

# COUNTRY STRATEGY

## WaterAid India Programme

F E B R U A R Y - 2 0 0 3

### Area

3,288,000 km<sup>2</sup>

### Population

1.013 billion

### UNDP Human Development Index

128

### Child mortality

69/1000

### Life expectancy

62.9 years

### Adult literacy rate

55.7%

### Below poverty level

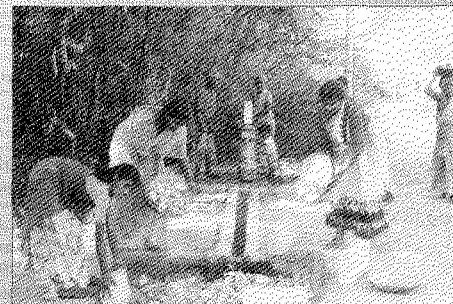
44.2% of population

### Water supply coverage

88%

### Sanitation coverage

31%



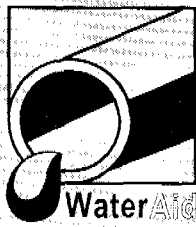
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## WaterAid India Programme

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## 1 Executive Summary

The problem of lack of water and sanitation in India is characterised by the enormity of scale and the complexity of working in a federal structure in many States in the country.

WaterAid's response will be based on its experience, best use of its limited resources and the availability of the Government funds to support water and sanitation projects.

By using its cost effective models as examples, WaterAid can achieve a greater impact by attracting more resources to its projects from other sources and crucially influencing the design and implementation of the Government's own much larger water and sanitation projects through training, linking local NGO effort and facilitation of policy reforms. These are increasingly more participatory and conform with WaterAid's own approach of community participation.

The impact of the programme will be based on the credibility of WaterAid India's actual performance and the evidence from WaterAid's own directly supported projects on a scale (number and size of projects and work in a number of states) that will be relevant in a country the size of India.

Expansion to other states will be done in a phased manner, at a pace, which will ensure that the quality of WaterAid India's work is not compromised by the burden of administrative tasks and in a way such that current achievements are sustained.

In order to carry out these tasks WaterAid India will build its organisational capacity through induction of experienced staff, further training and the development of a second tier of leadership. It will also promote the setting up of a locally registered organisation which can carry out tasks of supporting State and National Government funded policy reform initiatives and projects.

By 2007, WaterAid India expects that the benefits of safe water and sanitation would reach a further 1.6 million people through its own directly funded projects and its efforts at securing levered funding for them.

Although difficult to estimate accurately, WaterAid's advice and support to the Governments own water and sanitation projects are expected to result in future benefits several times greater than those achieved within WaterAid's own projects.

## 2. Preface

This is the second document updating WaterAid's (previously known as WaterAid South India Office) strategy written in 1998. The document gives background information on the sector in India to the supporters and co-workers in the UK and other countries. It explains WaterAid's objectives and approaches in the context of the situation existing in the country and the problems faced by the poor. It provides a justification and rationale for the approach adopted and the activities proposed to be undertaken by the country programme, the impact created in the lives of the poor and

a framework for monitoring progress of work. The information and strategy explained in this paper will assist in planning and approving future programmes of work in the country. We believe that this document will also assist to inform, guide and develop WaterAid's overall policy formulation and contribute to organisational learning.

The document has been developed after consultations with WaterAid staff and partners, as well as other appropriate stakeholders in the Sector.

### 3. The Country Background and Context

#### 3.1 Introduction

India is a diverse and complex country of continental size. Its people represent manifold and rich cultures, traditions and habits in relation to the varied geographic conditions and heritage. Foreign invaders, traders and immigrants, spanning over a period of more than 2000 years, have brought with them their varying dialects, cultures and values which have all contributed to the rich texture of Indian life and living. From the eternal snows of the Himalayas to the cultivated peninsula of the South, from the deserts of the West to the humid deltas of the East, from the dry heat and cold of the Central Plateau to the cool forest foothills, India displays a full variety of geographical characteristics.

The total area of the country is 3,287,590km<sup>2</sup> of which land comprises

2,973,190 km<sup>2</sup> and the rest (314, 400 km<sup>2</sup>) is lakes and rivers. Though India occupies only 2.4% of the world's land area, it supports over 15% of the world's population. The population of the country has crossed the staggering 1 billion mark, and is 1,027,015,247 as on 1 March 2001 according to census 2001. The Decadal Growth Rate of 21.34% implies that by 2015 the population will be above 1.2 billion. The Male Female sex ratio is 1000:933. More than 72% of the population live in the 550,000 villages and the rest in 200 and more towns and cities that make up India.

#### 3.2 People, Population and Culture

With more than 1 billion population, India has several ethnic groups (Table 1) and religions (Table 2).

Ethnic Groups	%
Indo-Aryan	72
Dravidian	25
Mongoloid	2
Others	1

Religion	%
Hinduism	81.3
Islam	12
Christianity	2.3
Sikhism	1.9
Other (Buddhist, Jain, Parsi)	2.5

There are 18 officially recognised languages, Hindi being the most common one, and more than 1600 spoken dialects (Table 3).

Language	%
Hindi	39.85
Urdu	5.13
Telugu	7.8
Tamil	6.26
Marathi	7.28
Gujarati	4.81
Kannada	3.87
Bengali	8.22
Malayalam	3.59
Oriya	3.32

### 3.3 Social Situation

#### 3.3.1 Caste and Ethnic Factors

The caste system reflects Indian occupational and religiously defined hierarchies. Traditionally, there are four broad categories of castes (varnas), including a category of outcastes, earlier referred and treated as "untouchables" but now commonly referred to as "dalits." Caste remains a pervasive social problem in India. Statistical and research data show that scheduled castes<sup>1</sup> and scheduled tribes (SC/ST), who account for 17% and 8% of the population respectively, are excluded from the mainstream in terms of human development. They continue to be victims of social discrimination and denial of opportunities. The Indian constitution offers scheduled castes and scheduled

tribes a range of guarantees of equality and affirmative action. There are 138 million (13.82 crores) people belonging to the Scheduled Castes in the country. Literacy levels among the SCs are as low as 37% when compared to the National average of 52%.

Despite economic modernisation and laws countering discrimination against the lower end of the class structure, the caste system remains an important source of social identification for most Hindus and a potent factor in the political life of the country. While legislation has been a positive step, implementation without commitment and conviction and the resilience of caste attitudes and practices, particularly in rural areas have diluted its effectiveness.

<sup>1</sup>The Constitution of India recognised the castes, which were treated as untouchable by listing them in the Second Schedule of article 341. The expression 'Scheduled Castes' came into common usage because of the reference to the schedule where these castes were officially listed.

### 3.3.2 Gender

According to the Planning Commission and Economic survey Report 1999-00, the Life Expectancy at Birth of men is 58.7 years as against that for women 60.9 years. Bias against women and girls is reflected in the demographic ratio of 933 females for every 1,000 males. India's maternal mortality rates are very high - 408 deaths per 100,000 live births. Despite the statutes protecting women and children, failure to ensure the rights and safety of women and children remains a cause of major concern. Overall, women represent an increasing proportion of the poor. Gender inequality, inequality in opportunities and wage disparity exacerbates poverty. Violence against women and children, child labour and bonded labour are still in practice. A reservation of 30% of seats in offices for women and scheduled castes and tribes aims to prevent capture of local political processes by dominant groups.

### 3.4. Water Resources

India has 4% of the world's water availability and 15% of world's population to sustain. Highly uneven distribution of water resources, call for need to store water in various types of storages, small,

medium and large to fulfil country's requirement for sustaining population over 1 billion.

According to a report from the Centre for Science and Environment (1984-85) of the total annual precipitation of 615 million hectare meter (mha-m), about 70 (mha-m) of the rainfall evaporates immediately, while 115 mha-m gets run off as surface water. Out of the rest 215 mha-m percolating into the soil, 165 mha-m moistens it and the remaining 50 mha-m enters the groundwater table. Groundwater and surface water are thus the two sources of water available for human consumption. Over the years due to swelling population, increasing industrialization and expanding agriculture the demand for water has multiplied. At the same time the available per-capita water resources have declined due to falling groundwater tables, inefficient use of water etc.

India is blessed with many rivers. As many as 12 of them are classified as major rivers whose total catchment area is 252.8 million hectare (m.ha). Of the major rivers, the Ganga - Brahmaputra Meghana system is the biggest with a catchment area of about 110 m.ha (Table 4) which is more than 43 percent of the catchment area of all the major rivers in the country.

River system	Size of catchment area in million hectare
Ganga-Brahmaputra Meghana	110
Indus	32.1
Godavari	31.3
Krishna	25.9
Mahanadi	14.2
Subernarekha	1.9



Between 80% and 90% of the water flowing in Indian rivers comes from rains during the monsoon period and 20-30% of the water of the Himalayan rivers is contributed by the melting of snow-ice. The three main watersheds in India are: Himalayan range with its Karakoram branch in the north, Vindhyan and Satpura ranges in Central India, and Sahyadri of Western Ghats on the west coast. All the major rivers of India originate in one or the other of these three watersheds, though some important tributaries of the Godavari originate in the Eastern Ghats on the East Coast.

### 3.5. Human Development

India is ranked 124 (out of the 173 countries) in the UNDP Human Development Index 2002. This falls in the medium category of human development. Almost 40% of Indians are younger than 15 years of age. Education is compulsory between the age of 5 and 14. Though the primary education system in India is one of the largest in the world, 40 million primary school age children are not in school (mostly girls and those from the poorest and socially excluded households)

### 3.6. Health and Hygiene

Infant Mortality Rate is 69 per thousand and the Under 5 Child mortality rate is 96 per thousand. The country's health record has been modest. The crude mortality rate and the infant mortality rate have declined. Average Life Expectancy (ALE) has risen from a mere 32 years in 1947 to about 63 years at present. HIV/

AIDS is a newly emerging threat to India's public health. In India alone, 3.7 million people are infected with HIV and till 1999, 310,000 deaths have been reported due to HIV/AIDS. Although the ratio to the general population is still low, in absolute numbers India now has the second largest HIV positive population in the world (next only to South Africa with 5 million). The country has been able to achieve zero guinea worm status as no new case of guinea worm has been reported after 1996. Although progress is being made towards elimination and the incidence is declining, largely preventable diseases such as leprosy, tuberculosis, cataract, blindness, and malaria continue to account for 50 percent of reported illness, and around 470 deaths per 100,000.

Around 600,000 children under five die due to diarrhoeal diseases every year according to WHO 1996 report. The national Family Health survey (1998-99) states that 51.8 % of the total women and 74.3 % of the children in the age group of (6 to 35 months) are anaemic.

Malnutrition poses a continuing constraint to India's development and remains a silent emergency. Malnutrition is a highly regressing factor that makes people, especially the poor and the children vulnerable and exposed to diseases. The World Bank estimates that malnutrition costs India at least US\$10 billion annually in terms of lost productivity, illness and death and is seriously retarding improvements in human development.

### 3.7 Poverty

India continues to have the highest volume of poverty of any country in the world. The incidence of poverty has witnessed a steady reduction from 55 per cent in 1973-74 to 36 per cent in 1993-94 and 26 per cent in 1999-2000.

	Estimate of Poverty Ratio <sup>1</sup>
in rural areas	27.09%
in urban areas	23.62%
for the country as a whole	26.10%
Absolute number of poor people	260 million

Within the above aggregate figures there are large regional disparities (spanning to 29 states that make up India) in income and social indicators. In general States in northern and eastern India have much higher indices of poverty and lower service coverage. Based on an international poverty line<sup>2</sup>, India accounts for an estimated 36% of the world's poor. Poverty is closely linked to caste. The Government of India considers poverty, improving the living standards of the poor and growing population as the major challenges. The Tenth Plan recognises the integral link between rapid economic growth and the quality of life of the masses and the need to combine high growth policies with the objective of alleviating poverty.

### 3.8 Economy

India is a Low Income Country with GNI per capita of \$450 bordering on the low-income margins. The Country has a Heavily Indebted Economy. As at March 2000, the country owes US \$ 100,367 million to the World Bank and other agencies.

The principal components of India's economy encompass traditional village farming, modern agriculture, handicrafts, a wide range of modern industries, and a multitude of support services. India has developed a diversified industrial base and a relatively large and sophisticated financial sector. Its software sub sector - one of the most dynamic in the world - has experienced a sustained and rapid upswing, with exports increasing 3 times over the five year span of 1995 to 2000. India was compelled to embark on a series of economic reforms in 1991 in reaction to a severe foreign exchange crisis. The reform led to liberalisation of foreign investment and exchange, reductions in tariffs and other trade barriers, reform and modernization of the financial sector, and significant adjustments in government monetary and fiscal policies. The reform process has had some very beneficial effects on the Indian economy, including higher growth rates, lower inflation, and significant increases in foreign investment and reduction in deficit.

<sup>1</sup>sample survey data made available by the National Sample Survey Organisation (NSSO) (July 1999-June 2000)

<sup>2</sup>The Poverty line is the minimum required consumption expenditure level of items such as food, clothing, shelter, transport and health care, which meets the average per capita daily calories requirement of 2400 calories in rural areas and 2100 calories in urban areas (monetary equivalents of these are Rs. 49.09 per capita per month and Rs. 56.64 per capita per month in rural and urban respectively) along with a minimum of non-food expenditure.

India's economic growth is constrained, however, by inadequate infrastructure, cumbersome bureaucratic procedures, and high real interest rates. India will have to address these constraints in formulating its economic policies and by pursuing the second-generation reforms to maintain recent trends in economic growth. India still has much work to do to elevate its human resources to the levels needed to sustain current economic growth rates.

Major obstacles in further economic development lie in India's large central and state fiscal deficits, which are a risk to economic stability and financial sector reform. At the state level, India's poorer states are in an increasingly unsustainable financial position. Simultaneously, there has been an increase in spending on massive subsidies for power, water, irrigation, and transport. Major reasons for the continued large central and state deficits are the heavy subsidies that encourage inefficiencies, and the cost of the large civil service.

The investment in the form of development assistance from external agencies is very small in direct comparison to the volume of national budget. But however small the external aid may be, it can have a strategic value and impact on poverty through its influence on specific policies at the national level. The Local government is the key player in poverty reduction, and strategic alliances with external agencies can improve its effectiveness through closer working relationship with civil society and private sector.

### **3.9 Politics, Governance and Administration**

India has a federal system of government with three tiers; central government, state governments and local government. In rural areas, local

government is known as Panchayat Raj. The local administration includes three levels: district, an intermediate level - normally a block - and village Panchayat. In urban areas, the local administration is vested under the structures of municipalities.

The 73rd and 74th Constitutional Amendment Acts passed in 1994 sought to strengthen the Panchayati Raj and municipalities as institutions of self-government. These institutions have the potential to play an important role in development, with active involvement and right orientation. As democratic institutions, they offer an opportunity for poor people in India to gain more control over their own lives.

There is widespread public concern about the impact of corruption on governance. Corruption erodes the country's economy and the scant resources meant for the poor. Local government remains weak with little devolution of power and no effective delegation of real authority or resources to it. The expected impact of local self-governance is yet to be seen because of uneven implementation of decentralisation through the Panchayat Raj Institutions (PRI). Qualified and committed human resource is rendered ineffective. Bureaucracy, corruption, political interference and infiltration of criminal elements in elected bodies hamper possible progress and improvements. Well-established mechanisms which ensure transparency and accountability, are not enforced.

Despite these obstacles, the basic democratic structure of the country and lively resilient civil society organisations, offer immense hope and possibilities of involving people in decision making and transferring the management responsibilities to the grass-root stakeholders.

## 4. Water Sector in India

There are a staggering number of poor people in India without access to water and sanitation.

### 4.1 Estimates of Coverage

Estimates of coverage, according to Global assessment of water and sanitation Report 2000 (presumably based largely on Government statistics, and norms, currently 40 lpcd of water) of water & sanitation, rural / urban in India are given in the following table.

	Rural	Urban	Total
Water Supply	86%	92%	88%
Sanitation	14%	73%	31%

Even according to these figures, there are a large number of people without access to water and sanitation, the largest in any country in the world, with particular areas of deprivation in the larger states of central, northern and eastern India.

### 4.2 Ground Realities

WaterAid and its partner NGOs had conducted a situational analysis in July -

August 2001, assessing the status of the water sources in 1500 villages in the states of Andhra Pradesh and Tamil Nadu, and found the situation to be even worse than reflected in the national statistics. The comparative analysis of the data collected and the available Government data revealed that many of the habitations which are reported fully covered are in real terms only partially covered.

State	As Per the Assessment of	Fully Covered		Partially Covered		Not Covered	
		Number of Habitations	% of Coverage	Number of Habitations	% of Coverage	Number of Habitations	% of Coverage
Tamil Nadu	Government	313	34%	616	66%	0	0%
	People	115	12%	814	88%	0	0%
Andhra Pradesh	Government	198	30%	457	69%	5	1%
	People	131	19%	524	80%	5	1%
Total	Government	511	32%	1073	67%	5	1%
	People	246	15%	1338	84%	5	1%

The Government, in its policy document on Rural Water Supply, acknowledges that, "The estimates of coverage will vary, as status with regard to slippage/reverse coverage of fully covered habitations getting into 'Partially Covered' and 'Not Covered' category and the 'Partially Covered' becoming 'Not Covered' habitations, for various reasons, including:

- growth in population and habitations,
- systems outliving their life span or becoming defunct due to poor maintenance,
- sources going dry due to depletion of ground water level,
- sources becoming quality affected.

The Government has been receptive to accept the possible ground realities. But a prime matter of concern is whether the reality is taken into consideration when planning for, or in allocation of new sources. For the purpose of this paper, we will consider the 17% gap between the government assessment and people's assessment. This brings to our attention certain issues:

1. 'Government allocation is made on priority "Not Covered" or "No Safe Source" habitations and those which

are reported to have been fully covered do not receive any allocations or attention.

2. The above is a sample survey, if this reflects the situation all over the country we have more than 17% of the population who are considered to be covered, but in reality either do not have a source or depend on an unreliable source.
3. These are the people who have a problem but are excluded from a solution because the records do not reflect the reality.
4. The reforms do not include a status study of the actual situation in order to make realistic allocations and planning.
5. Government policy states that 100% O & M is the responsibility of the users and that they should meet all related expenses. To make community managed O & M a reality the central government provides an incentive of 15% of the total estimated cost, as a one-off reserve for maintenance expenses.
6. If these allocations can be thoughtfully directed on restoring all existing sources to their full capacity,

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*1'Definition: Access to an improved water source refers to the percentage of the population with reasonable access to an adequate amount of water from an improved source, such as a household connection, public stand-pipe, borehole, protected well or spring, and rainwater collection. Unimproved sources include vendors, tanker trucks, and unprotected wells and springs. Reasonable access is defined as the availability of at least 20 liters a person a day from a source within one kilometer of the dwelling. Source: World Health Organization and United Nations Children's Fund, Global Water Supply and Sanitation Assessment 2000 Report. (But the Government does not specify the per capita availability while stating the covered population)*

it may be justifiable to expect the community to take over the future management.

The findings bring to our attention the need to restore the existing sources with the participation of the state resources, and including appropriate measures of recharging or finding alternate sources in areas of ground water depletion and adequate allocation to the capacity building of the community. To take up entire management of the sources adequate skills are required which can be gained through systematic training.

#### 4.3 Sector Policies, Programmes and Institutions

The Rural Development and Urban Development ministries at State and Central levels are principally responsible for Water supply and Sanitation. The Rajiv Gandhi National Drinking Water Mission (RGNDWM) was established in 1986 to give focused attention to accelerating coverage in rural areas and is now within the Department of Drinking Water Supply (Department of DWS) of the Ministry of Rural Development. RGNDWM is the national level body responsible for the development of policies for rural drinking water and sanitation.

Responsibilities for implementation are delegated to the local level through the District Rural Development Authorities and Block Development offices for the rural works and for the urban works, through the Commissioner of Municipalities and Urban Corporations.

Under the restructured programmes, the local elected bodies are the authorities envisaged to be primarily responsible for

services that are crucial to the poor, such as environmental sanitation, water supply and health. But the policies for these services are not implemented uniformly across the country.

The lack of progress despite massive investments (as outlined in the earlier section), has led Govt to introduce profound reforms to the sector, including:

- Demand Responsive Approach (DRA) - greater involvement by the people, appropriate cost sharing norms for users
- Stress on software - intensive training for the community
- Delegation of responsibility to PRI
- Technology choice option left to the community
- Role of the community in 100% O&M
- Source protection to be an integral part of the scheme design
- Greater transparency and accountability in project formulation and implementation

The existing policy guidelines of sanitation has been amended as the Restructured Central Rural Sanitation Programme - RCRSP and the rural drinking water supply as the Accelerated Rural Water Supply Programme - ARWSP in 1999 and 2000 respectively. These include the above changes. For urban areas, the accelerated Urban Water Supply Programme (AUWSP) was initiated in 1993-94 to provide safe and adequate water supply facilities to the entire population of the towns having a

population of less than 200,000 as per 1991 Census. Apart from this, The Low Cost Sanitation Scheme for Liberation of Scavengers scheme was started in 1980-81 designated to improving sanitation (in particular community toilets).

These policy reforms are designed to improve the sustainability of rural water supply and sanitation services. Drinking Water Sector Reforms Projects with demand-responsive approaches are being implemented in 63 pilot districts in 26 states throughout the country. A community-based participatory approach has been adopted to promote the management of water supply services at the village level, that is, local self-governments and communities. The scale of the program (Rs 1,820.45 crore for over three years) demonstrates the strong desire of the Central Government for reforms within the sector. If the pilot projects succeed, the potential exists for comparable projects and funding for other districts across the country. This experiment in the drinking water and sanitation sector can lead the way in the general capacity building of Panchayat Raj Institutions thus making governance responsive to people's needs, a dream of Mahatma Gandhi.

The Sector Reforms Pilot Projects reorients the very fundamentals of rural water supply and sanitation delivery systems and processes in India. The capacity building of the people's organizations - like the Panchayat Raj Institutions at the district and village level - will be the foundation for these projects.

#### **4.4 Sector Resources - Plans and Gaps**

The Government of India expects that these policies and reforms will enable it to

reach the targets set out in its 10th five year plan,

- Coverage of all rural habitations with potable water by 2007, with specific attention to tackling water quality problems
- Increasing rural sanitation coverage from the present 14% to 20% by 2002, 50% by 2007 and 100% by 2010
- The Government has not put up any specific target for the urban areas, but states as its objective to enhancing coverage and efficiency of water and sanitation services in the urban areas.

The scale of effort required to implement these new policies and reach the 10th plan targets should not be underestimated. Apart from the magnitude of resources required (see section 1.13), the capacity of the institutions (from state level downwards) to carry out these tasks, is challenge although this is also an opportunity for external support agencies like, WaterAid, to support the plans of National and State Governments.

##### **4.4.1 Resource gaps**

A recent review of the sector by the World Bank and the Gol (World Bank, 1999) estimates the total investment required to fully cover all rural populations with safe water supply and restore functionality in existing schemes is Rs 170-200 billion. If current capital outlay were increased by two-and-a-half times, it would take the Gol 10 years to provide operational schemes to the entire population on the assumption that the

major portion of the investment is provided by Government. An estimated Rs 29 billion is required annually for O&M, excluding provision for depreciation of the assets - representing 12 times the current levels of funding. In addition, the sector has experienced rising per capita costs due to increased investment in more expensive piped water supply schemes. Clearly the resulting gap can only be met through alternative sources of funding, including, primarily commercial sources of finance and people's own resources and cost effective appropriate technology.

Though the State Governments are under-spending the resources allocated to them, this is primarily, because they are not able to carry forward the programmes within anticipated parameters. The concerned implementing authorities from state level to local level neither have the conceptual clarity nor the conviction on the principles of the programmes, especially on people's participation and management. Mechanisms of involving the community are not developed and disseminated to the Government machinery, which plays a major role in the implementation, with the result that the community participation especially of women is not a reality. Either people are not informed of their role and implications, or decisions are still thrust on them. The situation in urban planning is similar that community management and

child friendly options are not given attention in planning or implementation.

A further problem is the lack of clarity on targeting the planned financial resources when there are multiple demands. The resources allocated target is 60% of the people below the poverty line (26% of the total population) but this is no indication how the impact can reach those above the poverty line. Health and Sanitation is for all irrespective of whether they fall below or above the poverty line. The reforms to the policy talk about demand responsive approach and include IEC activities to facilitate demand creation, but the procedures or programme activities do not include involvement of the appropriate players nor the methods to be adopted. The confusions in targets and allocations can be overcome by, directing the subsidies to communities rather than to statutory bodies or individuals, making sanitation a community commitment rather than a household initiative.

The information available presents a situation where there are major gaps between the targets set and the resources allocated. This calls for a comprehensive study on the sector requirements, the resources available and the gaps. WaterAid India commits itself to undertake a research on sector resources to understand the situation and to effectively advocate for the issue of resource gaps.



## 5. WaterAid's Position and Potential in India

WaterAid initiated project support in India back in 1984 through assistance to some NGOs scattered across different states. Country offices were established in India in 1992, in Calcutta (North India) and Tiruchirapalli (South India). The Calcutta office was closed in 1999 and country activities were based from Tiruchirapalli. As the present WaterAid India Office, was formerly the WaterAid South India office, the focus centred on five Southern States - Andhra Pradesh, Tamil Nadu, Karnataka, Maharashtra and Orissa. All projects in the five states integrate water, sanitation and hygiene promotion activities.

The progress of WaterAid's overall work in India over the past 10 years has been as follows.

During the period 1992 - 95, focus of WaterAid support was to rejuvenate the existing sources and community management of Water sources. WaterAid projects demonstrated these approaches, and the success caught the attention of state Government officials, and led to adoption of similar models in many areas, and after wider adoption, has culminated as in Government of India policy change on community management of water sources.

During the period 1995 - 2000, focus of support was on integrated projects, which included hygiene promotion and sanitation, in addition to water supply. Innovations were achieved in sanitation, promoting low cost and reduced subsidy models. The existing institutions like CBOs and schools were successfully involved in hygiene and sanitation promotion. WaterAid projects demonstrated ways of removing the obstacles in promoting

sanitation. Officials from Central and State Governments visited the project sites to convince themselves of the outcome which they did. The conviction and the national level workshops helped to lead to the revolutionary change in sanitation policy of Government, reducing the subsidy and promoting a demand-responsive approach.

After 2000, when Government adopted the major principles advocated by WaterAid as policies, WaterAid had the responsibility to demonstrate mechanisms that enabled scaling up such policies, to State or National level. When Government initiated the pilot programmes with reform principles, WaterAid considered this a good opportunity to establish models of scaling up. WaterAid reduced its investment on direct interventions and rose to the situation, to play the role of building up bridges between people's organisations and the local governments. Its resources were directed to extending necessary support in helping people effectively access large government resources. WaterAid worked in the Cuddalore district, where alternative financial mechanisms and inclusion community institutions were successfully demonstrated. These are being adopted at the national level.

More recently, WaterAid in collaboration with WSP is working with the State Government of Maharashtra in strengthening the process of building up alliances between community institutions and local government in management of water sources and sanitation promotion. These initiatives, when successfully accomplished, will have a national level impact.

## 6. WaterAid's Strengths and Weaknesses

### 6.1 Strengths

A radical shift is proposed in the role of the government as provider of services to that of a facilitator under Sector Reform Programmes (SRP) in rural water supply and Total Sanitation Campaign (TSC) in rural sanitation. Community participation is to be ensured through a demand responsive approach. WaterAid has built a significant reputation for itself in community participation, adopting an integrated approach to water, sanitation and hygiene promotion and development of IEC material. WaterAid has created significant and impressive methodologies and material in hygiene and sanitation promotion. This has also been done in several regional languages.

- WaterAid has established a name for itself in WSH sector in the country.
- WaterAid has proved to be effective catalyst and trendsetter, in the large Government reform programmes.
- WaterAid has demonstrated effective use of the existing infra structures like, schools, health centres etc. in education and demand creation.
- Has developed systematic methods of NGO identification, capacity building and partnership.
- Significant models of community participation and effectively including WSH in any ongoing development programme, has enabled them to voice their and influence decisions. Models that demonstrate rooted advocacy.
- In a country where good systems of decentralisation and local governance has been established, the inherent weakness of ignorance and corruption can be overcome by empowering the civil societies and

building up their alliances with local government. Such models have been promoted in WaterAid projects.

- Major players in the country like WSP, UNICEF State and District administration are inviting and looking forward to WaterAid's close participation in their major programmes.

### 6.2 Weaknesses

- WaterAid is not a registered organisation in country. This hampers the strategic progress in many ways.
- WaterAid has a low all India profile. The geographical spread of WaterAid is limited. Compared to Andhra Pradesh and Tamil Nadu where WaterAid is having nearly 70 projects, its presence in the three other states - Karnataka, Maharashtra and Orissa is marginal with just around 10 projects.
- Though qualified, the present staff strength is very limited and at this level, WaterAid will not be able to reach out to play many strategic roles, for which opportunities arise.
- Against this backdrop, continuing the presence only in southern states will not be easy to increase its profile to a national level and make advocacy effective in the other states.
- The states in which WaterAid is presently working have a conducive environment and context with regard to Governments and NGOs. There is inadequate experience in facing intrusive administration and not very responsive NGOs which is the situation in other states.
- Experience of working in urban areas (slums) is considerably less and recent as compared to rural areas.

## 7. Over View of What WaterAid will Do ?

Based on WaterAid's past experience, its achievements, its strengths and limitations (see section 6) and the political administrative and technical obstacles facing India in the water and sanitation sector, WaterAid can make a noticeable and valuable contribution to overcome these obstacles as presented in appendix 2.

This forms the basis for WaterAid's aims and areas of works in the next five years and is presented as follows:

India is making progress in piloting its water and sanitation sector reforms. Though there are practical constraints in preparing all stakeholders, and there are obvious lapses in the participatory process, the pilot projects have laid the way for the change, bringing the benefits of safe water and improved sanitation to the poor. Universal coverage is still a long way off. There are states where the lessons learnt are yet to be applied. WaterAid with the strengths already mentioned, is in an advantageous position to facilitate the reform process, scale up the majority part of the country and achieve its goals.

Available opportunities are: nation wide sector reforms, increased serious and genuine attention by Government to urban slums, substantial allocations being made available for school sanitation, Governments and major programmes' emphasis on inclusion of women and Community institution building. In all these, WaterAid has acquired considerable

experience and demonstrated knowledge and success.

To make use of the opportunities available and maximise its impact in India, WaterAid will concentrate on the following seven areas of work.

### 7.1 Increasing the coverage and widen the impact

Based on a countrywide review, the most appropriate states where WaterAid is likely to have an impact have been identified as Uttar Pradesh, Bihar, Jarkhand, Chattisgarh, Madhya Pradesh and Orissa. These states have the largest concentration of the poor and are in need of innovative initiatives in the WSH sector. WaterAid will focus major part of its investments in these States. Support to partners in the current five states will reduce gradually as its strategy in those States and across the country takes effect but WaterAid will retain its capacity to support major Government initiatives (e.g. Karnataka's integrated school development programme) wherever possible.

### 7.2 Participating in more urban projects in larger cities

WaterAid in India will broaden its presence and impact in the urban slums. The Tiruchirapalli initiatives have generated good models of Child Friendly solutions and Community management among the urban community. We have to replicate these models in other small towns and

large cities to gain wider attention. Scaling up urban work will help us to develop a rational approach to urban issues and make strategic allocations in urban interventions.

### **7.3 Learning alliances**

WaterAid has demonstrated good approaches in delivering sustainable interventions in India but little has been done in understanding and learning from the experiences of others. Areas where new experiences are available in other WaterAid country programmes or in programmes undertaken by others in country or outside, and exchange learning will be planned to bring new ideas into the country.

### **7.4 Technological Innovations**

Our interventions on water are focused on traditional technologies of water supply systems meeting the domestic needs of people. We need to explore alternative technology options, as rainwater harvesting structures, and improvising traditional tanks and address the comprehensive needs of the community. Technology up-gradation is necessary in Sanitation, developing appropriate low cost technology of sanitation.

### **7.5 Rooted advocacy**

Our work with federations of community organisations and Networks of NGOs has stabilised our role in encouraging rooted advocacy. We have to widen this impact enabling more communities to gain entry to decision making on matters concerning WSH and

their lives. WaterAid in India will support interventions that help poor people to improved water, sanitation and Hygiene situation and through this process empower the Network of NGOs and federation of communities by improved capacities and ability to represent voice their views.

### **7.6 Gender, Children and Vulnerable People**

WaterAid will encourage projects to experiment with innovative initiatives that very effectively benefit women and children and other vulnerable sections of the people. There is need for WaterAid to develop methods to develop more effective tools for assessing the impact of its interventions on women, children and other disadvantaged sections of the people, and learn ways how these can be improved.

### **7.7 Research, Communication and Documentation**

WaterAid can focus on research to learn from the varied intervention and the long experience in implementing WSH projects, to better understand the sustainability and social and ecological impact of our works. WaterAid needs to develop systems that can improve our present levels of communication and documentation enabling improved dissemination of information.

The above areas of action will help WaterAid continuously to upgrade its learning, use its resources efficiently, and widen its impact. The Government has brought in changes to its policy and

approach, transforming the environment of water and sanitation and the situation has become enabling, transparent and people friendly. There may be inherent flaws and shortcomings but this is changing, and all who are involved in the sector including WaterAid, have to participate actively and with commitment. WaterAid will capitalise on this environment and maximise the

number of people enabled to have access to water supply, sanitation and hygiene

Further details of WaterAid India's activities and their relevance to its five overall strategic objectives as laid down in its five year strategy are stated in Section 7.

WaterAid India's activities are designed to address the needs of the poor and vulnerable, particularly women and children, who are most affected by the lack of access to water and sanitation. The organization focuses on providing clean water supply, improving sanitation facilities, and promoting hygiene practices. This is achieved through a combination of infrastructure development, community-based organizations, and behavior change communication. WaterAid India also works to strengthen the capacity of local government bodies to manage water and sanitation services effectively. The organization's approach is based on a participatory model, where the community is actively involved in the planning, implementation, and maintenance of water and sanitation projects. This ensures that the projects are sustainable and meet the specific needs of the community. WaterAid India's work is supported by a strong network of partners, including government agencies, NGOs, and the private sector. The organization's commitment to transparency and accountability is a key part of its strategy, ensuring that the funds are used effectively and that the community is kept informed of the progress of the projects. WaterAid India's impact is measured through a range of indicators, including the number of people with access to water and sanitation, the number of people using improved sanitation facilities, and the number of people practicing good hygiene. The organization's work has led to significant improvements in the lives of millions of people in India, particularly in rural areas where access to water and sanitation is often limited. WaterAid India's commitment to social justice and equality is a driving force behind its work, and it continues to work towards a future where everyone has access to clean water and sanitation.



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## 8. Organisational Restructuring

WaterAid in India aims to reduce its investment in the Southern five states and reinvest them in the six identified states, increase its interventions in urban areas and widen its attention to include activities that address water for life. To successfully achieve this, The Networks in the States of Andhra Pradesh and Tamil Nadu will be facilitated to mobilise resources from other players. The Networks and partners in these two states should be encouraged and guided in continuing to play more efficiently the role they successfully attained through years of committed work. Gradually WaterAid will reduce direct investment on Projects in the four states and continue minimum but strategic financial support, complimenting the efforts of its partners.

To manage the projects from close proximity, two regional offices will be opened. Being positioned in Tiruchirapalli, WaterAid has not been able to participate in all the important meetings and workshops. Time and distance have been a hindrance in maintaining personal contact, and following up key issues through regular interactions. To overcome

these difficulties and enhance its profile as a national organisation WaterAid will shift its country office to Delhi, a strategic position, increasing its contact and interactions. The office at the present location will be closed, within a 12 - 18 months period, when new offices will be established. To meet the increasing demand of work and responsibilities, appropriately qualified staff will be recruited. Gender and regional balance will be addressed in new recruitment. Particular care will be taken to strengthen the second line leadership.

Currently WaterAid under the conditions of its registration in India can not access Government funds for providing advice and technical training services for which there is a significant potential demand and need. To overcome this obstacle, WaterAid will setup a locally registered organisation (as already agreed in principle by Council in 1999) to make use off these opportunities.

Further details on the restructuring of WaterAid India along with the schedule of its implementation is presented in appendix 2.

## 9. Detailed Strategic Objectives

### Aim 1: Increasing water provision, sanitation and hygiene promotion

#### Objective 1.1

Develop projects in 6 new states with comprehensive support to both small demonstration projects or larger collaborative projects to reach 100,000 people every year and 150,000 people through levered support

#### Indicator

Reduction of allocations to the two states Andhra Pradesh and Tamil Nadu

Increased Allocation to the states of Madhya Pradesh, Chattisgarh, Jarkhand, Bihar, Orissa and Uttar Pradesh.

Number of states where WaterAid has initiated work, the level of investments in projects and the strategic collaborations achieved.

#### Process

Enable the Networks of AP and TN to mobilise resources from Government and other sources to continue the project intervention. Reduce WaterAid direct support on Projects. Help the Strong and Influential Networks in the 2 states of Andhra Pradesh and Tamil Nadu, to take up most of the responsibilities and roles of WaterAid in advocacy and resource mobilisation

Identify the resource of Government and other major players who are active in the states of Maharashtra and Karnataka, and link them with existing NGO partnerships.

Identify NGOs and promote new partnerships and projects in the states of Orissa, Madhya Pradesh, Chattisgarh, Jarkhand, Bihar, and Uttar Pradesh.

The resources now spent on the five southern states will be reduced to enhance and replicate a similar level of impact in the new states to reach communities in more than 100 - 200 Grama Panchayats

Participate in collaborative projects in other states with nil or low investments which may influence larger players to invest their resources,

The WaterAid support to the existing five states will be used more catalytically to lever other resources to achieve greater coverage.

<p><b>Objective 1.2</b></p> <p>To support NGO networks to improve their systems of resource mobilisation and Governance, and support them towards growing as influential players in the respective states by initiating WSH projects.</p>	<p><b>Indicator</b></p> <p>Resource mobilised by the networks to undertake independent WSH projects.</p> <p>Participatory monitoring and management of the projects</p> <p>Reports and documents from the partners</p>	<p><b>Process</b></p> <p>WaterAid will help the existing networks to develop their projects in AP and TN through partnership agreements with other major donors.</p> <p>Networks of NGOs will be strengthened to enhance their participation and influence in the sector reforms and participate in the decision making process at national and state levels.</p> <p>Community federations would be trained and supported to replicate the changes in their neighbourhood</p> <p>Partners will be helped in research, advocacy, communications, financial management, PME, documentation, resource mobilisation and reporting developing skills,</p>
<p><b>Objective 1.3</b></p> <p>Support Urban Initiatives in 3 to 4 small towns and 1 or 2 large cities, To achieve the above, WaterAid will spend 18% - 20% of its resources on urban interventions. Based on the experience WaterAid will develop an urban strategy</p>	<p><b>Indicator</b></p> <p>The existence of an urban strategy paper. The strategy paper will be operational by the end of the second year of the five- year plan.</p> <p>Number of urban projects and investments by WaterAid</p>	<p><b>Process</b></p> <p>WaterAid will increase it's presence in urban slum communities supporting one or two projects in large cities, and 3 to 4 projects in small towns. This will enhance WaterAid's perspective of urban issues and help in gaining wider experience.</p> <p>Where appropriate and favourable, WaterAid will collaborate with larger players, working with them and using their existing capacities to achieve greater benefits in WSH.</p> <p>From the experiences gained and lessons learnt, WAI will develop its urban strategy by the year 2004.</p>



<p><b>Objective 1.4</b></p> <p>WaterAid will ensure that its interventions are gender sensitive and address the needs of women and children, and benefits the poorest and most vulnerable sections of the community</p>	<p><b>Indicator</b></p> <p>Changes in accessibility of water and sanitation to the poor and vulnerable people</p> <p>Appropriate Gender sensitive tools of assessment in use and reflecting benefits to women and children</p>	<p><b>Process</b></p> <p>The focus will be on the Vulnerable sections of the community and women and children, through careful location of the projects.</p>
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**Aim 2 : Advocacy and influencing national policies and practices**

<p><b>Objective 2.1</b></p> <p>WaterAid will influence, through demonstration models and communications, necessary improvements in national policies and approaches and also share the lessons at international forums.</p>	<p><b>Indicator</b></p> <p>The issues represented by WAI, and forums where it has been represented, The changes brought in.</p> <p>The impact of the projects that have been developed as models advocating improved strategies</p>	<p><b>Process</b></p> <p>Will participate in more collaborative partnerships with Government and other large agencies</p> <p>Through collaborative or consultative involvement influencing the direction and pace of large projects and in the course of participation establishing right models of community participation</p> <p>Effectively communicate with documents lessons from successful models in the field, and convince influential policy makers and administration in Government and international organisations (e.g. World Bank, DFID, UNICEF etc).</p> <p>Effectively communicate with documents on successful models in the field, and convince the influential actors and through them influencing the larger policies.</p> <p>Will enhance the profile of WaterAid in country and internationally as an organisation that is concerned for the</p>
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development and voicing the views of the poor people.

Will participate in the policy level discussions and use all opportunities to share the success of the policies and approaches.

WAI will focus on the major policy areas of, Poverty, Sector Resource Gaps and Sanitation (financing mechanisms, subsidy and institutions)

Will document and disseminate the changes and achievements as learning process nationally and internationally. Publicising the matter through issue sheets, case studies and special reports and inform more people of the field experiences.

## Objective 2.2

WaterAid will enable the Networks of Community Federations to be involved in the key decision making in WSH

## Indicator

The participation of community leaders in Local Government decision making

The representation of the WASAN committees in the Local Governments and discussion on the issues

## Process

Will strengthen NGO networks and the Community federations and support in getting access to the national, state, district and local level decision making bodies and through the process influence the policy level changes and the reforms.

WaterAid will help build up the financial base of the NGO network, and the Community Federations by mobilising local resources to promote more self-reliance, encourage local initiatives and help the progress to be unaffected by the external financial crisis.

WaterAid will encourage its NGO partners and the community leaders to increase their professional capacity and make their skills, publications and

		<p>resources available to Government agencies</p> <p>WaterAid will help strengthen local institutions and help them build up linkages and alliances with local Government and other players like private sector and improve their WSH situation.</p>
<p><b>Objective 2.3</b></p> <p>WaterAid will document and disseminate its learning and experiences making it available to a wide variety of stakeholders</p>	<p><b>Indicator</b></p> <p>Quantity and Quality of Documents produced and the number of people it has reached and the Impact generated</p>	<p><b>Process</b></p> <p>Facilitate learning at all stages of projects through participatory assessment and appropriate research.</p> <p>WaterAid will continue to develop its and its partners' capacity to document policy lessons coming out of their work, research policy issues and engage with policy makers directly and through rooted advocacy activities. Specifically it will concentrate, at least initially, on efforts to address key policy issues.</p>
<p><b>Aim 3 : Fund Raising, Learning and Communications</b></p>		
<p><b>Objective</b></p> <p>WaterAid will attract sufficient resources in country to compliment the support from WaterAid UK and widen its impact. Target to reach UKP .65 m</p>	<p><b>Indicator</b></p> <p><b>Core Funding</b></p> <p>The level of in country funds to the sector and the works supported.</p> <p>Volume of levered income and related activities</p>	<p><b>Process</b></p> <p>Generating a large-scale people based financial resource to facilitate and accelerate the Coverage of WSH and the fund to ultimately empower the communities to address their development needs.</p> <p>WaterAid will associate with other larger agencies in joint and collaborative project relationships and raise contribution towards the organisational and establishment cost.</p> <p>WaterAid as a programme will increase its sources of income and</p>

encourage more of direct funding to the projects from local donors, government programmes and international major donors.

WaterAid will help and encourage the partner organisations and the community federation to adopt innovative methods and attract financial support and contribution from general public, corporate and private sectors.

Levered funding where support directly going to the projects is expected from sources including people, financial institutions like banks, Governments, UN and bilateral agencies and other international NGOs. Total levered funding expected £.6m

#### **Aim 4 : Being a Learning Organisation**

##### **Objective**

WaterAid will produce learning products through research and experiences in the project

##### **Indicator**

Number of learning products and whom they have benefited and how

##### **Process**

The rich experience of projects addressing various issues of WSH and reaching vulnerable people in different areas will be used to develop learning products

WaterAid through its projects and by exclusive research will explore the WSH issues that affect poor people's lives and the ways to resolve these issues. Staff will be encouraged to participate in such research to support the process and as a means of staff development.

Innovations and experiments that help develop pro-poor and gender sensitive approaches will be encouraged and the lessons learnt through these initiatives will be widely disseminated

## **Aim 5 : WaterAid as a Professional, Organisation with good and reliable governance system**

The organisation will internalise new management systems and staff skills with gender and regional balance and will enhance its profile at national level

### **New Systems New skills**

Besides the existing strength of staff, recruitment will be made bringing in new skills and talents into the organisation. This will be based on an assessment of the existing capacities and skills.

Will identify and internalise better management systems that will lead to better Governance enhance the transparency and accountability

Will support staff development to improve the capacities of the staff members and strengthen the profile generated as a professional and resource organisation.

The Staff strength will be increased to suit to the increasing demand of resource support. In general the recruitment will address gender and regional balance and fill the gaps in skills.

The Central Office in India will be moved to New Delhi, the National Capital and the regional units strategically located closer to the projects, enabling closer contact and cost and time efficient reach

Staff Development will focus on developing in the team qualified cadre in the areas of Gender, Advocacy, Research, and in Participatory Tools. Training may be through participation in formal short duration training courses and exposure to related studies and projects.

WaterAid will take steps to promote a locally registered organisation to manage the incountry funding and other activities.

WaterAid will retain itself as an organisation responsible and accountable to all its stakeholders with transparent and efficient system of management and functioning

# 10. Fiscal Plan

## Budget Projections (£) For India Programme over the Five Years 2003-07

	Year 1 2003 - 04	Year 2 2004 - 05	Year 3 2005 - 06	Year 4 2006 - 07	Year 5 08
WAI Office	332,000	400,000	405,000	405,000	405,000
WAI Advocacy	70,000	85,000	89,000	89,000	89,000
Learning Products	14,000	17,000	22,000	22,000	22,000
Networks	20,000	44,000	45,000	45,000	45,000
Rural	729,000	662,000	759,000	759,000	759,000
Urban	104,000	268,000	280,000	280,000	280,000
<b>Total Requirement from WAUK</b>	<b>1,269,000</b>	<b>1,476,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>
Expected levered and Incountry Funding	575,000	585,000	600,000	650,000	650,000
Expected WaterAid UK Beneficiaries	115,000	120,000	130,000	140,000	140,000
Expected Levered Beneficiaries	170,000	190,000	200,000	210,000	210,000

## 11. Impact of WaterAid India's work

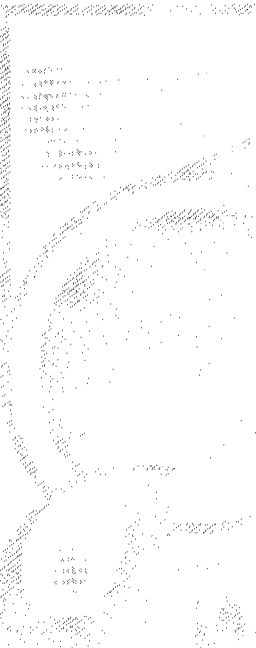
**W**aterAid's work in India has helped to bring the benefits of safe water and sanitation to 1.5 million poor people up to December, 2002.

As result of the initiatives and programmes of work, over the period of new country strategy, it is expected that these benefits will reach a further :

645,000 people in 6 states through WaterAid's own directly supported projects

980,000 people in the above states through WaterAid's initiatives in securing levered support for its partners.

Most crucially, a figure several times the above, but difficult to estimate accurately, will benefit from the support that WaterAid will give to the plans of the Government (at local, state and national levels) to implement its sector reform policies. We will estimate this impact progressively through the period of the new country strategy.



## 12. Appendix 1: Summary of Sector Obstacles and WaterAid's Potential

The Obstacles	Effects	Opportunities for Change	Water Aid's options
<p>A large country in the process of fast decentralisation of Government and Administration machinery.</p>	<p>The decentralisation has not carried with it necessary transference of ownership and responsibilities to local communities. Most of the local Governments consider themselves as an extension of the Government and not as representatives of the people.</p> <p>With regard to development and empowerment of PRIs, the assumption of roles might be much slower than envisaged and certain outcomes based on the assumption of getting a certain level of co-operation from the PRIs might not be achieved. Alternatively, growth of PRIs might be rapid but they might not be empowered and remain weak. Another threat is that PRIs might start serving their own (political) interests.</p>	<p>The massive reform programmes that are on the way, provide for the inclusion of community institutions and decision making and responsibility sharing.</p>	<p>To demonstrate models of alliances between the CBO's and the local Governments. The informed and organised CBO's can represent people's views and influence the decisions and directions of local Governments.</p>



The Obstacles	Effects	Opportunities for Change	Water Aid's options
<p>The Government's departments and officials are not adequately informed, or have a rigid mind-set not allowing them to change.</p>	<p>In many instances, the principles of demand responsive approach, and community decision making are flouted. Concerned authorities carry out changes to the suggested norms either because of ignorance or to achieve their targets easily.</p>	<p>There is need for change in mindset and operational systems in the administration of the country. There are fortunately some players who are committed to bringing in the change through better governance and transparent administration.</p>	<p>To participate in those States or Districts where the Government machinery is committed to the change, and help them demonstrate the efficient role to be played by the Government machinery.</p>
<p>Emphasis on subsidy in all development policies. Politically very difficult to carry out changes suggested to subsidy policies and users choice in the reforms.</p>	<p>Demand responsive approach, user charges, need based subsidy etc, just remain as clichés to governments. There is no unified cooperation from all concerned.</p>	<p>There is innovative thinking emerging in the Government to bring in fiscal reforms, where subsidy can be facilitating rather than motivating.</p>	<p>WaterAid can join in piloting such reforms and disseminating the learning from transference of development a different mechanisms which will help people realise their potentials and wean away from subsidy.</p>
<p>Inadequate Resource Allocations to the sector</p>	<p>Ambitious targets are set without allocating matching resources, which makes the targets impractical at the outset</p>	<p>There is need for realistic plan in mobilising resources from people and involving private sector.</p>	<p>WaterAid will undertake a research to understand the gaps in resource allocation, and through advocacy efforts bring the attention of Government and other players to suitably increase the allocations and bring in other players like private sector.</p>

The Obstacles	Effects	Opportunities for Change	Water Aid's options
<p>Low government capacity to utilise existing Government budget allocations for rural water supply and sanitation</p>	<p>Project implementation is carried out to meet the targets and time frame. The roles that can be played by civil society organisations are not usually recognised or utilised. The enormity of the area and short time with the changes proposed are driving the programmes without adequate attention to process.</p>	<p>Committed and potential stakeholders are available, and with appropriate capacity building they can play a good supportive role.</p>	<p>Include NGOs in a more facilitating role. Promote direct alliances between the communities, local Governments and the Private sector.</p>
<p>Inadequate recognition of the potential role to be played by level village institutions like, schools health centres and others who have strong community out-reach and trained personnel</p>	<p>The available infrastructure which can be utilised for community motivation and education is not effectively utilised.</p>	<p><i>The institutions can play an effective role in hygiene education without incurring a additional investment on personnel and facilities.</i></p>	<p>WaterAid can demonstrate appropriate inclusion of institutions, which will help in achieving and sustaining efficient costs. This is an alternative way to overcome the inadequacy of available resources.</p>
<p>Hygiene remains a neglected area as there is no clear policy to promote this vigorously.</p>	<p>It is being addressed haphazardly under different programmes such as primary Health, education, sanitation wings of the rural development department, etc</p>	<p>WaterAid has developed good IEC materials. There are many players who work with ??</p>	<p>Demonstrate a coordinated approach by bringing in all players. Develop simple participatory educational methods and tools, which can be used by the institutional leaders to promote knowledge</p>

The Obstacles	Effects	Opportunities for Change	Water Aid's options
<p>Poor coverage of Water Supply and Sanitation services.</p>	<p>Poor provisioning of water supply to disadvantaged groups and remote areas</p> <p>Sanitation is not felt to be a need among many of the communities. The identified players in the programmes, i.e. officials and local government representatives, do not have sanitation as a priority</p> <p>Findings of Status study reports not taken into consideration while estimating the present coverage in planning work, and therefore making need based allocations</p>	<p>M a s s i v e programmes and allocations made by Central and State Governments</p>	<p>WaterAid can use its experience and can work strategically with the Central Programme in some of the states that it is not currently active in,</p> <p>This collaborative approach can be adopted in conjunction with promoting community-based water supply to disadvantaged and unserved groups in remote areas, using this activity as an entry point</p>
<p>Water quality problems especially fluoride and arsenic</p>	<p>Lack of awareness among the community and users.</p> <p>There is insufficient commitment among the Government departments in dissemination of the findings and to develop community managed water supply systems</p>	<p>Increased awareness and attention to the issues of water quality among some Government departments.</p>	<p>Simple methods of quality control and small scale models that can be maintained by the communities. Invest in research and studies to develop such technologies</p>

The Obstacles	Effects	Opportunities for Change	Water Aid's options
	<p>Arsenic is a recent issue and there is insufficient awareness.</p>		
<p>Recurring drought and failing monsoon. Declining water quality and decreasing availability of water resources.</p>	<p>The source sustainability is posing a grave threat. Huge water supply systems created with high investments, face the threat of becoming obsolete. There is no alternative system to assure adequate water supply.</p>	<p>Increased awareness by the Government and attention being paid to recharge.</p>	<p>Significant results can be achieved with people's support. The traditional tanks and open wells can be de-silted and restored to serve as catchment reservoirs for rainwater.</p> <p>Where the existing sources are failing, alternative systems can be promoted, e.g. roof water harvesting structures.</p> <p>Rain water-harvesting structure and recharge structures are gaining focus from Government allocations. These are much needed solutions to both rural and urban areas.</p>
<p>Ineffective mechanisms to include community participation</p>	<p>Inefficient O&amp;M of water sources</p>	<p>Under the SRP in water supply, the community will have to take on full responsibility of water supply systems created.</p>	<p>Federate and enable the existing community based organisations, link them with the PRI and through capacity building and coordination help communities assume responsibilities of O &amp; M.</p>

The Obstacles	Effects	Opportunities for Change	WaterAid's options
<p>Total negligence of community in planning and managing water supply and basic sanitation in urban slums</p>	<p>Near absence of excreta disposal facilities for slums and poor areas. Lack of hygiene promotion in slums and poor areas.</p> <p>Poor water supply in slums and poor areas</p>	<p>WaterAid has developed a good model of working with poor communities in urban slums in Trichy. Increasing allocations and attention on urban slum areas by Government and other large players.</p>	<p>WaterAid will work strategically in limited cities and limited states, Will demonstrate effectiveness of integrated approaches using proven results of reduction in diarrhoea and therefore improved health.</p> <p>WaterAid can help create models of community-managed sanitation systems, which can be scaled up to the neighbourhoods through the CBOs.</p> <p>WaterAid's urban experience can be published so that wider replication is facilitated.</p>
<p>Lack of consideration to child friendly alternatives</p>	<p>The improvements in WSH do not reach the children and they remain vulnerable to diseases and poor health. The children are afraid to use structures meant for adults. Hygiene education is not targeted at children so they do not</p>	<p>Increased allocation made by government to school sanitation. WaterAid has developed good methodologies and models for child education and sanitation</p>	<p>Promoting integrated hygiene promotion programmes in schools and institutions which also work with children out of school</p> <p>Promote more child friendly models of latrines</p>

The Obstacles	Effects	Opportunities for Change	Water Aid's options
	<p>receive the benefits. The children continue to remain excluded</p>		
<p>Gender Equity stays in principle and is yet to be practised</p>	<p>Difficulties in involving women at the local level since panchayats (and the staff of water agencies) are still dominated by men and women are often members only in name.</p>	<p>There are major programmes which focus on women and have mobilised large numbers of women in rural and urban slums</p>	<p>WaterAid can empower these organised women's groups, to address their WSH issues through dialogue with local Governments and encourage them to participate in the election process. This ensures inclusion of informed women members in the local Government.</p>

### 13. Appendix 2 Details of Organisation Restructuring Planned

WaterAid will reorganise its staff structure and office locations as follows.

Country Office: New Delhi: Staff Positions at Central Office: Country Representative 1; Advocacy and Policy 3; Finance and Administration 5; and Programme Management 1. Among these there will be three senior management positions to support the Country Representative at Delhi. The two regional Offices will be located at Bhopal (Western Region) and Bhubaneswar (Eastern Region).

WaterAid has to undergo some form of registration in India. WaterAid in its present form can be an liaison office managing the project in country for its parent organisation WaterAid UK. There are activities like incountry fund raising, and local collaboration, which WaterAid at present is not able to do because of its lack of legal registration in country. Registering WaterAid in its entire role as a unit of WaterAid UK may have practical problems of two managements and control. It is proposed that to exclusively manage those activities, which at present cannot be undertaken by WaterAid India Office, a separate organisation can be promoted. The best way of registration is

recommended to be in the form of Public Charitable Trust. The trust has the advantages of shifting the place of registration, change in membership, operational flexibility, working style etc. WaterAid India Office will continue to be the liaison office, the legal and official representative of WaterAid UK under the present way of functioning. The new trust to be promoted, to acquire legal entity and be responsible to raise local funding and extend other services, which WaterAid in its present form is not able to. The Trust in all respect will act as a subsidiary of WaterAid. The Board of Trustees will include appointees from WaterAid UK and India and have nominees from the sector. The proposed new organisation can be a legal body on whose functioning WaterAid UK can have its controls through trustees and the memorandum. To reflect the ideals and the purpose for which it is being promoted, it is suggested to be titled as "Water and Sanitation Initiatives" (WASI). WaterAid India will continue to undertake and be responsible for all activities in India. WASI and WaterAid India will function separately and parallelly, with WASI's responsibility only on managing the incountry income, and for all practical purposes to be controlled and directed by WaterAid.

# FUTURE PLAN OF WATERAID INDIA OFFICE MANAGEMENT STRATEGY

## Next Five Years - April 2003 to March 2008

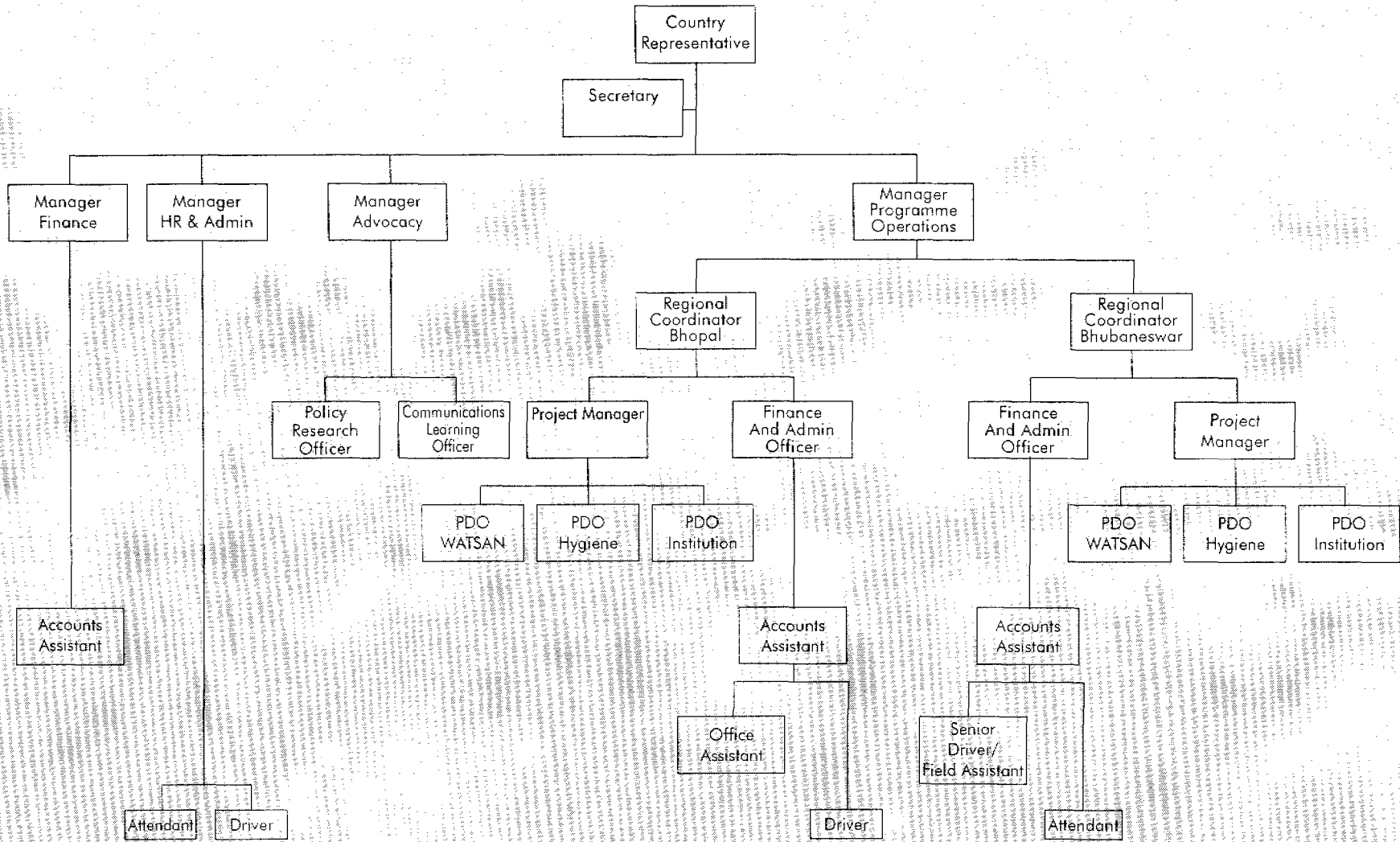
	Country Office	Western Region	Eastern Region
Location	New Delhi	Bhopal	Bhubaneswar
Area	Whole Country	<b>FOCUS STATES</b> Madhya Pradesh Chattisgarh Uttar Pradesh	<b>FOCUS STATES</b> Bihar Jarkhand Orissa

The existing projects in Maharashtra, Karnataka, Andhra Pradesh and Tamil Nadu will be managed from the Country Office. Direct control will be maintained during the first year. From the second year onwards regular monitoring will be carried out through participatory methods involving the networks.

Any collaborative projects that may arise in any other part of the country will be managed from the Country Office. If the projects are large and sufficient allocations are ensured through the project, separate project offices will be established in the respective states for the duration of the project. These offices and the project will fall under the management of the said regional offices.



# WaterAid India Organisational Structure from October 2003 to March 2005



HR & Admin : Human Resources and Administration  
 PDO : Project Development Officer