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KERALA

**RURAL WATER SUPPLY
AND
SANITATION PROGRAMME
KERALA, INDIA**

Support Mission (KER-8)

11-27 January 1998

KER-8

February 1998

Mr Sjef Gussenhoven (ETC)
Mr Maarten Blokland (IHE)
Mrs Christine van Wijk - Sijbesma (IRC)

R822-14700

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LIST OF ACRONYMS

AE	Assistant Engineer
AEE	Assistant Executive Engineer
CE	Chief Engineer
CO	Coordinating Office (SEU)
CG	Core Group
CPHEEO	Central Public Health and Environmental Health Organisation
CR	Cost Recovery
crore	10 million
DGIS	(Netherlands) Directorate General for International Cooperation
EE	Executive Engineer
ETC Foundation	Consultants for Development Programmes (Netherlands)
FO	Field Organiser (temporary field staff of SEU)
FY	Financial Year
Gol	Government of India
GoK	Government of Kerala
GoN	Government of The Netherlands
IHE	International Institute for Infrastructural Hydraulics, and Environmental Engineering, Delft (Netherlands)
IPD	Investigation, Planning and Design Division of KWA
IRC	International Reference Centre for Community Water Supply and Sanitation
JRM	Joint Review Mission (1989, 1992)
KWA	Kerala Water Authority
lakh	100,000
LCS Programme	Low Cost Sanitation Programme
lpcd	litres per capita per day
MD	Managing Director of the Kerala Water Authority
mld	million litres per day (indicates size of scheme)
NAP	Netherlands Assisted Programme
NGO	Non-Governmental Organisation
NHRDP	National Human Resources Development Programme for the RWS/S sector (Rajiv Gandhi national Drinking Water Mission)
O&M	Operation & Maintenance
OMIP	Operation and Maintenance Improvement Programme
Panchayat	local administrative authority for a rural area covering a population of approx. 20,000
PASSS	Pazhakulam Social Service Society, an NGO
PMU	Project Management (or Monitoring) Unit of KWA
POTWATS	Protection of Traditional Water Sources programme
PTU	Pump Testing Unit
QMU	Quality Monitoring Unit
QMP	Quality Monitoring Programme
RNE	Royal Netherlands Embassy (New Delhi)
RSM	Review and Support Mission of Dutch funded schemes for RNE
Rs	Rupees
RWS/S	Rural Water Supply and Sanitation Sector
SE	Superintending Engineer
SEU-F	Socio Economic Unit Foundation
SPA	Standpost Attendant
TLO	(Netherlands) Technical Liaison Officer, based in Cochin
ToR	Terms of Reference
UNDP	United Nations Development Programme
ward	subdivision of Panchayat covering a population of 2,000 to 4,000
WATSAN	Water and Sanitation
WHO	World Health Organization
WQM	Water Quality Monitoring
WWC	Ward Water Committee, voluntary group consisting of 5-7 members

1. INTRODUCTION

This document is to report on the findings and activities of a support mission fielded as one of the regular **Review and Support Missions to the Netherlands Assisted Water Supply and Sanitation Programme in Kerala, India.**

The mandate of this mission was limited to extending technical **support** to the parties carrying responsibility for the implementation of the RWSS programme. Hence, the terms of reference this time excluded the usual **review** tasks.

Consequently, though the mission has communicated intensively with respective officials, the conclusions and observations in the report have not been subject to discussions in a formal de-briefing and thus reflect exclusively the opinion of the mission members.

The full co-operation of all those involved in this programme permitted very fruitful monitoring and discussions on the current state of affairs in the programme.

The current Netherlands Assisted Programme in Kerala, implemented under the direct responsibility of the Kerala Water Authority, is in the final stages of physical implementation.

As the supply of safe drinking water and sanitation facilities are clearly and highly stated policy priorities for the Government of Kerala, new propositions for future programmes are presently being developed. The process of sector planning and decision making by Government as part of the 9th National Development Plan, though quite time consuming, has reached an advanced stage. This reality is certainly influencing the orientation of the support mission's work, which becomes clear, both from the terms of reference (Annex 2) as well as from its present report.

The visit of the mission coincided with the unforeseen fact that new parliamentary elections were announced in India, which would mean additional responsibilities for government officers. Nevertheless, time was gratefully made available for the mission by officials of the Government, local administration and the KWA.

In spite of a pressing workload from its growing number of projects, the SEU Foundation's staff was very much helpful in working with the mission members and in providing the necessary logistical support.

The variety of items to be covered by the mission and the fact that mission members had some difficulty in overlapping their respective stays in Kerala, resulted in a very complicated and sometimes improvised work and travel programme. The itineraries of the three mission members, Mrs Christine van Wijk - Sijbesma (IRC), Mr M. Blokland (IHE), and Mr S. Gussenhoven (ETC), are mentioned in Annex 1.

The arrangement of the report contents in the respective chapters corresponds to the items mentioned in the Terms of Reference clubbed according to subject and implementing institutions.

2. KERALA WATER AUTHORITY

2.1 Training

KWA training cell

A one-day open discussion was held with the staff of the HRD Cell in KWA. The areas of discussion were the execution of the National Human Resources Development Programme (NHRDP) in Kerala, and the general approaches and procedures for training development and delivery.

NHRDP

The HRD cell has taken up training in the framework of the NHRDP about one year ago. The requirement of the NHRDP is to provide training to sector professionals and to beneficiaries and local level functionaries throughout the country. In Kerala, there are about 1000 Panchayats with about 10,000 wards, the latter indicating the scope of the training effort to be embarked upon. The implementing arrangements and the resources available for the intended training have been specified in the NHRDP project document. Many of the operational details of training development and delivery are yet to be developed, as the programme itself did not go through a pilot stage to test the arrangements and work out the operational details. As a result, KWA is experiencing problems in executing the programme, and expressed an explicit request to be availed of technical assistance through the TLO Office and through the ETC/IHE/IRC consortium. The challenges facing KWA in the NHRDP programme and the possible areas of assistance were briefly surveyed during the meeting. It is proposed that the TLO assists KWA's HRD cell in their efforts viz. the NHRD programme, and that he assists in the preparation of a proposal for technical assistance.

As a follow up to the present mission, discussions were held in New Delhi on the subject of the Dutch support to the NHRDP. A brief note on these discussions is attached in Annex 3, as this enlightens the above-mentioned situation in NHRDP in Kerala.

In-service Training

KWA is executing in-service training for their staff based on a training needs analysis executed earlier by an English water supply company brought in under the World Bank project. Although it is felt by KWA staff that the analysis could have explored matters more deeply, the recommended courses are being implemented (see also KER-4, 1994). The rather substantial programme of courses that is being implemented makes use of both KWA and external faculty and facilities. The courses are evaluated upon completion but the impact of the courses on staff performance and quality of work has not yet been measured. If implemented, such activity might result in the revision of course designs, lecture plans and training methodology, or even in a revision of training priorities. The capacity of the HRD cell in this area needs to be developed, and a technical assistance input is being requested.

Training for Female Employees

KWA has 8,000 employees. Twenty percent (in Trivandrum 40%) of them are female. One female employees' organisation, Vanitha Samithy, identified the training needs of the female employees and submitted a proposal to RNE to meet these needs. KWA supports the proposal but wants it to benefit all female employees. The same proposal has with the agreement of the Vanitha Samithy now been resubmitted as a KWA Training Centre proposal for female employees. The TLO has offered to channel the funds for implementation through his office to KWA.

The mission discussed the implementation of the proposal under this arrangement with its creators and with the KWA Training Centre management. The proposed fund flow and implementation is acceptable to all parties, and will include the following specific areas:

- *Selection*

The Samithy has done much work to identify the training needs of female KWA employees and formulate the proposal. This work, once implemented, will benefit the organisation as a whole and deserves recognition. Hence, Vanitha Samithy members who have applied, will be represented proportionally when places in the first course batches are allotted.

- *Managing the women's training programme*

The training programme is specifically for female employees. Its organisation requires personal familiarity with the constraints faced by women when combining work, training and family. For this reason the KWA will assign a female staff member conversant with the Training Centre and with experience in training to the Centre on a part-time basis who will organise the implementation of the programme. To meet the women's requirements, the female staff in each KWA location will further select the institutes where the particular course can be held. Courses with sessions of 1-2 hours per week over a longer period need to take place in or close to the office to allow women to take part.

- *Financial aspects*

At present, male employees in KWA receive all training free of cost. Hence the courses will also be free for the women. However in the stress management course they will bear the cost of dresses themselves, since providing any personal equipment free of charge is normally not included in any training, be it for females or males. This brings the total cost for the training at Rs. 8,7 lakhs per year for a period of five years.

For financing a one-year advance is being requested from RNE. Any balance will be carried over to the next year. A new disbursement will be sought when all agreed courses have been implemented. Ideally the whole programme will be financed. If this is not possible, priority should be given according to course order (1. Spoken English; 2. Computer training 3. Stress management and 4. Counselling).

- *Monitoring*

The RNE is requested to add the review of the training to the TOR of the RSM, with an emphasis on first-hand information. Participants who discontinue their course will be asked to refund the costs, so as to stimulate proper commitment. Payment to the implementing institutes will be made directly by KWA.

The KWA Training Centre is requested to give a sex breakdown in its future monitoring data of participation in all KWA courses. This will show up the access of male and female staff of KWA to the ongoing training programme. The Mission was requested to include in its training needs assessment the need for a course on gender in the general training programme, which will be open to male and female participants.

Persons met:

G. Sateesh	CE-HRD, KWA
S.K. Achary	DCE-Training, KWA
K.G. Padmanaban Nair	DCE-PMU, KWA
Lalithambika (Ms)	EE-PMU, KWA
Basheer	EE-HRD, KWA
Amil Prakash	AEE-HRD, KWA
Sainullabdeen	AEE-HRD, KWA
Vasantha (Ms)	AE-HRD, KWA
Ms K. Sudhadevi	Secretary, KWA
Ms M.N. Saradamma	Secretary Vanitha Samithy
Ms T. Rajam	AE, Planning, Services and General

2.2 Computerisation Revenue Collection

KWA is progressing well with the computerisation of billing and revenue collection. Hardware and software installation is completed in all the relevant subdivisional offices in the Trivandrum and Cochin service areas. Computerised *revenue* collection is now operational in 9 out of 11 locations, and computerised *billing* is operational in 1 out of 11 locations. In the other 10 locations the entry of the enabling data is ongoing and is expected to be completed by March 1998. The actual effects of computerisation on revenue collection are to be expected from that date onwards, and it was agreed to maintain revenue collection statistics for the two towns in order to analyse the effects of computerisation (these statistics would have to go back a few years to provide for a suitable baseline). Few problems are being experienced with the installation and operationalisation of the system. The local software consultant that designed and installed the system is being retained to provide the necessary support and staff training.

A brief visit was made to one of the subdivisional offices in Trivandrum to view the installed hardware, see the computerised system in operation (see printed bills and paying consumers), and obtain sample copies of a printed bill and of the various reports that can be produced by the installed software.

Reports by KWA, including the request to provide the agreed contribution were sent to the Embassy, and copies provided to the Mission. Reimbursement claims will be entertained directly by the Embassy, and covered from the funds allocated to this effect through the RSM budget.

Persons met:

V. Kurian	Accounts Member, KWA
M. Ganesan	Principal Accounts Officer, KWA

2.3 Water Quality Monitoring

The comments on the water quality report by the Embassy's senior programme officer, Mr Avinash Zutshi were received and an initial reply was drafted by Dr Greetham, one of the two authors. The report is yet to be commented upon by KWA. It was agreed that comments by KWA will be provided shortly. After receiving these comments, replies will be drafted and subsequently, the report will be amended where this is found to be necessary.

Pending the formal comments by KWA, the informal discussions on the report with KWA concerned the principal recommendations for follow-up action, i.e. (1) the establishment of the remaining district laboratories; (2) the procurement of (a) advanced testing equipment for regional laboratories, and (b) basic testing equipment for system operators; and (3) the improvement of water treatment in the Thrissur district. KWA remarked that at Central level, new policies and implementing arrangements on water quality are in the process of being formulated, and that the Department of Health is expected to play a more prominent role. KWA distinguishes water quality control (at plant level), monitoring (at district lab level) and surveillance (at district and regional levels), and is under the impression that surveillance and perhaps also monitoring might be transferred to Health. The ensuing changes could be profound and would affect the laboratory infrastructure that is now owned and operated by KWA. In the present situation therefor, KWA would expect not to be able to obtain any government clearance related to the establishment of new laboratories or the procurement of advanced equipment and the related staffing requirements, and therefor hesitates to entertain the relevant recommendations (re. 1 and 2a above). Actions toward the procurement of basic equipment and associated operator training (2b), and treatment improvements in Thrissur (3) were thought to be very useful recommendations.

The mission was asked to inquire in Delhi about the contemplated changes concerning water quality monitoring for Kerala State. In Delhi, the matter was discussed at the Rajiv Gandhi National Drinking Water Mission. Here, it became very clear that in Kerala, there will be no changes whatsoever in the area of water quality control, monitoring and surveillance. KWA will retain its laboratories and functions. Additionally to this set-up, the Ministry of Health will be entrusted with water quality *vigilance*, i.e. the random (as compared to routine) checking of water quality. This vigilance task is to be taken up by the Health Department, through the existing health laboratory infrastructure. The

mission suggested to RGNDW that it communicates this information to the concerned Kerala authorities, incl. KWA, so as to create clarity on the issue. The consequences would be for the present arrangements to be continued and reinforced, e.g. in the establishment by KWA of the missing laboratories and the procurement by KWA of advanced equipment for the regional laboratories. It was agreed that the issue of water quality monitoring should be prominent on the agenda of the next support mission.

Persons met:

G. Sateesh	CE HRD
T.A. Ravindran	DCE-IPD (act. for CE-IPD)
K.G. Padmanaban Nair	DCE-PMU
Lalithambika (Ms)	EE-PMU
S. Ratish	AEE-Manager WQM Pilot Project, KWA

2.4 Ongoing NAP projects: progress

As-laid Mapping

As-laid mapping is being taken up as an integral, and entirely justifiable part of the completion process. With the exception of the Pavaratty project where it is an obligation to the Contractor, the mapping work for the Netherlands-assisted projects is executed by consultants and draftsmen employed by the TLO Office.

The results are communicated to KWA. The maps are to a variety of scales, thus providing e.g. an overview of the entire (comprehensive) system and its major components, and, at ward level, details of all distribution pipework. In KWA, appreciation for the work by the TLO office is yet to grow, and perhaps, a thorough, solution-oriented discussion between KWA and TLO/Mission on the objectives and operationalisation of the mapping exercise could prove very productive. To illustrate this point: in the brief discussion with Ms Indira she advanced that scheme maps provide sufficient detail, and that mapping at the much smaller ward level is not very useful as ward boundaries are drawn and redrawn to suit election requirements. Yet, to the TLO/Mission it would seem that a scheme level map could not provide all the details required for efficient operation, maintenance and repair of the distribution system. Perhaps then, larger scale mapping should not be by ward, but by a logical, scheme determined parameter such as e.g. the distribution system from a service reservoir, or from a main distributor pipe.

In conclusion, the mapping work by the TLO Office should continue for the purpose of providing a full record of work accomplished. At the same time discussions with KWA should be entertained, to determine best parameters to design the mapping effort, and to promote the active use of maps in operation and maintenance, and distribution system monitoring.

Persons met:

T.R. Indira (Ms)	SE-Bilateral, KWA
K.K. Divakaran	Consultant on Mapping to TLO Office

NAP I: KUNDARA

The Kundara project is continuing to progress well, be it that the rate of progress remains low. Considering the amount of work remaining (value about Rs. 200 lakhs) and the historic funding level of the project (less than 100 lakhs/yr), it would take another 2 years at least to finalise the work. The engineering staff is optimistic however, and will propose a budget provision for the 1998/99 Financial Year that will cover the cost of all remaining work. The Embassy may want to encourage KWA to support this budget allocation, in view of commitments to complete Kundara by the end of 1998.

The approval of the Revised Estimate (RE) is still pending. The request to approve the RE was expected to go the Board in January 1998, but the DCE-PMU has come back with over 15 questions to the Divisional Office (EE-Kundara), that are to be answered before the matter can go to the Board.

The major outstanding items of work are the treatment plant, the intermediate clear water pumping station and main at, and the completion of the distribution systems in the various Panchayats. The most critical item in terms of time required to complete would seem the distribution system completion. Here, completion is held up for lack of pipe specials, and some pipe laying contracts may need to be terminated. The pumping station and main pose technical challenges. One action is to better anchor

the pumping main, another one to construct drains to de-water the pump sump. A third point concerns the pumpsets, that were specified and ordered before two important changes were made in the design of the structures: the static pumping head was increased by 5 meters to 72 m and a negative suction head of 3 meters was introduced. These changes may have a significant negative effect on the performance of the pumps, and thus the capacity of the entire Kundara system. Testing of the capacity of the pumpsets is being planned and should allow the measurement of pump discharge against simulated, pre-calculated pumping heads. The contract for the treatment plant was terminated on 16 December 1997, and the remainder of the work is to be tendered. Legal action by the contractor to obtain a stay order is not expected to be successful.

Persons met:

C.N. Prasanna Kumar	SE-Kollam
R. Sasidharan	EE-Kundara Project
G. Indira (Ms)	AE
S. Napoleon	AE
N. Nalinakshan	AE
P. Rajasekharan	SE-KWA (ret'd), Co-ordinator for Kundara, TLO Office

NAP I: Pavaratty A

Informal discussions on the project covered the downstream regulator and its' effect on the project, the Delft Hydraulics consultancy on the pipelines in the riverbed, and the pump tests executed on the wells.

The Administrative Sanction (AS) for a regulator to be build across the Barathapuzha river immediately below the intake structures, has now been released and the work *could* be completed within the next three to six years. The structure's primary use is for the irrigation of 4000 ha of land. Other uses are enumerated in the AS, the first one being the provision of drinking water supply. The regulator will be founded on the bedrock underlying the sandy river bed. When completed, the regulator will impound the upstream area, including the wells and pipelines in the river bed. This, together with a recent High Court Order forbidding the mining of sand from the river bed in the vicinity of the intake structures, will affect the wells and pipelines in the river bed. The area will be permanently submerged and the velocities of flow will decrease to near zero. The presence of the regulator, together with the decrease in sand mining and the reduction of flow velocity will much reduce the scouring action of the water and the chances of degradation of the riverbed. This will decrease the chance of instability of the pipes, and of short-circuiting of water flow along the walls of the wells and the resulting negative effects on water quality. Delft Hydraulics needs to be informed of the issuing of the AS and asked for an opinion on the design of the pipes in view of the limited duration of exposure of these pipes. At the same time, insight need to be obtained on the realistic time schedule for the implementation of the regulator.

The permanent flooding of the upstream area will complicate the access to the pipes and wells for *maintenance purposes*. Also, *finer* may be deposited on the riverbed as a result of the low velocities of flow. Perhaps, negotiations should be initiated with the parent Ministry, to ensure the necessary arrangements for regular inspections of the Rs. 9 crores investments in wells and pipelines, and for access to the riverbed and the intake structures for the purpose of preventive maintenance and emergency repairs. To prepare for such discussions, KWA may want to draw up a paper outlining its' concerns and requirements. The requirements may include a facility in the regulator for draining the upstream area and the accompanying right to interrupt irrigation. The early arrangement of these requirements, i.e. prior to construction may be much preferable to a situation where no arrangements are in place and KWA has to gain access to the pipes and for that expose the riverbed during the height of the irrigation season.

It is considered entirely premature at this stage to consider the abandonment of the intake structures and to engage in the construction of alternative surface water intakes and water treatment plants.

CWRDM has executed pump tests on two of the six wells in the river bed and issued a report to KWA. The report concludes that each of the wells can safely yield the design discharge of 2.25 or even 2.5 mld throughout the calendar year. Assuming this conclusion to be true also for the other four wells, then the safe yield of the intake structures would be 15 mld. Together with the yield from the infiltration gallery the expected capacity of 21 mld for Pavaratty A could be realised. The CWRDM report will be offered for comment to the same IHE expert used previously to advise on the abstractions for the Pavaratty scheme.

Persons met:

Ms T.R Indira SE Bilateral, KWA
Officers of KWA Bilateral Circle

NAP I: Nattika Firka

Problems associated with the operation of the main transmission line in this system were discussed. Apparently, a 7.2 km stretch of 700 mm dia AC pipe (PRIMO) that was laid under the road surface (4 km) and in agricultural fields (3 km) in an area of soft soils, is leaking through the joints to such an extent that KWA refrains from filling the reservoir that charges the main, thus reducing supply, mains pressure and - the main objective - the magnitude of leakage. This situation does not now present a supply problem (demand not fully developed), but KWA wants to address the issue and drew up preliminary plans to abandon the main and replace it with a new pipe using a different pipe route, at a cost of about Rs. 5.2 crores. Alternative solutions that would rehabilitate and thus retain the existing pipeline have not yet been investigated. It was suggested to invite a suitably qualified engineering consultant with specialist knowledge on rigid (such as AC) pipeline construction in soft soils. This expert will then be expected to write an opinion on the matter and in particular, analyse the extent and magnitude of the problem in detail and investigate the feasibility of possible remedial measures, prior to a possible KWA decision to resort to such drastic and costly measures as replacing the entire main.

Persons met:

T.R. Indira (Ms) SE-Bilateral, KWA

Pavaratty B

In a brief conversation with the Acting MD (no staff present), Mr Kovinda Kutty brought up the subject of Pavaratty B. He submitted that Thrissur District and with that the supply to the remaining 8 'Pavaratty' Panchayats had been omitted from the draft Formulation Report (KER II) by the Task Force. He pointed at an inconsistency with the Inception report that does feature Thrissur, and said no reasons had been advanced to exclude Thrissur during the formulation phase. The acting MD suggested that a project for the 8 Pavaratty B Panchayats, if it were to be taken up, would be formulated in line with the methodology used in the Formulation Report. The MD went on to say that the data collection and analysis for the 8 Panchayats is yet to be started and that it would take considerable time to complete such an effort. This would certainly hold up the further processing of the Formulation Report. The mission expressed agreement with the delaying effects of taking up additional areas in the present Formulation and suggested that perhaps the formulation of a Thrissur project should be done separately.

Persons met:

Kovinda Kutti Nair Technical Member, and Acting Managing Director, KWA

2.5 Workplan Technical Liaison Officer (TLO)

TLO, Stuart Pearson and mission member Maarten Blokland spent almost the entire mission time together and had ample opportunity to discuss the Indo-Dutch Water and Sanitation programme in Kerala in general, and the role of the TLO and the plan for TLO project extension in particular. At the end of the mission, the plans for TLO project extension were discussed and developed further along the lines of the discussions that took place during the mission with the parties involved in the programme. The resulting amended Workplan was developed jointly by TLO and Mission, and builds on the draft plans submitted earlier through the KWA. The revised plan, that retains the original activities directed at the completion of Kerala I, will be further detailed by the TLO.

The revised plan is shown in summarised form in the table below. The Workplan is based on a number of assumptions, notably that training, water quality monitoring and pilot activities would go ahead as reflected elsewhere in this missions' report. Also, it was assumed that KWA would agree to the appointment of a second TLO co-ordinator, i.e. for the Pavaratty project. Moreover, if the water quality monitoring project is embarked on as proposed in the respective report, it is recommended that the position of a full time TLO co-ordinator for this activity be considered as well.

The workplan proposes the TLO Office to exercise liaison and technical assistance function in all project activities that directly impact on KWA. In activity areas where the TLO Office was found wanting in terms of capacity or professional competence, a need for external technical assistance was identified, and where possible quantified in terms of local and foreign input.

In view of the widening scope of activities by the TLO, an improved communication mechanism should be evolved, comprising the RNE, KWA, the SEUF/TSU and the Missions. The new mechanism should create opportunities for seeking advise and offering opinion by all parties, for the purpose of achieving best possible quality in the activities concerned. The mechanism should not impinge upon the responsibilities and tasks assigned to each party. The Mission will take this matter up in its' note on the future Advisory Structure for the Kerala Programme.

The implications of the revised TLO workplan as presented in draft here, on the operations of the TLO Office are the following: 1) the TLO will be required on a permanent basis up to 31.12.1999; 2) the local technical staff employed by the office will increase to approx. 2.5 and maybe 3.5 ft; 3) external assistance to be mobilised to assist the activities may total 40 mm in a variety of smaller and larger engagements. The Mission is the opinion that the enhanced resourcing of the TLO in terms of office space, and supporting staff must be given consideration. The Mission concurs with the proposals by TLO to create the posts of Office manager and Deputy TLO and would like to suggest that the TLO be given more office space to execute its' increased level of activities.

Table 1. Quantification of the TLO revised workplan, incl. an estimate of external technical assistance (all figures in months)

Activity	TLO Office				External Assistance	
	Liaison		Techn.Assist.		Local ²⁾	External ³⁾
	TLO	Tstaff ¹⁾	TLO	Tstaff		
Kerala I ⁴⁾	7.5	9	4.5	35	6	0.5
Training	2	0	2	0	? ⁵⁾	2
Water Quality Monitoring	2	1.5	0	4.5	24 ⁶⁾	2
Comp.Billing/Revenue Collect.	0.1	0	0	0	0	0
Pilot activities ⁷⁾	1.5	4	2.5	2	? ⁵⁾	2
	13.1	14.5	9	41.5	30+?	6.5

- notes: 1) Tstaff means technical staff in the TLO Office, e.g. the co-ordinators.
 2) Local external assistance may be found in Kerala or elsewhere in India.
 3) Indicative only: includes assistance through ETC/IHE/IRC Consortium in subject areas concerned.
 4) Time input for TLO assistance in Kerala I has been retained as per the earlier proposals submitted through KWA.
 5) Requires further development of proposals in this area.
 6) Alternatively, as suggested, this support may be rendered through TLO Office by appointing a full time co-ordinator for WQM.
 7) Includes: support to activities of KWA and TSU on developing technical and institutional alternative approaches (ref. ch. 4.2) for future RWS programmes and enhancement of existing schemes.

3. SEU FOUNDATION

3.1 Sanitation

The programme Clean Kerala, which includes Nirmal 2000, is a rolling programme for community-managed total sanitation in Kerala. Nirmal 2000 and the four other proposals were appraised by a joint Kerala-Dutch mission in early 1997. The mission advised that the proposals are combined and that implementation is financed by clubbing the resources of households, Panchayats, GoK and GoI. Implementing agencies are the local Governments and users organisations, supported by the appropriate Government services. The mission recommended that a strategy would be designed based on an earlier approach which proved to be successful and that the Dutch Government finances the capacity building for the local implementation. The proposal was reformulated accordingly in July 1997 and submitted in September. The capacity building component is financed by GoN.

Named Clean Kerala, the programme was inaugurated in October 1997 with a one month campaign financed by GoK. Two Kerala NGOs, SEUF and KSSP, implement the capacity building. Capacity building is geared to informing all stakeholders about the possibilities to join the programme as per their demand. It also enables the local organisations to analyse the sanitation and hygiene patterns and plan, implement and manage measurable improvements. The State Level Task Force and Working Group for IEC have been formed and are functional. Their report with the strategy has been drawn up and will be available on 22 January 1998. Following deliberations of the Task Force the total sanitation programme has been placed within the framework of total health and the State Sanitation Mission has been upgraded to a Cabinet Sub-Committee.

Another aspect is that Clean Kerala is now a full-state programme, with Panchayats starting sanitation and hygiene improvements in 14 districts. The programme will follow the same strategy of community-managed sanitation in the whole state with the objective "from low subsidy to no subsidy".

Implementation is on demand of the Panchayats. Sanitation Support Service Units and Sanitation Mats are being established at Block level. These will be trained to provide support to the Panchayats in social, technical and health aspects and using participatory techniques. In FY 1998/9, SEUF will assist Support Units in three Blocks in each of the five districts, so in 15 Blocks in total. Having become a total state programme, capacity building for the other districts (9) is also required.

The Panchayats have enthusiastically taken up environmental sanitation and hygiene. Seventy percent of them have made reservations for this area in their 1998/9 annual budgets. Two issues have emerged which need attention. The first is that a number of Panchayats have allotted much larger subsidies for household latrines than defined (Task Force advice is a fixed Rs. 2500 over 5 years). When some Panchayats give high subsidies it is hard for the others not to follow suit. This in turn threatens the total sustainability and health benefits of the programme. Spending a large amount on subsidies for latrines for a limited number of households makes it difficult to achieve a critical mass in latrine coverage and other sanitation improvements. The GoK, aware of this problem, informed all Panchayat Presidents on the subsidy rules in Clean Kerala in their meeting on 12 January. *Continued careful monitoring of developments and elaboration on this point in the orientation sessions and materials is recommended.*

A second emerging point of attention is the capacity building for Panchayats in the other nine districts. If such support does not become available in time, it is possible that the proven successful approach now replicated in Clean Kerala, gets eroded. Discussions between the IEC co-ordinator, SEUF and the mission resulted in the following strategies to reduce the risk:

- 1) For 1998/9 IEC funds of 1.4 crore are available for capacity building support to Allepey, Mallapuram and Trivandrum-rural districts. Since capacity building support to Allepey and Mallapuram is already financed through RNE funds, the IEC funds could be redirected to Trivandrum. This makes it possible to finance capacity building in three Blocks of Trivandrum-rural as well.
- 2) In the other 8 districts the IEC cell has planned to train 15 resource persons per district who will train the Block sanitation support units, who in turn help the Panchayats organise and implement the programme using the tested general strategy. It is proposed that as much as possible resource persons will be sought who already have experience with the SEUF programme.

3) In some districts such persons will not be available. For those cases some three extra slots are being made available in the capacity building programme for resource units. The production of materials will be for the programme in all districts.

Close monitoring of training and material delivery in these other districts will be required.

To ensure close co-operation and to monitor the implementation of the same agreed strategy, one SEUF programme officer will be seconded to the IEC cell.

During the mission the implementing and support agencies (IEC cell and SEUF) prepared the detailed activity plan, time plan and budget for the first year of the rolling programme. The plans form the basis for the implementation of the programme in all Panchayats over the coming years. Some of the activities, notably training will remain included, but orientation and material development will be reduced whilst monitoring activities are to be increased.

Next points for direct attention at this stage are *the appointment by SEUF of a capable project manager, the formation of the project teams* and the preparation, by the IEC and SEUF, of an *overview sheet of milestones for monitoring and reporting the progress in implementation.*

The mission had the honour to meet the Minister for Rural Development, Mr. T.K.Ramakrishnan on February. 20th, and discuss the planning of the bilateral co-operation in household and environmental sanitation programmes.

3.2 Workplan and Budget 1997 - 1998

Verification of the present status of the different budget lines indicated that expenditures on SEUF's budget for '97-'98 are fairly according to plan. Some minor headings are under-spent. Re-allocation will not really be necessary. Additional costs for office rent and the shift to the new accommodation can be accommodated in the '98-'99 budget.

A minor re-allocation may be proposed to make some resources available for the rehabilitation of the documentation center. This will require an adequately justified and elaborated proposal, including an advisory mission by an expert of IRC. SEUF is preparing this proposal.

It should be noted that SEUF is gradually generating a larger part of its budget from other than DGIS funding sources, as well as from fees for training courses.

The large amounts budgeted this year for the sanitation projects (some 14.8 crores) will mostly be spent altogether before the end of March 1998. The Vaikom project is the only one expected to have outstanding works by the end of the financial year (March 31st). These will however be completed before the end of June (statement SEUF).

If regulations within the RNE would permit, the advance payments needed to realise this should then be transferred before the end of the financial year (pending accounts for the last quarter). According to the accounts officer of SEUF, the accounts upto the end of 1997 have been sent to RNE in the beginning of January.

As indicated also in ch. 3.1 the mission has expressed its concern on the workload versus the available HR capacity in SEUF. At short notice, and in an optimistic scenario, many projects will have to be implemented which will require exact planning and careful strengthening of staff.

The most important issue however is the recruitment of a new Managing Director for the organisation. The procedure to select suitable candidates has been started. However, it must be expected that a new director will only take charge after a couple of months from now.

The mission has suggested to mobilise an interim senior advisor to support the capacity development process in the SEUF. Such a person shall have senior management experience in similar organisations, preferably come from outside Kerala, and be available for a couple of months. The mission will forward a draft TOR and profile for this position to SEUF.

With the accounts officers in SEUF the mission studied the internal cost structure and the basic principle for calculation of fees for services delivered to projects. Together with a more strict application of "time utilisation sheets" this will induce a better control over costs and benefits in SEUF.

An important development is that SEUF is making efforts to acquire the status of a Government registered NGO, which will improve access to implementation of State sponsored programmes in sanitation, public health, etc. The mission strongly supports this orientation but has also emphasised the consequent responsibility and accountability demands in proficient service delivery and effective internal management.

3.3 Jeevapoorna Society

The mission has paid a visit to the workshop of the society and discussed the details on the progress achieved in this unit. A special team of SEUF staff (appraisal cum advisory committee), including the accounts officer, had earlier conducted an inspection visit to the society and produced a report which clarified the shortcomings in the administrative control on the spot. Consequently, the following measures have been proposed which are currently being implemented:

- Jeevapoorna will engage a bookkeeper locally who will assist in keeping the financial administration at par on a daily basis.
- The accounts officer SEUF will check the financial reports and will have the power to sanction any disbursements upon presented claims. This system will work on the basis of 'joint accounts holder'.
- The executive director SEUF will monitor on a regular basis the progress in the society's projects.
- The accounts officer will prepare a financial statement on the expenditures from Dutch funds, in which clarification will be given on the shortcomings verified and the way these have been corrected.

New projects have been acquired which will be implemented by the workers of the Jeevapoorna Society, with funding from foreign, non-governmental sources. These projects will be managed under the control of the executive manager SEUF who will appoint project managers. The role of the "Women in Development Unit" in SEUF will concentrate on guidance and support on contents and self confidence.

Taking into consideration the elementary level of education and the virtual lack of experience in business organisation and marketing, it would be premature to turn the society more independent from the SEUF at this stage. Though this should certainly be a long term goal.

SEUF has set up a brick-making unit (mobile) which has some features in common with Jeevapoorna. In both cases, the turnover they can achieve depends heavily on the market linkages through SEUF and its sanitation projects, and the personal coaching by SEUF staff members. Consolidation of the internal organisation of these units will be necessary before embarking on steps to further 'privatisation'.

3.4 Sector Resource Center

The support functions of SEUF to the sector in Kerala and India are steadily expanding. Training support is in strong demand and an income earner. For 1998 six courses are scheduled. An opening further exists to strengthen the sanitation program in Maharashtra. The policy paper which defines SEUFs support functions is almost completed but requires strong editing. No work has been done on the business plan.

As the risk exists that in its enthusiasm SEUF overstretches itself, it was agreed that the latter work would be shelved for the time being. More urgent is to create a clear overview of all SEUF's work (not only sector support), both contracted and in the pipeline. This will show how many working days of SEUF's staff are already paid for under the various projects and support work and if perhaps additional staff is needed and financially feasible. SEUF is already engaged on this task, which should get absolute priority. Once the overview is clear, a uniform time and budget management system needs to

be adopted based on the support which ETC is giving to general management. The recruitment of an Indian interim manager who can manage this process until the new managing director has been recruited is urgently required (ref. ch. 4.1).

The occupation of a new office and the increase in the number of assignments makes it opportune and necessary to properly organise the internal information and library system. This will allow the staff to easily file and retrieve both hard copies and electronic documents and have access to new information. Delaying this to the time that files and documents have burgeoned will make it harder and costlier to address these requirements. Hence it was agreed that the already requested and agreed support mission by the documentalist of IRC will be carried out in the last week of February.

Also foreseen to be implemented in the period up to May 1998 are the tailor made briefing on solid waste management and the completion of the Vakkom Anjengo case study. Table of contents and collected data of the case were reviewed and a plan for final publication made. This publication will come in place of the publication of a book on the profiles of SEUF interventions in Panchayats, the reason being that it is better to publish first what is already halfway complete than try to do two things at the same time. PR which will go on as part of the regular work of the Foundation.

3.5 Farewell Dr Balachandran Kurup

The mission had the pleasure to assist in a function organised by the SEUF, to thank its former Executive Director. Mr. Kurup has served the SEUF from the very beginning, and his contributions to the development of the units have been crucial for the impressive results achieved in the Water and Sanitation Sector in Kerala. He has also played an essential role in the liaison in the bilateral co-operation process. His publications have contributed considerably to the strong reputation the SEUF has been able to build up over the years.

The function was assisted by a delegation of the Netherlands Embassy and highranking GoK Officials.

On the occasion the new premises of SEUF were also inaugurated.

Persons met:

Mr K. Abdulla	Acting Executive Director SEUF
Mr Kurian	Director SEUF, resp. for clean Kerala project
Mr E. George	Accounts officer SEUF
Mr Pisharoti	Chairman of SEUF Governing Board.
Mr Balachandran Kurup	Former Executive Director SEUF
Members of the Taskforce "Clean Kerala", RDD	
All Staff members & directors SEUF.	
Board and members of Jeevapoorna Society	
Mrs Vanita Mukerjee	Consultant Gender and Development.
Mr K. Namboodiri	Teamleader TSU/SEUF
Mr George Kutty	Staff member, engineer, TSU

4. OTHER AREAS OF ATTENTION

4.1 Comments on Study on WS scheme utilisation

The mission reviewed the 1997 study 'A water use survey of six Netherlands' assisted schemes', by A.M. Kurup and R. Aswanikumar. This study showed that on average the new taps are used for drinking water by only 62% of the sample in the dry season and 56% in the wet season. The finding confirm the earlier conclusions from research done in the OMIP project.

A positive point is that the majority of tap users are poor households.

The mission cannot say whether the continued use of well water for drinking constitutes in itself a health risk, as the study has not assessed if the households concerned disinfect their wells. The latter practice is part of the health promotion component of the projects.

Although the tap use may be less than expected the study also shows that the main dislike user households have is the unpredictable availability and quantity of water at the taps (96% dislike for both parameters). As a consequence one might expect that when the KWA would run the water supply in a user friendly manner, with known and adhered to supply hours, users would be more willing to go to a tap for at least their drinking water.

At present KWA, through the TLO, has proposed various additional investments in technology to improve the reliability of the tap water supply. Since a scheme management regime whereby the supply hours are established in dialogue with the water users organisations may have a directly noticeable effect on safe water use, it is proposed that KWA in co-operation with the TLO test the above measures first. When a better predictability of supply does indeed increase actual use further technical measures can be considered.

4.2 Technical Support Unit

The Mission had extensive discussions on the progress and plans made by the Technical Support Unit. A field visit was paid to Mallapuram, where discussions were held with Panchayat elected officials, committee members, a Neighbourhood Group and citizens, in two municipalities. Three project sites in these municipalities were visited: a solid waste scheme for a fish and meat market, a well improvement and rainwater harvesting scheme for a small number of households and a watershed development cum micro-piped water supply scheme for a limited number of households.

The observations and recommendations on the technical aspects of the pilot project, that were formulated jointly by SEUF/TSU, TLO and Mission members concern the following: 1) the aim and scope of the project by TSU; 2) the size of the project; and 3) the technologies being tested and developed.

On the aim of the project there is a common understanding that it should serve to improve, develop and optimise, in the Kerala context, a limited number of replicable, reliable and sustainable water supply and solid waste management technologies in order to widen the range of options commonly used thusfar.

The **scope** of the project is in water supply and solid waste services that serve populations at Panchayat, ward or neighbourhood level.

The **size** of the pilot project is to be subject of further study, on the basis of two determining factors: the number of typical environments for which technologies are to be identified, the number of technologies selected for each of these environments. The typical environments may be characterised by socio-economical and physio-technical characteristics, and are to be identified and prioritised on the basis of their prevalence in Kerala and the perceived need and scope for the introduction of new technologies.

The **technologies** to be piloted in the different environments should be chosen on their expected feasibility in the environment concerned, and perhaps be limited also to two or three per typical environment (e.g. for water supply in midland areas: open wells improvement and rainwater harvesting). The number of locations would have to account for some important variables to be considered. Again, maybe three locations per technology would be required. In conclusion, the project may require up to 12 sites to test two technologies for water supply and two for waste disposal in three locations in one typical environment, or 36 sites for three typical environments. Preferably, to reduce logistical complexity and lead time, the sites should be in as few Panchayats as possible, i.e. three per typical environment or 9 in total with 2 water supply and 2 waste disposal sites

On the technologies, it was found useful to distinguish proven technologies and promising technologies. Proven technologies are those that have a proven and widely accepted ability to work on Panchayat or smaller scale, but may not have been tested, optimised and promoted in the Kerala situation. Examples are rainwater harvesting technologies, spring captations, etc. Promising technologies are those that are being experimented but do not yet have a proven scope for wider application on the scale perceived here. An example is the application of reedbeds for small scale waste water treatment. Emphasis in the pilot project needs to be with the proven technologies. The challenge is to find applications of those technologies that fit the Kerala context (e.g. in rainwater harvesting: tank size, household tanks or communal tanks, tank material, foundations, water treatment, excess water disposal, management and cost sharing, etc.).

An equally important dimension of this pilot set-up would be the exploration of institutional modalities for planning, implementation and management of WSS facilities, at community level. In particular existing, and successfully operating management systems may be studied and presented for further consideration.

It was agreed that SEUF/TSU will prepare an inception report on the pilot project, detailing what is to be tested, where, how and why. The preparation of this document will be assisted by the TLO and the RSM, and will be completed by the end of March 1998.

Pilot activity recommended for small scale piped supply schemes

From the discussions during the mission it emerged that an additional pilot activity would be recommendable under the direct supervision of KWA, e.g. to identify and test operational approaches towards the **enhancement of existing small scale piped water supply schemes, under control of KWA**. This would refer essentially to those schemes which in future could be transferred to the responsibility of local bodies for their effective management, whilst using the technical capacity of KWA as essential backstopping support. Apart from rehabilitation of these schemes to render them fully operational, the institutional conditions required to assure sustainable functioning, should be subject to these pilot efforts.

Persons met:

Mr Sivanandan	Special Secretary to Govt. RDD
Mr Vijayanand	Special Secr. to Govt. LAD
Mr E. George	Special Secr. to Govt. WS/I
K. Namboodiri	Consultant TSU
K. Abdulla	Man. Director SEUF
	Staff members SEUF
	Panchayat President, Kondoti
	Deputy Panchayat President, Chekode
	Several community members and office bearers in the above Panchayats

4.3 Kerala II programme document

The status of the process to finalise the KER II document has been discussed extensively, both within the mission and with the responsible officers of the Planning Board. The Secretary Planning, Sr .. Kurup, has recently assigned a new officer to the working group in charge of the completion of the document. This person will work in collaboration with the TLO Office in Cochin where all data on the planning exercise have been stored. The Secretary has indicated that the new draft report may be completed by the end of February (after forthcoming elections) after which a meeting of the KER.II task force will be called to decide on outstanding issues. In an optimistic scenario the report would go

to the Cabinet by the end of the month of March. Decisions by GoK on the final version which is to be presented to Gol may not be expected before the end of April.

The mission has come to the conclusion that the completion of the planning document KER II will need some strong efforts by the working group. Also content wise, there are still some complicated questions to be solved. However, it would be very unlikely that an additional support from the Dutch side could produce added value in this respect. The report is in an advanced stage of completion and a newcomer would have difficulty in getting into the subject altogether and questions waiting for an answer are such that answers can only be given by the stakeholders in Kerala.

The issues at hand are quite delicate because of the prevailing political debates on the decentralisation of governing powers in the State (Panchayat's act).

The moral and material support extended by Mr Pearson (TLO) will continue to be there, though his office should not be contributing directly in text writing.

Persons met:

Mr K.K. Kurup	Secr. Planning Board GoK
Mr Harishandran	Task Force KER-2 (Planning Board)

4.4 Future Support and Review Missions

Review and support

The support mission had preliminary and informal discussions with a number of people in the partner organisations, to further develop the basics for a proposal to extend support services to the programme in the future.

There will be a bifurcation of review and support functions in future, based on the perception that review is basically the prime responsibility for the executing agency (i.e. the respective departments of GoK), whereas support tasks are considered to be part of the technical assistance in the bilateral co-operation package. In order to maximise the accessibility to sources of expertise available in the Netherlands, in the new set-up services will be provided through a consortium of ETC, IHE and IRC. The present contract for the RSM with the RNE expires by the end of March 1998.

Planning and Formulation

The Embassy invited Mr B. den Tuinder to accompany this mission on an individual assignment. In the near future he will carry responsibility to lead an appraisal cum formulation mission for the future Indo-Dutch co-operation in RWSS in Kerala (ref. Annex 3, point 11). The present support mission has gratefully benefited from Mr Den Tuinder's presence, and day to day programmes were co-ordinated successfully.

ANNEXES

ITINERARIES

Itinerary Mrs C. van Wijk and Mr S. Gussenhoven

- | | | |
|-----------|----------|--|
| Monday | 12/02/97 | - Arrival in Trivandrum; programme planning;
first discussions with SEUF |
| Tuesday | 13/02/97 | - Meetings with SEUF on respective TOR issues
- Work sessions with TLO |
| Wednesday | 14/02/97 | - Meetings with Working group "Clean Kerala" with IEC cell RDD
- Meeting secretary RDD
- Discussions on training female officers KWA |
| Thursday | 15/02/97 | - Meeting with Secretary LAD
- Meeting with Secretary Planning Department
- Finalisation budget and operational plan NIRMAL 2000
- SG travel to Cochin (meet Mr. B. den Tuinder) |
| Friday | 16/02/97 | - SG with BT proceed for field visit to Thrissur;
meet K. Namboodiri, and George Kutty (TSU)
- Visit Malappuram project area; meet district collector
and elected District Panchayat's president
- SG/BT/KN halt in Calicut
- CW and KA travel from Trivandrum to Calicut (night-train) |
| Saturday | 17/02/97 | - Field visits in Malappuram Area: panchayats: Kondoti
and Cheekode (complete mission team)
- SG/CW visit Jeevapoorna society hq.
- Halt in Thrissur; KA to return to Triv. |
| Sunday | 18/02/97 | - Work meeting of mission and resource persons:
SG/CW/MB/BT/SP/KN/Mr.Surendran (TLO Office)
- SG/CW/KN/BT travel to Trivandrum (night train) |
| Monday | 19/02/97 | - Meetings with SEUF, and consultants
- Meeting with Secretary to Govt. WS/I
- Preparing debriefing notes |
| Tuesday | 20/02/97 | - Meeting with Secretary Planning
- Meeting with acting MD KWA
- Arrival Mr Brands (RNE)
- CW meet wit Vanita Samithi (KWA)
- SG work out TSU proposals with KN |
| Wednesday | 21/02/97 | - Debriefing mission with CB
- Meeting with Minister RD/Fisheries
- Farewell function B.Kurup (SEUF)
- SG dep. to Netherlands.
- CW dept. to Hyderabad (AP-NAPO) (proceeding to NL 24/2) |

Initials:

BT Bas den Tuinder
CB Carel Brands
CW Christine van Wijk
KA K. Abdulla
KN K. Namboodiri
MB Maarten Blokland
SG Sjef Gussenhoven
SP Stuart Pearson

Itinerary M.W. Blokland

Thursday	15/01/98	- Travel from Delft to Amsterdam and on to Mumbai, India
Friday	16/01/98	- Arrival in Mumbai, travel to Cochin, and on to Thrissur - Discussion with TLO Consultant on Mapping
Saturday	17/01/98	- Field Visit TSU activities, Malappuram District
Sunday	18/01/98	- Mission Discussions - Initial Discussion Water Quality Monitoring Pilot Project with Project Manager, KWA
Monday	19/01/98	- Discussion on Pavaratty Project and Mapping with SE-bilateral and Project Staff - Travel from Thrissur to Cochin, and on to Trivandrum
Tuesday	20/01/98	- Briefing of Acting Managing Director on TOR mission - Field visit and discussions on Kundara Project
Wednesday	21/01/98	- Discussions with Mr Brands - Function at SEUF
Thursday	22/01/98	- Discussions with Mr Brands - Discussion on Computerised Revenue Enhancement
Friday	23/01/98	- Discussions with CE-HRD, DCE- PMU, and staff, KWA on Training
Saturday	24/01/98	- Report Writing - Meeting with KWA's IHE alumni
Sunday	25/01/98	- Report Writing - Discussions with TLO, on TLO Workplan - Informal Meeting on Kerala II with Mr P.K. Sivanandan (Secretary Rural Development), Mr Vijayanand (Secretary Panchayati Raj), Mr B.A. den Tuinder (Consultant RNE) Mr George (Secretary Water Supply) and Mr Harichendran (Planning Board) were unable to attend
Monday	26/01/98	(Republic Day is a Public Holiday) - Discussions with TLO, on TLO Workplan - Report Writing
Tuesday	27/01/98	- Discussions with CE-HRD, DCE-IPD, DCE-PMU on Water Quality Monitoring Report - Travel Trivandrum to Delhi
Wednesday	28/01/98	- Brief discussion on STEDI project with Brands and Zutshi at RNE - Discussions with Brands, Zutshi and Den Tuinder, at RNE on Kerala I, Kerala II and Pilot Project - Discussion at RGNDWM on STEDI, Water Quality Monitoring
Thursday	29/01/98	- Travel from Delhi to Amsterdam, and on to Delft

TERMS OF REFERENCE

ROYAL NETHERLANDS EMBASSY

No. NDE-RWSS/KER

New Delhi, 7 January 1998

Subject: **RWSS in Kerala; Technical/Institutional Support Mission (IN/011402)**

Dear Mr. Gussenhoven,

Further to our telephonic conversation, I would like to bring the following points to your notice, to be attended to during the advisory mission to Kerala, which will be regarded as a follow-up of the interim mission conducted by Mrs. van Weageningh.

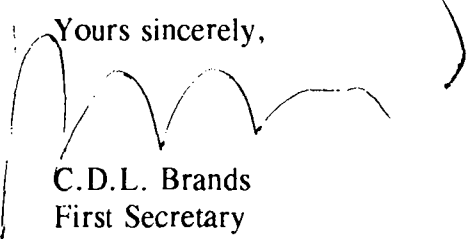
- 1) To review the workplan of the SEUF and the financial allocations made for Nirmal, coastal sanitation and water supply investment programmes and assist with amendments if and where deemed necessary.
- 2) To visit the Jeevapoorna society and assist with solving a.o. their accountancy problems, if any.
- 3) To follow-up on the findings and recommendations (if agreed upon) as to the enhancement of SEUF's sector resource functions.
- 4) To follow-up on the proposals made for the training of female KWA employees. If the option of payment through TLO is acceptable to all parties, please make the necessary arrangements.
- 5) To sound out what presently KWA's requirements are in terms of human resources development and its possible need for RSM assistance.
- 6) To proceed with the outstanding arrangements for financial assistance to KWA's revenue computerisation programme.
- 7) To make amendments to the water quality monitoring report as per comments of this Embassy's senior programme officer, Mr. Avinash Zutshi and discuss the contents of the report with KWA.
- 8) To review the function and position of the technical support officer (Mr. Namboodiri) within the SEUF and technically/institutionally assess the progress and plans made. Assist to make amendments if and where deemed necessary.
- 9) To meet the TLO, Mr. Stuart Pearson, and discuss his plan for project extension, comment on the plan and assist if and where deemed necessary.

10) To comment on the Planning Board's request for assistance (2 month !) in writing the remaining chapters of the KER II project document, taking in consideration that these chapters should in principle be written by Kerala and not by external advisers.

11) To accommodate Mr. Bastiaan den Tuinder, Programme Planning Expert, in the RSM mission for reconnaissance and preparatory purposes. Mr. den Tuinder will in April/May 1998 lead a long term project planning/formulation mission. Mr. den Tuinder will however not be part of the support mission team, his mission will be financed from different resources and he will submit to the Embassy a separate report of findings. Though Mr. den Tuinder may wish to keep a somewhat different itinerary you are kindly requested to introduce Mr. den Tuinder in the above mentioned capacity if and where deemed opportune by you and/or Mr. den Tuinder.

I wish you all a pleasant and fruitful mission and hope to meet you in Kerala in week 4.

Yours sincerely,



C.D.L. Brands
First Secretary

Mr. S. Gussenhoven; ETC Leusden
The Netherlands

CC: - Mr. M. Blokland; IHE Delft
The Netherlands

- Mrs. Chr. van Wijk; IRC The Hague
The Netherlands

- Mr. B. den Tuinder; BADTO Rotterdam
The Netherlands

- Mr. S. Pearson; TLO Cochin Kerala

- Mr. Abdulla; SEUF Trivandrum Kerala

DEBRIEFING NOTES ON NHRDP (STEDI PROJECT)

Rural Water Supply and Sanitation Programme, India

Support in Training and Education

28 January 1998

Report on STEDI

To: RNE (Mr C.D.L. Brands)
RGNDWM (Mr Palat Mohandas)

On 28 January 1998, discussions were held with Messrs Brands and Zutshi of RNE, and with Messrs Dinesh Chand and P.K. Chakroborty of the RGNDWM, on the subject of the National Human Resources Development Programme (NHRDP) and the proposed Support to Training and Education Development in India (STEDI) project. The latter project intends Indo-Dutch co-operation in support of the NHRDP, and contains specific proposals to (1) assist the development of the institutional framework for nation wide training of professional staff and grassroots level users and functionaries, and (2) assist the development of a post-graduate programme in rural water supply and sanitation to be offered to professional staff. A request to execute the STEDI project was formally submitted by the RGNDWM to the RNE in the latter half of 1997.

At the Embassy, support for the STEDI project was expressed. Where the training component is concerned, the Embassy would like STEDI support to be rendered in reaction to a formulated demand from the State level. The Embassy would therefore gladly support the request for support to NHRDP that was explicitly formulated by the Human Resources Development (HRD) Cell of KWA in the discussion with the Mission on 23 January 1998. Likewise, the previous request by the Gujarat Jal Seva Training Institute (GJTI) of the GWSSB could perhaps be re-validated and taken up. The assistance could be rendered directly to the States, and the lessons learned from such assistance could be fed into the national level.

Concerning the post-graduate programme in rural water supply and sanitation, the Embassy suggested that the proposed project for the training of the 1998/99 batch of engineers from the five states at IHE could be expanded to include for exploratory activities aiming to develop initial relations between IHE and (an) Indian Universit(y)ies interested in the subject.

At the RGNDWM, the wish to utilise Dutch assistance for the NHRDP was confirmed. Other donors, in particular the Danes and the British also show interest, although their possible support has not yet been formulated. Perhaps the Danes would like to assist the NHRDP in the State of Karnataka (presumably directed at the establishment of a sector oriented training institute in Karnataka).

The NHRDP is picking up momentum. Progress in the different states varies. In Madhya Pradesh there is substantial progress, with 14,000 grassroots level persons having been trained. At a recent national review meeting of the NHRDP on 28 October 1997 it was found that the norms set by the national programme were too rigid and hampering the implementation of the Programme. This decision was followed up by a Government Order (W-11043/1/95-media, of 31.12.1997) issued by the Ministry of Rural Areas and Employment allowing the States more flexibility in course design, staffing, budgeting, etc., and empowering the State level Apex Committee to take such decisions.

The RGNDWM expressed appreciation for the intended Indo-Dutch co-operation in NHRDP-related training support for the States of Kerala and possibly Gujarat, in response to specific requests from these states. The important thing for the NHRDP is that the results of such co-operation are shared with the other states, so that all can benefit. Concerning the support in post-graduate education, The RGNDWM suggested that the interest, capacity and future commitment of Universities in India in the subject be carefully gauged by the Dutch side. It was suggested that this could best be done by organising guest lectures or short courses at the universities concerned.

Following follow-up is proposed:

- For Kerala, that coming support missions are charged with the formulation of an activity under the Kerala Programme that is in specific support of the implementation of NHRDP in Kerala State.

- For Gujarat, that contacts with GJTI be re-established with the objective to re-confirm the need for support in training, particularly in the frame of NHRDP.
- For post-graduate education, that the proposal for post-graduate education at IHE for 1998/99 be expanded with a proposal and budget line to allow the establishment of contacts with Indian Universities through a programme of guest lectures and short courses.