

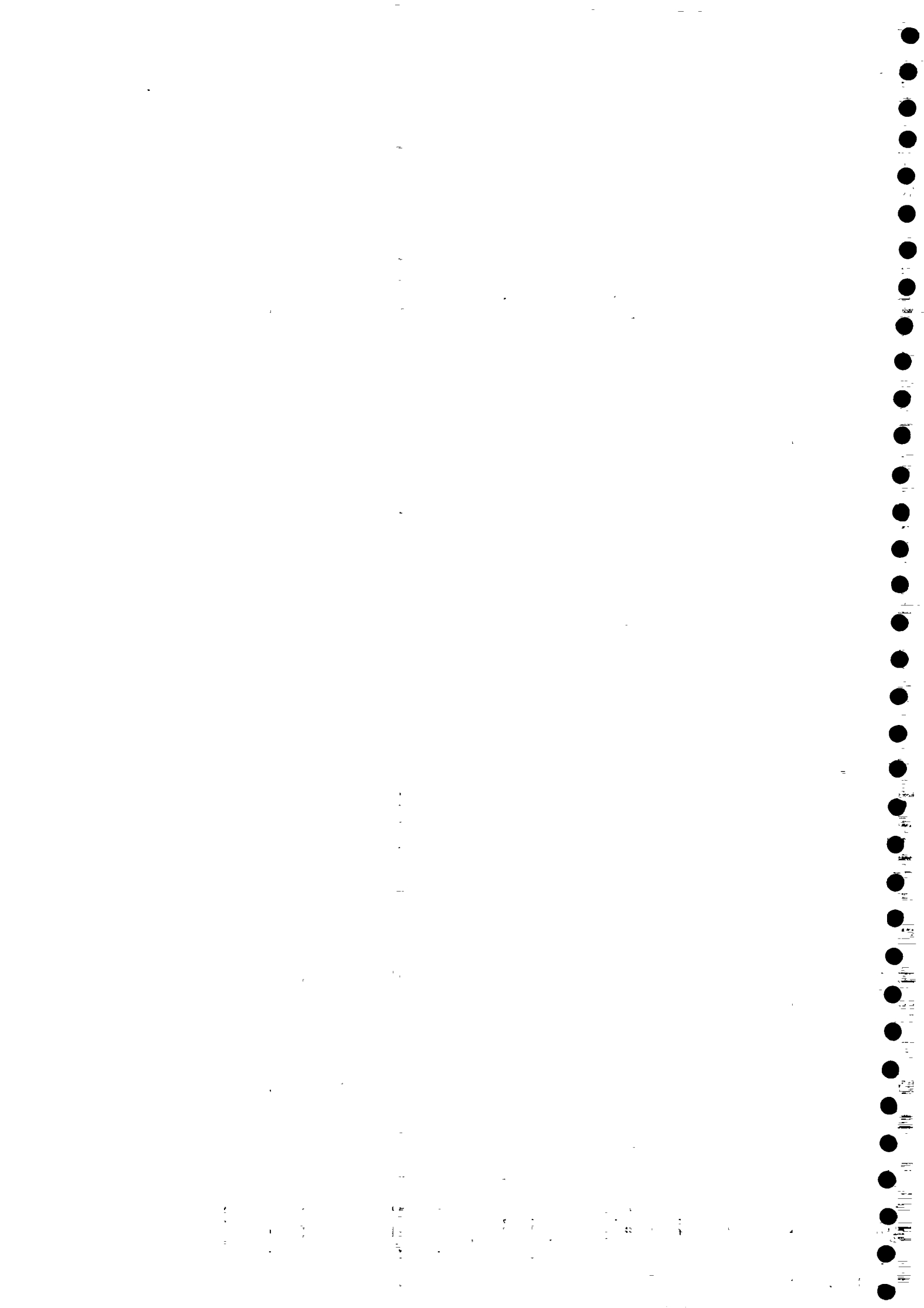
**Management for Sustainability  
in  
Water Supply and Sanitation Programmes  
(NRTC-Nashik, India)**

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**Review Report – Phase I**

**Archana Patkar**

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



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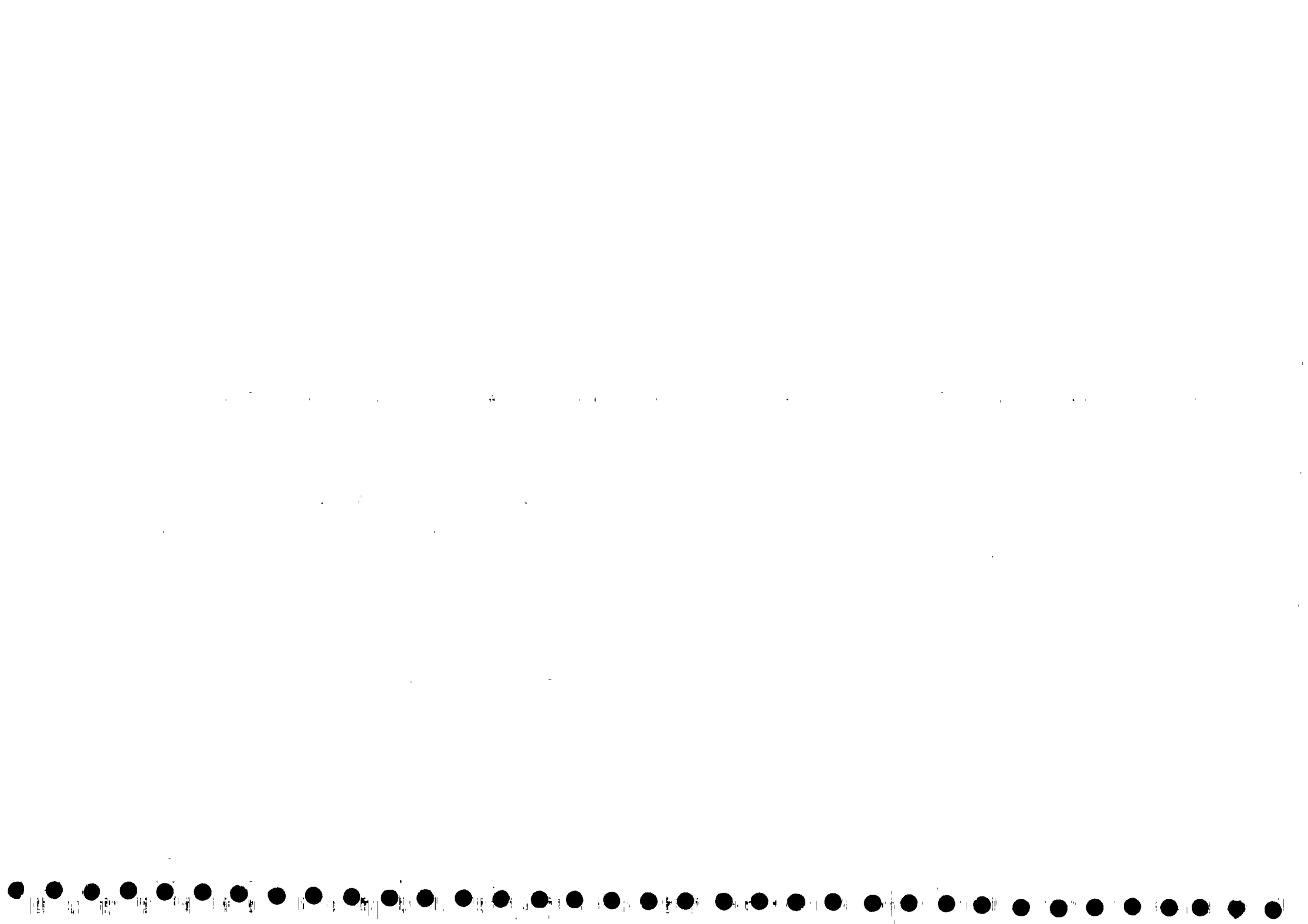
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## ABBREVIATIONS

ADHO	Assistant District Health Officer
AE	Assistant Engineer
BDO	Block Development Officer
CD	Community Development
CEO	Chief Executive Officer
DE	Deputy Engineer
DFID	Department for International Development
DGIS	Directorate General International Cooperation
DHO	District Health Officer
EE	Executive Engineer
GJTI	Gujarat Jal-Seva Training Institute
GOI	Government of India
GOM	Government of Maharashtra
GSDA	Ground Water Survey and Development Agency
HFWTC	Health & Family Welfare Training Centre
HRD	Human Resource Development
IDA	International Development Agency
IHE	International Institute for Hydraulic & Environmental Engineering
IIM	Indian Institute of Management
IIT	Indian Institute of Technology
IRC	International Water & Sanitation Centre
ITN	India Training Network
JE	Junior Engineer
LSO	Local Support Office
MCH	Mother & Child Health
MDF	Management Development Foundation
MDSUPHO	Management Development for Senior Urban Public Health Officials
MFS	Management for Sustainability
MIT	Maharashtra Institute of Technology
MJP	Maharashtra Jeevan Pradhikaran
MO	Medical Officer
MRAE	Ministry of Rural Affairs and Employment
MRWSSP	Maharashtra Rural Water Supply & Sanitation Project
MWSSB	Maharashtra Water Supply & Sanitation Board
NAP	Netherlands Assisted Projects
NGO	Non Government Organisation
NRTC	Nashik Research Training Centre
OOPP	Objective Oriented Project Planning
PPMU	Project Planning & Management Unit
RCUES	Regional Centre for Urban & Environmental Studies
SE	Superintending Engineer
SWM	Solid Waste Management
TISS	Tata Institute of Social Sciences
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
VJTI	Veeramata Jeejabai Technical Institute
WB	World Bank
WEDC	Water, Engineering & Development Centre, UK
WES	Water & Environmental Sanitation
WMU	Water Management Unit
WSO	Water & Sanitation Office
WSSD	Water Supply & Sanitation Department
ZP	Zilla Parishad



## 1. EXECUTIVE SUMMARY

### A Narrative

The review of the Management for Sustainability Programme will be conducted in two phases. This report summarizes the findings, conclusions and recommendations of the first phase (May - August 1998) and is based on the Consultants' association with the course, meetings with and research. The second phase will consolidate the findings from an impact assessment exercise being conducted with past participants at a meeting organised by NRTC on 30-31 August, 1998 as well as propose specific inputs for adapting the existing course design.

The main findings and conclusions of the review are as follows. -

1. The MFS course is a well-designed product that is innovative in its approach. The programme focuses on the management of *rural* water supply systems and aims to equip participants with analytical tools so that they can function as better managers. The programme focuses on key issues confronting sustainability of systems today i.e. community ownership through participatory planning and design of systems for better operations and management and cost recovery in the long term.
2. The course has been skillfully designed using the Objective Oriented Project Planning methodology to equip the participants with analytical tools – problem identification and analysis followed by translation into objectives and action plans. The specialised sessions in the second week are designed to give participants information on specific issues that are critical for sustainability of WES systems as well as to help them adopt an integrated approach. The opportunity to develop an individual action plan based on their actual work situation and then to implement it in order to utilise and test their new skills builds confidence and reinforces learning.
3. The original project document defines 4 outputs: i) senior sector staff trained in an integrated approach to sustainable WES; ii) development of a self-contained training capacity in Maharashtra on integrated WSS for sustainability; iii) development of an up-to-date resource and documentation centre to support further developments in the sector and iv) the integration of participatory training and communication methods into regular training activities and project work. This report concludes that only the first of the envisaged outputs was fully achieved by the training project.
4. MFS is an example of a relatively successful transfer process where the original training provider- IRC – the Netherlands in this case, has helped build up local capacity for organisation and facilitation of the course so that overseas inputs are no longer required to run the course. NRTC is well able to run the course and has built up a pool of quality resource persons that it draws on for facilitation. The facilitation for week 1 of the course however, is dependent on two independent facilitators. This resource pool needs to be widened to ensure the sustainability of the programme.
5. MFS thus far has been a supply driven programme catering to the needs of GOM and the water Board in the DFID and IDA project-assisted areas. Not enough has been done by NRTC to market the programme outside Maharashtra or to test demand for such a programme in the sector. While this is the only programme of its kind filling a key HRD need in the rural water supply and sanitation sector in India, it is not well known outside the state. Yet there is enormous potential to market this programme to sector professionals across the country as well as in the region.

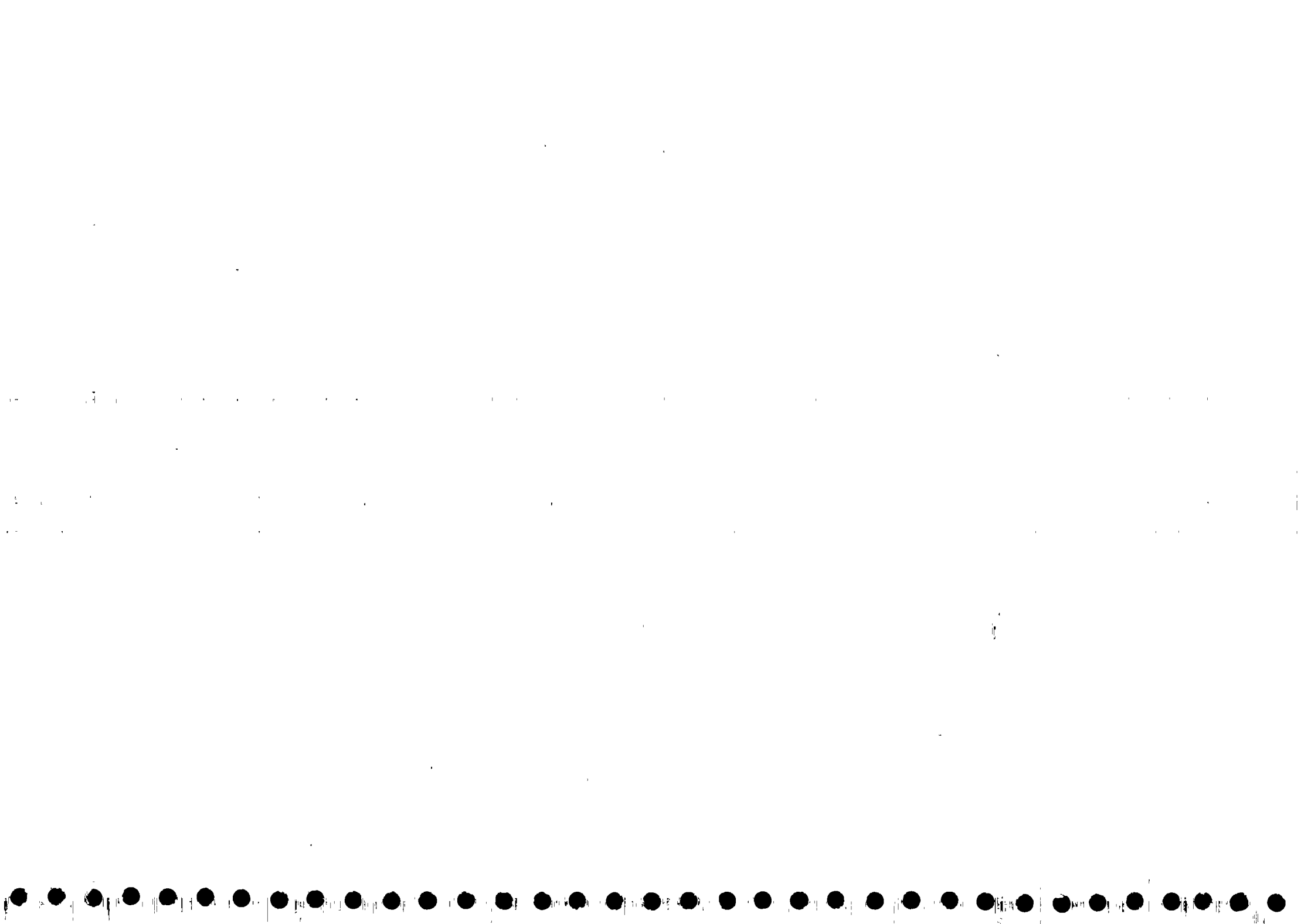




## B. Summary of Recommendations

*The Consultant recommends that GOM and DFID recognise the strategic importance of this course for future rural water supply and environmental sanitation initiatives and extend support to spin-offs and feeder initiatives targeting different levels in the sector.*

1. It is recommended that the current course of three weeks duration be shortened to about two weeks to attract participants of the desired level i.e Class I officers. This design process should be planned to coincide if possible with IRC inputs into the new 2-week course being planned for GJTI, Gujarat.
2. The Consultant recommends that this condensed, two-week course include a review and reinforce leg after a period of 3 months where participants are invited to return to NRTC to share their action plans. This opportunity must be used to reinforce key messages of the MFS programme.
3. The Consultant recommends that the next MFS course at NRTC (whether basic or two-week adapted design) be preceded by a workshop for resource persons. If the dates coincide with IRC inputs in the MFS transfer to GJTI, it is strongly recommended that NRTC plan ahead and budget for IRC involvement in this workshop. The focus for this workshop should be i) establishing the linkages between the tree and the session under consideration and ii) updating course material with audio-visuals and case studies.
4. The MFS programme responds to a key HRD need in the rural WES sector today. However for the programme to have real impact and act as a change agent, a critical mass needs to be built up within organisations by targeting different levels i.e.
  - a) Short courses of upto 5 days for senior levels including Secy., Dy. Secy, (Depts. of WSS, Health, Women & Child, etc.), CEO – ZP, Director GSDA, CE, etc. the short course would focus on the OOPP methodology interspersed with informative capsules on key issues such as gender, water resources management, hygiene promotion, etc.
  - b) A course of 2 weeks duration be designed for middle-level project staff in Marathi. This could later be adapted into Hindi and marketed to other states as well.
5. The strength of the MFS course is its interactive course design in week 1, which requires facilitators trained in the OOPP methodology. Skillful facilitation is required in weeks 2 and 3 to make linkages with the problem tree and to harness the participants' newly acquired skills to prepare an individual action plan that reflects an integrated, participatory approach to planning and management. It is recommended that NRTC organise a local MFS moderator's course that will focus on the 3 main skills required for a successful programme i.e. OOPP facilitation ii) integrated course planning and design of sessions iii) guiding and facilitating individual problem solving and action planning. While the faculty for different sessions may be different, it is imperative that key faculty members – obtain a holistic view of the course and able to sustain and underline the linkages between the various components of the programme.
6. The third output i.e. Integration of participatory training and communication methods into regular training activities and project work has important implications for NRTC as a whole. The MFS course is one offering in NRTC's training calendar. Yet it has enormous potential



to positively influence traditional course offerings that rely on lecture methods. It is recommended that NRTC organise a workshop of MFS and other NRTC faculty members (permanent and visiting) as an opportunity to share tips about methodology, information on teaching tools and aids, ideas for energizers, etc. One session could be used to take stock of the documentation and teaching aids available for various programmes at NRTC and suggestions as well as information for updating material could be solicited from faculty members.

7. It is recommended that NRTC engage the services of a professional librarian with knowledge of the sector, a good network and an interest in new communications strategies. A modern cataloguing system and an informative librarian would open up NRTC to sector professionals and create an inspiring and attractive learning environment.
8. The nomination process results in uncertainties that can adversely affect the quality of the course as explained earlier. It is recommended that MJP streamline this process aided by an up-to-date database on sector professionals developed in consultation with the Dept. of Health and Urban and Rural Development. MJP also needs to consider how it will attract nominations of non-engineering candidates on the completion of the DFID and IDA-funded projects in Maharashtra (currently done with the help of the Training officer, PPMU). In addition to obtaining the optimum number of candidates for courses, issues such as increasing the proportion of women candidates, improving the quality of the candidates and targeting an organisation to build up a critical mass of change agents is required. These issues cannot be handled by the current nominations set up.
9. Opportunities for sector professionals – engineers, administrators, academics and practitioners to meet and share information on new developments in the rural and urban water and environmental sanitation sector are rare, especially at the state level. While fora exist at the national level, MFS could act as a catalyst for networking and debate in WES. This has been expressed as a pressing need for Maharashtra state and NRTC could take the initiative by building on its contacts (through MFS and other courses) to initiate such a forum.
10. The consultant recommends that DFID view MFS from two complementary angles i.e. i) as a key capacity building initiative already in place and available to the new project in Maharashtra and ii) as a key ingredient in supporting and furthering DFID's change agenda for the sector i.e. sustainable systems through participation, consumer orientation and cost recovery. As such, further support to MFS is well advised.
11. In addition to supporting adaptation of the existing basic course design, DFID should consider how best to link up its other investments in HRD in the sector. The various initiatives MDSUPHO, SWM, GWM and MFS identify and fill critical capacity building needs in WES. All four programmes are characterised by an innovative course design developed by individuals or organisations that are considered leaders in their field. It is recommended that the forthcoming consultancy to assess capacity for HRD in the water and environmental sanitation sector considers MFS as a key ingredient of a holistic capacity building effort for the sector.



## 2. BACKGROUND & INTRODUCTION

This report is the outcome of the first phase of reviewing the Management for Sustainability course based on discussions with Mr. Debashish Bhattacharjee (Project Coordination Manager, Water and Environmental Sanitation Group, DFID, India) and Mr Sanjay Ubale, Deputy Secretary and Director, PPMU, WSSD, GOM. The Consultant has been associated with the MFS course as a facilitator and has also been involved in other DFID-supported HRD activities. As such it was felt that it would be useful to consolidate findings as well as experiences from various contacts in Maharashtra on issues relevant to MFS, NRTC, review all MFS documentation and also meet with key persons involved with MFS to assess the transfer process and the product. Of interest to DFID is the relevance of this training project in the light of its new project in Maharashtra as well as its proposed HRD strategy for the water sector.<sup>1</sup>

**Phase I:** The scope of work for Phase I was identified as set out below:

- 5.1 Original Project Aims and Objectives
- 6.1 Roles and Responsibilities of Secondary Stakeholders
- 7.1 Training Needs of MJP, MWSSD and ZP
- 8.1 New Developments in Management Training in WESS
- 9.1 Target Participant Group
- 10.1 Nomination and Selection Process
- 11.1 Programme Design and Delivery
- 12.1 The Transfer Process
- 13.1 Assessment of Present MFS programme
- 14.1 Recommendations and Conclusions – Phase I

**Phase II:** The following activities are proposed for phase II of the review. It should be noted that, in the absence of terms of reference, WESSG, DFID will need to review if all the proposed inputs are of value as some of the proposed activities (e.g. benchmarking) will require inputs from IRC, MDF and other MFS providers. The Consultant proposes to proceed with the analysis of the meeting to assess impact of the MFS course organised by NRTC on 30<sup>th</sup> -31<sup>st</sup> August in Nashik and to consolidate and present the findings and recommendations in an addendum to this report.

Evaluation of Impact

Assessment of Value for Money

Benchmarking against other MFS programmes across the world

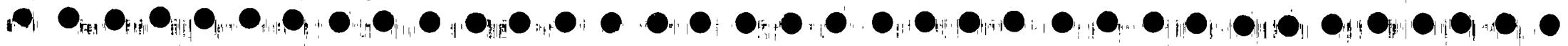
Recommendations and Conclusions –Phase II

### Methodology

**Phase I:**

- Meetings with NRTC faculty
- Meetings with PPMU and MJP staff associated with the course
- Meetings with MFS resource persons & facilitators
- Meeting with 1998 participants
- Facilitation – Week 1 (together with A. Chittewale)

<sup>1</sup> Forthcoming consultancy on "Terms of reference to assess capacity for human resource development in the water and environmental sanitation sector in India"



- Attendance and Interaction with participants & faculty members – week 3
- Communication (e-mail/fax) with resource organisations (IRC, MDF and WEDC) associated with the course
- Consolidation and analysis of feedback from past MFS courses by the Consultant

### **Phase II (Envisaged)**

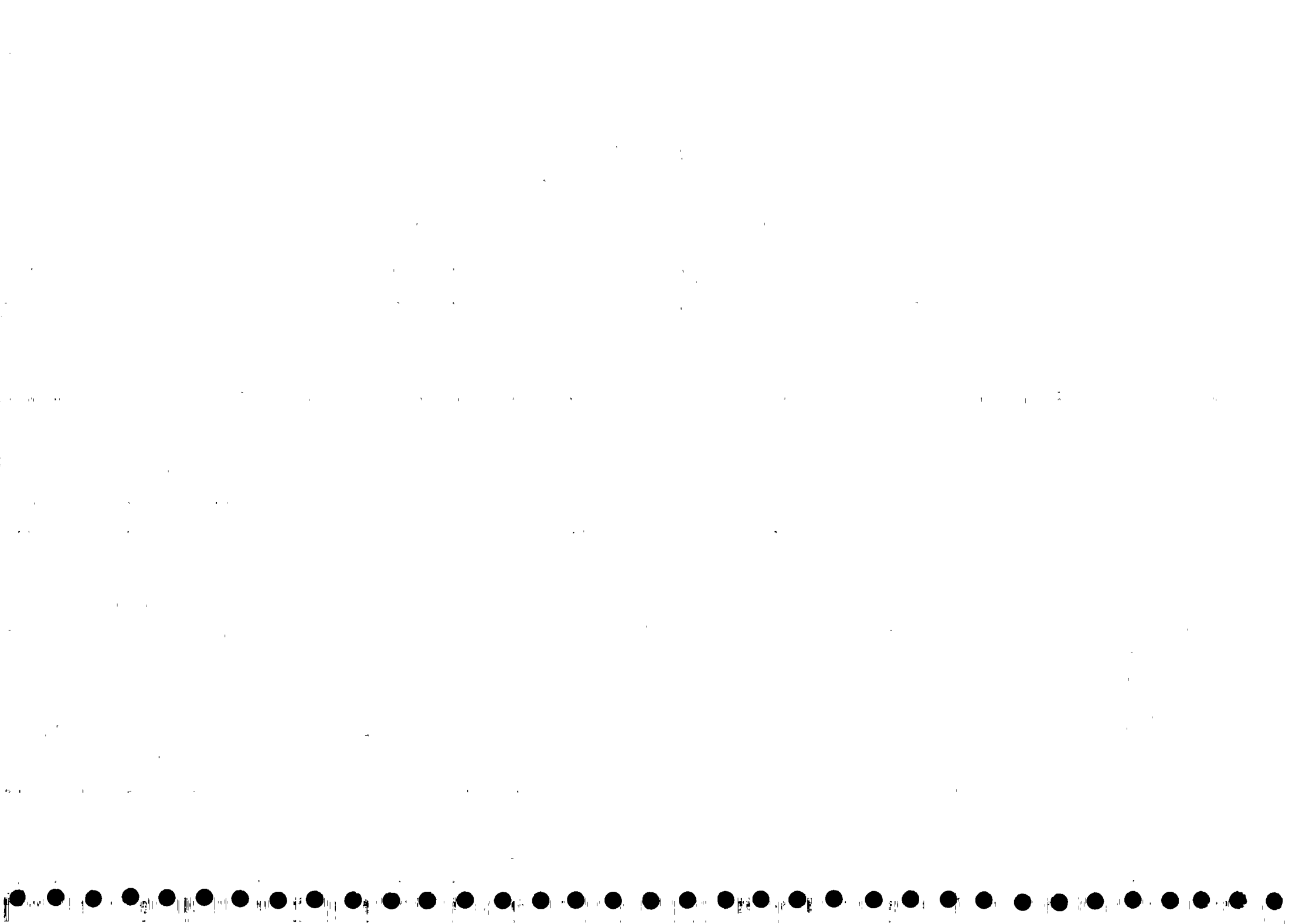
- Impact Assessment Workshop with past participants of MFS course at NRTC (30 August 1998 at NRTC, Nashik)
- Plan for adaptation of current MFS course (shorter course)
- Design of shorter MFS programme for senior staff (SE, CEO, Dy. Secy, etc.)
- Involvement of MFS resource persons from *Sarvodaya*, Sri Lanka; GJTI, Ahmedabad and potentially IRC, The Hague in the above activities as feasible.

### **3. ACKNOWLEDGEMENTS**

- The Consultant is grateful to James Samuel, Baban Gharat and Vijay Gawde for their support in arranging meetings with key persons in Nashik associated with the course.
- Thanks are also due to NRTC and MJP for facilitating the review process through their unstinting support to the Consultant.

### **4. LIMITATIONS**

- 1 The Consultant has been very closely associated with the MFS course since 1996. As such, she has limited the analysis of course quality, delivery, etc. to the views of various faculty members associated with the course.
2. The Consultant is unable to carry out a benchmarking exercise with any other MFS course transferred by IRC.
3. Given the Consultant's close association with the course as a facilitator for week 1, it was acknowledged that she should not be evaluating delivery or facilitation. This needs to be done independently by MFS facilitators from other countries in conjunction with, perhaps MDF-Ede and IRC –The Hague.





## 5. KEY ISSUES

### 5.1 Original Project Aims and Objectives

The four projected outputs of the course transfer as originally envisaged were

1. **Training of around 60 Indian project staff, at planning, executive and field level in an integrated approach to sustainable water supply and sanitation.**
2. **Development of a self-contained training capacity in Maharashtra State on integrated water supply and sanitation for sustainability.**
3. **Establishment of an up-to-date sector reference and documentation unit to support further evolution in sustainable water supply and sanitation project development.**
4. **Integration of participatory training and communication methods into regular training activities and project work.**

These aims were built into the project logframe developed in November 1994 attached in Annex 2.

On examining the logframe and the project aims and objectives, the Consultant has the following observations to make:

1. The purpose of the project was *to strengthen human resources for sustainable provision of water supply and sanitation services*. The course aims to install awareness about the importance of community participation and participatory consultation in all phases of water supply and sanitation provision. This is done through the use of Objective Oriented Project Planning (OOPP) that encourages participants to articulate and communicate visually their analysis of problems that face water supply projects and to look at ways to address and solve these problems through a comprehensive action plan. Stress is laid on communication, group work, mutual respect and integrated planning through sharing of expertise from different arms of the sector i.e. MJP, GSDA, administrators, NGOs, ZP, WMU, etc.
2. Out of the three outputs, only the first has been achieved. i.e. *60 WSS professionals from various disciplines within the state have been trained*. It should be noted though that most participants for the course have been of the executive and field level (executive engineers, additional district health officers, block development officers, field -level officers from NGOs, etc.). The length of the course (3 weeks) has deterred more senior level officers from participating.
3. The second output: *the development of a self-contained training capacity for integrated approach to WSS in Maharashtra*, has been partially achieved as against the indicators set out in the logframe. Achievements include: i) NRTC has run the MFS course with 100 % local resource people since 1997 ii) NRTC has forged good relations with visiting faculty for facilitation of week 2 of the programme iii) The May 1998 MFS course attracted 5 participants from outside Maharashtra for the first time. However, the course has failed to attract sufficient out-of -state participants to make it financially sustainable thus far, for various reasons explored later in this report. In addition, the course is rather precariously dependent on two external independent, resource persons for facilitation of week 1



4. The third output is *the establishment of an up-to-date sector and reference and documentation unit to support further evolution in sustainable WSS development*. This has been only partially achieved. While the NRTC library contains a wealth of basic materials in WSS, there is no evidence of a continual process of updating contents, establishing linkages with academic and research institutions within and outside India, new journal subscriptions or sharing of resources with other WSS organisations. The lack of an experienced librarian and a modern catalogue system further inhibits access, limiting usage of material to required reading as part of courses held by NRTC. It is not easy for sector professionals, project staff or consultants to use the library easily. The emphasis is on display of a range of titles rather than usage.
5. The fourth output i.e. *Integration of participatory training and communication methods into regular training activities and project work*. It would be difficult to achieve this output without focussed efforts made in this direction. It is unrealistic to expect change in methodologies used in MFS to have an impact on other training programmes in NRTC's calendar, in the current set-up. The facilitators who deliver week 1 of the course are independent facilitators with no connection to NRTC, MJP or GOM. They are contacted two to three weeks before the MFS course to come to NRTC for 6 days to facilitate week 1. There is no interaction with other NRTC faculty on teaching tools, aids, methodologies, etc. The facilitator delivers, is paid and leaves until the next time. In such a scenario, there is little room for debate or sharing of new techniques or tips. The facilitator/visiting faculty is not empowered by NRTC management to take on a proactive role as regards course content or form. As such, there is little opportunity to feed lessons learned from one batch into the next course in a structured manner. In addition the course needs a champion who will realise its potential and use it strategically to enhance NRTC's overall training calendar and approach. *This output, although not achieved within the project lifecycle, assumes particular importance with the GOM's decision to locate the HRD cell at NRTC.*

## 5.2 Training Needs of MJP, MWSSD, ZP, WMU

The Consultant has met with officials at various levels to try and understand the human resource development priorities of MJP, WSSD, ZP and WMU. It should be noted that the conclusions outlined below are not restricted to meetings held for the MFS programme only, but are also drawn from the Consultant's involvement in other DFID-supported training in WESS in Maharashtra.<sup>2</sup>

- MJP has been traditionally responsible for conception, planning, preparation and execution of the WSS project. Responsibility for operations and maintenance lies with local bodies in the rural areas.
- In the rural areas, schemes based on bore wells are handled by GSDA. Piped water supply schemes costing less than Rs. 1.5 million are executed by ZP and other schemes are executed by MJP.
- Engineers dominate the sector from MJP-Mumbai right down to the WMU at the district level. Finance and health follow far behind.
- The GOM has decided to locate the state-level HRD cell within NRTC, but it is not yet functional.
- There is no real HRD strategy as such for the sector. Instead there is a set of training initiatives linked to projects.

<sup>2</sup> Gender and Health Training, MDSUPHO and Solid Waste Management Meetings



- There are very few incentives for sector personnel to participate in training. Trainees report that it is often difficult to apply new skills in their traditional workplace. Participation in training does not lead to a favorable review or a promotion.
- There is a need to revamp personnel policies to introduce performance-oriented reviews, motivational strategies, incentives and a work ethic. In the current set-up, promotion is on the basis of length of service rather than on particular skills or aptitude for a post.
- There is insufficient *creative* interaction between some of the excellent academic institutions in Maharashtra with a development or sectoral focus (IIT Powai, VJTI Mumbai, SP Jain College of Management Studies, etc.) and training institutions such as NRTC or MIT Pune. Sector professionals have expressed keen interest in a state level forum that would strategise regularly on HRD issues of importance to WESS. This forum could identify critical focus areas for training in Maharashtra, key resource persons to design and develop training models and work with institutions around the state to build up the critical mass required to bring about improved efficiency or change.

### 5.2.1 Key Areas for Capacity Building in WESS in Maharashtra

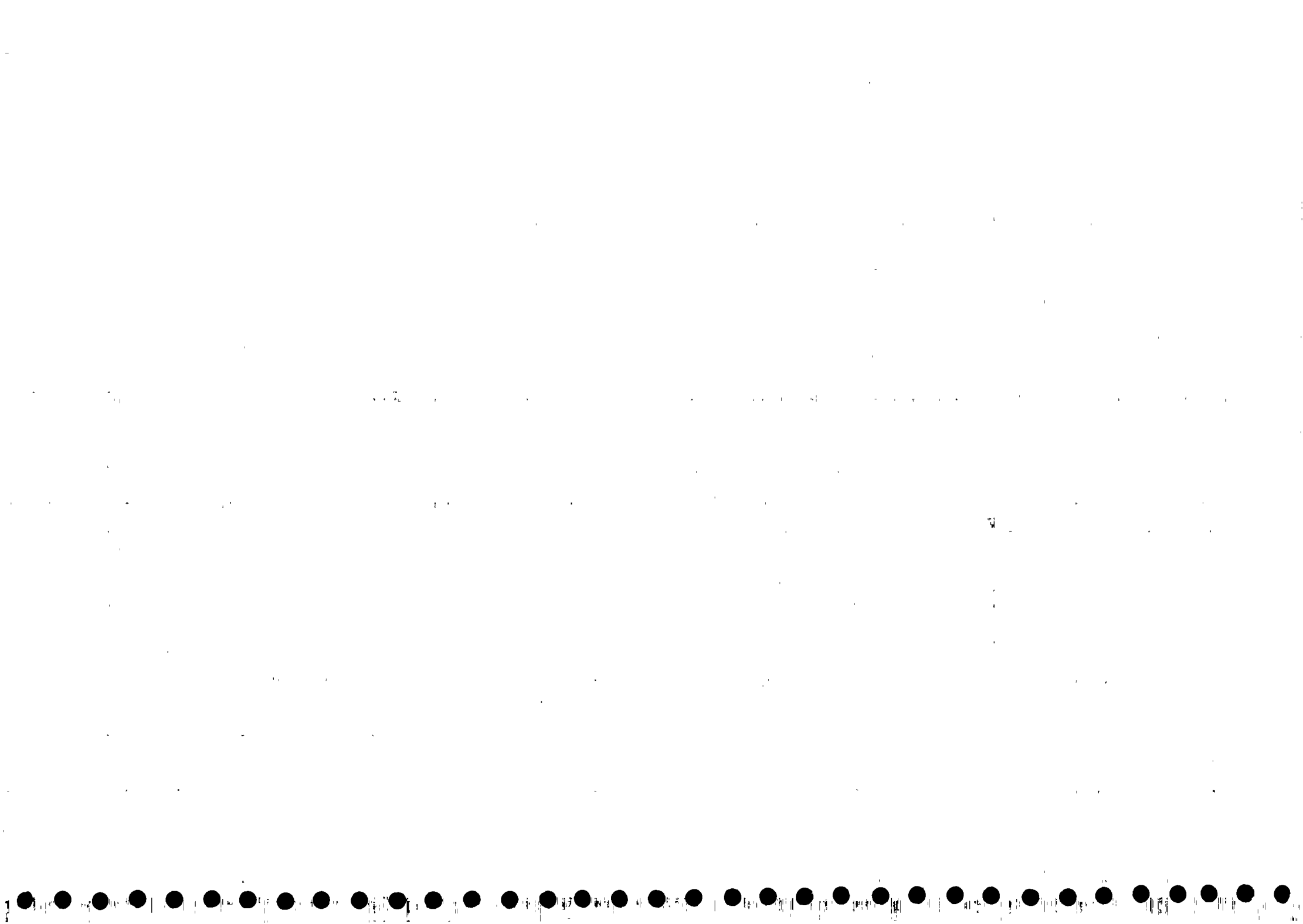
These areas were stressed by sector professionals and bureaucrats as being the critical areas for HRD in Maharashtra. See also Annex 7.

- A consumer-oriented approach that stresses customer service
- An understanding of the government's new role of enabler and facilitator in WESS
- Gender sensitization at all levels and mainstreaming of gender issues beyond projects
- Community Participation as the key ingredient in ensuring sustainability of systems
- A holistic approach to environmental sanitation (that goes beyond latrines)
- Low-cost sanitation and appropriate technology
- Water pricing, tariff-setting, cost recovery and commercial accounting procedures

### 5.3 Target Participant Group

#### 5.3.1 Findings

- The MFS project logframe aims to have trained 60 sector professionals drawn from various disciplines (health, engineering, administration, etc.) by the end of the project. This has been largely achieved with large numbers of engineers trained and fewer health, finance or administrative officers among MFS alumni.
- The optimum batch size of the MFS course according to NRTC faculty is proposed at 21- 25 participants. IRC puts the optimum size at 18 participants. The average size of MFS batches has been about 18. Batches have ranged from 13 to 25 in number due to various reasons: late intimation, late relieving orders, timing of course in drought season, length of course and reluctance of management to relieve senior staff for 3 weeks and lack of interest from participants (due to lack of information about course).
- In principle, the course is targeted at officers working in the IDA and ODA project areas from MWSSB (now MJP), ZP and GSDA. Preference is given to selection of Class I Officers i.e. Executive Engineers, Chief Executive Officers and Deputy CEOs, District Health Officers and Sr Geologists. However, the duration of the course i.e. 3 weeks deters senior officers, including EEs and CEOs from participating. The participants are largely Dy Engineers, ADHOs and BDOs. In some cases, participants of a lower cadre (AE, JE) have been sent to fill in at the last minute, due to difficulties in relieving the original nominee.



- All MFS batches have consistently included NGO representation from the project areas in the participant group. These participants have been drawn mainly from TISS- the NGO-consultant with responsibility for community development for MRWSSP.
- The target group has since been expanded to include Medical Officers and Administrators i.e. Revenue Officer from MJP (sixth MFS course, May 1998).
- The project logframe aimed to run the first MFS course for non-GOM participants in 1997. NRTC was unable to market the course effectively and had some difficulty with attracting participants from outside Maharashtra. The Sixth MFS course recently organised by NRTC from 4/05-23/05/1998, succeeded in attracting participants from other states for the first time. 1 Deputy Secretary, 1 Faculty Member, 1 EE, 2 AE and 1 District Project Manager from West Bengal, Karnataka and Tamil Nadu attended the course.
- The participation of women on the course has been very poor (one or two, per batch). Women participants are usually drawn from TISS (NGO) or the Health Department. All MFS female alumni met by the Consultant expressed a keen interest in attending the course and stressed that opportunities for quality training were rarely offered to women. They also stressed that it was no problem at all for women to attend training courses of longer duration provided that they were intimated sufficiently in advance, with detailed information about lodging and boarding facilities, etc. The sixth MFS course held in May 1998 had one female participant, a revenue officer from MJP, who was informed officially of her nomination on the weekend before the commencement of the course. As regards availability of female participants, there are only 2 women engineers of DE rank and about 20-25 at JE level in MJP<sup>3</sup>.
- The current age limit for participants on the MFS course is 54-55. This was expressed as being too high as the trainee is close to retirement age. It was suggested that younger participants be preferred including those due for promotion to class I level.

### 5.3.2 Recommendations

- NRTC needs to develop a database for the sector which is comprehensive and includes non-governmental personnel i.e. community based organisations, private sector organisations, support and resource organisations, academic institutions, etc. This will not only furnish potential trainees but will be a source of information on developments and resources in the sector that NRTC can draw on for its offerings.
- It is recommended that a concerted effort be made to identify women participants in WES or allied sectors such as health and hygiene promotion, medicine, administration, finance and accounts in order to enrich group work and contribute the gender perspective to group analysis.
- In order to attract participants from outside Maharashtra, the course must be marketed effectively not only to other state governments but also to external funding agencies and non-governmental organisations active in the sector. For this, NRTC needs to expand its networks and use existing contacts to identify sponsors<sup>4</sup> i.e. Market the course to UNICEF in Orissa and

<sup>3</sup> According to MJP sources

<sup>4</sup> DFID-sponsored CDD-WATSAN projects in Phulbani & Ganjam districts in Orissa and in Medinapore in West Bengal are managed by UNICEF. The DFID-funded KWDP project in Orissa is managed by SCF.





West Bengal, or to SCF in Orissa via DFID. These organisations can then be invited to sponsor project personnel (governmental or non-governmental) to the course.

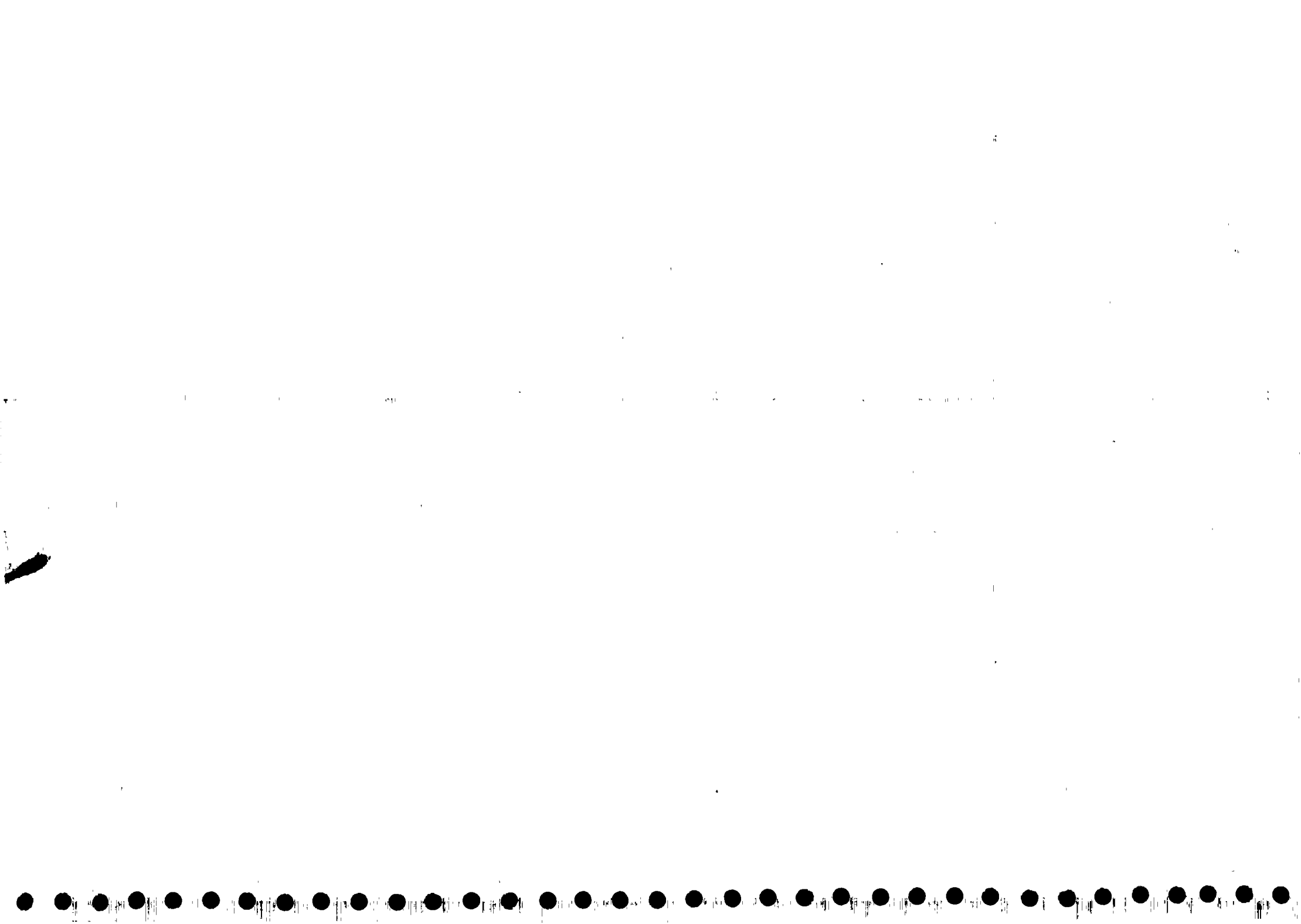
#### 5.4 Nomination and Selection Process

- NRTC sends a letter to the deputy Secretary & Director, PPMU, WSSD Mumbai inviting nominations to the course. The letter is sent, on an average, *two months* before the course start date and is copied to the Member Secretary, Water Board, the Chief Engineer, Water Board- Mumbai & Thane and DFID.
- The Chief Administrative Officer, MJP Mumbai, draws up a tentative list based on engineers in the project area (IDA/ODA), who are Class I officers and who have not attended the MFS course.
- Names of DHO, ADHO and MOs in the project area are also proposed in consultation with the Health department.
- TISS field officers working in the project area are considered.
- The Training Officer, PPMU consolidates the nominations and submits the final list to the Director, PPMU for approval.
- The Director, PPMU writes to concerned departments/organisations requesting that the nominated officer be relieved.
- NRTC sends a letter and joining instructions to participants.

##### 5.4.1 Findings

- The entire process is tailored to nominating project-related personnel. NRTC – as part of this set-up and dependent on GOM for funds for this course, has been unable to plan ahead and devise a marketing strategy that will make the course self-sustainable financially in the long run. Conversely, it had been assured of participants for the course through the IDA and ODA projects for the first few courses and as such did not seriously undertake any marketing. The 6<sup>th</sup> MFS batch was opened to out-of-state participants for the first time.
- Investigations during the MDSUPHO review<sup>5</sup>, revealed that there is no database of candidates linked to a training needs assessment maintained at state level that can be accessed easily by government departments wishing to recommend officers for a particular training. Similarly, unless a department or agency is directly concerned with a project, it is not easy to access information about the gamut of training courses available, the learning objectives of the training and participant profile, etc.
- The process of nomination, restricted to participants from the project areas, has been often subject to delays from GOM despite early intimation from NRTC about projected course dates. Discussions with concerned officers revealed that i) Despite early dispatch of letter inviting nominations, there is insufficient follow-up from NRTC; ii) training is accorded very low priority and must wait its turn- as such the file takes a fair amount of time to be finalised and approved; iii) the administrative officer in MJP handling the MFS file has no knowledge of course aims and objectives and randomly proposes names based on whether or not they have attended the course. There is no assessment of the individual's aptitude or interest or the utility of the course to the candidate being considered.
- As regards marketing of the course outside Maharashtra, the recently conducted MFS course in May 1998, invited participants from other states. Discussions with NRTC revealed that

<sup>5</sup> DFID-funded MDSUPHO review, Dec-Feb 1997-98



much rethinking needs to be done in order to run the course mainly to target out-of-state participants. This includes a time-bound, costed marketing strategy approved by GOM, a forward plan for incorporating participant feedback into course design to enhance its appeal for sector professionals, a coherent financial strategy to run MFS until it is financially self-sustaining including an annual budget approved in advance by GOM, networking and improved public relations by NRTC with institutions and WSS Departments and Boards in other states to create awareness about the course and eventually brand recognition in the sector.

#### **5.4.2 Recommendations**

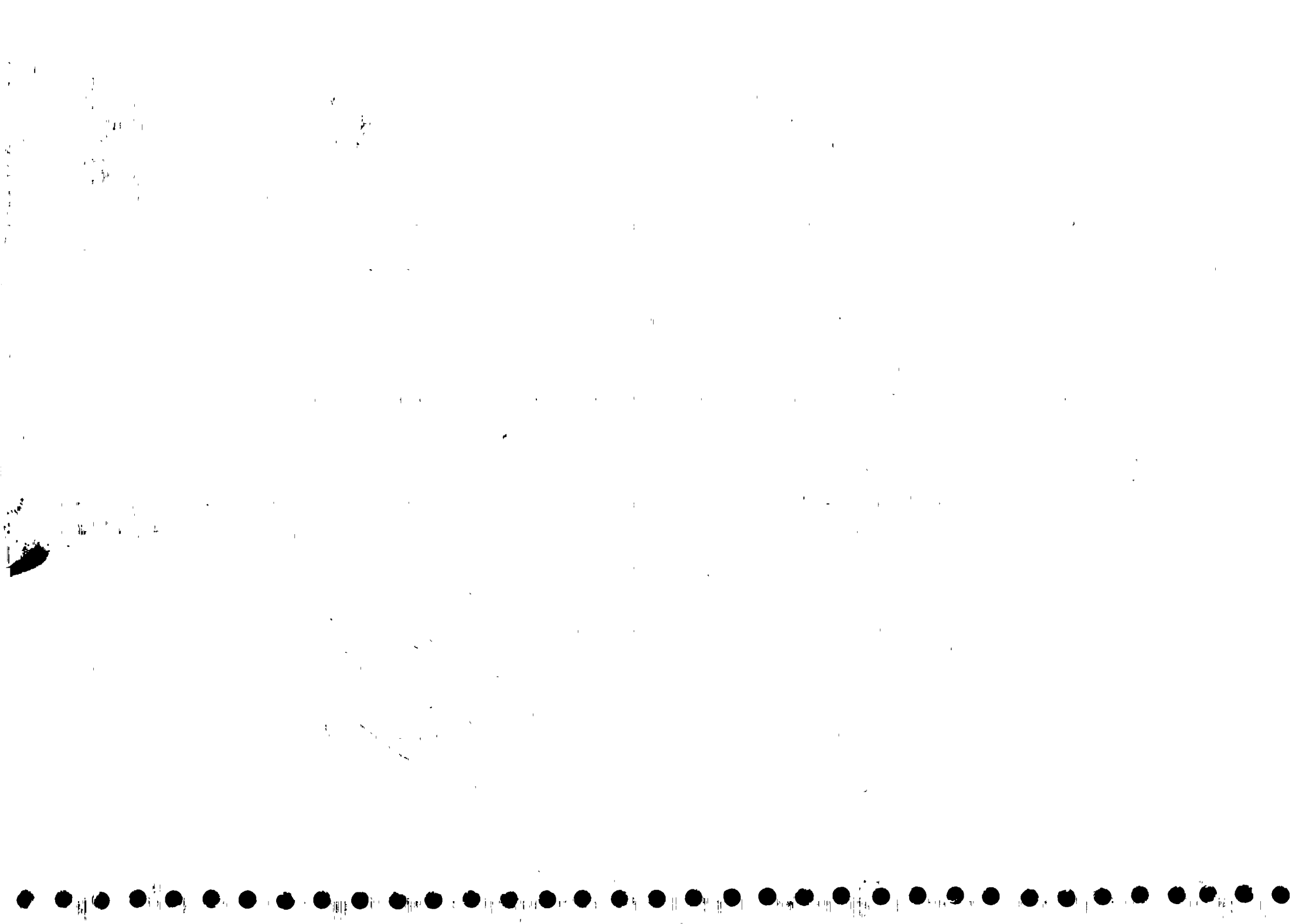
- An appreciation of the learning objectives of MFS is required in persons involved in the nominations and selections process. The focus on analysis, planning and management means that the course is appropriate for middle management and up in the WATSAN sector. Officers at a lower level of the hierarchy will be unable to apply many of the skills acquired during the course to their real-life work situation. It is recommended that the officer entrusted with selection (in PPMU and MJP offices) possibly visit the course and attend week 1 of the next course. During this time s/he should have an opportunity to interact with faculty members and discuss candidate qualifications and aptitude for the course as well as the process of selection and nomination with NRTC permanent faculty and MFS course-in-charge.
- The MFS course-in-charge needs to meet with concerned members of the PPMU and MJP to discuss ways of overcoming delays in the nominations process and of improving the preparedness of MFS participants through issuing early joining instructions and timely intimation.
- It is recommended that NRTC develop an interactive database of course offerings and other facilities that is systematically shared within Maharashtra and outside. One faculty member suggested a web page as a cost-effective way of reaching more potential participants as well as of opening up the Institution to sectoral and academic influences all over the country and eventually worldwide.
- For the selections process to attract quality candidates from other states a systematic marketing effort will be required. This includes preparation of an annual calendar well-in advance with MFS dates listed for the following year and early contact with concerned departments in other states. It is recommended that NRTC concentrate on a few identified states initially rather than spread its efforts too thin. As such the 5 states targeted by the sixth course could remain the focus for the next course.

#### **5.5 Programme Design and Delivery**

The three-work programme designed by IRC – the Netherlands and now transferred to the Nashik Research and Training Centre (NRTC) in Nashik, Maharashtra, deals with key aspects of sustainability using the Objective Oriented Project Planning (OOPP) methodology.

##### **5.5.1 Course Objectives:**

- To broaden the participants' views on issues related to sustainability of water and sanitation projects
- To improve management skills like problem analysis, planning and monitoring
- To identify and gather information on key issues



- To develop a plan of action for solving management problems in participants' working situation

### **Part I: Planning for Sustainability (6 days)**

- Key aspects of sustainability & an integrated approach to planning
- Defining Management
- Identifying issues
- Objective Oriented Project Planning
- Developing the planning framework
- Identifying monitoring indicators

### **Part II: Sustainability issues in the sector (7 days)**

- Water Resources Management
- Technology Options and selection criteria
- Community management
- Operation and Maintenance Systems
- Community Financing
- Hygiene Education
- Sanitation Promotion
- Sanitation Technology Options
- Planning an Integrated Approach
- Working in a gender-sensitive way
- Monitoring and information systems

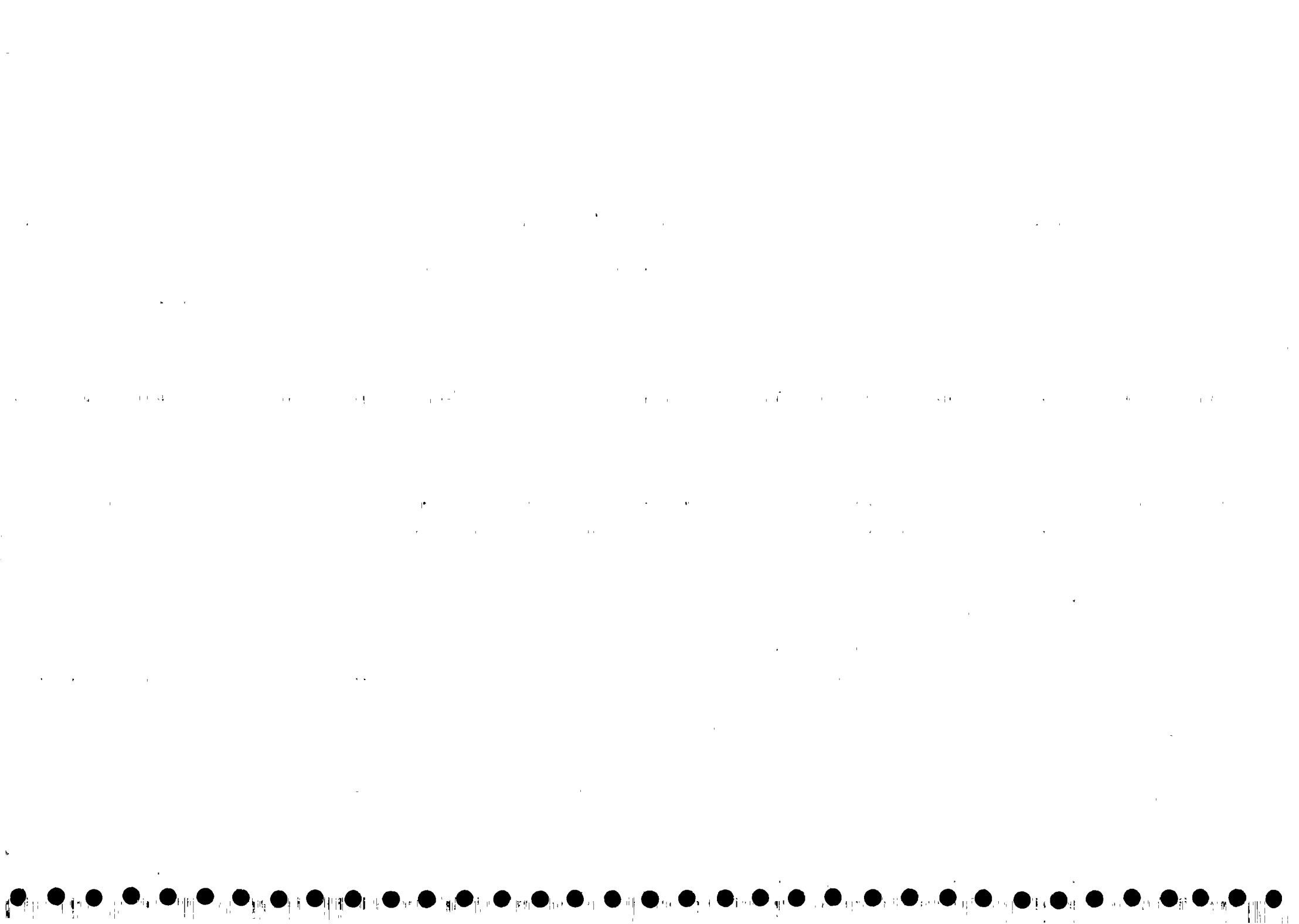
### **Part III: Individual Strategy Development (5 days)**

- Identifying challenges through problem analysis
- Planning for sustainability
- Developing indicators
- Allocation of resources
- Individual Presentations

## **5.5.2 Findings, Conclusions and Recommendations**

1. **Length of the course.** 3 weeks is too long to attract participants of the desired level. MFS is a course focussing on project formulation, integrated planning and management skills and as such is better suited to officers of the management cadre. It is recommended that
  - The current course, targeting EEs, DHOs, etc. be shortened to about 2 weeks. The shorter course design should be worked out in consultation with current MFS faculty and IRC, and take into account the feedback received from MFS alumni.<sup>6</sup>
  - A shorter course of 6 days (Monday through Saturday) is designed targeting S.E., Secy, Dy Secy (WSSD, Health, Panchayati Raj, Women & Child, etc.) CEO, Dy. CEO and senior elected officials –ZP, Principals-HFWTC, Senior geologists –GSDA, senior programme officers – UNICEF, UNDP, WB,

<sup>6</sup> Meeting planned by NRTC of all MFS alumni in Nashik on 30.08.98



DFID, etc. In order that participants at this level draw maximum benefit from the course, it is recommended that participants be drawn from various disciplines and different states.

- A course in Marathi should be considered for lower level participants IRC has adapted a MFS course for a similar target group in Africa and this experience might be helpful.
- 2. **Course Design – Contents** Certain adaptations in course content need to be considered namely
  - The extent to which the logframe is developed in Week 1. The utility of this session to the particular target group needs to be examined i.e. while it is probably very useful for senior officers on the short course of 6 days proposed above, it is not very useful at the EE, DE, ADHO level. It is also difficult to grasp in the time allotted and has low applicability in a real life work situation for most participants attending the 3 –week course.
  - Careful consideration of each session in Week 2 – its content and delivery, its linkages to week 1 and 3, its appropriateness to the level of participant attending and current mechanisms for evaluation and renewal of course material. Feedback from participants on recent courses, including May 1998 has indicated that several sessions are repetitive, too pedantic, do not link up with weeks 1 and 2 and are conducted entirely in a lecture mode. For the short course of 6 days these sessions may be developed as 45 minute focused modules on key aspects of sustainability such as community participation, gender, integrated water resources management, etc These sessions can be used to break the monotony of the OOPP, while emphasizing the software dimensions of WESS that are crucial for sustainability.
  - The importance of week 3 has been somewhat underestimated by NRTC. The individual assignment is a crucial part of the original MFS design – giving participants an opportunity to apply their newly acquired skills to work on a problem that they are facing in their professional lives Problem analysis followed by an objective analysis enables the participant to formulate an action plan that they will execute over the 90 days following the course. It was envisaged that participants will return to NRTC to share the action plan and its implementation with colleagues and to discuss problem in implementation. NRTC has had problems with ensuring that there are enough good quality facilitators to guide the process in Week 3.<sup>7</sup> It should be noted that this is a fairly difficult exercise that requires hand holding for some participants. In addition, the original objective of reviewing the participant's action plan 90 days after the course has not been achieved. The Consultant was informed by NRTC that participants were invited to send their action plans by mail along with written comments on difficulties in implementation, etc. This is not the same as a review and reinforce opportunity, which is also a very useful for facilitators to assess impact and receive feedback. Action plans sent in by participants are stored away in files and have not been used as case study material or even shared with MFS visiting faculty. It is recommended that the course design carefully reconsider week 3 in the current course set-up – in order to maximise the benefits to participants. The importance of a review and reinforce leg needs to be revived Thus while it is possible to compress work on the individual assignment, it might be more interesting to have a second leg that invites participants back for 2 or 3 days, three months after the core leg. The objectives and design for the second leg must be worked out taking into consideration the level of the participants.

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<sup>7</sup> Poor availability of trained facilitators as well as inability of NRTC to pay facilitators well.





### 5.5.3 Programme Delivery

- **Briefing of Resource Persons/Facilitators**

There is a need for constant review and renewal of any training course, in order to ensure that it remains relevant and fills a crucial HRD need. The MFS course is no exception. IRC had suggested that NRTC conduct a workshop for orientation of resource persons for MFS prior to the start of the course- to ensure adequate planning, avoid overlap of sessions and ensure that new faculty make the links between week 2 inputs and the OOPP sessions in week 1. This workshop would also enable week 3 facilitators to understand the background to the participant's individual work assignment. IRC had helped organise the first such workshop in December 1994. It was suggested to NRTC that such a workshop be held once a year prior to the MFS course. It should be noted that the 1994 workshop focussed on methodologies and presentation techniques. It was suggested that the following workshop focus on content of sessions. Although two workshops were held, one each in 1995 and in 1996, they were not sufficiently structured to improve on course content, materials and handouts taking into account participant's feedback, etc. As a result, facilitators never see the evaluation of their session, unless they specifically request it and are not motivated one way or another to adapt, renew or change the session. In 1997 and 1998 no such opportunities were present for facilitators of week 1, 2 and 3 to meet and exchange information. In fact, facilitators are intimidated by post and arrive at NRTC, deliver the session without even looking at the shape the tree has taken. As a result there is a no coherent linkage established between the participants' work in week 1 and the lectures in week 2.

- **Pool of Resource Persons**

The course (designed by IRC – the Netherlands) has been delivered at NRTC since 1994 (six batches). DFID sponsored the training of six facilitators (4 government officers and 2 independent facilitators) at IRC in the Netherlands. NRTC draws on these trained facilitators to conduct the first week of the course (the OOPP).

For the second week, resource persons from various academic institutions and organisations in Maharashtra are invited to facilitate sessions on the key aspects of sustainability.

The third week, where the participants draw up their personal action plans is facilitated by a combination of week 1 OOPP facilitators, Government officers who have attended the moderator's course in the Netherlands and NRTC faculty.

- OOPP moderation has been led by Mr. A. Chittewale and Ms. A. Patkar since transfer to NRTC. Both these facilitators are independent consultants, whose availability and continued interest cannot be taken for granted. There is a need to ensure that NRTC can draw on a wider resource pool for OOPP facilitation.
- NRTC has built up a reliable and diverse pool of quality resource persons that it draws upon for the various subject areas treated during week 2 of the course. (See Annex 5) Excellent relations with these various faculty members have assured Week 2 inputs despite the paltry honorarium of Rs.200 (now increased to 400) given to faculty members who sometimes travel 5 hours each way to deliver a session of 90 minutes. Faculty members contacted expressed pride at being associated with the course but stressed that it was mainly their long association with the course that brought them back again and again. They also expressed interest in reviewing session objectives, renewing course content, building up better case study and supporting material and in contributing to the development of abridged or adapted versions of the current MFS course.



- Mr A. Ghate and Mr Deshmukh have regularly facilitated week 3 of the OOPP exercise. As they are both senior government officers, it has not always been possible to ensure their full participation i e. During the May 1998 course, Mr. Deshmukh was called back to Mantralaya, Mumbai, mid-week. Current permanent faculty at NRTC is unable to ensure effective facilitation of week 3 and it is suggested that a minimum of two faculty members from NRTC attend the local moderator's course in order to appreciate the course objectives and understand the importance of week 3. The designated course champion for MFS must be available for week 3 facilitation in addition to any outside resource persons involved.
- **DFID-sponsored Overseas Training of Resource Persons for MFS**

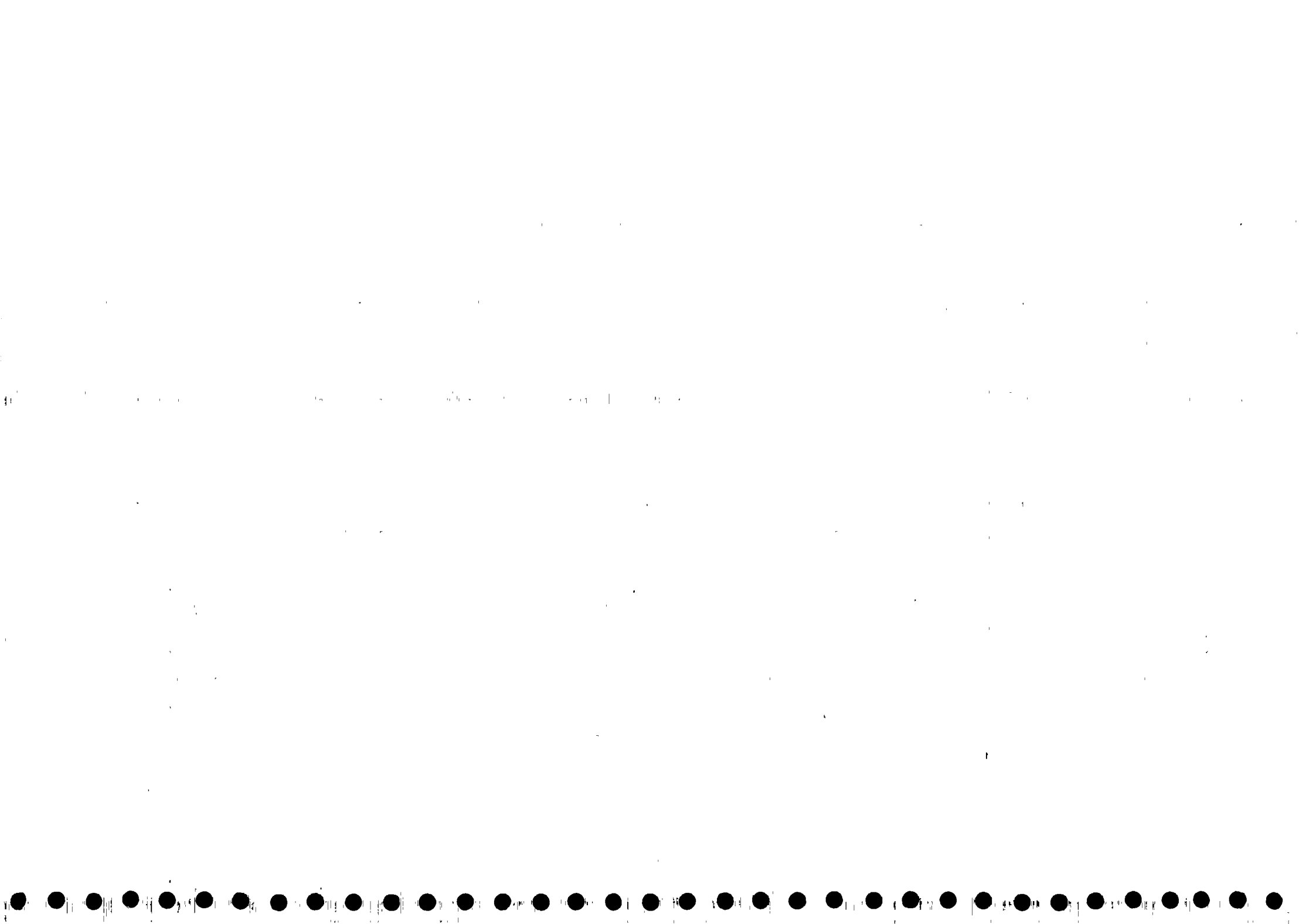
Name	Type of Training	Dates
Ms. Chekkala❖	MFS	18/04-11/05/94
Mr. P.M. Belapurkar❖	MFS	18/04-11/05/94
Mr. S. K. Patil❖	MFS	18/04-11/05/94
Mr. D. M. Kale❖	MFS	18/04-11/05/94
Mr. A. Ghate❖	MFS	20/03-12/04/95
Mr. R. Kabra	MFS	20/03-12/04/95
Mr. Sanjay Kumar Ingle	MFS	20/03-12/04/95
Mr. A. Jagtap	MFS	20/03-12/04/95
Mr R. Agrawal	OOPP Moderator	26/06-7/07/95
Mr. A. Chittewale❖❖	OOPP Moderator	26/06-7/07/95
Mr. R.N. Deshmukh❖	OOPP Moderator	26/06-7/07/95
Mr. Ganesh Chaudhary❖❖	OOPP Moderator	19/12-24/12/96
Dr. Ashokh Potdar❖❖	OOPP Moderator	19/12-24/12/96
Ms. Archana Patkar❖❖	OOPP Moderator	19/12-24/12/96

❖ NRTC has drawn on these resource persons for a session during Week 2 of the course or as facilitators during Week 3.

❖❖ NRTC has drawn on these resource persons for OOPP facilitation in Week 1. Currently, only two out of these four resource persons are being used by NRTC for week 1 facilitation.

- The use of government officers trained in the Netherlands as facilitators, cannot be ensured due to the following reasons:
  - i) Officers have been nominated on an ad-hoc basis and not always after careful consideration of aptitude and skills as potential trainers. As such after returning from training overseas they have not demonstrated the requisite facilitation skills to take on the OOPP exercise.
  - ii) Government officers who have been trained abroad are not always available for facilitation due to seniority of positions and difficulties in releasing staff during summer or when the state govt. is in session. This is compounded by the extremely low priority accorded to training in general – as explained by senior MJP staff. Thus even if an individual is extremely interested in training it would not necessarily reflect favourably in a performance review or enhance the officers career path.
  - iii) The problem of transfers of government personnel is a serious impediment to capacity building on the *trainer* end.<sup>8</sup> Thus 4 of the resource persons in table I above have been transferred out of the project area. This in itself is not a

<sup>8</sup> This is not such a problem as regards the trainee being transferred out of the project area. Analytical, problem solving and participatory planning skills acquired during MFS are of value in any managerial post and applicable to multi-sectoral analysis.



problem, provided that MJP and GOM make a serious commitment to depute good trainers say, twice a year for the MFS course. NRTC faculty is also subject to the same pressures and since a transfer from NRTC is often a promotion, there is little continuity. As a result, while there is technically a course-in-charge there is currently no *course champion* for MFS at NRTC.<sup>9</sup>

- The OOPP moderator's course in India planned for 1995 did not take place. This would have expanded the pool of available OOPP resource persons considerably. It is recommended that a moderator's course be organised locally with inputs from MDF and IRC where appropriate. It is strongly recommended that MFS faculty from SRI Lanka be involved if possible to contribute the regional perspective essential to make this training more relevant to Indian conditions, while widening the perspective of local MFS faculty.
- Course Funding i) also questionable, is the ability of NRTC to be able to maintain a high level of remuneration in order to attract facilitators of the desired quality ii) The status of MFS as a special course means that unlike other courses, it receives funds from GOM. The Director, NRTC submits a budget, which is often retrospectively approved by GOM. However NRTC remains subject to audit by MJP. As there is no fixed amount allocated to the MFS course on an annual basis from GOM, NRTC often has to advance funds for this course while awaiting GOM sanction and release of funds. This has meant that the MFS course is subjected to several uncertainties that inhibit proper forward planning. Until the course is able to become financially self-sustaining, there is a need for forecasting from NRTC and approval of an advance budget on the part of GOM. iii) Marketing efforts have to be substantially improved in order to raise the percentage of non-GOM paying participants to ensure that the course is financially viable and eventually completely self-sustaining. These financial uncertainties result in facilitators being intimated about the course very late and receiving contracts on the start day of the programme.
- **Course Materials and Teaching Aids**
  - i) Course Materials used for MFS require serious revamping. It has been suggested earlier by Ms. Van Hoof that all material should now be stored electronically at NRTC for easy access as well as updating. However several sessions still use photocopies of originals circulated by MDF and IRC. Some of the material is dated, some although still useful and relevant is of poor copy quality. In addition, there is a need for updating the material with case studies.
  - ii) For Week 1, NRTC must build up a library of Problem Trees, Objective Trees and Action Plans from actual projects currently under way and funded by various donors and government. Several participants expressed interest in seeing examples of operational *trees*. This can be a very motivating experience if presented well i.e. the project context, the tree and a presentation on the process.
  - iii) There is a dearth of audiovisual aids that the facilitators can use to illustrate a point or to vary delivery while encouraging reflection. Slides can be an effective way of lightening the mood during the somewhat tedious problem analysis section or to illustrate indicators (a particularly difficult section for the participants) during the logframe section of Week 1. It is recommended that good videos and slides be added to the basic MFS course pack with the help of MFS faculty members

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<sup>9</sup> Mr Gokhale who invested considerable time and energy in MFS while at NRTC is now transferred to Amravati and is available for short session inputs only. Mr Pol, the current course-in-charge is due for promotion.



## 5.6 The Transfer Process

### Findings, Conclusions and Recommendations

The plan for transfer over a three-year period (1994-1996) is given in Annex 8

#### 5.6.1 Key factors contributing to the success of transfer were:

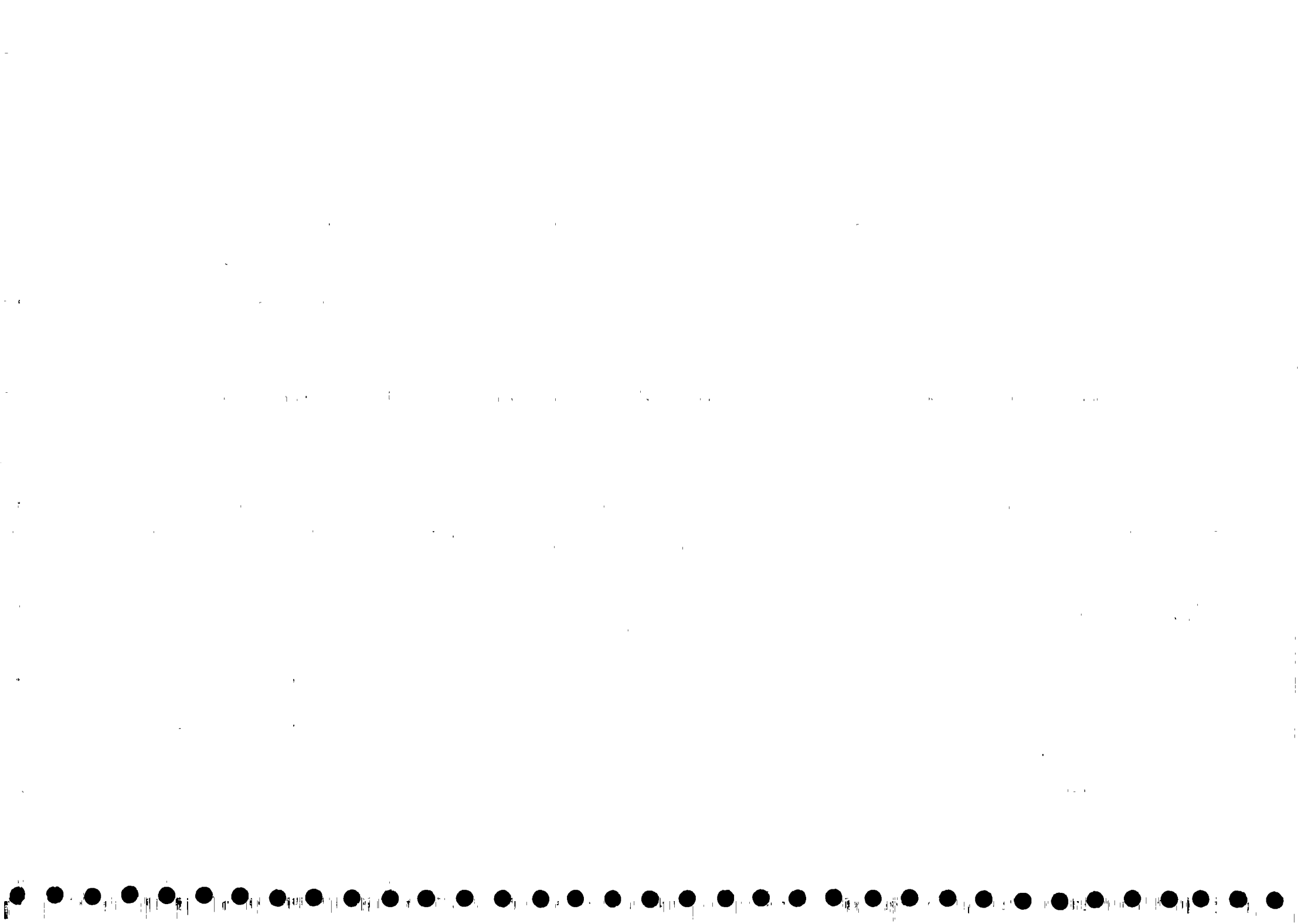
- IRC has been closely and actively involved throughout the transfer process.
- Inneke von Hoof (IRC) has been the course champion for effective transfer
- Ms. Hoof submitted frank and concise evaluation reports with clear action points following each MFS course and followed up with meetings with key officers.
- There was sustained financial support to MFS by DFID over the three-year period, which was extended to include IRC moderation inputs in 1996 and 1997
- The transfer process demonstrates the importance of sustained moderation over a period of time in addition to trained facilitation. Moderation is the quality control mechanism that aids new facilitators to gain in confidence through daily peer reviews and discussions.
- An attempt was made to build up a pool of trainers simultaneous to the transfer process. Of these about 5 trainers are generally available for week 1 and 2 facilitation.
- GOM has accorded the course sufficient recognition and status to attract high quality resource persons for Week 2 facilitation.
- Participants from the project area are aware of the course through word of mouth about its *different* participatory approach
- There has always been very good logistical support from NRTC as regards basic arrangements for the course

#### 5.6.2 Some impediments in the transfer process:

- The inability and lack of dynamism within NRTC and GOM to take full advantage of DFID inputs (overseas moderation, funds for building up a resource pool, initial interest from IRC and MDF, suggestions on establishing a state-of-the art documentation and reference centre, etc.)
- Sporadic monitoring from WSO, DFID translated into the IRC assuming the role of champion as well as watchdog for MFS. There was no mid-term review of the transfer process, nor did any of the training providers or the contractor (DFID) take a look at the logframe midway to assess progress in achieving output to purpose.
- Difficulties with availability and suitability of resource persons trained as potential facilitators overseas.
- Inability of training providers (IRC and NRTC) to organise a local moderators course in Indian to expand the pool of available facilitators.

#### 5.6.3 Additional inputs that need to be considered to consolidate the transfer include:

- Opportunities for exchange and peer review with other MFS facilitators in WES
- Organisation of a local moderators course to increase the pool of resource persons available for MFS The adaptation of the original 3-week design can follow this moderator's training.
- An opportunity for NRTC, IRC and MFS faculty to check relevance and validity of course objectives (overall as well as individual sessions) to the training needs of the target group and to undertake adaptations to suit local conditions as needed
- A benchmarking exercise with other MFS courses, as a quality check as well as an opportunity to renew and energise the facilitation





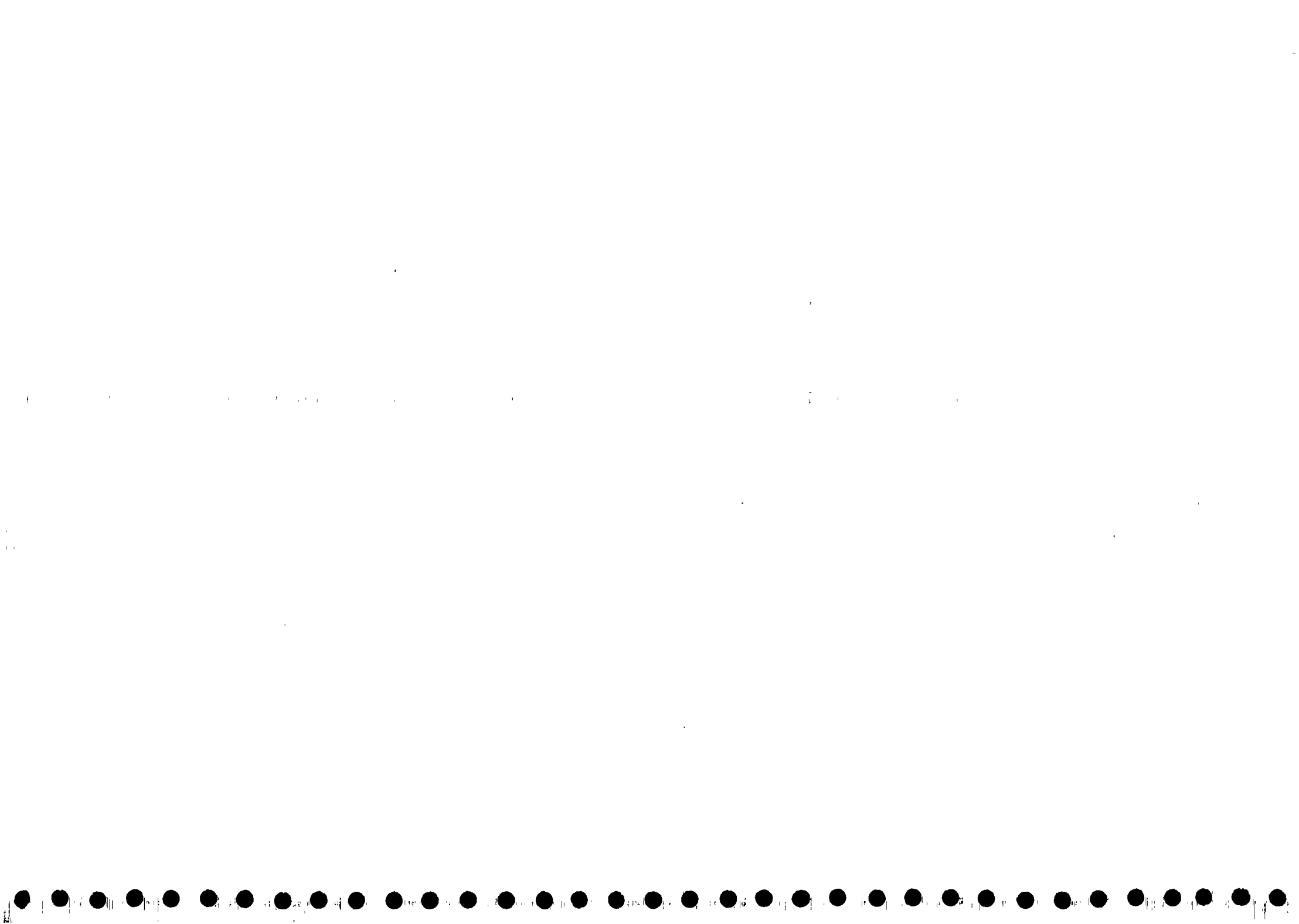
- The preparation of a resource pack of basic OOPP guidelines, illustrative case studies and perhaps a video on communication and facilitation tips
- The opening up of the NRTC library to outside faculty in order to ensure that resource persons are in touch with new developments in the sector.
- The creation of an alumni network, either informally through a newsletter, or formally if there is sufficient interest.
- Active networking with other academic institutions (management and sector-related) within and outside Maharashtra to develop a forum for discussion and debate in WESS.<sup>10</sup>
- The development of an effective marketing strategy by NRTC and MJP in consultation with GOM to ensure the financial sustainability and thereby the quality of the course

## 6. Assessment of Present MFS Programme

1. The MFS course has been successfully transferred to NRTC Nashik. The sixth MFS programme was recently held at NRTC Nashik from 4<sup>th</sup> to 23<sup>rd</sup> May 1998. It was decided to undertake a review of the course to coincide with this course
2. Since 1994 the programme has been skillfully designed and delivered initially by IRC with periodic inputs from MDF, followed by local facilitation since 1996 with moderator inputs from IRC and MDF
3. The plan for transfer was closely adhered to with the exception of the local moderator's course, which was not organised in India.
4. Inneke von Hoof, the IRC resource person closely associated with the course has prepared detailed evaluation notes of each MFS course. This was then discussed with key officials in order to facilitate change in specific areas such as orientation of resource persons in 1994, payment of facilitators, marketing of the course to other states.
5. There is positive participant feedback about the course in the project area demonstrating its general quality and relevance to the sector.
6. WSO, DFID has carried out its financial commitments to MFS over the transfer period and beyond. However, it has failed to appreciate the strategic importance of the course and its potential in furthering DFID's sectoral agenda. As a result, the training providers as well as DFID seemed to focus more on the first output i.e. producing trained sector managers rather than the third and fourth outputs of the logframe which aimed at building up a dynamic training and resource centre for WES, inspired and aided by a vibrant MFS course.
7. The sixth MFS course was marketed to other states with some success. Five participants from West Bengal, Karnataka, Kerala and Tamil Nadu attended. This participant mix was greatly enriching as compared to earlier courses and was evident in the quality of discussion as well as the variety of examples shared by participants.
8. The recommendations in this report focus on i) adaptation of the current course to suit different levels of sector professionals and ii) the need for DFID to link up its different HRD initiatives in WESS in order to create a critical mass that will further its agenda in the sector.

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<sup>10</sup> IITs, IIMs, GJTI, regional engineering colleges, RGDWM, MRAE



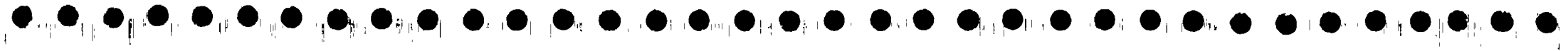
## 7. Recent Developments in HRD in rural water supply and sanitation.

The Dutch Govt has formulated a training support proposal as part of the GOI HRD plan for the water sector. This revised Indo-Dutch Proposal for 1998-99 for capacity Building in Water Supply and Sanitation in India has two components: i) the organisation of a Management for Sustainability Course with the Gujarat Jalseva Training Institute and ii) the transfer of MSC programmes in Sanitary Engineering from the Netherlands to an identified ITN center in India

- Component 1 will target participants from Netherlands Assisted Projects in Uttar Pradesh, Andhra Pradesh, Karnataka, Gujarat and Kerala for the MFS course.
- Facilitators will be one staff member from IRC and one from IHE together with trainers from GJTI and NGOs.
- The course duration will be two weeks.

This development presents both opportunities and challenges for the MFS course organised at NRTC – Nashik.

- OOPP facilitators associated with NRTC have often expressed the desire for exchange and interaction with other MFS facilitators for professional enhancement. The above proposal aims to build up a resource pool of local facilitators. In addition there will be opportunities for interaction with IHE and IRC on methodology and content.
- NRTC and GJTI can exchange and share resources for MFS – GJTI learning from the NRTC experience and NRTC using the opportunity for renewal and reflection.
- The course design at GJTI is a compressed one – a 2-week course. NRTC has proposed 3 courses in its 1998-99 training calendar – a 3-day OOPP programme for senior officers ii) a 10-days programme for Class I officers and a 21 days programme for middle-level officers. The process of adaptation can certainly draw insights from the transfer process commencing shortly at GJTI.
- The MFS course being run at GJTI will help raise the profile of this HRD initiative in the sector through its own marketing efforts and through the target group (5 states)- creating a critical mass of managers that support participatory project formulation, planning and management techniques.
- The MFS course proposed for GJTI will be targeting participants from 5 states This effectively reduces the potential number of participants for MFS in Nashik. It is important that NRTC market its course effectively in non-NAP states and create some sort of brand recognition if the course has to be financially viable in the long run.
- NRTC must ensure that the quality of its course is maintained and enhanced so that donors with whom it has established a relationship (WB, DFID) continue to sponsor participants to MFS at NRTC.



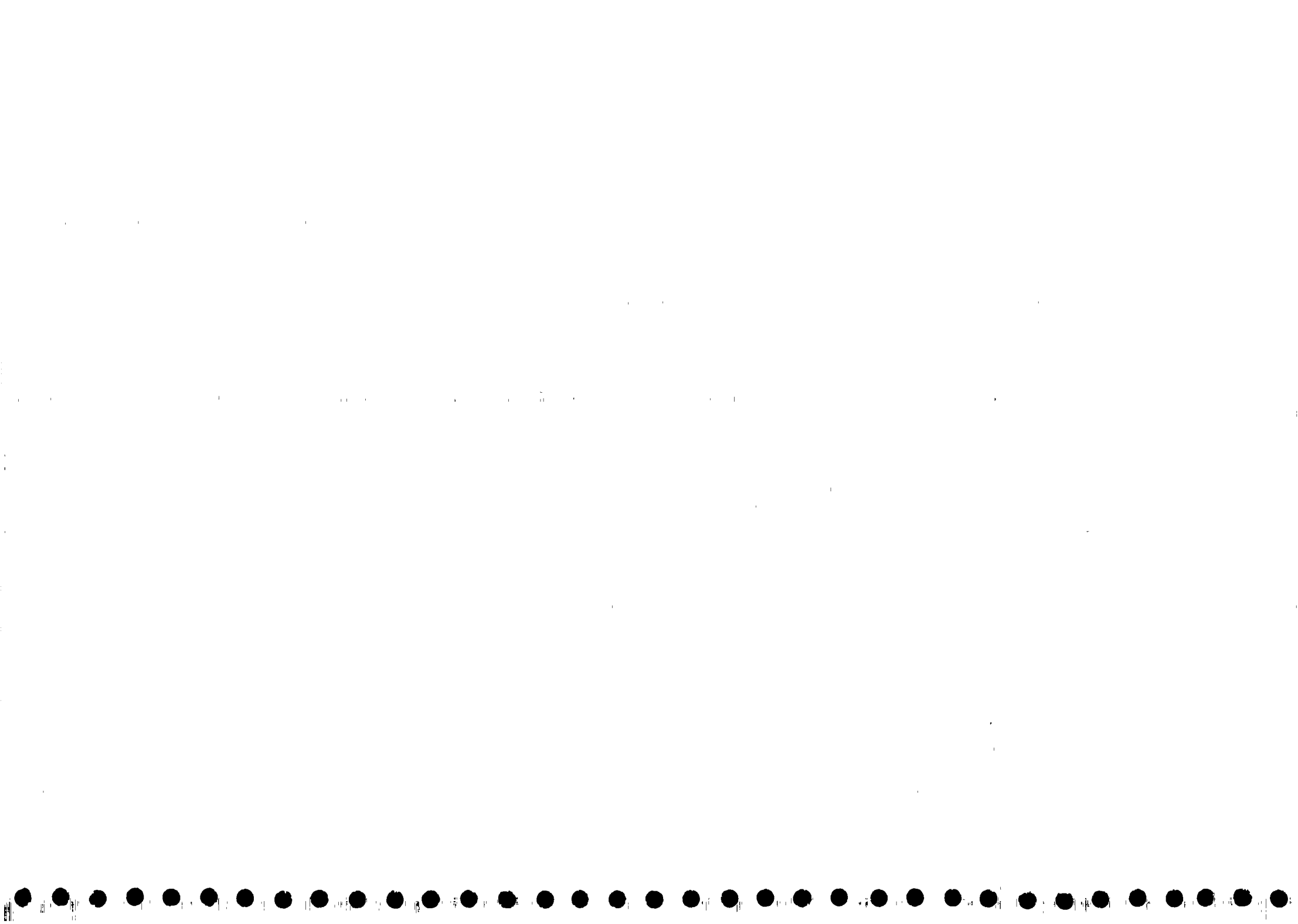
## 8. Conclusions and Recommendations

*The Consultant is of the opinion that the MFS programme is a well-designed product that fills an important human resource development need in the rural water and sanitation sector in India. Its focus on project formulation, design and execution through the use of an integrated participatory approach to understand and analyses the critical issues of adequate financing and community level arrangements for operations and maintenance, make it a unique capacity building initiative*

*The Consultant recommends that DFID recognise the strategic importance of this course for its rural water supply initiatives and extend support to spin-offs and feeder initiatives targeting different levels in the sector.*

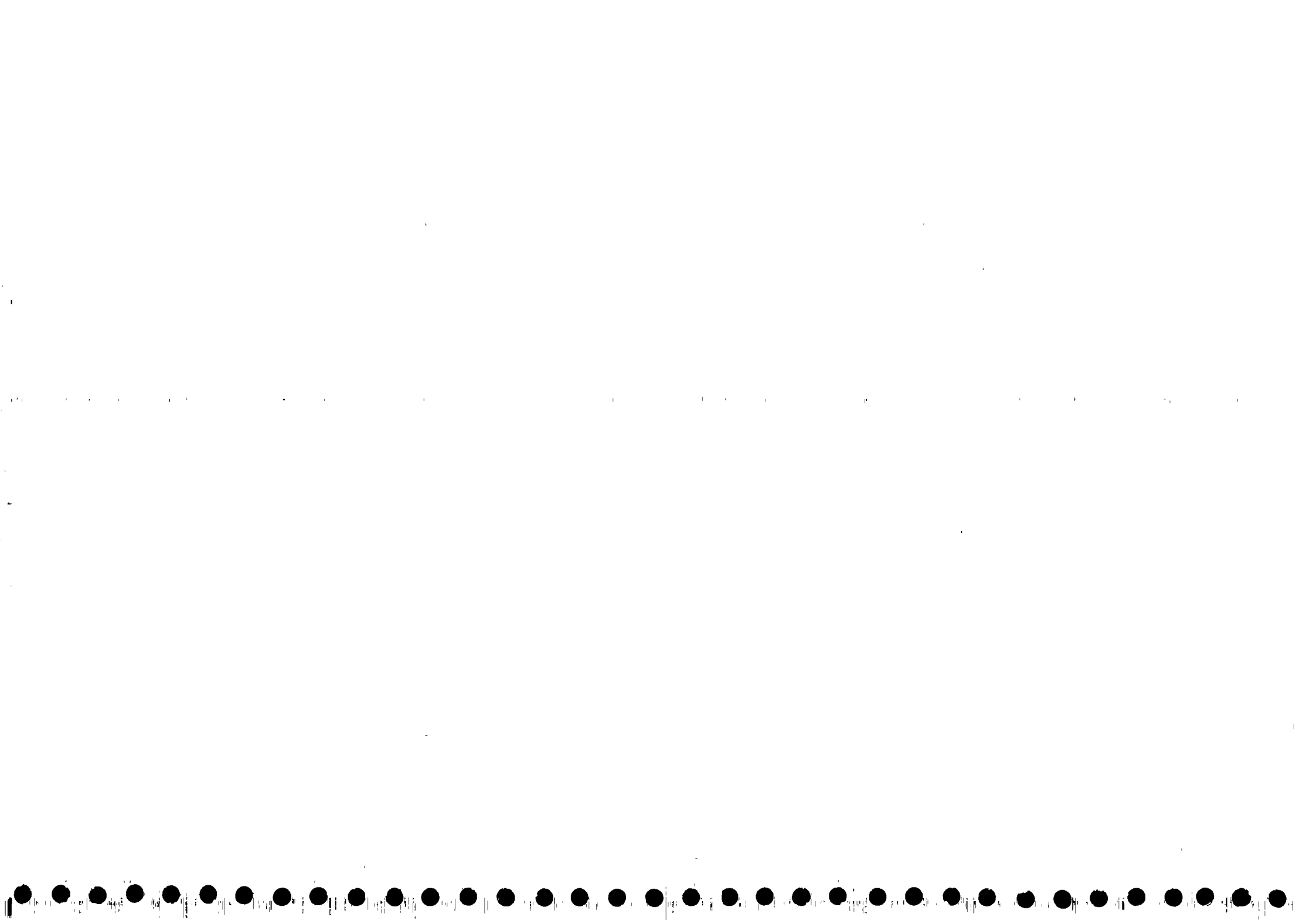
It is recommended that this report be read in conjunction with Phase II that will include a crucial section on Impact Assessment. This section must corroborate and second the Consultant's findings and recommendations before any action plan is formulated.

1. It is recommended that the current course of three weeks duration be shortened to about two weeks to attract participants of the desired level i.e. Class I officers. This design process should be planned to coincide if possible with IRC inputs into the new 2-week course being planned for GJTI, Gujarat.
2. The Consultant recommends that this condensed two-week course include a review and reinforce leg after a period of 3 months where participants are invited to return to NRTC to share their action plans. This opportunity must be used to reinforce key messages of the MFS programme.
3. The Consultant recommends that the next MFS course at NRTC (whether basic or two-week adapted design) be preceded by a workshop for resource persons. If the dates coincide with IRC inputs in the MFS transfer to GJTI, it is strongly recommended that NRTC plan ahead and budget for IRC involvement in this workshop. The focus for this workshop should be i) establishing the linkages between the tree and the session under consideration and ii) updating course material with audio-visuals and case studies.
4. It is recommended that NRTC consider developing several spin-offs from the basic course that will build up a critical mass of managers within organisations i.e.
  - a) Short courses of upto 5 days for senior levels including Secy., Dy. Secy, (Depts. of WSS, Health, Women & Child, etc.), CEO – ZP, Director GSDA, CE, etc. the short course would focus on the OOPP methodology interspersed with informative capsules on key issues such as gender, water resources management, hygiene promotion, etc.
  - b) A course of 2 weeks duration be designed for middle-level project staff in Marathi. This could later be adapted into Hindi and marketed to other states as well.
5. The strength of the MFS course is its interactive course design in week 1, which requires facilitators trained in the OOPP methodology. Skillful facilitation is required in weeks 2 and 3 to make linkages with the problem tree and to harness the participants' newly acquired skills to prepare an individual action plan that reflects an integrated, participatory approach to planning and management. It is recommended that NRTC organise a local MFS moderator's course that will focus on the 3 main skills required for a successful programme i.e. OOPP facilitation ii) integrated course planning and design of sessions iii) guiding and facilitating



individual problem solving and action planning. While the faculty for different sessions may be different, it is imperative that key faculty members obtain a holistic view of the course and able to sustain and underline the linkages between the various components of the programme

6. The third output i.e. Integration of participatory training and communication methods into regular training activities and project work has important implications for NRTC as a whole. The MFS course is one offering in NRTC's training calendar. Yet it has enormous potential to positively influence traditional course offerings that rely on lecture methods. It is recommended that NRTC organise a workshop of MFS and other NRTC faculty members (permanent and visiting) as an opportunity to share tips about methodology, information on teaching tools and aids, ideas for energizers, etc. One session could be used to take stock of the documentation and teaching aids available for various programmes at NRTC and suggestions as well as information for updating material could be solicited from faculty members.
7. It is recommended that NRTC engage the services of a professional librarian with knowledge of the sector, a good network and an interest in new communications strategies. A modern cataloguing system and an informative librarian would open up NRTC to sector professionals and create an inspiring and attractive learning environment.
8. The nomination process results in uncertainties that can adversely affect the quality of the course as explained earlier. It is recommended that MJP streamline this process aided by an up-to-date database on sector professionals developed in consultation with the Dept. of Health and Urban and Rural Development. MJP also needs to consider how it will attract nominations of non-engineering candidates on the completion of the DFID and IDA-funded projects in Maharashtra (currently done with the help of the Training officer, PPMU). In addition to obtaining the optimum number of candidates for courses, issues such as increasing the proportion of women candidates, improving the quality of the candidates and targeting an organisation to build up a critical mass of change agents is required. These issues cannot be handled by the current nominations set up.
9. Opportunities for sector professionals – engineers, administrators, academics and practitioners to meet and share information on new developments in the rural and urban water and environmental sanitation sector are rare, especially at the state level. While for a exist at the national level, MFS could act as a catalyst for networking and debate in WES. This has been expressed as a pressing need for Maharashtra state and NRTC could take the initiative by building on its contacts (through MFS and other courses) to initiate such a forum.
10. The consultant recommends that DFID view MFS from two complementary angles i.e. i) as a key capacity building initiative already in place and available to the new project in Maharashtra and ii) as a key ingredient in supporting and furthering DFID's change agenda for the sector i.e. sustainable systems through participation, consumer orientation and cost recovery. As such, further support to MFS is well advised.
11. In addition to supporting adaptation of the existing basic course design, DFID should consider how best to link up its other investments in HRD in the sector. The various initiatives MDSUPHO, SWM, GWM and MFS identify and fill critical capacity building needs in WES. All four programmes are characterised by an innovative course design developed by individuals or organisations that are considered leaders in their field. Yet these programmes are hardly known to other donors or non-governmental organisations.





## **ANNEXURES**



**ANNEX 1****Persons Met**

Vijay Gawde, LSO, DFID, Nashik  
Baban Gharat, LSO, DFID, Nashik  
G C. Sharma, Sup Engineer, NRTC, Nashik  
Sanjay Ubale, Dy Secretary, WSSD, GOM  
S.H. Pol, EE and Professor, NRTC, MJP  
Chandrika Prabhu, Communications and Media Trainer, Nashik  
S. K. Patil, Chief Engineer, MJP, Thane  
Arvind Chittewale, Independent Trainer, Nashik  
Alka Gharat, Independent Trainer, Nashik  
Arun Ghate, Dy. Secretary, Public Health Dept. GOM  
R.N. Deshmukh, Dy. Secy, WSSD, Mantralaya  
M.D Kelkar, Superintending Engineer, Coordination, MJP, Mumbai  
J Chekkala, Desk Officer - Vigilance, MJP  
Debashish Bhattacharjee, Project Co-ordination Manager, UPG, DFID, New Delhi  
Nigel Kirby, Field Manager, Water & Sanitation Engineering, UPG, DFID, ND  
Brian Baxendale, Head, Urban Poverty Group, DFID, New Delhi  
R G. Holani, S. E., Director, NRTC, Nashik

**Persons communicated with by e-mail, telephone, fax**

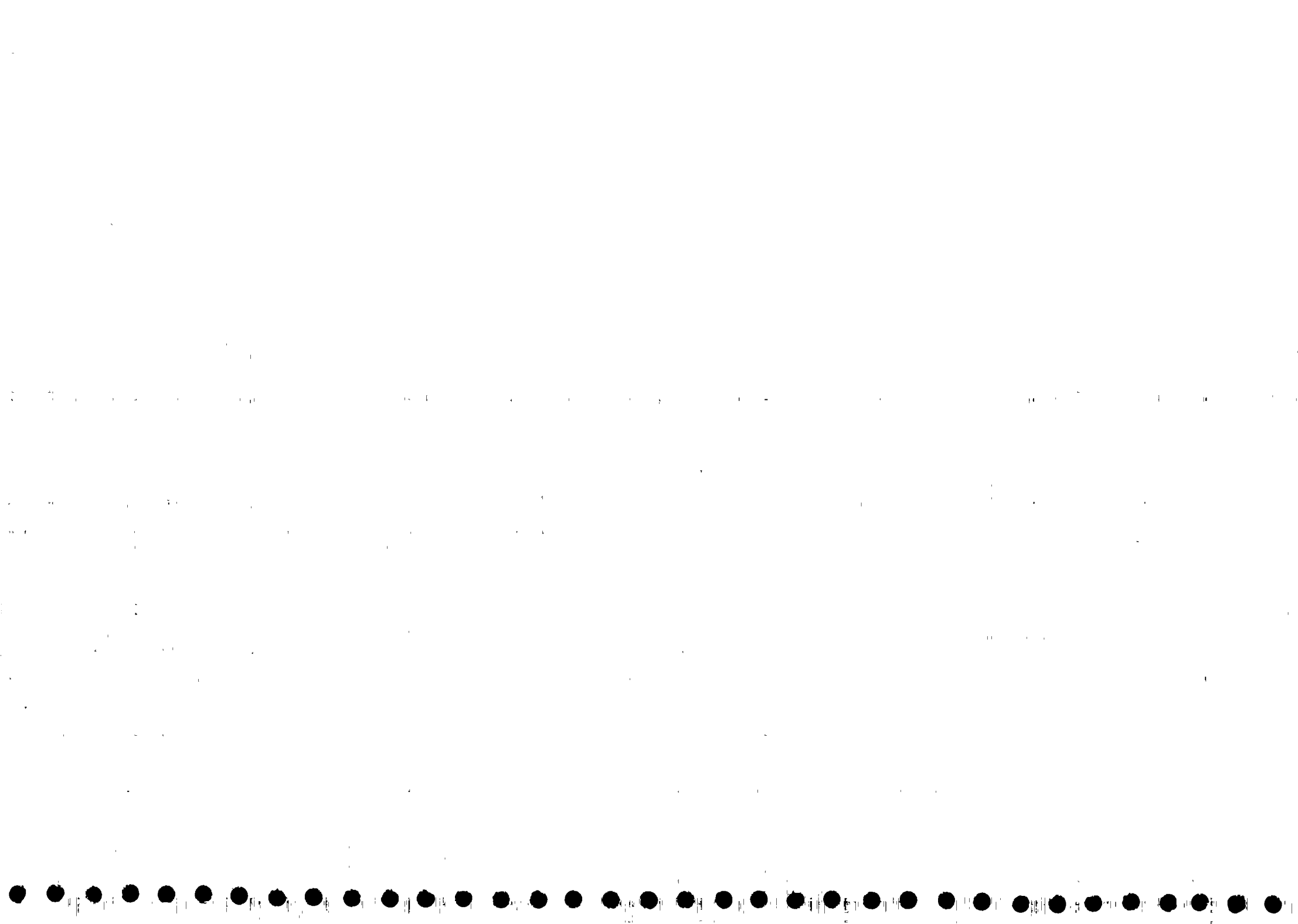
Kevin Sansom, WEDC, Loughborough University, UK  
Inneke von Hoof, IRC, The Hague, the Netherlands  
Christine van Wijk, IRC, The Hague, the Netherlands  
Martin Blockland, IHE, Delft, the Netherlands  
V. Lakshmiathy, Professor of Urban Management, RCUES, Hyderabad



Narrative Summary (NS)	Measurable Indicator (OVI)	Means of Verification (MOV)	Important Assumptions
<p><b>Goal:</b></p> <p>1 Design, implementation and operation and maintain sanitation (WS &amp; S) projects in Maharashtra improved</p> <p>2 Integrated community-based approach for provision of WS &amp; S sanitation services promoted</p>	<p>1.1 Cost recovery by local bodies improves by 25% by 1998</p> <p>1.2 Local bodies develop performance indicators for WS &amp; S services and see 20% improvement over 3 years</p> <p>2.1 50% of GoM's WS &amp; S projects adopt approach by 1997</p>	<p>1.1 GoM / RDD statistics, End of Project (EoP) evaluations</p> <p>2.1 GoM / RDD project proposals, Implementation plans and progress reports</p>	<p><b>(Goal to Super Goal)</b></p> <p>1. No constraints on necessary inputs of finances and human resources</p> <p>2. Institutional framework is favorable</p>
<p><b>Purpose:</b></p> <p>1. Human resources for sustainable provision of water supply and sanitation services strengthened</p>	<p>1.1 Skills of 75% of participants upgraded by EoP</p> <p>1.2 5 significant techniques (problem tree, objective tree, LF, A/R matrix, bar charts) utilized during MRWSSP and WB project activities by end of those projects</p> <p>1.3 NRTC continue to offer course twice per year upto 2004</p>	<p>1.1 End of course reports, EoP evaluation</p> <p>1.2 Project reports</p> <p>1.3 WSO monitoring</p>	<p><b>(Purpose to Goal)</b></p> <p>1. Course participants are in appropriate to apply skills and knowledge gained</p> <p>2. Training courses continue to meet GoI / GoM priorities</p>
<p><b>Outputs:</b></p> <p>1. Maharashtra WS &amp; S professionals from various disciplines trained</p> <p>2. Self contained training capacity for integrated</p>	<p>1.1 60 professionals trained by op</p> <p>1.2 Participants complete courses and provide positive evaluation report 12 months later</p> <p>2.1 NRTC run course using 90% local resource people in</p>	<p>1.1 End of course reports</p> <p>1.2 Call back seminar in 97</p> <p>2.1 End of course report (WSO visit)</p>	<p><b>(Outputs to Purpose)</b></p> <p>1. GoM nominates sufficient and suitable candidates</p> <p>2. GoM / MWSSB continues to provide adequate resources to training centers</p> <p>3 As 2 above</p>

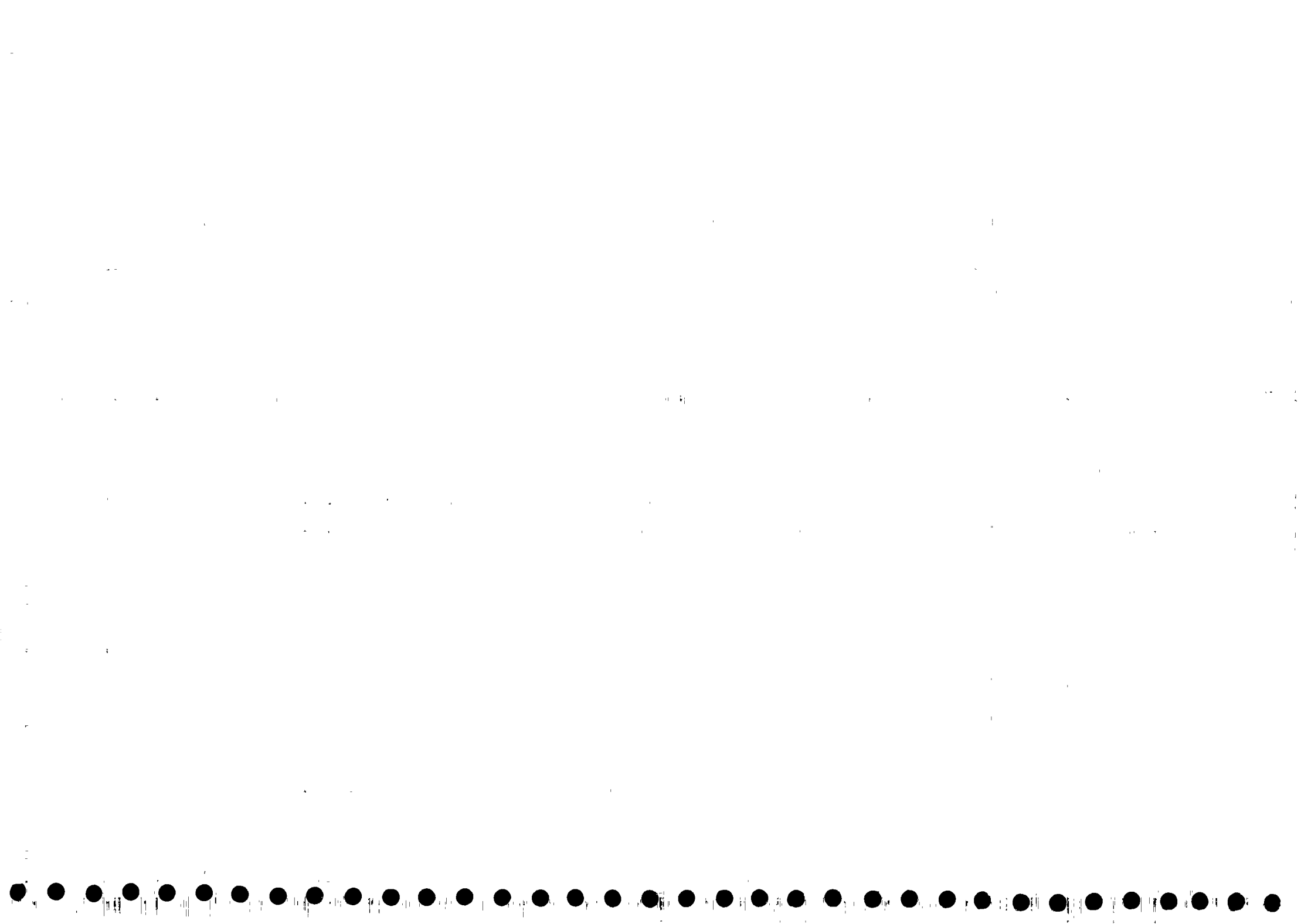


<p>approach to WS &amp; S in Maharashtra developed</p> <p>3. Up to date WS &amp; S sector reference and documentation unit established</p>	<p>Nov 95</p> <p>2.2 First NRTC run course completed for non - GoM participants in 97</p> <p>2.3 First NRTC run, non - GoM participants course is funded 50% externally</p> <p>2.4 Full compliment of competent resource people reserves available to NRTC after EoP</p> <p>2.5 Links with at least 4 external institutions formed and maintained after EoP</p> <p>3.1 Trained staff in place and source of adequate funds identified by 95</p> <p>3.2 External professionals make 20 enquiries per week and pay for service by end of 1995, rising to 40/wk by 1997</p> <p>Quarterly newsletter started by mid 95, circulated to 200 professionals by end of 1995</p>	<p>2.2 End of course report (WSO visit)</p> <p>2.3 NRTC report</p> <p>2.4 WSO monitoring</p> <p>2.5 NRTC reports</p> <p>3.1 WSO monitoring</p> <p>3.2 NRTC and other resource centers annual report</p> <p>3.3 Newsletters issued</p>							
<p><b>Activities:</b></p> <p>1.1 2 MFS courses for 5x3 project staff run at IRC / MDF in 94 and 95</p> <p>1.2 4 MFS courses for 4x15 project staff</p>	<p><b>Inputs / Resources:</b> (cash)</p> <p>IRC cost pound stg</p> <table border="0"> <tr> <td>1994 / 95</td> <td>51,939</td> </tr> <tr> <td>1995 / 96</td> <td>47,583</td> </tr> <tr> <td>1996 / 67</td> <td>41,446</td> </tr> </table>	1994 / 95	51,939	1995 / 96	47,583	1996 / 67	41,446	<p>1.1 IRC accounts and reports</p>	<p><b>(Activity to Output)</b></p> <p>1. GoM selects and processes candidates in time to attended courses</p> <p>2. As 1 above</p>
1994 / 95	51,939								
1995 / 96	47,583								
1996 / 67	41,446								





run in Nashik in 94, 95 & 96 (2)	5% cont 7,048		
2.1 OOPP Moderator courses for 4 trainers run in India in 95	Total 48,016	2	1
2.2 NRTC and other trainers attend MFS courses	Local cost pound stg		
3.1 Basic library set up at NRTC and 2 other resource centres in 94	1994 / 95 32,266 1995 / 96 24,590 1996 / 97 28,922	3	1
Subscriptions to periodicals and Q & A service put in place	Total 84,922		
	Grand Total 232,938		



**Annex 3 List of participants for Sixth MFS Programme : 4<sup>th</sup> – 23<sup>rd</sup> May, 1998**

No	Name of Participant	Designation	Organisation
1.	Smt P B Shetty	Sr Accounts Officer	Maharashtra Jeevan Pradhikaran, Finance Wing, CIDCO Bhasvan, South Wing, Belapur, CBD, Navi Mumbai –614
2	Shri. Souren Bose	Faculty Member	State Institute of Panchayat & Rural Development , P.O. Gyani, Dist. Nadia, West Bengal
3.	Shri. B K Basalingana Gud	Asst. Engineer	District project Monitoring Unit World Bank Project, I B Road, Raichur Karnataka State
4.	Shri. J K Prasad	Asst. Engineer	D.P.M.U WBP, Club Road, Berally, Karnataka
5	Dr Gopal Vasantao Teale	A D.H.O.	Health Department Zilla Paridhar, Beed, Maharashtra
6.	Mr. Dilip Kumar Basu	Dy. Secretary	Panchyat & Rural Development Department Calcutta, West Bengal – 700 062
7.	Shri. S G Degamwar	Executive Engineer	MJP Works Division Miraj Dist Sangli
8.	Shri Suresh B Kulkarni	Dist. MCH Officer	Zilla Parishad Health Department Ahemadnagar
9.	Mr. Bhabal Rajendra S	Dist. Extn. Media Officer	Health Department Zilla Parishad, Latur
10.	Mr. A Baswant Rai	Dist. Project Manager	Dist. Project Management Unit WBH, Raichur State Karnataka
11.	Dr. R B Kasbe	Addl. Dist. Health Officer	Health Department Zilla Parishad, Latur
12.	Mr. K Darshana	Executive Engineer	No.1 Pumping Station Road, Chennai – 600 002
13.	Mr. Gopal Kamble	Field Co-ordinator	Tata Institute of Social Science Tapi Nagar, Bhusaval, Dist Jalgaon – 425 001
14.	Mr. Ganesh Rajapure	Field Co-ordinator	Tata Institute of Social Science C/o kor Bunglow, Bhagat Singh Nagar, Bhaygaon Road, Malegaon – 423 104



**Annex 4 Evaluation Questionnaire discussed by Consultant during Sixth MFS course**

1. How did you hear about MFS?
2. How were you nominated? What improvements could be made?
3. What changes would you make to the whole programme?
  - Start date
  - Timing of course
  - Length of course
  - Size of group
  - Venue
  - Accommodation
  - Meals
4. How can we get more women participants on the course?
5. What is the appropriate level of participants for this course?
6. Which part of the course did you find the most useful and why?
7. What topic would you add or give more time to? Why?
8. Is there any session that you feel could be deleted from the programme? Why?
9. When you return to your organisation, would you be confident of applying the OOPP methodology in your work? Do you think it will prove useful? Why? Why not?
10. Would you like to keep in touch with colleagues on this course? Any suggestions?
11. Would it be useful to have a review after 90 days? When should this be organised?
12. Any other suggestions.

**Feedback from Sixth MFS course May 1998**

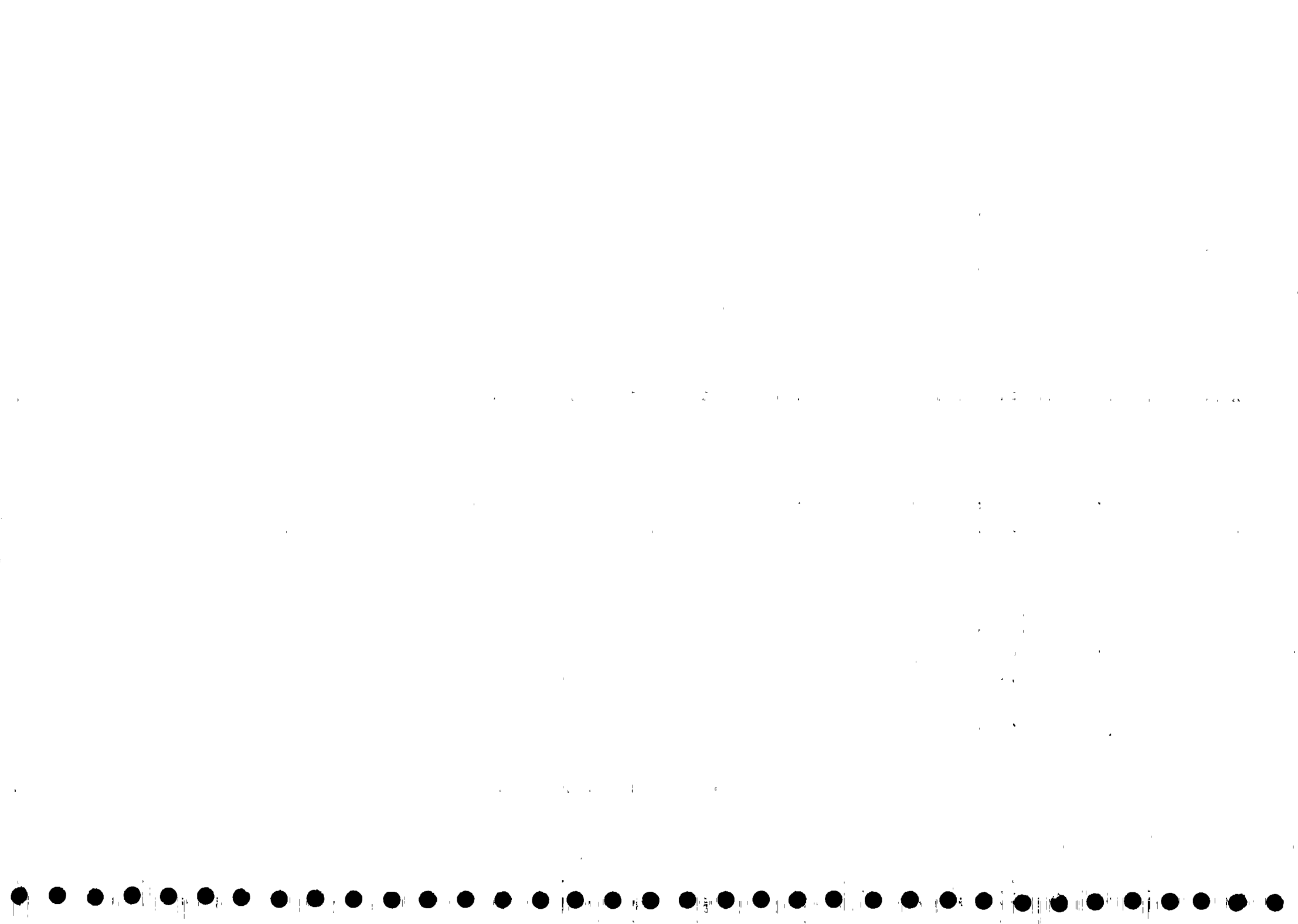
**Participant Feedback**

- The logical approach followed in the OOPP methodology can be applied to any sector
- The integrated approach with an emphasis on social aspects is new and very useful.
- Skills learnt in week 1 can be transferred to any sector
- The Course context is specifically rural and sponsoring departments, as also prospective participants should be apprised of this. One participant on this batch felt quite out of place as he was from a distinctly urban WSS professional background.
- Participants identified the need for better audio-visual aids and more case studies and examples from WESS.
- The facilitators should minimise the use of Marathi during group work and plenaries as there are several non-Marathi speaking participants.
- The OOPP exercise is quite exhaustive and there are times when even 2 moderators seem overspent.
- Heads of organisations, including CEOs must be involved in such training if there is to be any impact. If senior officers are involved in such training they will have a more participatory approach to planning.



### Feedback from MFS Faculty

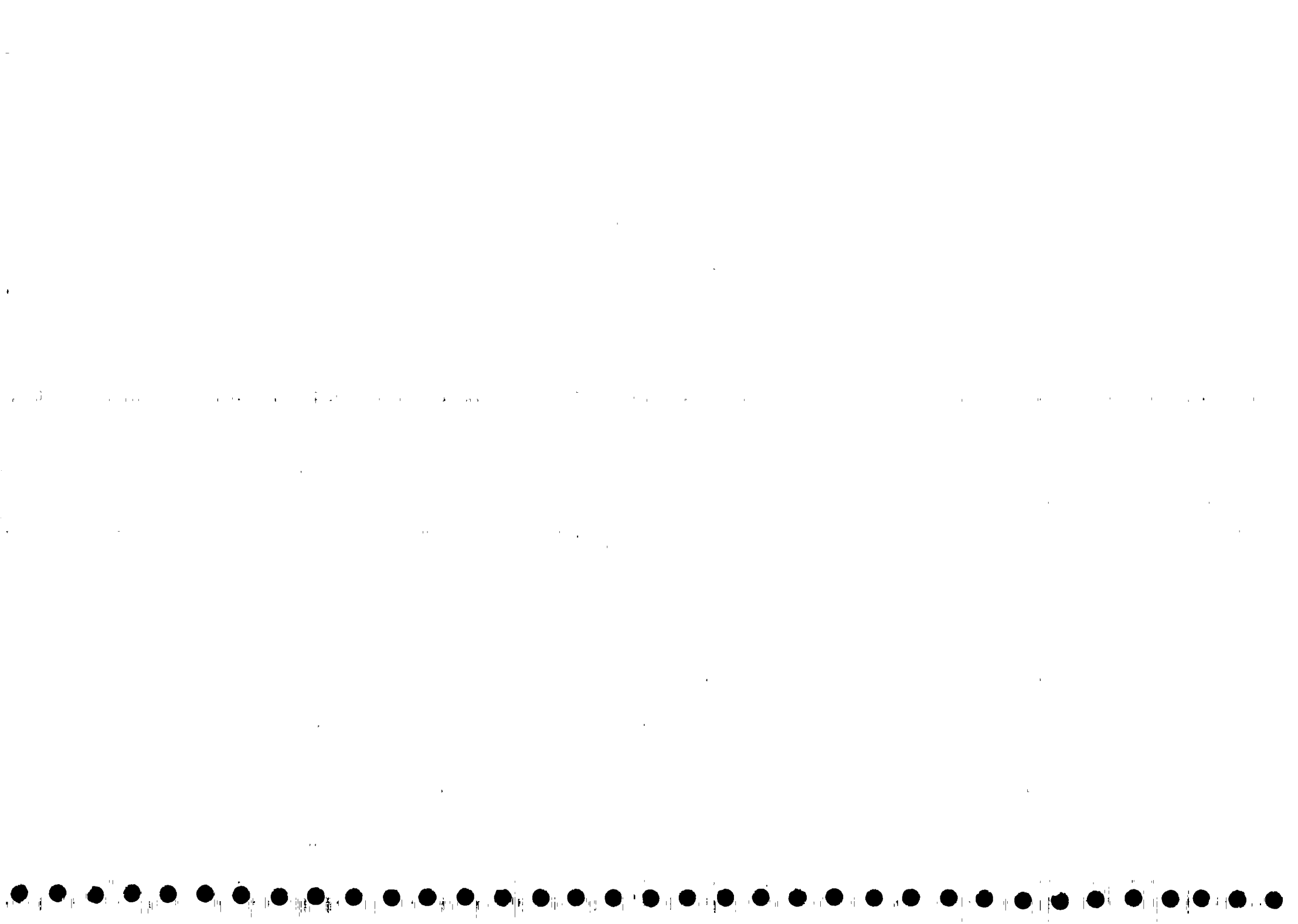
- The quality of the participants is very high
- The age limit of 54-55 is too high. Younger participants - those due for promotion, if not already class I officers should be encouraged to participate
- The relevance of the second week for senior classes I officers needs to be reconsidered
- The handouts are of poor quality and much of the material needs to be updated.
- There is a paucity of audio-visual aids.
- Information about participants is received a few days before the start date – Indeed, NRTC is unsure about some names until they actually attend. Information should be received at least 15-20 days before –so that MFS faculty can also be briefed about participants profile
- There is a need for better time management and coordination in Week 3
- Resource persons for MFS should form a core group that meets for session planning a week in advance.
- There is no ongoing contact with participants – the review leg after 90 days is a good idea.
- Week 2 lectures are sometimes monotonous – they need to be interspersed with hands-on work, games, etc.





**Annex 5****List of MFS Faculty Members**

<b>Sr. No.</b>	<b>Name</b>	<b>Address</b>	<b>Telephone no.</b>
1.	Mr. Arvind Chittewale	3, Prashu Apt, Saubhagya Nagar, Gangapur Road, NASHIK	(R) 0253 - 312175
2.	Mr R N Deshmukh Deputy Secretary	Water Supply & Sanitation Department Mantralaya, MUMBAI	(O) 022 - 282 31 11
3.	Mr. Arun Ghate Deputy Secretary	Public Health Departments Mantralaya MUMBAI	(O) 022 - 202 58 30 (R) 022 - 522 40 31
4	Mrs Anjali Maydeo Professor	Karve Institute of Social Science Karve Road, Hillside, PUNE	(O) 0212 - 334 259 (R) 0212 - 372 530
5	Mr Atul Shahade JPS Consultant	6412, New Excelsior Bldg, Wallace Street, Fort, MUMBAI	(O) 022 - 207 01 99
6.	Mr. S K Tasgaonkar Task Consultant	Madhan Park, Gujarati Colony, Kothrud, PUNE	(O) 0212 - 362 797
7.	S V Mapuskar	APPA Patwardhan Safai Tantra Niketan Dehugaon, Tal Haveli Dist. PUNE	(O) 0212 - 881 204
8.	Mrs. Chandrika Prabhu	Abhivyakti Omkar Bunlow, Gangapur Rd, NASHIK	(O) 0253 - 341 709
9.	Mrs. J Chhekala Desk Officer (vigilance)	Maharashtra Jeevan Pradhikaran 4 <sup>th</sup> Floor, Express Tower, Nariman Point, MUMBAI	(R) 022 - 757 16 66
10.	Mr P N Gokhale Superintending Engineer	Maharashtra Jeevan Pradhikaran, AMRAVATI	(O) 0212 - 661 873
11.	Mr. G C Sharma Superintending Engineer	Maharashtra Jeevan Pradhikaran CODM, CIDCO Bhawan, NAVI MUMBAI	(R) 022-757 10 41
12.	Mr. S P Bagade Dy Director GSDA	PMT Bldg, Shankarsheth Rd, PUNE	

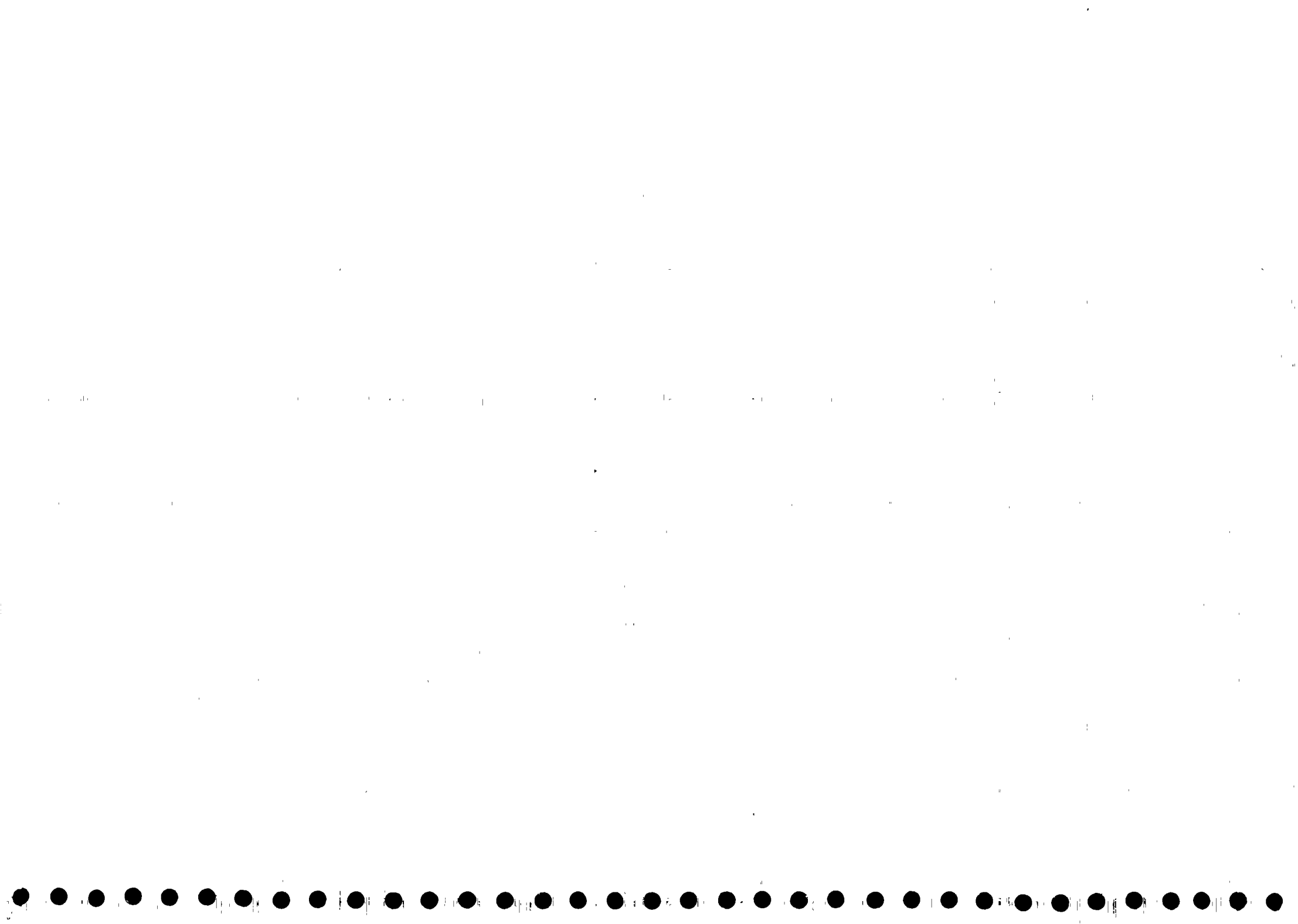


- |     |   |   |  |
|-----|---|---|--|
| 13  | Mr M D Kelkar<br>Superintending Engineer                              | Maharashtra Jeevan<br>Pradhikaran<br>4 <sup>th</sup> Floor, Express Tower,<br>Nariman Point, MUMBAI | (O) 022 - 202 62 49                        |
| 14  | Mr. Mukund Gorakshekar  | Tata Institute of Social Science<br>P O Box No. 8313, Sion<br>Trombay Rd,<br>Deonar, MUMBAI         | (O) 022 - 556 32 90                        |
| 15  | Mrs Chhaya Dattar   | Tata Institute of Social Science<br>P O Box No. 8313, Sion<br>Trombay Rd, Deonar,<br>MUMBAI         | (O) 022 - 556 32 90<br>(R) 022 - 444 94 65 |
| 16. | Dr. V K Kulkarni<br>Principal   | Health & Family Welfare<br>Training Centre<br>Aundh, Dist PUNE                                      | (O) 0212 - 720 255<br>(R) 0212 - 660 938   |
| 17. | Mr. S H Pol<br>Ex. Engineer & Professor                               | Maharashtra Jeevan<br>Pradhikaran<br>NRTC, NASHIK   | (O) 0253 - 562 512<br>(R) 0253 - 563 084   |
| 18. | Ms Archana Patkar<br>Social Development<br>Consultant                 | 21 Golf Links, Pali Hill, Khar,<br>MUMBAI 400 052   | Tel: 022-6040874<br>Fax: 022-6050866       |
| 19. | Mr. P M Belapurkar<br>Engineering Management<br>& Training Consultant | 23, Namik Nagar,<br>Gangapur Rd,<br>NASHIK  | (O) 0253 - 570 788                         |



Venue / Country	Course Organiser	Contact	Dates	Fees
Nairobi, Kenya	NETWAS,	Mr. James Thuku PO Box No.15614, Nairobi, Kenya Tel: 254-2890555/6/7/8 Fax: 254-2890554 E-Mail: netwas@ken.healthnet.org	20 Apr-8 May	US \$ 2975
Buea, Cameroon	PAID / WA	C/O IRC, The Training Section P O. Box 93190 2509 AD The Hague The Netherlands Tel: 31-(0)70-30-689 30 Fax: 31- (0) 70-35 89964 E-Mail: general@irc.nl		
Kandy, Sri Lanka	SRTS	SRTS 98, Rawatawatte Road, Moratuwa, Sri Lanka Tel: (94) 1 647159/194 Fax: (94) 1 647 084  E-Mail: tgh@sn.lanka.net	7 - 25 Sep	US \$ 3000
Nashik, Maharashtra, India	NRTC	Mr. R. G. Holani NRTC, Nashik Road, Nashik - 422 101 Maharashtra, India Tel : (91-22) 253 62512 Fax : (91-22) 253 64436	6-24 July 9-27 Nov	

- Tailor -made MFS courses are also offered for 6 participants for duration of 2 weeks at IRC, The Hague Since the regular 3-week course has been transferred successfully to several institutes abroad, it is no longer offered in the Netherlands.
- The MFS course is also offered in Spanish in Colombia.
- MFS Facilitators in Sri Lanka who may be contacted as resource persons include:-
  - i) Dr. Vinya Ariyaratne Fax # 94-1-647084
  - ii) Mr Palitha Jayaweera e-mail. costi@sn.lanka.net



**Participant Profile:** Principal Secretary-WSS, Member Secretary – MJP, Deputy Secretary - WSS, Chief Engineer, Superintending Engineer, Executive Engineers - MJP, MDSUPHO Fellow, Municipal Commissioners, Chief Executive Officer – ZP, Collector, DFID, Consultants

**Purpose:** This meeting was organised as a part of the ongoing MDSUPHO review to ascertain HRD priorities and to check the utility of DFID-funded training interventions such as MDSUPHO and MFS to the WES sector.

**Recommendations:** Need to have a regional or even organisational focus, develop a critical mass of like-minded, equipped persons who can initiate and pursue change.

Selection of participants for the course must target either senior functionaries who can act as change agents or potential resource persons who can cascade the benefits of this training when they return.

The MFS programme is a key management course targeting rural water sector professionals. There is a need to develop a course for urban professionals on the lines of MDSUPHO at NRTC.

#### HRD Priorities

i) Identification of about 10 critical areas for capacity building which would improve overall performance by about 50%

ii) Identification of target group – administrators, operators at municipal/district level and key organisations for training in these areas.

iii) Identification of performance standards as per job charts and training needs analysis to develop individual/organisational-training plans.

iv) On-the-job training for individuals to demonstrate best practice accompanied by restructuring of targeted organisations.

v) Key areas for training: water pricing, tariff-setting, cost-recovery, commercial accounting procedures, communication skills and community participation.

vi) Close interaction and exchange of ideas between academics and practitioners on new developments in the sector and on-going revision of degree courses.

vii) Evaluation and restructuring of NRTC is imminent. The HRD cell will also be located within NRTC. These activities should help position NRTC as a more responsive organisation with the capacity to link training with research and consultancy activities.



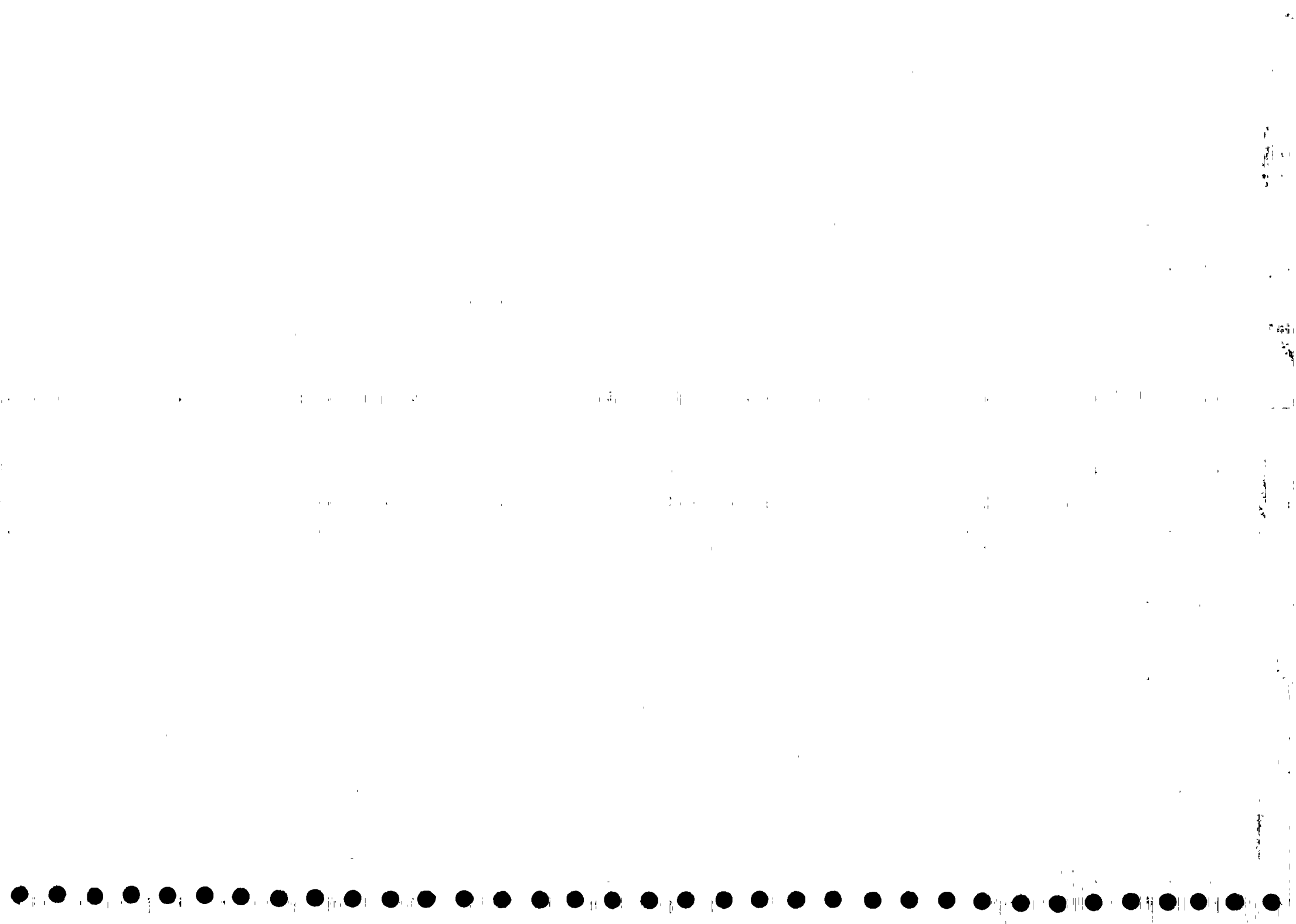


### Meeting Participants:

- 1 Mr. A N Alawani, Superintending Engineer, MJP, Mumbai (MDSUPHO Fellow)
- 2 Mr V. Ranganathan, Chief Secretary, WSSD, GOM, Mumbai
- 3 Mr Sanjay Ubale, Deputy Secy., WSSD, GOM, Mumbai
- 4 Mr. Sagne, Member Secretary (Technical), MJP, Mumbai
5. Mr K. P Bakshi, Municipal Commissioner, Nashik Municipal Corporation, Nashik
6. Mr. Pravin Pardeshi, Municipal Commissioner, Pimpri-Chinchwad Municipal Corp
7. Mr S. K. Patil, Chief Engineer (WB cell), MJP, Thane
- 8 Mr. Rajgopal Devara, Chief Executive Officer, Nashik Zilla Parishad
9. Mr Pol, Executive Engineer, Nashik Research & Training Centre, Nashik
10. Mr. V. S. Rajabhoj, Superintending Engineer, WSD, Nashik Municipal Corporation
11. Prof. Lakshmipathy, Regional Centre for Urban & Environmental Studies, Hyderabad
12. Mr. P. M. Belapurkar, Consultant, DFID
13. Mr. Atul Shahade, Consultant, JPS Associates, Mumbai
14. Mr. Nitin Shitole, CD Advisor, Tata Institute of Social Sciences, Mumbai
15. Mr. Debashish Bhattacharjee, Field Coordinator, WSO, DFID, New Delhi
16. Mr. Vijay Gawde, Field Representative, Engineering, DFID, Nashik
17. Mr. Baban Gharat, Field representative, Community Development DFID, Nashik
- 18 Mr. James Samuel, Field Representative, Health, DFID, Nashik



Activity	Costs IRC			
		Costs in	UK Pounds	
<b>Year 1, 1994</b>				
94/1	Participation Sustainability Course for 5 Indian Project staff Costs of IRC / MDF Course	5	2244	11220
94/2	Establishment Basic Library Resource Centre for 3 centres subscription for 3 years	3	2720	8160
	Library specialist	3	340	1020
94/3	Organisation of 1 <sup>st</sup> Sustainability Course Oct / Nov 94 for participants costs IRC & MDF			31539
<b>Year 2, 1995</b>				
95/1	Participation Sustainability Course for 2 Indian staff & 1 NGO staff member spring 95 costs of IRC / MDF course	4	2244	6732
95/2	Participation Indian ZOPP Moderator course (joint ODA / DGIS / DANDIA sponsored) for 4 Indian staff member contribution to Indian MDF course	4	2992	11968
95/3	Organisation of 2 <sup>nd</sup> sustainability course Oct/Nov 95 for 15 participants Costs IRC & MDF			28883
<b>Year 3, 1996</b>				
96/3	Organisation of 3 <sup>rd</sup> sustainability course Feb / Mar 96 for 15 participants Costs IRC & MDF			25544
96/2	Organisation of 4 <sup>th</sup> sustainability course Oct/ Nov 96 for 15 participants Costs IRC			<u>15902</u>
	<b>Sub - Total</b>			<u><b>145443</b></u>

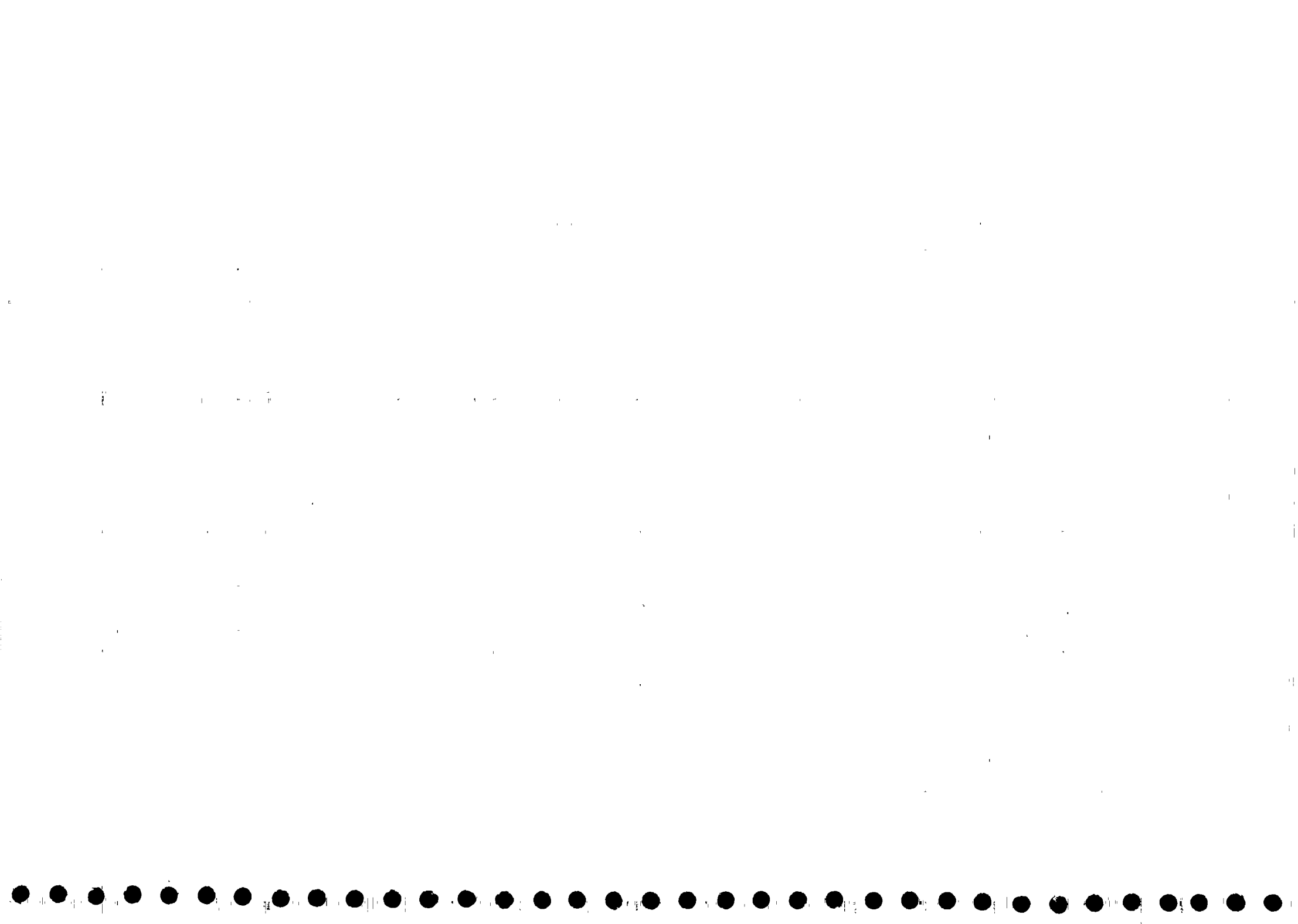


## Maharashtra Rural Water Supply and Sanitation Course – MFS course

### Ms. Ineke Van Hoofs Inputs to MFS Course

Sr. No	Course	Course Period	Ms Ineke Van Hoof inputs at NRTC
1	First Management for Sustainability course	13/11/94 – 02/12/94	11/11/94 – 02/12/94
2	Second MFS Course	13/11/95 – 02/12/95	11/11/95 – 02/12/95
3.	Third MFS Course	30/07/96 – 21/08/96	08/08/96 – 22/08/96
4.	Fourth MFS Course	02/01/97 – 22/01/97	16/02/97 – 22/01/97
5.	Fifth MFS Course	05/07/97 – 25/07/97	

In the Fifth input, Ms. Van Hoof participated in the meeting held by NRTC in Delhi to market the course to GOI and other donors.



1. Inneke von Hoof, MFS Course Evaluation Reports
2. Project Memorandum
3. HRD in support of the Indo-Dutch Water Supply and Sanitation Programme, Proposal for 1998-1999.
4. MFS Files – WSO, DFID – New Delhi
5. Contract for MFS between ODA and IRC, 24<sup>th</sup> August, 1994
6. Budget – MFS Transfer
7. Terms of Reference and Scope of Work for MFS Transfer to India
8. NRTC Training Calendar 95-96, 96-97
9. IRC Training Calendar 1998
10. M W Blokland, C A Van Wijk–Sybesma & J Narain, Training in the Netherlands Assisted Water Supply & Sanitation Programme in India, December 1993.
11. Maharashtra Jeevan Pradhikaran , Brochure.
12. UPG, DFID, Terms of Reference to assess capacity for human resource development in the Water and Environmental Sanitation sector in India.

