

STEMer

SR-23A/2007

Professionalize and Prosper

RURAL WATER SUPPLY & SANITATION (RWS&S)

Sector Status Assessments in Three States

Since the early '90s, STEM has been actively engaged in *Research & Consultancy in Planning, Development & Management of Water Resources and Rural Sanitation & Hygiene* as also the implementation of related project components. STEM has undertaken nearly 20 such sectoral assignments to date. They were complex exercises that involved elaborate statistical sampling, diagnostic surveys, data analysis, monitoring & evaluation and, above all, building rapport with a variety of stakeholders at different levels.

SECTOR STUDIES IN THREE STATES

As reported in the last issue of *STEM Reporter*, STEM was awarded three more Rural Water Supply & Sanitation (RWS&S) Sectoral Assessment studies, all of which have since been completed:

- *Consultancy Services for Rapid Assessment of Tamil Nadu Water & Drainage Board (TWAD) in Tamil Nadu sponsored by UNICEF India Country Office;*
- *Rapid Assessment of RWS&S Sector in the State of Tripura sponsored by Rural Development Department, Govt of Tripura; and*
- *Rapid Assessment for RWS&S in the State of Uttar Pradesh sponsored by Directorate of Panchayat Raj, Govt of UP.*

BACKGROUND

In the context of on-going reforms in the RWS&S Sector in the country, the Rajiv Gandhi National Drinking Water Mission (RGNDWM) proposes to establish an MoU between the Centre and the states. This MoU would ensure that the states adhere to certain core reform principles, while

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SOME INTERESTING FINDINGS AT A GLANCE

TAMIL NADU

- According to the Habitation Survey (2003), about 86 per cent of the habitations is either fully or partially covered by safe drinking water supply, with access to more than one water supply scheme. As on 2004, 11.4 per cent of the total 81,787 habitations are yet to be covered by water supply.
- Handpumps account for about 59 per cent of the RWS sources, followed by power pumps accounting for about 19 per cent. Combined Water Supply Schemes (CWSS) and Mini Power Pumps (MPPs) are also used.
- House Service Connections (HSC) & Public Stand Posts (PSPs) are the main sources of water supply in rural areas. Majority of villages have daily supply of water. Forty per cent of the households are ready to pay user charges on a monthly basis. While awareness level of households on the RWS schemes is high, that on water quality is still low.
- Toilet coverage in rural areas is to an extent of only 14 per cent, as per Census 2001. With the start of TSC activities since 1999, this has now touched 40.14 per cent.
- Nearly 60 per cent of schools in rural areas are covered by water supply and 45 per cent have toilet facilities. The construction of school latrines under TSC picked up from the year 2000 onwards.

TRIPURA

- Fifty per cent of habitations are fully covered by water supply, 41 per cent partially and 9 per cent are not covered.
- Forty five percent of habitations have access to wells, 18 per cent to taps, 14 per cent to handpumps, and 13 per cent to tube wells.
- About 57 per cent of the drinking water sources are outside the household premises.
- About 45 per cent of ST population and more than 30 per cent of rural households need to travel more than 500m to fetch water.
- Dependence on wells and surface water is quite high in North Tripura and Dhalai districts
- High content of iron in the water is a cause for concern.
- Toilet coverage is 78 per cent among rural population and 100 per cent in South Tripura, with West Tripura only slightly behind.
- Toilet usage is highly satisfactory.
- Seventy four per cent of 3429 schools have water sources and 40 per cent have toilet facilities.
- Schools and Anganwadi centres are receiving a high priority under School Sanitation & Hygiene Education (SSHE) of TSC.

UTTAR PRADESH

- Habitation Survey (2003) reveals that 89 per cent habitations are fully covered by water supply, 7.5 per cent partially covered, and 3.5 per cent are not covered.
- Ninety per cent of government schools, 71 per cent of government hospitals, and 31 per cent of Anganwadi centres are also covered by water supply facilities.
- Hand pumps constitute the predominant drinking water source in the state (69 per cent), followed by piped water supply schemes (16 per cent) and wells (14 per cent). Eighty three per cent of the SC households and 86 per cent of the ST households have access to handpumps and taps.
- The 2001 Census data reveals that the coverage of households with latrines is 19 per cent. This has now increased to 26 per cent, owing to TSC and externally aided sanitation interventions like those of The World Bank & UNICEF.
- As per Habitation Survey, 2003, 90 per cent schools are covered by water supply facilities and about 50 per cent by sanitation facilities.
- A majority (89 per cent) of the respondents across all projects seemed satisfied with the water supply in terms of access, quantity, and quality. However, 49 per cent of them were not fully aware of the projects / schemes.
- More than 85 per cent respondents did not believe that they need to pay for water.
- About 73 per cent felt that repairs were not being attended to, in time.

developing their own specific state strategy including a Vision Statement, a State Policy and an agreed Action Plan.

The first step in this direction would be to assess the current status of the RWS&S Sector in the states with a view to determining the challenges and opportunities associated with the adoption of Sector Reforms. It was in line with this arrangement, that STEM was commissioned to carry out the Sector Assessment studies in the three states. The assessments were expected to assist in the alignment of the State Visions for the RWS&S sector, besides identifying areas that require institutional strengthening for improving the overall reform programme.

The three rapid assessment studies undertaken by STEM were thus, broadly, a

quantitative and qualitative appraisal of the status of the rural water supply and sanitation sector across the states in relation to the existing reform agenda. The studies also identified and developed key issues for inclusion in the State Vision Documents.

FOCAL AREAS

The studies paid special attention to:

- Impact of government RWS&S programmes, in terms of coverage, access, use and sustainability;
- Status of sector reforms pertaining to Augmented Rural Water Supply Programme (ARWSP), Sector Reform Project (SRP), and Total Sanitation Campaign (TSC) and key lessons learned;
- Areas that need to be reinforced in order to institutionalise sector reforms *vis-à-vis* policies, institutions, financial systems,

HRD, resources and empowerment of women & weaker sections for participation in decision-making, highlighting issues of inequity and the impact of the programmes on marginalized groups.

METHODOLOGY

The assessment exercise employed a combination of qualitative & quantitative techniques to elicit information at various levels. This was supplemented by impact studies in first generation Village Panchayats (VPs) where SRP, Swajaldhara and TSC have been implemented. Besides desk review and meetings with key stakeholders from the village to the state level, the project teams organised field visits and rapid surveys in selected villages to understand the current situation and perceptions of the end users. Checklists for data collection and information

gathering were designed by the teams keeping in mind the key focal areas of the sector, namely, the technical, institutional, social, financial & environmental aspects.

SAMPLING & REPORTING FORMAT

Tamil Nadu

The Project Team surveyed a total of 3024 households in 102 villages spread over six selected districts. These included 85 project villages where reform initiatives for RWSS had been completed and 17 non-project villages. Besides, 18 school, 13 Rural Sanitary Marts (RSMs) / Production Centres (PCs), and 21 tap stand surveys were also organised. The selection of districts, blocks and Village Panchayats (VPs) were made in consultation with nodal officers for the assignment. The key lessons learnt and critical areas in service delivery identified were to constitute the base for the examination of the project proposal

for The World Bank assisted Tamil Nadu Rural Water Supply Project (TNRWSP).

The Tamil Nadu Report was presented in two volumes. The focus of *Vol. 1: Main Report* was on the major findings from the sector assessment conducted by STEM, in collaboration with the key stakeholders in the state. *Vol. 2: A View on the Design of Proposed TNRWSP Project Document* presented an examination of the project document in the light of the key lessons learnt and critical areas in service delivery, identified by the study.

Tripura

The Study Team visited all the four districts of the state and held consultations with stakeholders at various levels, right from the state level to the village level. At least two blocks and two villages were visited in each of the four districts.

The preliminary sector status findings were presented at a state-level workshop on *Vision and Future Strategies of RWSS*. A comprehensive review of the sector was made after the workshop and the suggestions agreed upon were integrated into the final report.

Uttar Pradesh

The Study Team visited a total of 1,000 households in 100 villages of the selected 10 districts. Household interviews were conducted to assess the impact of the various interventions employed in the RWS&S Sector. The respondents included both socially and economically backward communities. Among all the respondents, 69 per cent belonged to the BPL, and 31 per cent to the APL families. About 46 per cent of the respondents belonged to the SC/ST category, and 53.6 per cent were others. ■

Change Management in RWS&S Sector

STEM gets busy with a series of workshops for RWS&S Engineers and Zilla Panchayat Officers of the Govt of Andhra Pradesh

BACKGROUND

Sectoral Reforms

In recent years, there have been many policy initiatives, both at the Centre and in the States, aimed at reforming the management of infrastructure services like water supply & sanitation. These initiatives emphasize a shift from the conventional supply-driven approach to a participatory demand-driven approach with greater emphasis on increasing community's awareness on various aspects of water & sanitation and ensuring their complete participation in all stages of project execution. This would ensure the sustainability of systems by making the people

themselves responsible for the operation and maintenance of the assets created. In this scenario, the role of government has changed from that of a 'provider' to more of a 'facilitator'.

Need for Change Management

Andhra Pradesh, like any other state in India, has taken up several water supply and sanitation schemes in villages. There is an ongoing Sectoral Reforms Programme (SRP), which forms part of the *State Water & Sanitation Mission (SWSM)*. The SWSM is spearheaded by the *Panchayat Raj and Rural Development Department*. The State Government realized that its RWS&S engineers were lacking the necessary skills in managing change in village communities and preparing the people for the desired change. Hence, the *SWSM*, in association with *UNICEF*, Hyderabad, decided to give an exposure to the engineers concerned to the skills required for Change Management.

CHANGE MANAGEMENT WORKSHOPS

Pilot Phase

As a sequel, during November-December 2005, STEM was entrusted with the responsibility to pilot a series of four workshops on Change Management for AP's RWS&S engineers, at Hyderabad. The

consultancy was sponsored by the SWSM. The workshops, organized under the title *Soft Skills Development for Effective Change Management*, were designed to equip the participating engineers with the required knowledge and skills, so that they could be effective facilitators in helping the community plan, manage and maintain the water supply systems, on their own.

Pedagogy

The pedagogy of the course basically consisted of knowledge, information and experience-sharing with an emphasis on group participation and discussion. The time allotted for each session was split equally between lectures and participatory exercises. The faculty and resource persons used audiovisuals, syndicated groups, case presentations and discussions to supplement the lectures. Veterans from the sector were invited for pre-dinner discussion sessions, to exchange their views on different subjects relevant to the programme. So also, video films were shown on different themes of relevance to the workshop. The participants were also asked to share their experiences from the field. Personality analysis and development exercises were an important feature of the daily half-hour lab session. The participants were also provided with back-up reading and reference material.

COURSE PARADIGM	THRUST AREAS	KNOWLEDGE	SOFT SKILLS DEVELOPMENT	INTERACTION & INFORMATION
<ul style="list-style-type: none"> Change in Role of Engineers: From 'Provider' to 'Facilitator' Managing the Change: Technical Skills, Social & Communication Skills Pedagogy Knowledge, Information & Experience Sharing Participatory and Interactive Approaches Case Studies, Exercises & Video Films Open House Discussions Pre-Dinner 'Thought Sharing' with Veterans from the Field 	<ul style="list-style-type: none"> Domain Knowledge Macro-view of the Sector Appreciation of Roles & Responsibilities Information Sharing Case Presentations, Participatory Exercises, Discussions, Games, etc. Experiences from other States Soft Skills Development Communication Skills Enhancement Working with Groups & Communities 	<ul style="list-style-type: none"> Overview of WATSAN Sector Change Management: Concept & Principles Role of Change Agents Understanding of Rural Society, Culture, Values, etc. Process of Democratic Decentralization People-centred Development Models Women as Major Stakeholders Development Communications Project Management by People 	<ul style="list-style-type: none"> Participatory Methodologies: Principles, Approaches, Tools & Techniques Strengthening Leadership Qualities Understanding Groups & Group Dynamics Team-building Skills Motivating People for Change: Tools & Techniques 	<ul style="list-style-type: none"> Learning through Fun & Discussion: Case Analysis & Group Exercises Exposure to WATSAN Sector in other States Open House Discussions Pre-dinner 'Thought Sharing'



SOFT SKILLS DEVELOPMENT FOR EFFECTIVE CHANGE MANAGEMENT: COURSE CONTENT

Sessions & Topics

Each training programme, in the pilot phase, was spread over five days and consisted of an 'Introductory & Ice-breaking Session' and an 'Interactive session with Elected Representatives, Technocrats and User Groups', besides 16 subject sessions.

Participation

A total of 120 engineers (30 per programme) representing the state's 22 districts and the headquarters at Hyderabad, participated in the four programmes. The participants in the first two workshops were of the AE and AEE levels. The third and fourth programmes saw the participation across

the cadres that included the SEs, EEs & DEEs, along with AEs & AEEs.

Programme Evaluation

At the end of each programme, the participants were asked to make an evaluation in terms of course content & coverage, time allotment and faculty performance. The responses of the participants on these three major aspects were analyzed and rated on a 0 to 9 scale. The feedback was used to refine the structure of future programmes.

SCALE-UP PHASE

Following the successful completion of the pilot phase of the training programmes, early this year, the AP

Government approved the scaling up of the programmes for the benefit of the RWS&S Engineers & Zilla Panchayat Officers of the State. STEM has been commissioned to conduct a series of 24 such programmes, between February 26 and April 15, 2007, at the rate of four programmes per week. Each programme would be of three days' duration. A total of nearly 1000 persons (at the rate of 45 per batch), comprising RWS&S Engineers (SE, EE, DE, AE) and Zilla Panchayat Officers, are expected to be trained. The workshop series is being sponsored by the **Communication & Capacity Development Unit (CCDU)**, Government of Andhra Pradesh, and supported by **UNICEF**. The workshops are now making steady progress. ■

FLASH from

School of Management for Infrastructure and Development Strategies - India (MINDS), A Division of STEM

100% Placement for First Batch of PGDIM

The maiden batch (2005-06) of the **VTU-MINDS Post-Graduate Diploma in Infrastructure Management (PGDIM)** Programme, was welcomed by the industry with **100% placement**. The host organisations include **DLF Group, IL&FS, and Infrastructure Development Corporation of Karnataka (IDECK)**. The first batch students had, earlier, completed their **Internships** at various infrastructure organizations like **GMR Hyderabad International Airport Ltd (GHIAL), Hubli-Dharwar Municipal Corporation (HDMC), IDECK, Kristal Group, TCE Consulting Engineers Ltd. and UN Habitat.**

The second batch is passing out in July 2007. Many leading infrastructure organisations have evinced keen interest in recruiting MINDS students for middle-level management positions. The campus recruitment process is in full swing.

MBA

in Infrastructure Management Launched

Based on the experience of running the unique PGDIM Programme and on student feedback as well as interactions with experts, MINDS has launched a two-year (4-semester) **MBA Degree Programme in Infrastructure Management**, with additional features. The VTU has formally approved the proposal and the programme is scheduled to commence in July 2007. For more information, visit www.minds-india.org.



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