraging women's involvement in planning and managing the project activities.

#### **INSTITUTIONAL POSITION OF THE SEUs**

6.25 The nature of work demands that the SEUs work in partnership with KWA. Basically they form the bridge between the community and KWA at various levels. They have been effective in maintaining their relationship both with KWA as well the community. As far as the stipulation regarding integration of the socio economic activities with KWA is concerned, KWA has not integrated these. However, the recommendation of a KWA committee after a review of SEUs to incorporate a few changes relating to socio economic activities in its training programmes is a step in the right direction. The SEUs have adequately proved to other government and non government agencies the importance of socio economic activities in water supply and sanitation programmes. In fact various government departments and district authorities are seeking the help of the SEUs in their regular programme. The SEUs also maintain links with small field level organisations through small projects. Links have also been effectively maintained with users and other representatives of the community and panchayats. As mentioned above the SEUs have successfully created an impact considering their mandate.

#### **COST EFFECTIVENESS OF THE SEUs**

6.26 From 1991 to 1996, the SEUs have spent about Rs 87.3 million. Out of this direct cost of sanitation is Rs 51.9 million. Of the rest of the expenses, about 40% is attributable to water related activities, which is Rs 14.2 million. The total estimated expenses of the water supply schemes where the SEUs are working are Rs 942.1 million. Hence the expenses for water related activities are just 1.5% of the total water supply project cost.

6.27 A further detailed analysis was carried out for the completed schemes - Vakkom-Anjengo, Cheriyanad, Koipuram and Thrikunnapuzha schemes. The details are as follows:

Total SEU expenses (based on a detailed analysis of costs for 4 schemes)	-	Rs 20.9 million
SEU expenses (water related)	-	Rs 1.0 million
Total water supply expenses	-	Rs 85.5 million
Percentage of SEU expenses (water related only)	-	1.1%
Total SEU expenses per capita	-	Rs 104

6.28 The direct savings made on siting SPs, closure of undeserving SPs, improved cost recovery and many indirect benefits to the community because of the interventions of the SEUs are many. The percentage of SEU expenses are just 1.1% of the total cost. The total incremental expenses are just Rs 104 per capita. Considering the additional benefits a user gets, the incremental expenses are more than reasonable.

## 7. PROPOSED PLAN OF IMPLEMENTATION

7.01 The proposed plan of implementation for 1996-98 dated January 1996 appears to be generally in order. The budget is presented in Exhibit 7.01. SEU-F's explanations for the provisions are provided in Appendix IV. The budget is generally in order. The following require attention:

- (1) The proposed subsidy on household latrines (line 2.1) is still more or less working out to 55-65%
- (2) The inter-agency collaboration (line 2.4) provision for CO is a general budget estimate for task force NAP II and Cleaner Kerala Programme of government of Kerala, etc.
- (3) The training and orientation provision (line 5) covers extra amounts over the last two years to cover NAP II training - Rs. 600,000 and additional training consequent upon panchayati raj and newly elected members. There would also be some need for training of SEU-F staff for the new requirements discussed earlier in this report. This has not been specifically provided for; <sup>but</sup> The provision exceeds last two years actual by 84%
- (4) The estimates for manpower in line 7 differ from the detailed workings in the Appendix under individual heads. However, for 1996-97 the total provision is Rs. 5,116,586 which is marginally less than the budget of Rs. 5,296,000. Next year the provision is increased by 16% which is reasonable. The transfer of part of the cost under this head for CO and SEU-S to travel and accommodation is a little unconventional but it is understood that this has always been the practice. However, for SEU-C there is no such transfer.

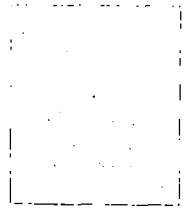
It may also be noted that the field staff in SEU-S is proposed to be reduced to 4 the first year itself. There is no reduction in SEU-C. It is understood that latrine construction supervision will be partly transferred to the beneficiary. While overall the strength is in order, that for SEU-S would be short.

EXHIBIT 7.01

PROPOSED BUDGET

(Rs 000)

EXPENSES IN		LINE NO.	DESCRIPTION	BUDGET FOR		
1994-95	1995-96			1996-97	1997-98	Total
		1	WATER RELATED ACTIVITIES			
178	111	1.1	Site selection	155	155	310
583	208	1.2	Traditional sources	300	335	635
761	319		Subtotal	455	490	945
		2	SANITATION			
14,039	14,082	2.1	Household latrines	10,350	9,440	19,790
382	231	2.2	Institutional latrines	210	130	340
28	17	2.3	Environmental sanitation	40	50	90
397	3,839	2.4	Inter-agency collaboration	1,050	600	1,650
14,847	18,168		Subtotal	11,650	10,220	21,870
995	718	3	Hygiene education	1,050	1,015	2,065
422	730	4	Studies and monitoring	605	680	1,285
390	480	5	Training and orientation	850	750	1,600
655	413	6	Publication and documentation	505	550	1,055
		7	MANPOWER			
2,635	3,566	7.1	Local staff permanent	2,970	3,530	6,500
463	640	7.2	Local staff temporary	615	660	1,275
1,030	1,097	7.3	Work contracted	1,340	1,500	2,840
18	302	7.4	Local consultants	371	474	845
4,146	5,605		Subtotal	5,296	6,164	11,460
		8	CAPITAL COSTS			
57	305	8.1	Office equipment	35	340	375
230	384	8.2	Vehicles	410		410
20	9	8.3	Furniture	60	35	95
11	21	8.4	Transport/insurance	33	44	77
319	719		Subtotal	538	419	957
		9	OPERATIONAL EXPENSES			
34	25	9.1	Office accommodation	68	226	294
98	98	9.2	O&M office equipment	139	164	303
329	386	9.3	O&M vehicles	449	519	968
605	653	9.4	Office costs	850	959	1,809
503	523	9.5	Travel & accommodation	725	872	1,597
1,568	1,684		Subtotal	2,231	2,741	4,971
24,102	28,837		GRAND TOTAL	23,180	23,028	46,208
			15% surcharge for SEU reserve fund			6,787
			TOTAL BUDGET REQUEST			52,995



- (5) The suggestion in this report for provision of 2-wheelers to field organisers has not been incorporated in the budget as yet
- (6) The budget for office costs (line 9.4) is 44% above the expense of the last two years. This is said to be at least partly due an increase in telephone charges which are currently Rs. 20 - 25,000 p.m. and to provide for inflation
- (7) The provision for travel and accommodation (line 9.5) seems somewhat in excess for SEU-C at Rs. 180,000 but the excess amount is not really material



**APPENDIX I**

**APPENDIX I**

**LOCATIONS VISITED**

**Vakkom-Anjengo scheme**

- (1) Anjengo
- (2) Chiriyankil
- (3) Kizhuvalam

**Kundara**

- (4) Kullakada
- (5) Perayam
- (6) Cheriyanad

**Mala**

- (7) Puthenchira
- (8) Vellangalore
- (9) Poyya

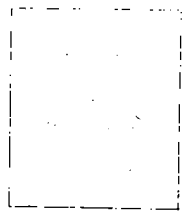
**Pavaratty**

- (10) Chalisserry
- (11) Thrithala

**Nattika-Firka**

- (12) Valappad
- (13) Engandiyoor

APPENDIX II



## APPENDIX II

### SELECTED LIST OF PEOPLE CONTACTED

Dr.K.Balachandra Kurup, Executive Coordinator, SEU(CO)  
Mr.P.Harishkumar, PO, SEU(CO)  
Mr.C.O.Kurian, Head of the Unit, SEU(S)  
Ms.Kochurani Mathew, PO, SEU(S)  
Mr.George Varghese, PO, SEU(S)  
Mr.K.A.Abdullah, Head of the Unit, SEU(C)  
Ms.Thressiamma Mathew, PO, SEU(C)  
Mr.V.Manilal, PO, SEU(C)  
Mr.John Abbott, TLO  
Mr.N.V.Madhavan, Secretary, Government of Kerala  
Mr.Tikka Ram Meena, Joint Secretary, Water Supply  
Ms.S.Krishnaveni, MD, KWA  
Mr.G.Sateesh, CE, KWA  
Mr.K.M.Mohammed Soofi, CE, KWA  
Mr.P.K.Sahadevan, SE, KWA  
Mr.Kurian, SE, KWA  
Mr.Siddiqui, EE, KWA  
Mr.B.F.H.R.Bijli, DCE, Training, KWA  
Mr.Satyadevan, AEE, KWA  
Mr.Pushparaj, AE, KWA  
Mr.S.M.Vijayanand, Former Deputy Secretary, Rajiv Gandhi Drinking Water Mission  
Ms.Omana, WWC member, Kizhuvalam  
Mr.Krishna Kurup, WWC member, Kizhuvalam  
Mr.Sashidaran, Panchayat employee, Kizhuvalam  
Ms.Nalini, Executive Committee Member, Perayam  
Mr.Shivaprasad, Member, Perayam  
Ms.Soudhamani, President, Cheriyanad  
Ms.Remadevi, WWC member, Cheriyanad  
Mr.D'Silva, Executive Officer, Puthenchira  
Mr.Sulaiman, WWC member, Puthenchira  
Ms.Santharaj, WWC member, Puthenchira  
Mr.Philip, HM, UPS, Vellangalore  
Members of POTWATS, Poyya  
Ms.Remadevi, Executive Officer, Avanur  
Mr.K.K.Visvambaran, WWC member, Valappad  
Members of Jeevapoorna Women's Society, Engandiyoor

APPENDIX III

APPENDIX III

**COST RECOVERY PERCENTAGE IN SEU-C AREA**

<b>PANCHAYAT</b>	<b>COST RECOVERY IN 1995-96 ('000 Rs)</b>	<b>% RECOVERY</b>
<b>NATTIKA</b>		
Engandiyoor	50.0	29.3
Edathiruthy	0.0	0.0
Valapad	12.7	13.8
Kaipamangalam	0.0	0.0
Perinjanam	0.0	0.0
Vatanapally	136.3	100.0
S.N.Puram	0.0	0.0
Mathilakam	38.1	25.0
Thalikulam	47.0	42.3
Nattika	50.0	36.2
Subtotal	334.0	21.3
<b>MALA</b>		
Mala	0.0	0.0
Poyya	0.0	0.0
Vallangalore	50.0	18.6
Puthenchira	0.0	0.0
Kuzhur	0.0	0.0
Annamanada	52.9	91.7
Subtotal	102.9	8.3
<b>PAVARATTY</b>		
Nagalassery	0.0	0.0
Chalissery	0.0	0.0
Thirthala	0.0	0.0
Subtotal	0.0	0.0
<b>Grand total</b>	<b>874.0</b>	<b>14.3</b>

Notes : (1) Source - SEU-C

(2) Amount to be collected is based on the number of SPs and the annual charges (Rs 875/SP)

APPENDIX VI

**APPENDIX IV**

**EXPLANATIONS GIVEN BY SEU-F IN SUPPORT OF THE PROPOSED BUDGET**

**Line no.**

- 1.1 Site selection - broadly in line with the average expense of the last two years
- 1.2 Traditional sources - broadly in line with the average of the last two years
- 2.1 Household latrines - the number of latrines planned to be constructed are:

	No.	Unit cost	SEU share %	Budget Rs.'000
SEU-S - in the current area	4200	2800	65	7644
- coastal area	1000	2800	40	1120
SEU-C	7000	2700	55	10395
				<hr style="width: 100%;"/>
				19155
Balance funds to cover price escalation - any remaining to be used for additional latrines				545
				<hr style="width: 100%;"/>
				19790
				<hr style="width: 100%;"/>

- 2.2 Institutional latrines - 180 institutional latrines to be built. Cost would depend on model chosen. The budget figure is a best estimate. Average cost borne by SEU-F works out to Rs. 1889 per latrine.
- 2.3 Environmental sanitation - this sum is for standpost drains and is an estimate. Estimated numbers to be constructed are not available.
- 2.4 Inter-agency collaboration - the budget is for construction of:

	Rs.'000
CO - Task force NAP II, GOK Cleaner Kerala programme, etc.	750
SEU-S - 20 seat pay and use latrine	500
SEU-C - 1000 latrines with a subsidy of Rs. 400 each	400
	<hr style="width: 100%;"/>
	1650
	<hr style="width: 100%;"/>



**APPENDIX IV/ 2**

- 3 Hygiene education - the amount in the budget is more than the previous two years by approximately 20% to take into account cost increases resulting from inflation. The amount of material to be printed would be much more than last year as the print orders last year were deferred in view of the formation of the SEU-F as it was thought that they should be in the new name.
- 4 Studies and monitoring - these are budgeted at slightly higher than the average of the last two years. The exact studies required have not yet been identified.
- 5 Training and orientation - Rs. 600000 provided for training for NAP II and additional training as a result of panchayati raj and the newly elected members. Provision exceeds last two years actual by 84%.
- 6 Publication and documentation - this is budgeted at the same average level as that in the last two years. Identification of items to be published yet to take place and their pricing, if any, yet to be decided. If priced the expense would come down.
- 7.1 Local staff permanent - the proposals for 1996-97 are made up as follows :

**C.O.**

Name	Designation	Salary (Rs.)
Dr. K. Balachandra Kurup	Executive Co-ordinator	25,420
Mr. P. Harish Kumar	Programme Officer	10,765
Mrs. Geetha Nambiar	Secretary	7,436
Mr. A. Thajudeen	Driver	8,322
	<b>Total</b>	----- 51,943 =====
Salary for 12 months	Rs. 51943 * 12	6,23,316
Add : 15% for DA revision & increment		93,497
Provision for bonus & gratuity		1,03,886
Medical reimbursement	Rs. 51,943 * 80%	41,554
		----- 8,62,253
Less : 15% charged to travel portion {(Rs. 6,23,316 + Rs. 93,497) * 15%}		1,07,521
	<b>Sub Total</b>	----- 7,54,732 =====

APPENDIX IV/ 3

SEU-S

Name	Designation	Salary (Rs.)
Mr. C.O. Kurian	Head of the Unit	14,542
Mr. George Varghese	Programme Officer	11,431
Mrs. Kochurani Mathew	Programme Officer	11,773
Mr. P.K. Vijaya Kumar	Office Supdt.	9,612
Mr. P.K. Sreekumar	Draughtsman	7,825
Mr. C.A. Balan	Sec/Typist	6,962
Mr. T. Purushothaman	Driver	7,188
	Total	69,333
Salary for 12 months	Rs. 69,333 * 12	8,31,996
Add : 15% for DA revision & increment		1,24,799
Provision for bonus & gratuity		1,38,666
Medical reimbursement	Rs. 69,333 * 80%	55,466
		11,50,927
Less : 15% charged to travel portion {(Rs. 8,31,996 + Rs. 1,24,799) * 15 %}		1,43,519
	<b>Sub Total</b>	<b>10,07,408</b>

SEU-C

Name	Designation	Salary (Rs.)
Mr. K.A. Abdulla	Head of the Unit	16,325
Ms. Thressiamma Mathew	Programme Officer	12,601
Mr. V. Manilal	Programme Officer	10,354
Mr. C.G. Jayaram	Office Supdt.	10,161
Mrs. Princy P. T.	Secretary/Typist	4,304
Mr. K.J. Benny	Driver	7,896
Mr. P.V. Gopidas	Feon	4,036
Mr. S. Raveendran	Driver	6,977
Mr. V. Sudhakaran	Driver	4,203
Provision for a Draughtsman		8,000
	Total	77,895

**APPENDIX IV/ 4**

Salary for 12 months	Rs. 77,895 * 12	9,34,740
Add : 15% for DA revision & increment		1,40,211
Provision for bonus & gratuity		1,55,790
Medical reimbursement	Rs. 77,895 * 80%	62,316

**Sub Total** 12,93,057

**GRAND TOTAL** 30,55,197

7.2 Local staff temporary - the proposals for 1996-97 are made up as follows :

**C.O.**

Name	Designation	Salary (Rs.)
Mr. P. Jaya Kumar	Accountant	6,382
Mr. S. Reghunathan	Driver	6,874
Mr. Sivadasan	Peon	5,221
<b>Total</b>		18,477

Salary for 12 months	Rs. 18,477 * 12	2,21,724
Add : 15% for DA revision & increment		33,258
Provision for bonus & gratuity		36,954
Medical reimbursement	Rs. 18,477 * 80%	14,781

3,06,717

Less : 15% charged to travel portion  
 {(Rs. 2,21,724 + Rs. 33,258) \* 15 %}

38,247

**Sub Total** 2,68,470

**SEU-S**

Name	Designation	Salary (Rs.)
Mr. S. Sasidharan	Driver	6,978
Mr. S. Vijaya Kumar	Peon	5,309
<b>Total</b>		12,287

**APPENDIX IV/5**

Salary for 12 months	Rs. 12,287 * 12	1,47,444
Add: 15% for DA revision & increment		22,116
Provision for bonus & gratuity		24,574
Medical reimbursement	Rs. 12,287 * 80%	9,829
		2,03,963
Less : 15% charged to travel portion {(Rs. 1,47,444 + Rs. 22,116) * 15 %}		25,434
	<b>Sub Total</b>	<b>1,78,529</b>

**SEU-C**

Name	Designation	Salary (Rs.)
Ms. Preethi	Typist	2,500
Provision for surveyors	4 nos.	7,750
	<b>Total</b>	<b>10,250</b>

Salary for 12 months	Rs. 10,250 * 12	1,23,000
Add : 15% for increment		18,450
Provision for bonus & gratuity		20,500
Medical reimbursement	Rs. 10,250 * 80%	8,200
		1,70,150
	<b>Sub Total</b>	<b>1,70,150</b>

**GRAND TOTAL** **6,17,149**

APPENDIX IV/6

7.3 Work contracted - the provisions for 1996-97 include :

**C.O.**

	Salary (Rs.)
Sweeper, watchmen and other temporary assistants	60,000

**SEU - S**

Name	Designation	Salary (Rs.)
Mrs. Suma Mathews	Programme Associate	4,750
Mr. B. Manoharan	Programme Associate	4,000
Mr. Saji Sebastian	Field Organiser	3,650
Mr. C. Rajeevan	Field Organiser	3,400
<b>Total</b>		15,800
Salary for 12 months	Rs. 15,800 * 12	1,89,600
Add : 10% for increment		18,960
Provision for bonus & gratuity		31,600
<b>Sub Total</b>		<b>2,40,160</b>

Field staff number proposed is 4 against the existing higher number.

**SEU - C**

Designation	Present strength	Proposed	Salary (Rs.)
Field organisers	14 nos	10 nos	28,800
Overseers/Supervisors	14 nos	10 nos	21,600
<b>Total</b>			50,400
Salary for 12 months	Rs. 50,400 * 12		6,04,800
Add : 10% for increment			60,480
Provision for bonus & gratuity			1,00,000
<b>Sub Total</b>			<b>7,66,080</b>
<b>GRAND TOTAL</b>			<b>10,66,240</b>

APPENDIX IV/ 7

7.4 Local consultants - this covers

	1996-97 (Rs. '000)
<b>C.O.</b>	
Audit fee	65
Isaac John (from SEU-N to be attached to CO)	207
Other	70
<b>SEU - S</b>	
Tap and latrine monitoring	16
<b>SEU - C</b>	
Tap and latrine monitoring	10
	-----
	368
	=====

8.1 Office equipment - the budget includes the purchase of a DTP unit for CO. Minor additions are proposed for the other two offices.

8.2 Vehicles - the provision covers the purchase of a diesel jeep for communication purposes to be used by both the units.

8.3 Furniture - a small amount of additional furniture has been provided in each of the offices.

8.4 Transport/insurance - the provision covers insurance of vehicles. The increase is mainly due to the additional vehicle.

9.1 Office accommodation - the increased budget covers the possibility that KWA may begin charging for the use of their premises and alternative premises may have to be hired in such an event. The additional provisions for CO, Kollam and Thrissur are respectively Rs. 8000, Rs. 3000 and Rs.5000 p.m.

9.2 O & M office equipment - All units have new computers and CO has a new photocopier. The annual maintenance contracts on these items constitutes the major increase in this item.

**APPENDIX IV/ 8**

- 9.3 O & M vehicles - an approximate increase of 15% p.a. has been provided for inflation. There is also an additional vehicle.
- 9.4 Office costs - the increase provision for this item is to cover the inflation in computer stationery, other office stationery, telephone charges (now running at Rs. 20 - 25,000 p.m.), etc.
- 9.5 Travel & accommodation-staff - the provision is as follows for 1996-97.

**C.O.**

Charged from line item 7.1	1,07,521
Charged from line item 7.2	38,247
Provision for travel inside & outside the project area Rs. 16,500 * 12	1,98,000
	-----
Sub Total	3,43,768
	=====

Frequent travel is necessary for field visits and the cost of travel, accomodation, DA all form part of this head.

**SEU - S**

Charged from line item 7.1	1,43,519
Charged from: line item 7.2	25,434
Provision for travel inside the project area Rs. 2,500 * 12	30,000
	-----
Sub Total	1,98,953
	=====

**SEU - C**

A provision of Rs. 15,000/- per month is proposed for outside travel which includes out of state travel also.

Total provision for the year Rs. 15,000 * 12	1,80,000
	-----
Sub Total	1,80,000
	=====
<b>GRAND TOTAL</b>	<b>7,22,721</b>
	=====