

25/8/74

# INDIA

# ANDHRA PRADESH

Netherlands  
Assisted  
Programme

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## RURAL WATER SUPPLY



GOVERNMENT OF THE NETHERLANDS -  
MINISTRY OF FOREIGN AFFAIRS  
Development Co-operation Department As

822-90-7754



THE NGO IN RURAL WATER SUPPLY

Review of CHAAP's work

October 1990

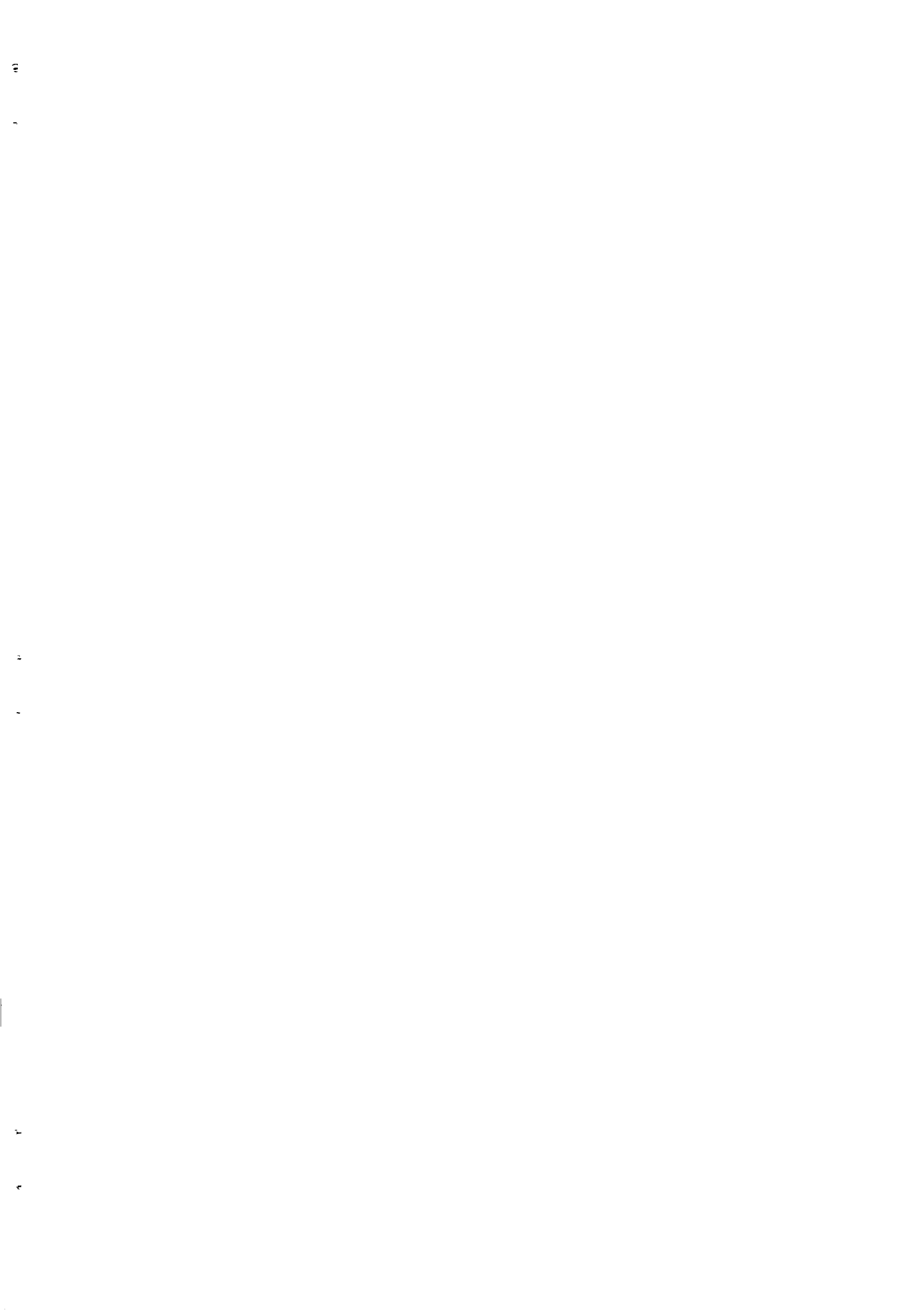
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Andhra Pradesh, October 1990  
Joanne Harnmeijer



CONSULTANTS  
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PROGRAMMES







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ACKNOWLEDGEMENTS

The mission would like to express her gratitude to the staff of CHAAP and in particular to Sister Philo, for her hospitality.

Staff at NAP Office was, again, a challenge to work with.



## LIST OF ABBREVIATIONS

ARWS	Accelerated Rural Water Supply (Programme)
AP	Andhra Pradesh
AP I; AP II..	Denotes project phases of the Netherlands Assisted Rural Water Supply Project
CHAAP	Catholic Health Association of Andhra Pradesh
CHAI	Catholic Hospital Association of India
CO	Cluster Organizer (CHAAP extension worker assigned to a cluster of villages)
DGIS	Directorate General of International Cooperation, Ministry of Foreign Affairs (of the Netherlands)
DM&HO	District Medical & Health Officer
HEP	Health Education & Participation
ICDS	Integrated Child Development Strategy
MIS	Management Information System (of the RNE)
NAP	Netherlands Assisted (Rural Water Supply) Project
NAPSU	Netherlands Assisted Project Support Unit
(= NAP Office)	
NGO	Non Government Organization
PHC	Primary Health Care
PRED	Panchayat Raj Engineering Department
PROWESS	Promotion of the Role of Women in Water and Environmental Sanitation Services
RNE	Royal Netherlands Embassy
RWS	Rural Water Supply
s.c.s.t.	scheduled classes & scheduled tribes
VAC	Village Action Committee
WSS	Water Supply and Sanitation



## SUMMARY

The newly formed regional branch of the Catholic Hospital Association of Andhra Pradesh, CHAAP, has been in the field since early 1989 to set up the 'soft' ie the non-technical side of the Dutch funded rural water supply programme in 266 villages in 4 districts. Most (184) of these villages were supplied during the past years under AP I schemes, before the NGO got involved.

The NGO was given the responsibility to 'ensure the active participation of the target population and to organize health/sanitation education'. The NGO's assignment in the AP I villages was limited in the sense that community management of water supplies was not called for. (This would have been difficult given the nature of the piped water schemes and the fact that planning and construction were completed.)

CHAI, the national Andhra Pradesh based organization of which CHAAP is a branch, took on primary responsibility and signed the project contract. CHAAP in agreeing to take up the programme became project implementor which was an unusual challenge for this NGO both regarding type of project and regarding the role as implementor.

CHAAP had a slow start. At the time of this review - 2 years after initial training of core team members took place and nearly 1 year after the last batch of grassroot extension staff was trained - a working routine is established and results of CHAAP's work are beginning to show.

But then, fast results were not aimed for. CHAAP has in its approach consistently adhered to three principles:

- A broad development strategy with water supply and sanitation as key issues, but also addressing other 'felt needs'
- A focus on 'underprivileged people'
- A 'process approach' which builds on village reality and adjusts pace and content of the programme accordingly.

The main issue for CHAAP is to set about a process resulting in the establishment of village representation in sustainable groups and committees. Village based extension staff (30) guided by coordinators (3) and assisted in special issues such as sanitation and health education by core team members (3) instigate this process. Table I indicates the progress.





Table I: Group formation in (256) NAP/CHAAP villages

	villages	%
Established by CHAAP		
Cooperation		93
Mahila Mandal		48
Youth group		36
Village Action Committee		7
Village Animator		2

---

Source: CHAAP field staff, October 1990

The establishment of particularly Village Action Committees shows a clear relationship with the length of stay of the extension worker. Such committees are only formed where field staff have been present for over one year.

A wide range of activities is stimulated by the extension worker whose role is to gradually change from initiator to spectator. A glance at the list of activities:

Table II: CHAAP-initiated Activities in the Field

	villages (n sample:202)	%
<u>Activities</u>		
Environmental Sanitation		74
Tree planting/kitchen gardens		33
"Smokeless Chulas"	Under preparation	
Health Education/'water awareness'		74
School health programme		54
Immunization programme		44
Training of local midwives		18
Literacy classes (mostly women)		28
Small savings (women)/assist loans		28
'Burrakatha' cultural programme		46
Training local groups folk art (youth)		30
Other (housing; ration cards; sports; settling disputes; cyclone relief ...)		73

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Source: CHAAP field staff, October 1990.

The strategy chosen by CHAAP is judged sound by the mission. NAPSU, the liaison office steering the integrated approach of the Netherlands Assisted rural water supply programme, has also consistently supported the main principles of CHAAP's approach. This is quite remarkable since, as the above list shows, CHAAP has gone far beyond what was required in the project agreement, and also, it has been slower in doing what it was asked to do.



CHAAP's managerial capacity and style do not quite match the NGO's adeptness in the field. The report gives a number of suggestions on how to improve on this.

CHAAP's relationship with NAPSU is another concern. It seems ironical that CHAAP and NAPSU which both have proven to be highly motivated and capable have allowed a situation to arise in which personal grudges at times prevent a normal flow of information. NAPSU's solution to take on a professional stand and use its authority to supervise CHAAP appears rational, but is unlikely to really improve matters if not exercised with some gentleness.

Other 'bottlenecks' described in the report are twofold: Firstly the situation occurring in approximately one third of villages supplied under AP I where water supply functioning is below expectation; secondly, the NGO's position as a watchdog of people's interests resulting in embarrassment for partner organizations and subsequently the risk of isolation of the NGO.

Remaining chapters deal with monitoring / evaluation and training for which a more substantial role of NAPSU appears justified. Techniques and materials used in health education do not match the creativity and participatory approach of other project components such as the cultural activities.

The report concludes with a section on sustainability and a look into the future, of CHAAP's involvement, and of other NGO's likely to be engaged in remaining AP II project areas and in project areas yet to be approved under AP III.

Concluding the mission feels that the NGO's process approach at field level is sound. NAP office has consistently supported the main principles adhered to by CHAAP. Nevertheless, NAPSU's input in the programme has been somewhat obstructed, which is one of the criticisms voiced about CHAAP's project management. CHAAP's managerial shortcomings are undisputed but can be overcome. The mission is therefore positive regarding the NGO's competence to execute the programme or to take on additional programmes.

The main directions for CHAAP to make its work sustainable in the present project area are

- 1) To concentrate on tangible tasks for action committees and other village groups - household sanitation and income generating activities are the most obvious.
- 2) To reinforce the links with other organizations and departments, in particular for income generating activities.
- 3) To improve on monitoring and self evaluation, not least to enable others to take cognizance of CHAAP's considerable field experience.



1. BACKGROUND

The Netherlands assisted rural water supply project in Andhra Pradesh dates back to 1979, when an initial (171) number of fluoride affected villages was taken up. The project area has expanded over time and project activities now take place in 8 districts. The first phase of the project, AP I, addressed 201 villages. The second phase which is presently under implementation, is committed to 232 villages. Proposals for a third phase are being completed.

A Netherlands Assisted Project Support Unit (NAPSU) with three senior local consultants was set up in 1987 in Hyderabad, the State capital. The office acts as a liaison between the Netherlands Embassy and the implementing agencies such as the Panchayat Raj Department. The NAPSU has played a major role in many ways.

One of the most important tasks of the NAPSU has been, and still is, to make a participatory approach to rural water supply a reality. A 'participatory approach' may mean different things to different people. It does, however, always involve a lot of work at the grassroot level. This is where the NGO comes in.

When the NGO which was selected initially proved unable to provide the services agreed upon, discussions with CHAI were started (1987) resulting in an agreement in 1988. CHAI was given the responsibility in 266 project villages in 4 districts to ensure the active participation of the target population and to organize health/sanitation education.

Table 1 gives an overview of the total project and of the proportion assigned to the NGO (See map, Annex 2). The NGO presently covers 256 villages i.e. approximately 60% of all AP I and AP II villages. The remaining 40% is as yet not addressed.

Table 1: Overview of Netherlands Assisted Programme

District	No. of villages a)		
	AP I	AP II	(AP III)
Prakasam	155 (143*)	70 (72*)	(89)
Guntur	21 (20*)	-	
Krishna	6 (8*)	-	
Nalgonda	14 (13*)	-	(453)
Kurnool	2	62	
Mahabubnagar	-	36	
Medak	-	64	
Karimnagar	3	-	
<b>TOTAL</b>	<b>201 (184*)</b>	<b>232 (72*)</b>	

a) Villages presently covered by NGO indicated with (\*)



## 2. TERMS OF REFERENCE

The Terms of Reference for the mission were the following:

### 2.1 General

CHAI/CHAAP has been in the field since January 1989. The role of this organization in 266 villages of NAP program, in the districts of Krishna, Nalgonda, Guntur and Prakasam, has been to plan and implement health and sanitation education programmes and to promote strategies for community participation in the NAP-RWS program.

During the mission RM-23, in June 1990, it was decided that a special mission would be fielded in September/October 1990, to assess the efficiency and effectiveness in the four districts they have been assigned.

This mission will be in Andhra Pradesh for a period of 15 days, which will include field visits, discussions with NAP office personnel and representatives of other collaborating organizations.

### 2.2 The Terms of Reference are as follows:

- a. Study the efficiency of institutional arrangements within CHAI/CHAAP for programme planning and implementation.
- b. Assess the adequacy of training support to field personnel on water supply and sanitation specifics and on community organization.
- c. Gauge the impact of the intervention strategy followed by field staff in terms of response from people in the villages and improvement in the functioning of water supply systems.
- d. Skills of field staff in planning, implementing, monitoring and evaluating programmes related to water supply and sanitation specifics.
- e. Efficiency and effectiveness of audio-visuals/folk arts being used by CHAAP, in bringing about a change in the knowledge, attitude and practice of people.
- f. Assess the organizational capacity of CHAI/CHAAP to take up additional villages/districts of AP III.
- g. Evolve recommendations which will help NAP office plan strategies to be evolved for future HEP activities, and CHAI/CHAAP on possible changes necessary for efficient functioning. Recommendations may also include suggestions for overall enhanced performance of the project.

### 2.3 Additional Terms of Reference

NAP office is in the process of identifying NGO's to plan and implement HEP activities in AP II districts. Negotiations are going on with suitable NGO's. If any NGO is ready with their project document, it could be discussed with NAP office and if





possible with representatives of the concerned NGO's during the mission.

#### 2.4 The Mission

The mission will be executed as part of ETC's operational plan for the Review and Support Missions (assigned from DGIS, April 1990). Mrs. Joanne Harnmeijer will conduct the mission in close cooperation with the personnel of NAP office and the project officials of CHAI/CHAAP.

The stay of the mission will be confined to 15 days to cover both subjects 2 and 3. It is proposed that the final report be prepared by Mrs. Joanne Harnmeijer during her stay in Hyderabad.



### 3. PURPOSE OF NGO INVOLVEMENT

#### 3.1 The Purpose of NGO Involvement

The purpose of NGO involvement in executing the non-technical aspects of the rural water supply programme is implicit in the programme's objectives which are firstly to provide improved water to people who need it, secondly to seek for active involvement of the population concerned, and thirdly to support this with complementary activities. The overall goal is obvious, although seldom stated - to improve health, or, even more ethereal, to improve wellbeing of the target population.

Since there are so many possible ways to work towards this goal, project documents tend to abound in details about strategies and activities, about inputs and outputs, but seldom if ever reflect on outcome and impact.

The assignment given to the NGO is no exception to this. The NGO is requested to firstly 'ensure participation of the target population, especially of women, through community organization, awareness building and education cum training'; secondly, 'to organise health/sanitation education in collaboration with school and community health programmes of the government'..

It is implied in the project agreement that the NGO's involvement will be temporary and that government departments are to be partners in the work. The link that government departments are to take over when the NGO phases out, is not made in the agreement. A 'token presence' of the NGO in project villages, after completion of the NGO's work, is agreed upon.

#### 3.2 CHAI/CHAAP Aims

CHAI has been clear from the start about its reasons to get involved: "It is the concern for and commitment to people that has prompted CHAI to participate in the programme. Taking side with the rural poor and partaking in their struggles .."

CHAI has felt that its broader development aims could be blended with the objectives of a rural water supply project and this belief was reinforced by the signals from NAP office and in particular by the strategy outlined by NAP office for a participatory approach.



#### 4. CHAI/CHAAP PROFILE

##### 4.1 CHAI

CHAI, the Catholic Hospitals Association of India, is a national organization with its head office in Hyderabad, Andhra Pradesh. The organization, with a membership of over 2000 health care institutions, is of old health service oriented. More recently CHAI has shifted its focus to community health services, in which CHAI seldom, however, is the actual project implementor. CHAI is the contract partner for the Netherlands Assisted Project.

##### 4.2 CHAAP

CHAAP, the Catholic Health Association of Andhra Pradesh, is a newly formed regional unit of CHAI. Some 180 institutions form its body. The headquarters are in Vijayawada in Guntur District. CHAAP's experience with implementation of community based projects is limited, although such experience is available among individuals of the member organizations. The task foreseen for CHAAP head office in the project action plan was that of planning, coordination and liaison. Diocesan Social Service Centres at district level were to take up implementation.



## 5. CHAAP IN THE FIELD

### 5.1 Set up

CHAAP has deviated from its project plan regarding implementation of NAP in the sense that the Diocesan Service Centres play no role in the implementation. The role foreseen for the Service Centres is added to the workload of the Secretary of CHAAP based at headquarters and shared to some extent with the project employed state coordinator.

Two district coordinators make up the mid level management. They are based in field offices in Darsi and Parchur respectively from where they supervise the field work. A core team of 3 staff with specific assignments (health education; sanitation; community organization) assist fieldwork wherever required. In addition there is a cultural team of 4 members.

The base of the system is formed by (30) cluster organizers (CO's). These are extension workers, male and female, who each have been assigned to one cluster of four to twelve villages. They live and work in these villages and have been doing so for the past 20 months (senior CO's) or 11 months (junior CO's). Field staff have been issued mobylettes or motor cycles.

### 5.2 Approach

CHAI/CHAAP's approach follows from its ideology and can be summarized as follows:

Firstly, the NGO at village level has opted for a strategy concentrating on 'people's felt needs' rather than limiting itself to the Water and Sanitation sector only. Secondly, there is a focus on 'underprivileged people' rather than 'people'. Thirdly, CHAAP has adhered to a 'process approach' which features open-ended planning and learning by doing embedded in a broader 'felt needs' oriented strategy.

It follows that the strategy is multi-pronged (!); is hard to capture in quantitative targets; and is thus difficult to evaluate in other than qualitative terms.

In practical terms CHAAP's approach at village level contains the following steps which partly overlap:

1. A long break-in period during which the cluster organizer finds his way and organizes so called motivation and water awareness camps. A needs assessment is implicit although no specific tactics are applied.
2. A period of leadership training and group formation (youth; women)
3. Reinforce links with other departments and organizations notably Primary Health Care services and local schools.





4. Activities (social; cultural; WSS/environmental; school health; health ...)
5. Formation Village Action Committee
6. Selection village animator, usually female
7. Shift to other villages and change in role of cluster organizer.



## 6. CHAI/CHAAP'S PROJECT MANAGEMENT

### 6.1 CHAAP Sisters at the Steering Wheel

The role of CHAAP's managerial staff in the programme has been considerable. With great zest has in particular the Secretary involved herself in the full range of activities. The achievements of the programme are to a large extent thanks to her drive.

While these staff have a humanitarian outlook on life, their norms on work performance of subordinates are rather tight - job dedication and hard work are demanded and lapses are not permitted. In addition it is felt that staff need to be supervised closely in order to avoid such lapses. CHAAP management has thus made it a point to be present at all review meetings and at many other occasions.

The sisters clearly have a great affinity with the fieldwork and their interest is appreciated by many. Their affinity with managerial tasks, however, seems less, and this is where they are being criticized. After all, there is a state coordinator who is very well capable of handling supervision.

What is required is firstly a facilitating office at head quarter level which handles accounts and coordinates between district units. Another major task is the overall planning of the programme and guidance to coordinators to this effect. The second requirement is thus the ability to reflect on project concepts. This generally is best done by people who can step back, out of the turmoil of project implementation.

### 6.2 The Role of NAP Office

NAP office has been given a clear role in the agreement signed between CHAI and the Netherlands Embassy. Monitoring of results and of financial statements, periodic reviews, and training are all issues for which guidance and/or actual supervision by NAP office was agreed.

After a series of incidents this guidance, which was quite intensive in the beginning of CHAAP's programme, was unilaterally brought to a lower level, much to the regret of NAP office. This is indeed regrettable since NAP office and CHAAP are complementary, and in their different perspectives both have much to offer.

A recent joint workshop organized by NAP office during which a people-focused sanitation proposal was drafted along the ideas of CHAAP serves to illustrate an example of fruitful cooperation.

### 6.3 CHAI's Role

CHAI, as the signatory of the project contract, has been the natural party to turn to when problems arose. CHAI has only to



some extent been able to arrive at structural solutions. There is every indication that presently CHAI is taking a more active role in 'preventive maintenance' of the working relationships and in assisting CHAAP to live up to expectation regarding management of the project.

#### 6.4 Personnel

Staff vacancies are now filled in all but two clusters. The competence and job dedication of field staff is quite striking. The present personnel appears a group of highly motivated individuals. This applies to coordinators, core team and cultural team as well as extension staff. The cluster organizers met by the mission were asked to do an anonymous self assessment. The assessment illustrates the point - see table 2.

Table 2: Job Satisfaction of Cluster Organizers (self assessment)

Score good/very good	% (sample size: 19, out of 30)
Job Commitment	100
Team Spirit	100
Supervision and Training	84
Work Achievement	63
Job Content	58
Working Conditions	
- facilities	16
- salary	5
- incentives	0

At the same time it is clear that cluster organizers do not appreciate the working conditions, which are reputedly below government standards. Still, staff leaving for greener pastures have been relatively few which reflects the difficulty to find stable employment. Staff, and especially district coordinators, have been leaving, however, for personal reasons, notably when they found the reins of CHAAP management were too tight.



## 7. TRAINING AND SUPERVISION

### 7.1 Basic Training

The basic training of field staff took place in phases - first a core team training, followed by a 2 week course for cluster organizers, who were trained in two batches. Present vacancies are filled up by individuals who mostly receive on the job training as they work together with senior cluster organizers for a while.

### 7.2 Additional Training

CHAAP has built in numerous occasions for field personnel to share experiences in monthly and quarterly reviews. In addition special training programmes take place, either at the initiative of NAP office, or instigated by CHAAP itself. Recent programmes included a sanitation workshop, the 'CALA' cultural training programme, and a workshop on NAP policy issues.

For training programmes CHAAP prefers to have resource persons who speak the local language, Telugu. Such resource persons are drawn from local organizations such as Amruthavani Communication Centre, and the Sociology Department of Loyola College. Furthermore CHAAP draws on resource persons from its associated mission hospitals.

### 7.3 Supervision

Supervision of CHAAP field personnel is close. The coordinators who each supervise a group of cluster organizers in Parchur (7 CO's) and Darsi (17 CO's) spend most of their time in the field making spot visits and assisting cluster organizers in village training programmes. Specific inputs are given by the core team with a focus on Darsi and Parchur. The remaining (6) cluster organizers, spread over three districts, are supervised by the state coordinator. The situation for these CO's seems less favourable mostly because of the relative isolation in which they operate.

### 7.4 Appreciation of Training and Supervision

Supervision and training are well received by field staff according to the assessment during the mission - 84% of a sample of (19) cluster organizers rated their training and supervision as 'good' or 'very good'.

### 7.5 Training Content

The content of the total training package appears to be as multi-faceted as the programme itself. Judging from the results a few remarks can be made:

Cluster organizers are particularly well trained in cultural and social aspects of the work. Regarding water and sanitation their knowledge is basic. The health implications of fluorosis and





fluoride - after all the justification for AP I schemes - are not well known. Health education materials and techniques lack in imagination, and, at times, health messages that are inappropriate are conveyed.



## 8. PLANNING, MONITORING AND EVALUATION

### 8.1 Planning

The long term planning of CHAAP is rather loose, and this is on purpose. The goal to have village action committees generally established by now has not been reached, but field staff has never been pressurized to go faster than community processes would allow.

There is, however, a fairly tight planning of activities on the short run: Workplans are drawn by all field staff on a monthly basis and workplans of cluster organizers are agreed upon with the direct supervisors, the district coordinators, during monthly joint meetings.

### 8.2 Monitoring and Evaluation

Monitoring and evaluation are issues with which experience is yet to be gained. The senior field staff is a bit at a loss as to what this would entail. Staff has not yet been exposed so far to the draft Management Information System (MIS) monitoring formats proposed by the Netherlands Embassy.

However, the type of data required for a monitoring system, for example on functioning and use of completed schemes, and on community involvement, are readily produced by any cluster organizer when asked. (The tables in this report are made up that way.)

So far - and this is not unusual for a field-oriented organization - CHAAP has not had the capacity, nor the urge to reflect on its achievements in a structured way. NAPSU would be the obvious partner in future to assist CHAAP in this and to see how the findings can be used for better long term planning.

The Dutch proposed MIS indicators could form a start, but it is questionable if this system would do justice to CHAAP's process approach in the field and to all the non-WSS activities. In addition another method is suggested since it is participatory, it banks on knowledge gained so far and it gives other parties, other NGO's the opportunity to share in CHAAP's experience.

This method works with hypotheses (assumptions) which are refuted or accepted based on available evidence gathered over time. For examples, see section 9.8.



## 9. RESULTS

### 9.1 Village Leadership & Groups

CHAAP's first batch of field staff has been in the field for over 18 months. These 'senior cluster organizers' have managed in 92% of the villages entrusted to them to establish local cooperation. In 64% of these (75) villages youth groups are now formed while Mahila Mandals are established in 59%. Village Action Committees (VAC's) are normally the last to be formed - these committees now exist in 7% of all project villages, and nearly exclusively in clusters staffed by senior cluster organizers.

Junior cluster organizers follow the same pattern. Where water supply is not up to expectation formation of groups and committees is erratic. Table 3 gives an overall picture for all villages.

Table 3: Village Organization in (256) NAP/CHAAP villages

	%
Established by CHAAP	
Cooperation	93
Mahila Mandal	48
Youth group	36
Vill. Action Comm. (VAC)	7
Village Animator	2

---

Source: CHAAP field staff, October 1990

The majority of VAC members is female. The size of VAC's is not fixed and can be anything between 5 and 20 people. VAC's are selected by the whole village. The president of the local Panchayat is usually a member of the committee.

### 9.2 Village Environment/ Water Supply and Sanitation

The emphasis on water supply and sanitation activities is well understood. Care for the environment in many places goes hand in hand with actually making the village a more pleasant place to live in. In one village visited (Mallavaram) the results were striking. Table 4 gives some details.



Table 4: Activities - Environmental / WSS / Home keeping

	villages	% (n sample:202)
Environmental Sanitation (drainage; cleaning reservoirs; soakpits; village roads ..)		74
Tree planting/kitchen gardens (schools & other public places; backyards)		33
"Smokeless Chulas"	Under preparation	

---

Source: CHAAP field staff, October 1990.

### 9.3 Village Health

CHAAP's health service perspective and the emphasis on the need for water-related health education in the project agreement both make for a strong emphasis on health related activities and training. The approach here has yet again been directed by the conditions found in individual villages.

In most villages the links with PHC services were dormant and these are being revived so as to ensure regular visits by PHC workers and take up of immunization programmes. The coverage by PHC services is, however, still far below the coverage aimed for in this era of the Universal Child Immunization programme.

Another area taken up is school health programmes, either through PHC services, or by project staff themselves. The school programmes entail much more than just 'health'- schools are also widely involved in cultural programmes. At present the emphasis is on teacher training courses for teachers to take up such activities by themselves. Table 5 gives some details about health related activities.

Table 5: Activities - Health related

	villages	% (n sample:202)
Health Education/'water awareness'		74
School health programme		54
Immunization programme		44
Training of dais (local midwives)		18

---

Source: CHAAP field staff, October 1990.

The actual impact of all these health related activities is not clear at a glance. What is clear, however, is the apparent interest at village level to put the lessons learned into practice. An example is the immunization programme - this service





did exist, and PHC workers did come for visits in the past. It apparently needed the promotion and drive of cluster organizers to overcome local reluctance to actually use the services.

At present in many villages teachers and Mahila Mandal members see to it that the programmes are run in proper fashion and true to the spirit of the 'Child to Child' programme school kids bring in their younger siblings for under five clinics.

Another achievement is the general knowledge among the population that high fluoride water causes harm. People appear well motivated to avoid using such water for drinking and cooking. (A recent survey in a non-project area in Nalgonda District showed the opposite - despite high fluoride levels and corresponding complaints the link with water was not generally made.)

In Parchur (AP II) area, where water schemes are still under construction, health related activities appear the best entry point. Training of dais (local midwives) was taken up here.

#### 9.4 Village Life - Addressing Other Needs

CHAI/CHAAP have a wide development perspective which is inspired by the thinking of Paolo Freire and, more importantly, by personal and professional experiences gained over the years. It follows that, although 'water' is admittedly the focal point of attention, extension workers are given a free hand in addressing other aspects of village life.

This at times scares the less broad minded who feel that health education is all that is required to change people's behaviour, and thus, to ultimately improve villagers' health and wellbeing.

In the opinion of the mission the reality of village life indicates the prudence of opting for a broad development approach. The 'needs' are many and varied and improved water is but one of them. But then, it always is a matter of finding a sensible balance. The balance chosen by CHAAP is very socially-oriented. Table 6 gives some details, but by far does not cover all that is going on.

Table 6: Activities - Social and Cultural

	villages	% (n sample:202)
Literacy classes (mostly women)		28
Small savings (women)/assist loans		28
'Burrakatha' cultural programme		46
Training local groups folk art (youth)		30
Other (housing; ration cards; settling disputes; sports; cyclone relief ...)		73

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Source: CHAAP field staff, October 1990.



As is seen in table 6 the target groups are mostly women and youth (youth in the sense of adolescents, who are mostly unemployed and keen to take up a wide range of activities).

The cultural programmes also are socially oriented. They incorporate WSS messages, but they mostly deal with social injustices that are found relevant in individual villages - these can again consist of water issues such as access to water supplies. Cultural programmes that actually train local groups are particularly well received.

#### 9.5 Mobilizing Resources Beyond the Village

An issue which is increasingly well understood by all field staff is the need to create good working relationships with other organizations and departments.

This is firstly because an NGO, and particularly a newly formed NGO, is in a more vulnerable position than established organizations. Secondly it is realized that the NGO is the only party whose presence is bound to be temporary, and tasks taken on need continuity. Lastly, there are simply a lot of needs which the NGO cannot address by itself and experience in other projects has shown that support for activities can be found once good contacts are established. The NEDCAP project which will undertake the 'smokeless chula' programme in project villages serves as an example.

The contacts maintained at present are many. Table 7 gives details about the level of cooperation from the point of view of the NGO.

Table 7: Village links through CHAAP with other services

	yes	at times	
	villages	%	% (n sample)
Cooperation with PRED*	45	24	(242)
PHC service taken up	72	-	(256)
Cooperation with Dairy**	18	6	(255)
Social Forestry involved	28	13	(253)

Source: CHAAP field staff, October 1990.

\* As assessed by CHAAP field staff for individual villages

\*\* Dairy includes the Netherlands funded dairy project in 80 NAP project villages



## 9.6 Steering Committees

The project has had a steering committee at State level since 1987. Meetings take place at half yearly intervals, mostly coinciding with Review Missions and visits of the Netherlands Embassy's Water Coordinator. The Executive Director of CHAI is an ex officio member.

At District level only Prakasam District, which features most project activities, has a District Project Committee (DPC). CHAAP is a member of this multisectoral committee. Meetings take place at regular intervals. The DPC in Prakasham is proving an effective forum to overcome sectoral and departmental boundaries and thus to translate the concepts of 'integrated approach' into meaningful plans and actions.

The presence of an NGO as a matter of course in meetings at this level is significant. The role of the NGO in these and other encounters is not always easy, however, since the NGO's knowledge of grassroot level reality is bound to confront the other parties with the non-success stories - where there is no water, or where tail end villages are inadequately supplied. It is of utmost importance that the NGO proves itself as a professional partner aiming to jointly solve problems rather than to expose failures.

## 9.7 Results in the Light of Choices Made

It is perhaps helpful at this stage to point out in what ways the NGO's strategy affects the results of its work.

Firstly, the NGO has opted for a 'felt need focus' more than a 'sector focus'. The prudence of this choice is not denied and is actually whole heartedly supported by NAP office provided the key issue of the NGO's work is still Water and Sanitation. It is only where the NGO seemed to surpass the boundaries that criticisms have been raised, notably when the NGO risked to manoeuvre itself in a politically difficult position (eg regarding land issues). Looking at the tables in section 9.1 to 9.6 it would be futile to suggest that for example instead of female literacy CO's could have spent more time on drainage or other WSS issues since the choice is not either/or, but if/and ...

Secondly, the objectives of the Netherlands Assisted Rural Water Supply programme are explicit in stating that the interests of the poor need to be safeguarded. However, the reality of NAP schemes designed and constructed in the past shows that there is inequity in the provision of water. According to an assessment by CHAAP field staff in only 66% of the villages supplied water is accessible to all segments of the population. CHAAP's focus on 'underprivileged people' rather than 'people' is thus understandable, but not always sensible since it can easily backfire when too openly displayed.

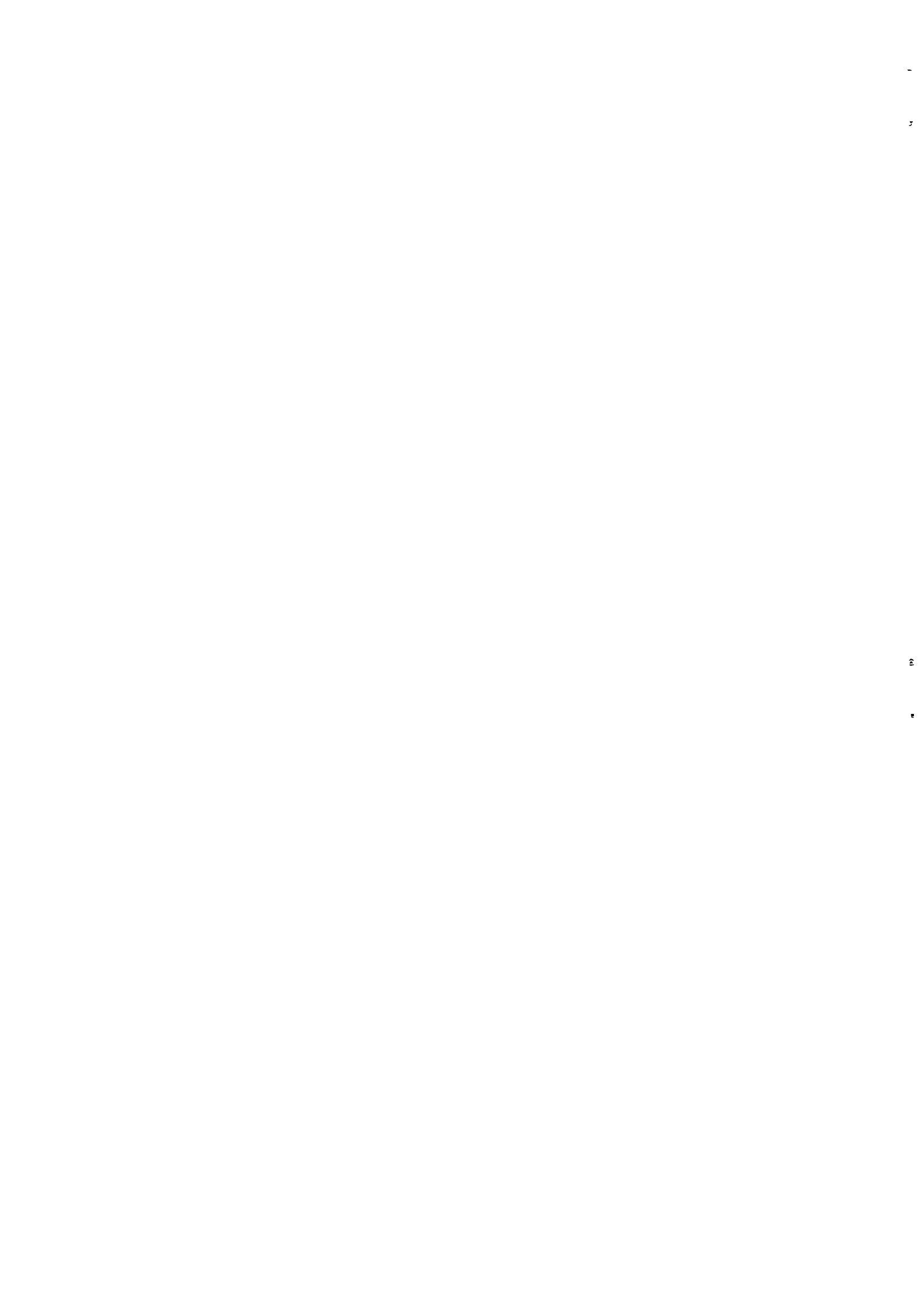


Thirdly, CHAAP has adhered to a 'process approach' which features open-ended planning and learning by doing embedded in a broader 'felt needs' oriented strategy. This approach is again supported by NAP, despite the obvious disadvantage that targets and objectives become rather fluid. CHAAP's choice is in a way a welcome change from imposing action plans presented in other water supply programmes which prescribe in detail issues such as how many women there should be to each committee and who should do what ..

There is a condition, however, to this process approach and that is that 'learning by doing' is taken seriously. One way of doing this is of course monitoring of the essential parts of the process. In addition a method based on formulating hypotheses as suggested in section 8.2 is recommended, since it is participatory, it banks on knowledge gained so far and it gives other parties, other NGO's the opportunity to share in CHAAP's learning experience. NAP Office and Review Missions could be helpful in setting up the methodology for data collection.

Examples of hypotheses:

1. Male extension workers function better than women extensionists in the rural setting of Andhra Pradesh. (Or vice versa!)
2. Village Groups and Action Committees need tangible tasks in order to be sustainable.
3. School health programmes are best run by teachers.
4. The preparation time given to an NGO at village level before water is released has a certain optimum. Long preparation times are not always conducive to better functioning and utilization of water supplies.
5. The main reasons for low performance of clusters and cluster organizers in the NAP programme are a) unsatisfactory water supply and b) long communication lines/isolation.
6. The best test of sustainability of the NGO's work at village level is ....





10. SUSTAINABILITY10.1 CHAI's Commitment to Continuity

CHAI's commitment to continuity is demonstrated in the contract statement that CHAI, even after expiry of the contract, will sustain its involvement in project villages, if necessary funded by other donors. This agreement is indicative for the spirit in which CHAI has taken up the assignment.

10.2 Sustainability of Village Organizations

Sustainability of the results of CHAAP's work is hard to predict at this stage. One can only assess if factors affecting sustainability are addressed. The most important factor is if CHAAP, an NGO drawn in from outside, is aiming to phase out its field presence while leaving behind durable village organizations.

The village organizations established by CHAAP are not formed overnight - in fact there is a clear relationship between the formation of particularly the Village Action committees and the length of stay of the extension worker as table 8 shows.

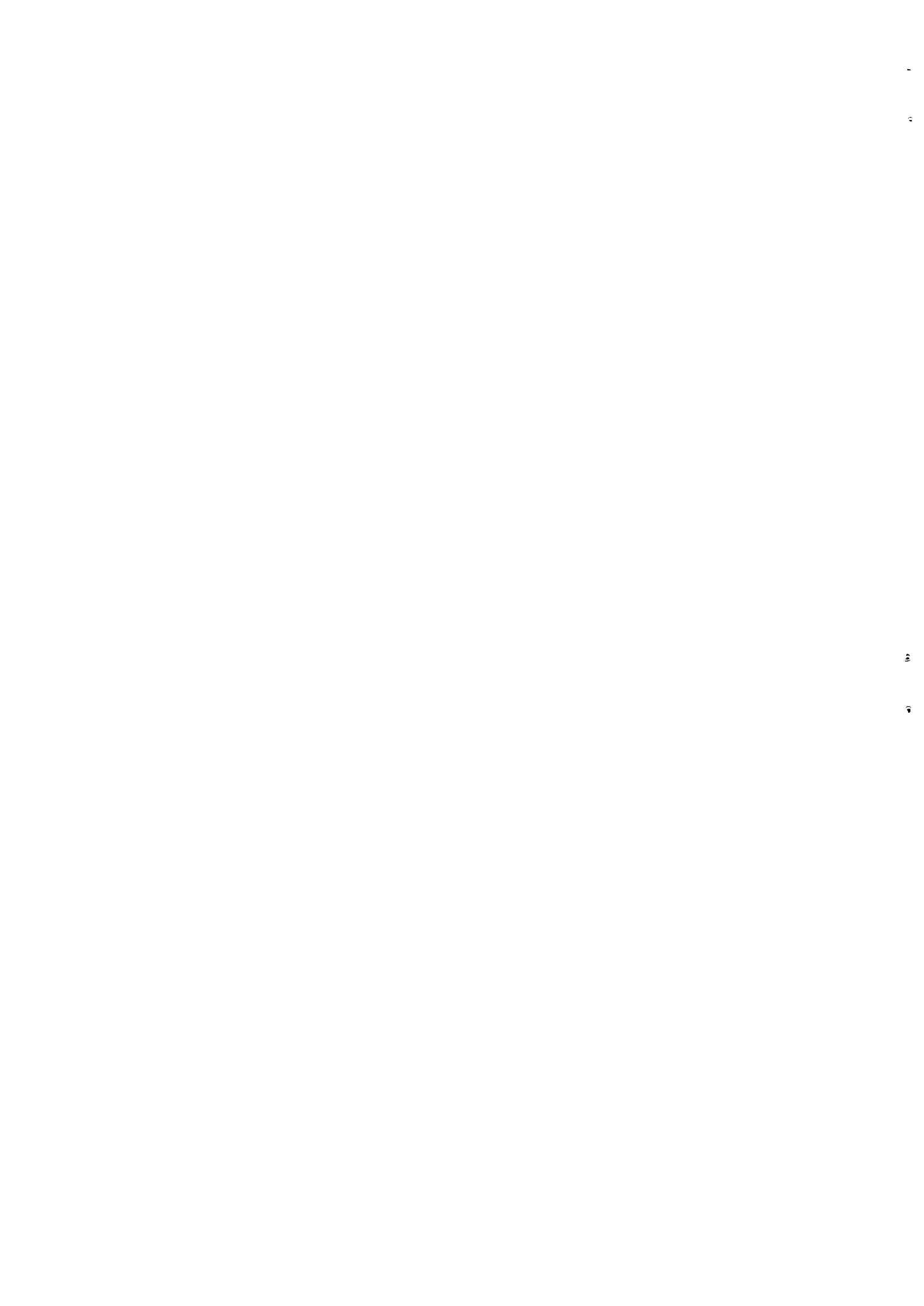
Table 8: Group formation in NAP/CHAAP villages as a function of length of stay of extension worker

Villages	Extension worker			Total
	Number of months in the field			
	<12	>12<18	>18	
Established	n (%)	n (%)	n (%)	216
	116(100)	37(100)	63(100)	
Mahila Mandal	61 (53)	12 (32)	42 (67)	
Youth group	34 (29)	7 (19)	46 (73)	
Vill. Action Comm.	0 (0)	1 (0)	16 (25)	
Village Animator	0 (0)	0 (0)	4 (16)	

Source: Field staff CHAAP; (5) clusters with staffing problems excluded.

The impression in the field is that these VAC's, once formed, are a very motivated group of well-selected people of high esteem in the village. The considerate way in which these committees are formed suggests that the establishment of the VAC committees itself could be an indicator for sustainability. Monitoring of VAC's selfreliance in initiating and sustaining activities is important to validate this statement.

The next step envisaged is selection of a 'village animator', usually female, to take over the role of the cluster organizer. These animators have been established in very few places (4) so



far. The cluster organizer meanwhile shifts his attention to other villages in the cluster. With the establishment of village animators the role of the cluster organizer is to change into that of a liaison officer who eventually handles several clusters at the time implying a decreased density of field staff. In view of the small numbers it is too early at present to suggest that the establishment of village animators is an indicator for sustainability.

### 10.3 Tasks to Sustain Village Groups and Committees

Village Action Committees, and other groups of village representatives, do not have a set of tasks fixed by the agency. Groups and committees are, however, prepared to take on tasks on a sustained basis. This is clear from all the activities at village level by members ranging from environmental hygiene and cleaning storage reservoirs to daily literacy lessons given. The fact that the package of tasks is ill-defined is of course a consequence of CHAAP's broader development approach addressing 'felt needs' rather than a predetermined set of activities.

Nevertheless, the momentum of village organization needs to be boosted - a common purpose with a visible result and tangible tasks requiring cooperation and planning are now called for. There are several areas where this could happen:

Firstly, village organization largely coincides with the need for sanitary facilities at household level. The demand for such facilities is in many villages well established and partly based on promotion by CHAAP field staff. It thus appears that the sanitation proposal recently developed by CHAAP/NAPSU/PRED could, when accepted for funding, direct the energy of village committees in a way befitting a WSS programme.

Secondly, income generating activities are consistently requested especially by Mahila Mandal groups. The Dutch funded dairy project has far too little capacity to cater for all villages and moreover selection of village(r)s without assets has proven a problem. Income generation is so far not taken up in a serious way. (It is, however, part of the proposals now drafted for AP III.) The time is ripe for CHAAP to stimulate income generation through whatever channels are locally appropriate.

Thirdly, and this applies to new schemes mostly, tangible tasks for village committees within a WSS programme consist of planning, maintaining and cost recovery. Prospects for these are limited in AP I, better in AP II and bright in AP III. In AP I the results of a village level maintenance study, to be executed in 1991, are awaited.



11. BOTTLENECKS11.1 Where There is No Water

The position of the field worker in villages where water supply has been a failure, is a difficult one. Table 9 gives some details.

Table 9: Water Supply Functioning as assessed by CHAAP field staff in completed schemes (AP I; 184 villages)

	villages	*	(n sample)
Water Supply			
Reliable*	72		(176)
Acceptable quality	72		(172)
Accessible to all**	66		(143)

\* Reliability interpreted in its widest sense - as long as water supply can be depended on, even if this means alternate days service for a limited time.

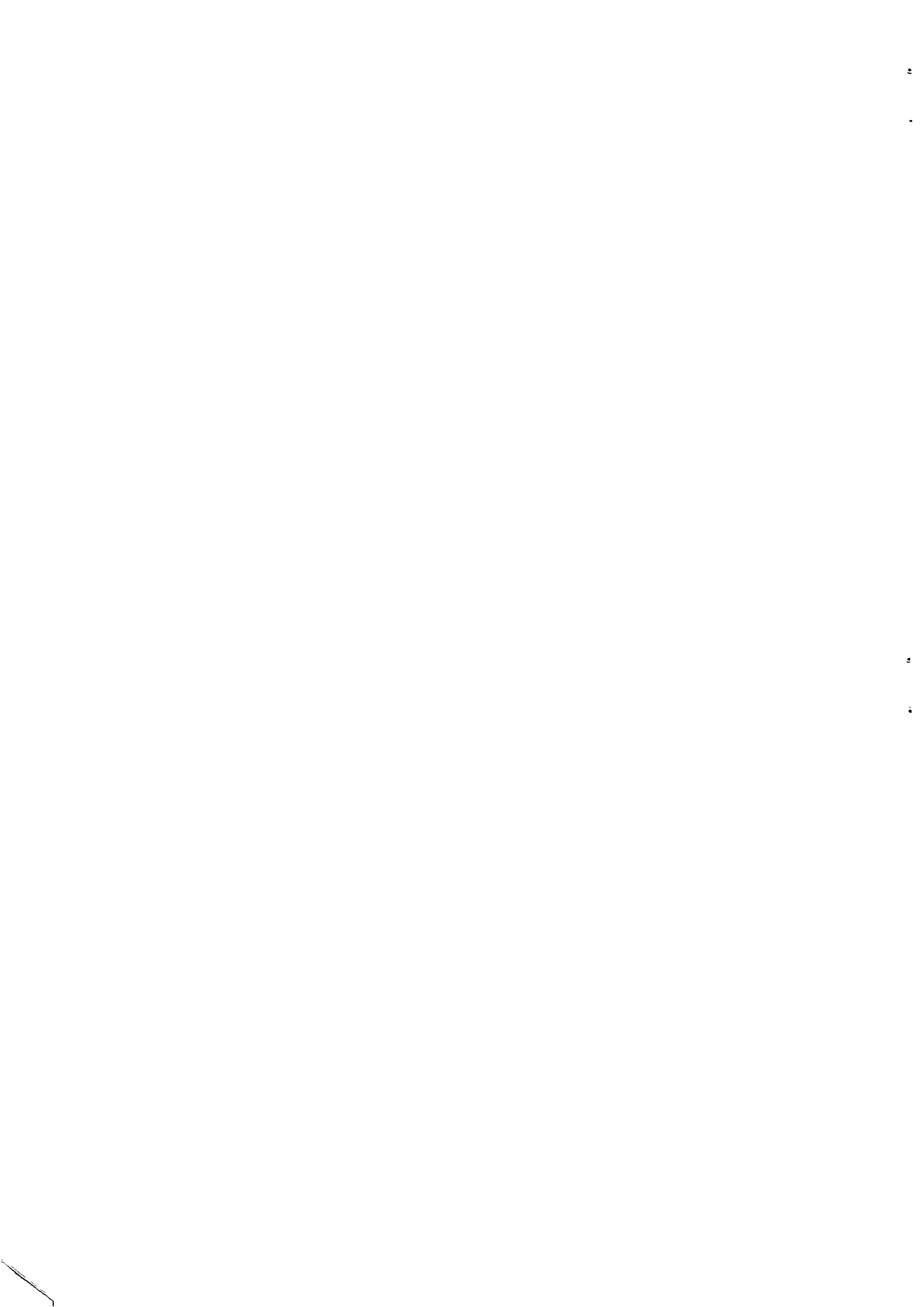
\*\* Accessibility in the sense that all classes, and notably s.c.s.t. segments of the population are served.

The reasons for failures are manifold and quick solutions are seldom available. In some instances like in Anantavaram spectacular successes were obtained when village representatives convinced PRED to address the defect and the village got water after an interval of 4 years.

At a different level of 'success' village groups such as Mahila Mandals have managed to convince N.M.R.'s (pump operators) to safeguard at least a one hour supply on alternate days so that the inconvenience to households would become manageable and continuity of safe drinking water could be arranged (Agraharam and various other places visited). Incidents of vandalism to pipes and tanks, which were common in such situations in the past, have decreased since cluster organizers have managed to direct village groups.

In other cases structural technical shortcomings and power failures prevent an acceptable solution. In addition over a hundred villages and hamlets have been identified by CHAAP field staff in Darsi alone (AP I project area) which qualify for improved water supply. These villages are either newly formed settlements, or for some reason were not included in AP I plans. The agreement reached with PRED in the District Planning Committee meeting is that these additional villages are to be taken up as part of the regular Accelerated Rural Water Supply Programme.

In Parchur, the AP II area where cluster organizers are based since nearly a year, the situation is different again. Here water schemes are still under construction and the (72) project villages are yet to be supplied adequately. The area's socio-economic



standard is relatively high. Cluster organizers have played a role in site selection of standpipes, but on the whole water-related activities appear minimal. This suggests that perhaps there is an optimum in the time span given to an NGO to prepare the ground for improved water supply, and that this optimum may vary with the area specifics. The lesson learned in Parchur could be applied to other AP II and to AP III project areas.

#### 11.2 The NGO as a Watchdog

The NGO serves the interests of the target population. NGO field staff live in close contact with villagers and therefore they are well informed about all aspects of life in the village. They know what is going on 'behind the screens' and they naturally oppose what they perceive as social injustice.

Safeguarding a reliable water supply and safeguarding the interests of underprivileged classes to get equal access to water supply are the two areas in which the NGO is taking a stand. This role is not always appreciated and at times leads to confrontations. Such confrontations seldom lead to overt opposition of the NGO, but eventually it is the NGO which may find itself isolated and labeled as an undesirable working partner. The NGO thus needs to manoeuvre carefully, avoid any political or religious stigma and adhere scrupulously to a professional code.

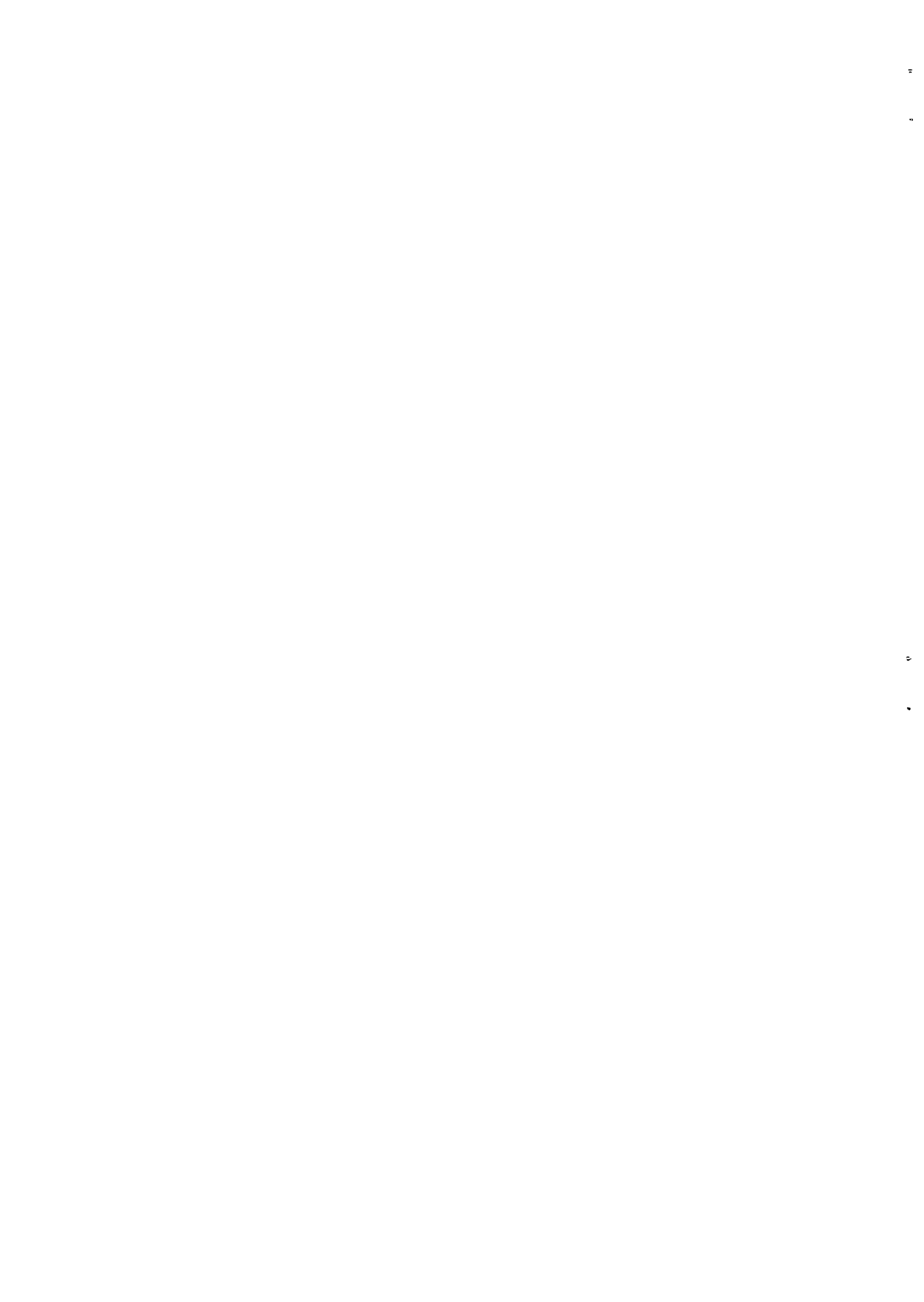
#### 11.3 The NGO as a Professional Organization

The NGO, just like any other organization, needs a professional attitude towards the work. Lines of authority need to be spelled out and adhered to; accounts need to be up to standard; skills and knowledge of field workers are to be kept up. CHAAP is well on the way to develop into such an organization, but at times an attitude of 'We work so hard and we mean well' gets the upper hand. This attitude, however sympathetic, is not likely to find a willing ear with the partner organizations such as NAPSU and PRED.

#### 11.4 NGO Guidance by NAPSU

Guidance and supervision by NAPSU, which was agreed upon in the contract signed by CHAI, has increasingly been obstructed by CHAAP managerial staff. NAPSU thus is slowly forced into the role of paper supervisors and since paperwork is not the strongest feature of CHAAP, it has become difficult for NAPSU to assess CHAAP's merits and to take remedial action where needed.

Neither is NAPSU enabled to identify training needs of CHAAP personnel and to give input in courses in a consistent manner. There are some exceptions to this - two workshops taken up on NAPSU initiative and work on a proposal for sanitation, again initiated by NAPSU, have been shared. On the whole, however, CHAAP appears set to follow its own course.





One field in which this attitude is particularly galling is the accounting practices of CHAAP. Despite NAPSU's attempts to assist CHAAP management to improve the way accounts are set up and processed, NAPSU's suggestions were not followed. Accounts that lack clarity or consistency are naturally not accepted by NAPSU. Reimbursement has thus been greatly delayed.



## 12. A LOOK INTO THE FUTURE

### 12.1 Multiple NGO's in NAP Project Areas

Availability of NGO's: With AP II schemes on the way to completion, and AP III proposals in the pipeline, a major concern has been to ensure timely NGO involvement for those areas not covered by CHAI/CHAAP (refer to table 1, page 4. The initial worry that suitable NGO's might not be found is by now alleviated - for all districts, with the exception of Kurnool, suitable NGO's have been identified.

These NGO's, some of which operate at sub-district level, are now composing their proposals under the guidance of NAPSU.

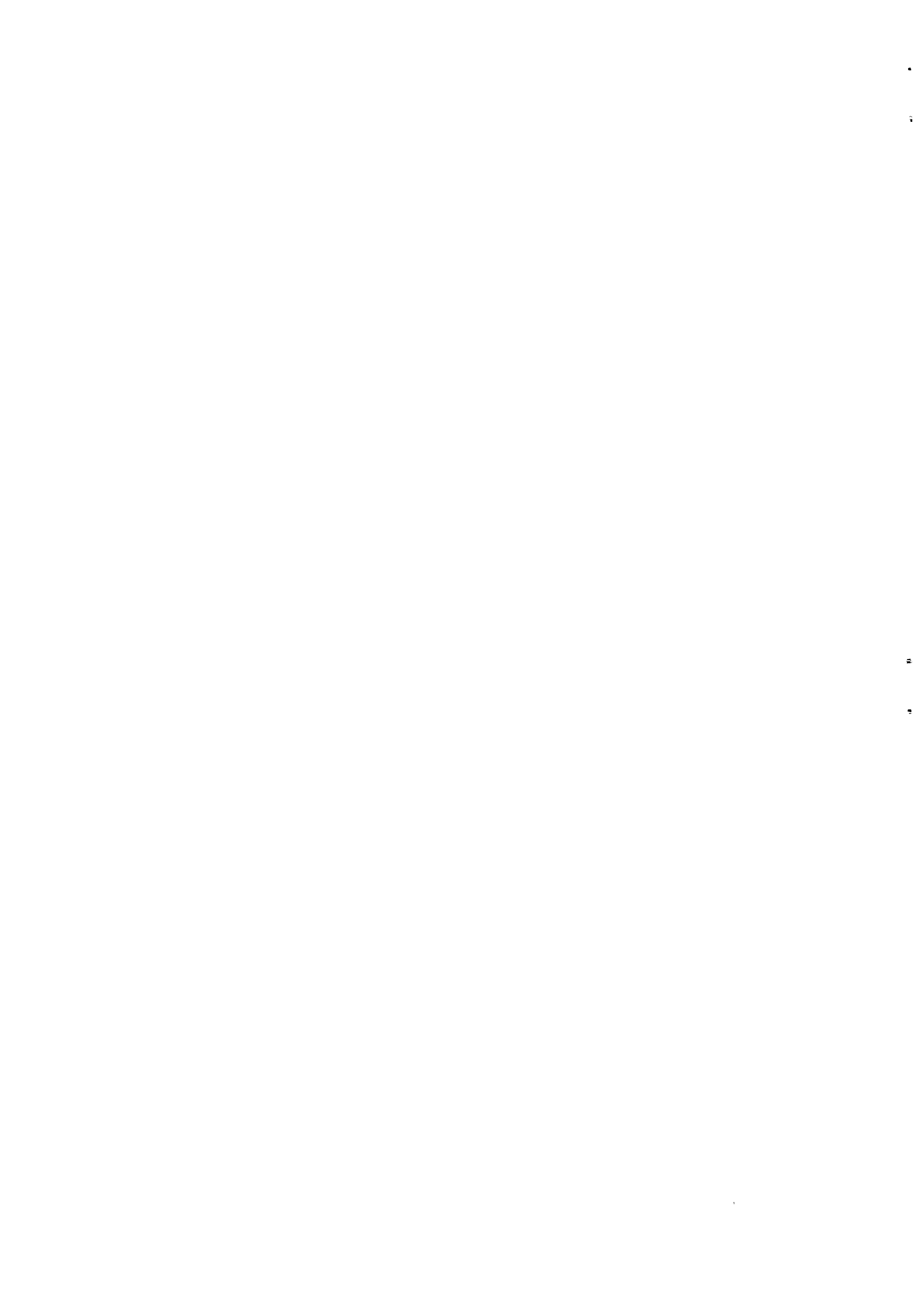
NGO's Perspectives vis a vis NAP Requirements: The objectives of NAP for all areas are basically the same and naturally focus on the Water and Sanitation sector. The NGO's generally have a broad development cum welfare perspective and are oriented towards 'alleviating poor people's plight'. Despite the similarity of goals of various NGO's the draft proposals for NGO involvement in AP II and AP III vary in their choice of strategies.

NGO's appear to be receptive to NAPSU's suggestions on how the proposals can be reworked to better suit NAP's objectives. Particular attention is given to drawing on resources from government agencies and other organizations when it comes to strategies for income generation. The links with Primary Health Care services and with ICDS (Anganwadis) are stressed.

Since specific experience in the WSS sector is mostly lacking, all NGO's are guided in incorporating aspects of siting, village level maintenance and technical options enabling cost recovery. Area specific requirements such as in Mahabubnagar where irrigation and domestic water supply come as one package are taken up in the proposals.

The NGO in the Planning Phase of Water Supply and Sanitation: For AP III (Kanigiri; Nalgonda) 'baseline studies' were called for by NAPSU. These were executed by a two-member NGO team in a time span of 6 and 8 weeks respectively covering (89) villages in Kanigiri and (453) villages in Nalgonda. The studies were not set up to enable future impact measurement but rather to steer a meaningful integrated approach.

These studies have been the base for decisions regarding NGO selection, and have directed thinking about NAP-related possibilities for income generation and for links with PHC and other services in the project areas proposed. In addition, and most importantly, the studies' recommendations regarding amendments to the list of villages proposed were taken up by PRED in their final proposal.



## 12.2 Future Coordination by NAPSU

NAPSU is pressing ahead in coordination and streamlining all proposals for NGO involvement in AP II and AP II. This involves, apart from regular PRED contacts, dealing with 4 NGO's ( not including CHAI/CHAAP). In addition many other organizations are drawn in, particularly for AP III, where agreements with organizations and services such as ICDS, Sediculture, Dairy are spelled out.

The challenges ahead are many: coordination of NGO's with PRED, stimulating District Project Committees and bringing NGO's together to share experiences are but a few of the coordinating tasks foreseen. In addition there are the actual supervision and training inputs to be given. It obviously will be a major strain on NAPSU to fill the role it plans to play for all these organizations. However, there appear to be no better alternatives and NAPSU has always been able to meet the challenges it took on. Additional manpower for checking accounts would probably be a minimum requirement.

## 12.3 CHAAP's Role in Future

Despite the fact that the mission's Terms of Reference require the mission to assess CHAAP's capacity to take up additional villages/districts in AP III, NAP office has felt a prior assessment by NAP itself was necessary in view of time constraints in handing in AP III proposals. NAP office then has decided for AP III proposals not to approach CHAAP as a possible implementor in the areas proposed (Kanigiri in Prakasham District and a large part of Nalgonda District).

This would imply CHAAP's role in future is restricted to the villages already entrusted to CHAAP. A scenario in which CHAAP's field presence is gradually shifting to a liaison function and eventual phasing out is foreseen. The time span in which this is to be completed is estimated to be some 3 to 4 years (1993/1994). In areas yet to be supplied such as Parchur a minimum of 2 years field presence after commissioning of water supplies is estimated.

Regarding CHAAP's capability to take on an expanded workload the mission's opinion is positive provided the recommendations on CHAAP management and on cooperation with NAPSU are implemented.



13. RECOMMENDATIONSCHAAP Purpose: Water Supply as an Entry Point

Where NAP water supply is functioning adequately, keep focus on WSS as an entry point to the 'software programme'.

Where NAP water supply is functioning below par, and technical solutions are not within sight, discuss alternative solutions with PRED and NAPSU. For example, in fluoride affected villages, check which sources have an acceptable fluoride concentration and direct users accordingly; improve local sources.

Relationship CHAI/CHAAP/NAPSU

Review meetings between CHAI/CHAAP/NAPSU to resume at regular intervals.

NAPSU to be invited as a matter of course for CHAI/CHAAP quarterly review meetings in which field staff attend.

CHAI to continue on its recent course in which CHAAP is assisted and supervised in managerial issues (personnel; accounts etc.).

CHAAP in the Field

Approach: The general strategy and choices made for a 'people focused programmatic approach' are endorsed by the mission.

Avoid (ie keep avoiding) association with segments of the population only. In particular, as an organization with a religious background, avoid to enhance this impression.

Activities: After the initial stage of motivation and group formation, concentrate on durable activities that can be guided by village committees such as the Village Action Committee. Activities can be WSS related eg household latrines, village environment, and income generating. Aim to devolve other activities such as literacy classes to local people and/or to other organizations.

Ways and means of communication: Catch up on simple visual aids developed a.o. in other water projects in the country. Use materials such as posters in a truly participatory manner. (For these and other ideas on participatory techniques see UNDP/PROWESS manual at NAP Office.)

If necessary develop own capacity to make further materials.

Limit use of slide shows to appropriate occasions.

Make sure that information given, in slide shows and otherwise, fulfills a 'felt need' for information.





Burrakatha and local drama groups: No comments. These seem to be well received. The effect of these activities on people's WSS related behaviour cannot be judged in a quantitative way. The wide approach taken with a focus on social awareness and leadership as well as WSS issues is endorsed. Concentration on the WSS sector only would seem inappropriate for this medium.

#### CHAI/CHAAP Project Management

The role of NAPSU: NAPSU to be invited for quarterly review meetings with all staff.

CHAI's role: CHAI to make sure that statements of accounts etc. are properly filled out (by CHAAP) and are sent to NAPSU in a format agreed and understood by all parties involved.

CHAAP management: CHAAP management to devolve more authority to the level of state and district coordinators. State coordinator to get a clear job description and responsibilities in line with his function.

CHAAP management presence in the field to gradually decrease.

Personnel: performance of personnel to be assessed routinely; rules for termination of contract to be adhered to (warning letters etc).

Spending the budget: CHAAP to acquire some more facilities at field office level such as a copy machine and a telephone for Darsi office.

Assets: assets acquired to facilitate field work to be put to the use they were meant for.

#### Training and Supervision

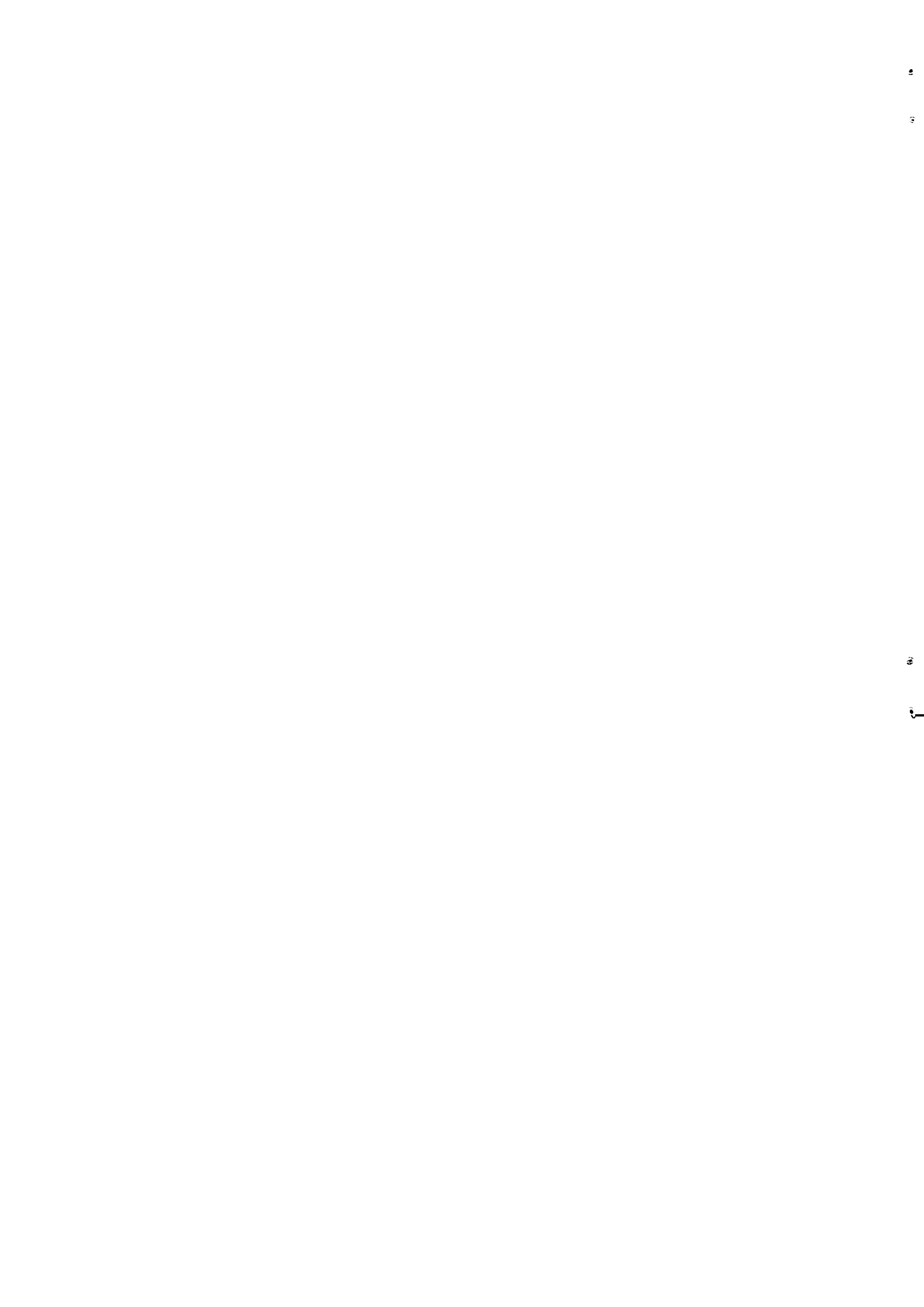
Training on some WSS issues to be reinforced.

Examples: Knowledge on fluoride/fluorosis to be increased and practical solutions (at risk groups; selective use of low fluoride water sources) to become common knowledge among field staff. Skills on village water draining systems are required for all CO's in order to avoid disappointment when temporary solutions fail.

Skills in participatory health education techniques to be gained.

#### Planning, Monitoring and Evaluation

Mid term planning to be introduced. In particular: Draft scenario for CHAAP involvement on the medium (2 years) and long run (4 years and over) in project area entrusted to CHAI/CHAAP.



Monitoring and evaluation to become more than review of activities, but rather a more in-depth look at the concept of the programme - what is achieved; what have we learnt; how do we adjust our plans accordingly? Several suggestions to do this:

- Indicators for monitoring to be developed, preferably together with NAP office.
- "Lessons learned" to be written down and to be shared with other NGO's in future.
- Extension staff to be encouraged to take part in this process
  - writing up case studies of successes and failures is a good way for field staff to reflect on their work.
- Drawing up 'hypotheses' which are then tested against available and yet to be collected evidence

#### Mobilizing Resources Beyond the Village

The links with other organizations and departments at district, mandal and village level, to be further increased and strengthened.

Introduction of new field staff to PRED officers and to PHC units to take place as a matter of course.

#### Steering Committees

Seek for ways that enhance the image of NGO staff as professionals on equal footing with representatives of other agencies such as PRED.

#### Sustainability of Results

In villages with village action committees concentrate on tangible tasks that require guidance by such committees (eg sanitary facilities at household level).

Direct more attention to income generating activities by village groups such as Mahila Mandals and let these preferably be guided by other organizations and departments. NAP office to assist based on experience gained during preparation of AP III.

In villages where CO has been able to pass on all responsibilities to village representatives, identify the 'ingredients of success' and apply this lesson elsewhere.

#### A Look into the Future

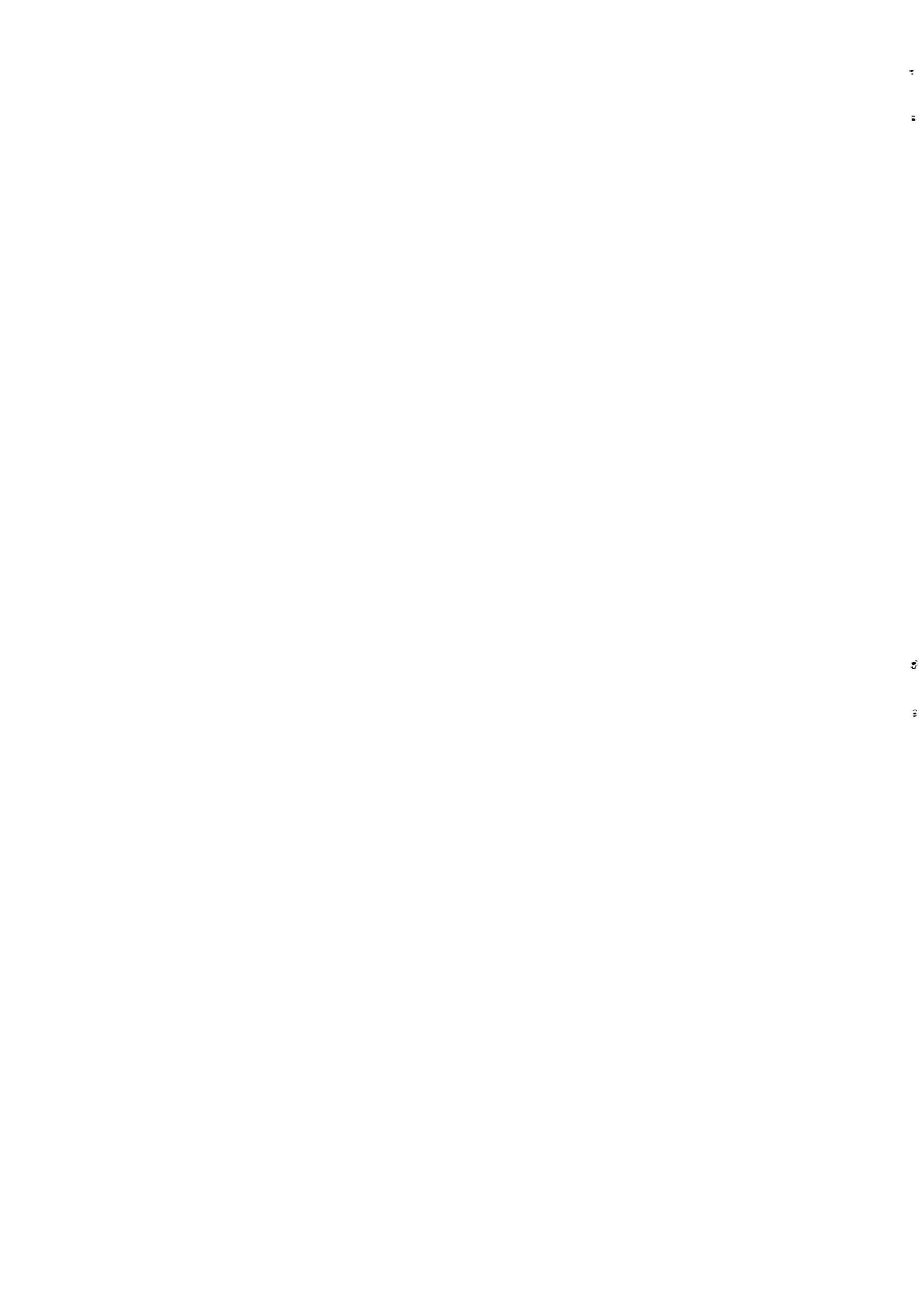
CHAAP to get a clear role to demonstrate its experiences gained in the field to incoming NGO's which do not yet have local experience in the WSS sector.



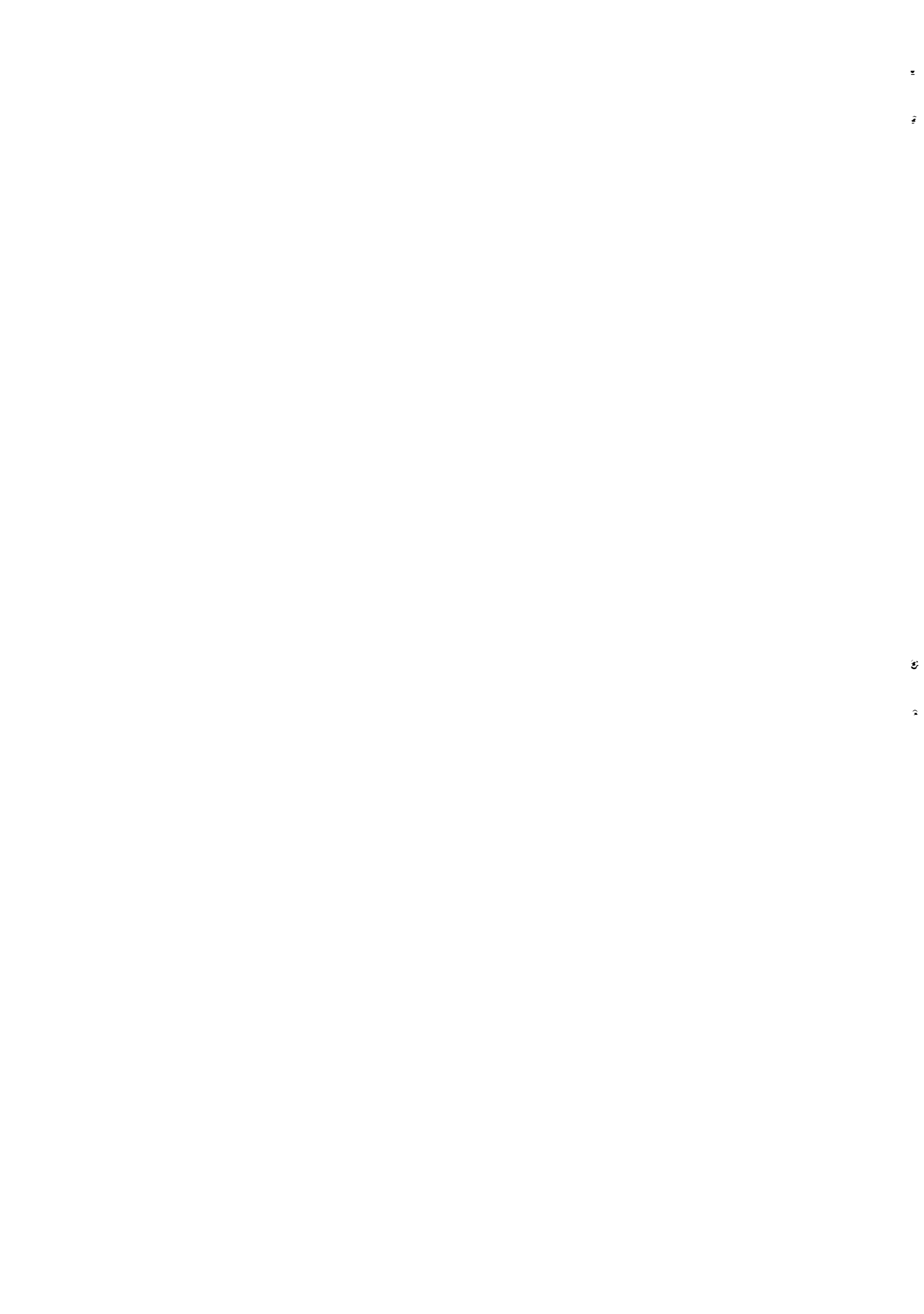
NAPSU to promote that working conditions and especially salaries and incentives are in the same range for comparable jobs in all NGO contracts.

NAPSU to ensure that in those districts where multiple NGO's are contracted coordination at district level is taking place.

Consider, based on the experience in Parchur, what is the optimal time span for an NGO to be present in the field before the actual commissioning of the supplies.

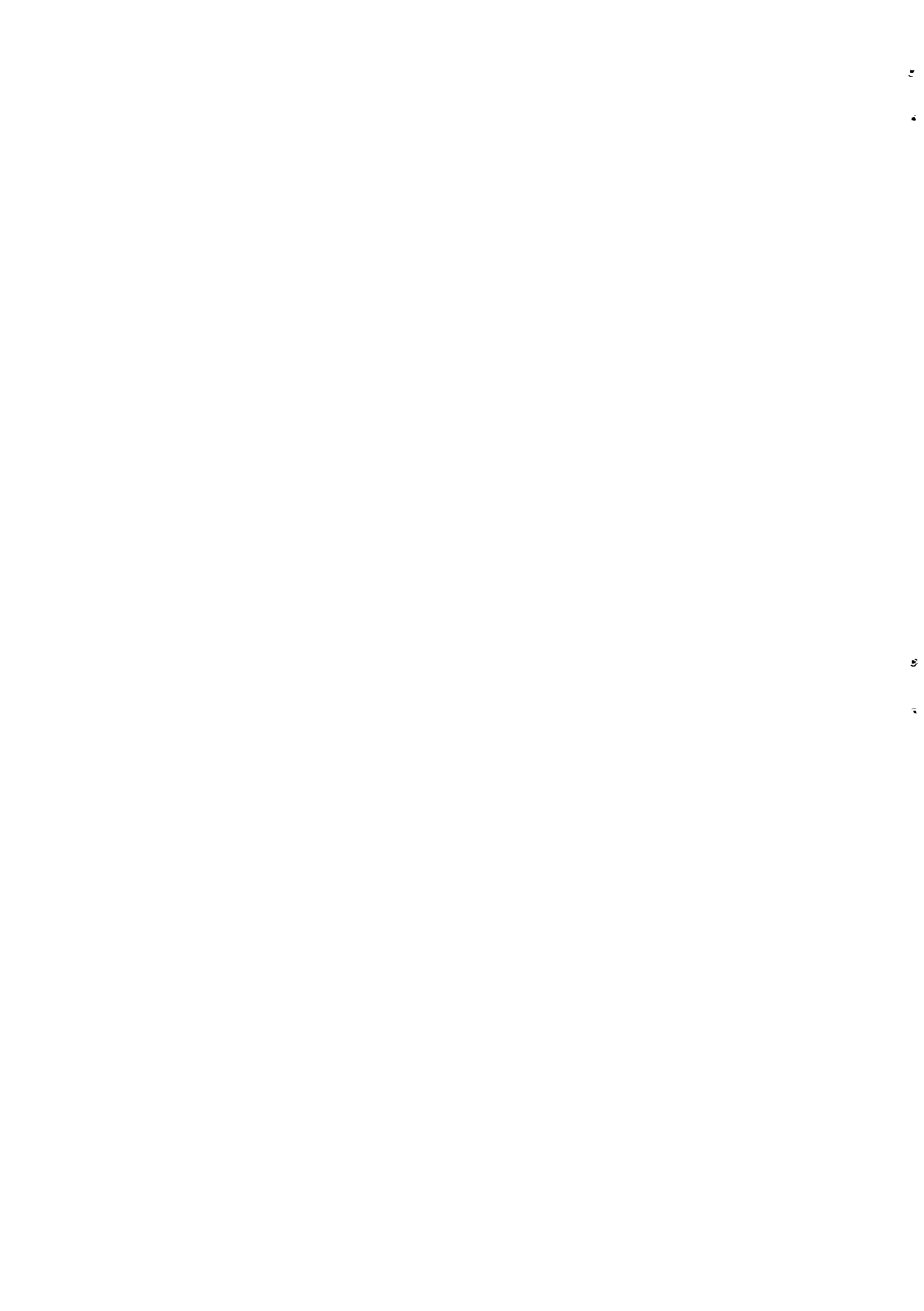


ANNEXES



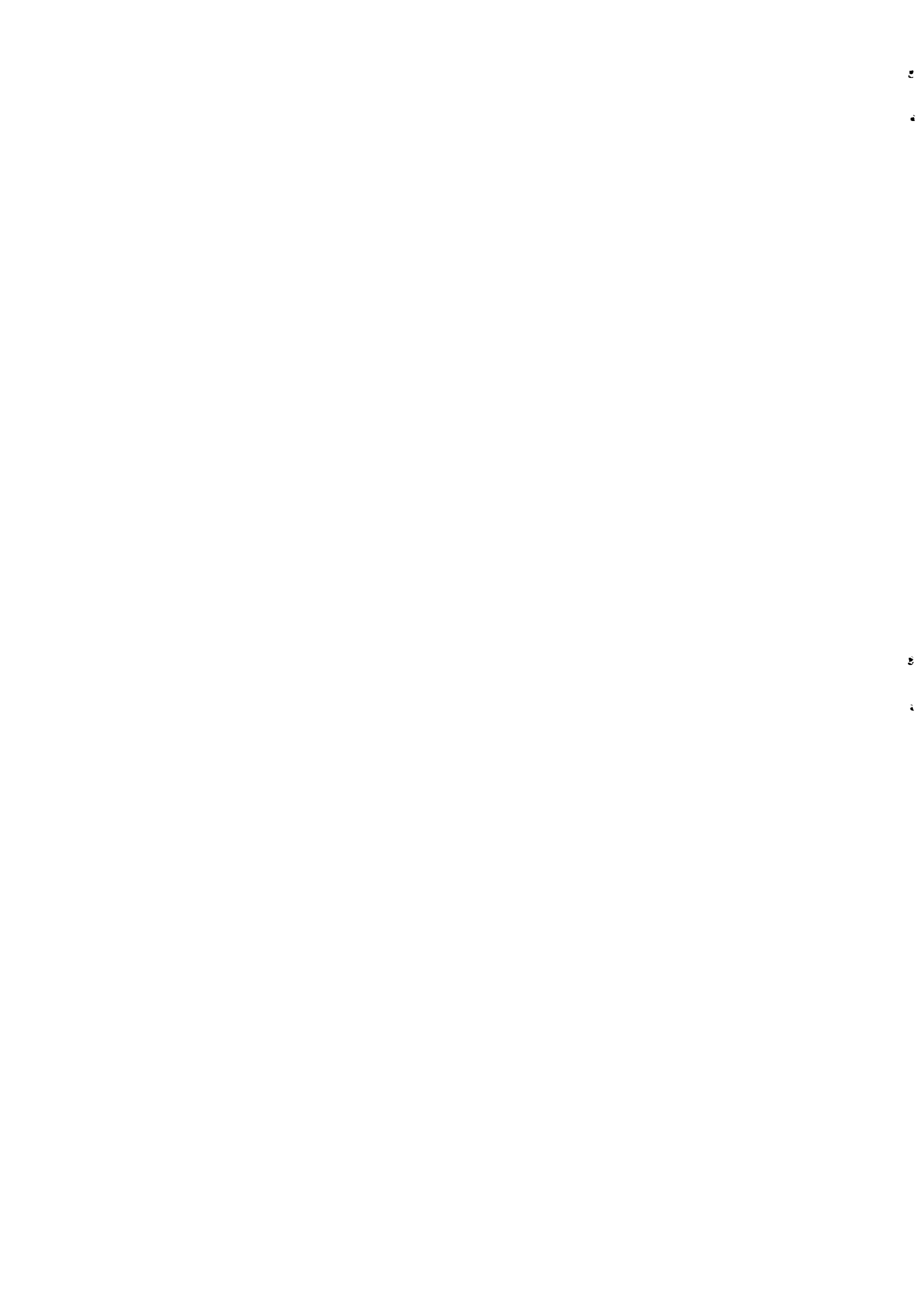


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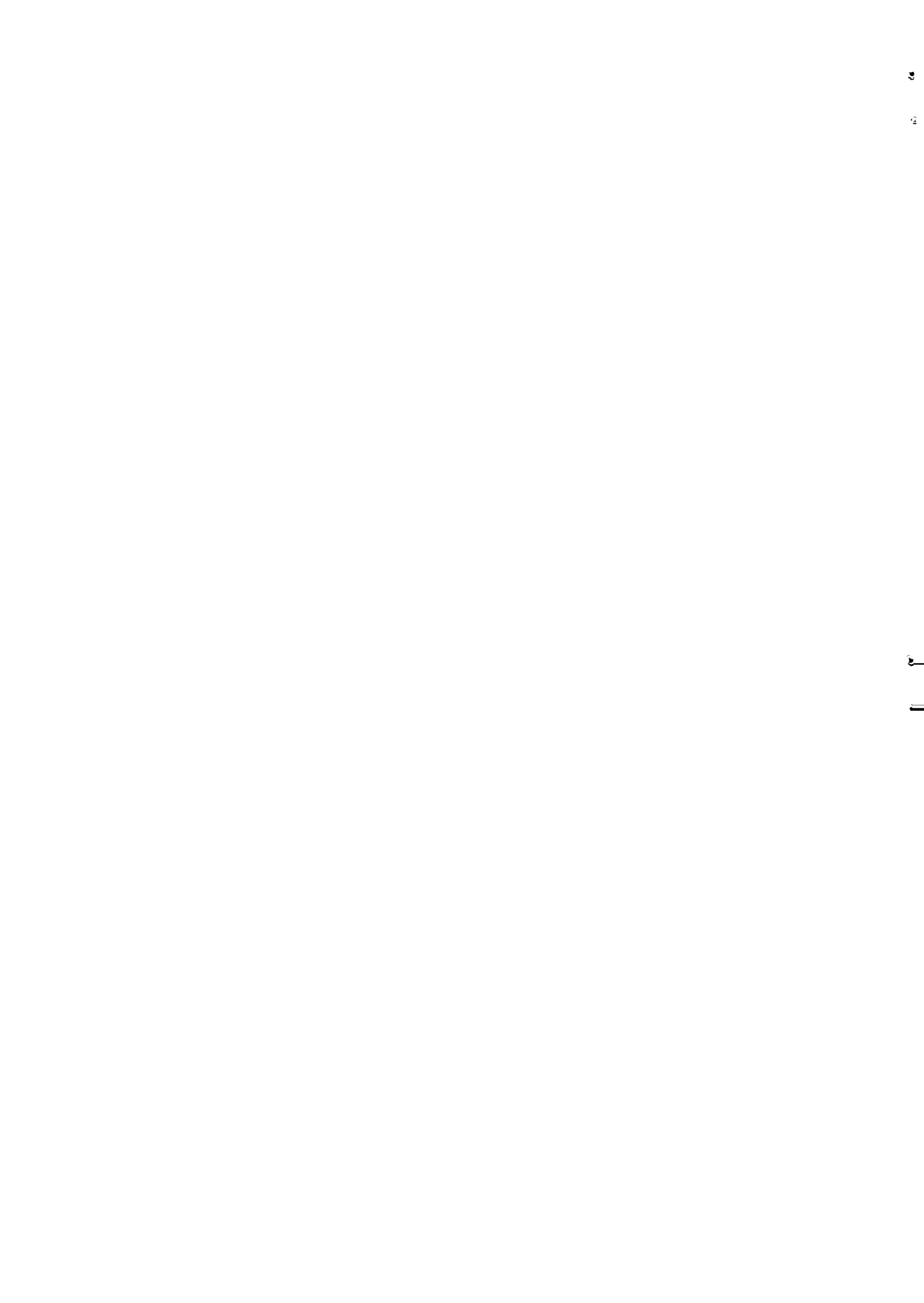


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October 5th 1990	Arrival New Delhi	Discussions RNE WACO
6th		Report reading
7th	Arrival Hyderabad	Idem
8th		Discussions NAP office
	Departure Ongole	
9th	Arrival Darsi	Discussions CHAAP staff; field visit Pothakamur Mahila Mandal; dairy; cultural programme (evening)
10th	Darsi	NAP/CHAAP: Village visit
	Sudanagunta	Youth club; Mahila Mandal; VAC; health service (PRED)
	Podili	
	Ananathavaram	Water supply recently secured, on request youth group
	Rudrasamudram	Land issues scst dominating.
11th	Brundavan	Water logged village; soak pits dug by women Mahila Mandal.
	Mallavaram	School health; Social forestry.
	Peddarikatla	School health; water supply unreliable (power failures)
	Marripudi	Water supply unreliable; meeting with VAC; Mahila mandal; many activities.
	Regalagatta	Not supplied; severe cases of skeletal fluorosis
	Gundalasangamudram	Evening cultural programme by youth club, directed by cultural team.
12th	Agraharam	Active Mahila Mandal - women marched to operator to get dependable water supply.
	Podili	Failed to meet PRED.
	Ongole	Ongole Dairy meetings.
13th	Darsi	CHAAP office: Discussions CHAI Executive Director and CHAAP President. Meeting field staff Parchur and Darsi.
14th	Return Hyderabad	
15th	Hyderabad	Discussions NAPSU on field visit; read reports and files.
16th	Hyderabad	Attend PRED/NAPSU meeting with J. Lavrijsen (MIS consultant). Meet Fr John, Exec. Director CHAI
17th	Hyderabad	Discussions MIS; Meet NGO (AIRDS); Meet repres. ICDS
18th (Divali)		Report writing



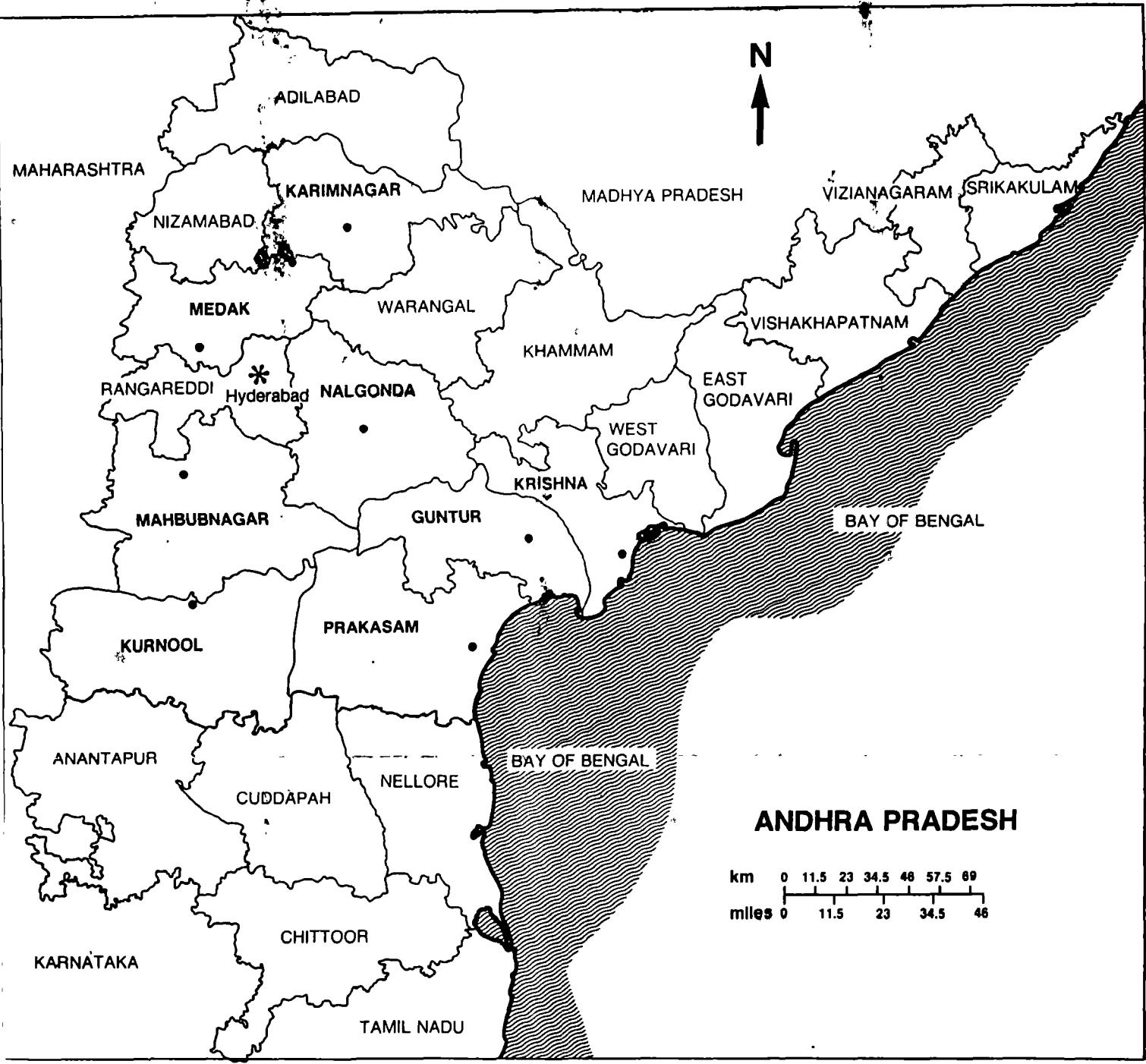
Oct.	19th	Hyderabad	Debriefing CHAAP + Scrutiny forms filled out by CO's
	20th & 21st	Hyderabad	Report writing
	22nd		Debriefing NAP office
	23rd	Departure New Delhi	Discussions RNE WACO; idem head of Development Cooperation Dep.
	24th	Departure Amsterdam	



MAP







# ANDHRA PRADESH

