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KERALA SOCIO-ECONOMIC UNITS FOUNDATION

**Sector Resource Centre
Support Mission IRC**

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September 1997
Trivandrum/The Hague
IRC/International Water and Sanitation Centre

R822-14743

**KERALA
SOCIO-ECONOMIC UNITS FOUNDATION**

**Sector Resource Centre
Support Mission IRC**

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Cornélie M. van Waegeningh
IRC/International Water and Sanitation Centre
The Hague

September 1997
Trivandrum/The Hague

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LIST OF ABBREVIATIONS

ETC	Consultants in Development Programmes, Leusden (RSM partner)
GoK	Government of Kerala
GoN	Government of the Netherlands
IHE	Infrastructure Hydraulics and Environment, Delft (RSM partner)
IRC	International Water and Sanitation Centre, The Hague
KWA	Kerala Water Authority
MAP	Minimum Action Plan
NAP	Netherlands Assisted Projects
NIRMAL 2000	Sanitation programme GoK and supported by RNE
RDD	Rural Development Department
RNE	Royal Netherlands Embassy
RSM	Review and Support Mission
SEU-F	Socio-Economic Units Foundation
SRC	Sector Resource Centre
ToR	Terms of Reference

1 BACKGROUND

1.1 The SEU-F

The Socio-Economic Units (SEU) in Kerala were set up in 1987 as a bilateral development project. The units were to support the Kerala Water Authority (KWA) in the implementation of community based approaches in the "Drinking Water and Sanitation with Education" programme supported by the Danish and Dutch Governments in the State of Kerala. In 1995 the Socio-Economic Unit Foundation (SEU-F) was established as an autonomous body.

The SEU over the past years developed from a *project support unit* (to the KWA) towards a *sector support unit* and now intends -under its new autonomous status- to consolidate its expertise and experiences into a Sector Reference and Training Centre. Such a Centre - a *sector resource centre (SRC)* - would promote and provide a wide range of support services to the sector in the State of Kerala, other states, the country and possibly the region.

1.2 The IRC Missions

IRC was asked by the Royal Netherlands Embassy (RNE) in New Delhi to assist SEU-F in further conceptualising the sector resource centre function. Alongside the Government of Kerala (GoK) requested RNE to make an IRC mission available to assist the Department of Local Administration and the SEU-F in the final formulation of the NIRMAL 2000 (sanitation) program.

The two IRC missions were planned to coincide with a visit of the ETC/RSM (Review and Support Mission of ETC/Consultants in Development Programmes) which provides support to the Netherlands Assisted Projects (NAP) for water and sanitation in Kerala. The draft Terms of Reference for the SRC support mission are attached in Annex 1.

IRC was represented by:

Mrs Christine van Wijk for the Nirmal 2000 assignment,
Mrs Cornélie van Waegeningh for Resource Centre Development.

ETC was represented by

Mr Sjeff Gussenhoven, for the Review and Support Mission.

Each of the consultants had an individual working programme, based on the different assignments. Where possible and appropriate the consultants had regular briefings, meetings and working sessions with the SEU-F staff, and among themselves. On the proceedings of the SRC developments, a collective debriefing took place by SEU-F staff, in the presence of the RNE, ETC/RSM and IRC. The Nirmal 2000 proceedings were shared with the SEU-F, RNE staff, ETC and GOK officials.

1.3 Acknowledgements

The presence of three consultants at the same time, each operating on different assignments, demanded a lot of time, energy, organisational talents and logistics from the SEU-F staff, in particular from the acting Executive Director. Transport, lunches, calling cards, wrapping-paper, field visits, reconfirmation of air tickets and even meetings during Onam celebrations, whatever was needed was well catered for.

The IRC members of the mission highly appreciated the manner in which their working programmes were facilitated and supported by SEU-F. The enthusiasm, commitment and creativity of SEU-F programme staff, who travelled all the way to Trivandrum to partake in the workshops and brainstorming sessions were impressive. The open and candid discussions on SRC development were stimulating and constructive and have hopefully strengthened SEU-F's business orientation, while always keeping in mind the interests of the "panchayat" communities.

For myself it was a great pleasure and wonderful experience to have the opportunity to revisit Kerala after 10 years and to re-acquaint myself with the Socio Economic Units programme and its staff. It was rewarding to observe all the work done ever since my first visit and the dedication from all staff, including the drivers, support, secretarial and programme staff.

2 RESOURCE CENTRES FOR THE SECTOR

2.1 A definition

IRC, a Sector Resource Centre itself, has developed over the years from a reference centre (offering documentation and information to the sector) into a resource centre for broader support to the partners in the drinking water and sanitation sector. It currently offers a mix of services from documentation and information (referral) services to training, research, publication, advisory work and advocacy. IRC is part of a bigger network of Sector Resource Centres and through its working relations with these partner organizations it has been involved in strengthening sector agencies elsewhere in the world.

Generally speaking a Resource Centre for the drinking water and sanitation sector focuses on the collection, exchange and dissemination of relevant national and international information and experience that can be of use for the sector, in particular to strengthen human capacities to manage water supply and sanitation provisions. A Resource Centre may provide various kinds of support services, such as documentation, training, collection of field practices and experiences etc.

2.2 Aspects of relevance for a SEU-F/SRC

For establishing an autonomous Sector Resource Centre, many aspects are to be taken into consideration, such as:

1. the concept of a Resource Centre and its function
2. the position of SEU-F as a resource centre in its own environment:
 - a. what is the sector environment
 - b. what are the demands and needs of the sector
 - c. what is the scope of work to be addressed
 - d. what resource base is required (the resource base will become the heart of the organisation)
3. the present conceptual frame of SEU-F, which will no longer be a development project but has to become a "private sector undertaking" in order to perform and survive as a Resource Centre which is apt to be:
 - a. proactive
 - b. reactive and
 - c. active
 - d. but also able to combine these three roles
4. the desired organizational structure to perform its triple role
 - a. be a learning organization and
 - b. provide for organisational learning
5. the financial base
 - a. demand/supply approach
 - b. market orientation
 - c. not for profit
 - d. accountability
6. the staff establishment
 - a. human resources development
 - b. additional expertise needed
 - c. performance appraisals
7. the working environment
 - a. management concepts
 - b. internal communications
 - c. external relations, networking
 - d. monitoring and reporting.

All these issues, and others, have to be addressed in the process of becoming a truly independent and self sustaining body with a strong resource base and income generating capacity.

A more elaborate list of strategic elements relevant to the establishment of a Resource Centre, is to be found in Annex 4. This list is compiled by IRC on the basis of limited desk research and of a number of interviews with IRC staff working with Resource Centres elsewhere in the world.

2.3 SEU, shifting its orientation towards a Sector Resource Centre

In preparation for the IRC mission, SEU-F had prepared a draft project document entitled "*Proposal for Development of Sector Resource Centre*", which contains a wealth of information on what the SEU-F has brought about in the sector in the past ten years. The proposal envisages widening the scope of work of SEU-F in that it intends "*to consolidate its experience and expertise as a Sector Resource Centre*". The SRC is presented as a development aid project which requires donor funding for its existence.

The autonomous and independent position which SEU-F acquired as a non-governmental organisation, however, implies that the Foundation is no longer to be considered a development project, fully dependent on donor funding. This alteration of status not only has significance for the governance structure of SEU-F as a whole, but also for the manner in which certain new initiatives and activities are to be conceived. The intended change towards a Sector Resource Centre is one such activity, which accordingly should not be seen as a development assistance project, but as a new function which is to be institutionalized in the present structure of SEU-F. It requires also a shift in thinking from a donor dependent activity (under public funding) towards a self sustaining operation, which needs to be rooted in the private domain. It thus will widely affect the structure, the overall management, the financial base and other aspects of SEU-F.

3 THE WORKING METHODOLOGY FOLLOWED

3.1 Preparatory phase

In the introductory discussions with the SEU-F staff, the Mission was updated on the latest developments in the water sector and the Indo-Dutch scheme in Kerala and the role SEU-F fulfils in it.

A briefing was provided by the Mission on international developments in the water sector at large, the looming fresh water crisis and the establishment of the World Water Council and Global Water Partnership, including the quest for sustainable integrated water resources management.

Views were exchanged on the state of the art in the drinking water and sanitation sector, the Noordwijk Conference and its forward looking assessment, the need for achieving wider sustainability (the five sustainability factors), as well as developments in, and the forthcoming Manila meeting of, the Water Supply and Sanitation Collaborative Council.

In this context, the demand for capacity strengthening through Sector Resource Centres was further discussed, and the experiences of IRC and its partner in this field were shared.

After these in-depth discussions with the Trivandrum based staff, it was concluded that the initiative for SRC development required a broad-based brainstorming among all SEU-F directors. It was therefore suggested to organise a two-day workshop for all nine SEU-F directors (from SEU field and main offices)²:

1. to share ideas, views and experiences on what a Resource Centre is supposed to be
2. to determine the elements of relevance for developing the SEU-F towards a Sector Resource Centre, and
3. to build a common understanding among the nine programme directors as to the road forward.

¹ dated August 20, 1997

² All SEU-F directors except for Mr V. Manilal, were able to attend the workshop. Names are found in Annex 3.

3.2 The workshop

A participatory group process (facilitated by IRC) followed. This focused on the following six questions arising from the earlier talks:

1. What do you expect from the Mission during this visit? (see Ch. 3.4)
2. How would you perceive or define a Resource Centre, regardless of the message such a Centre would provide? (Ch. 4.1)
3. What would be, in your view, the message the Centre should send out? (Ch 4.2).
4. How would you run such a Resource Centre, the business? (Ch 4.3 & 4)
5. How to develop from SEU-F towards a Resource Centre? (Ch 4.5)
6. What external support and guidance are required? (Ch 4.6)

Cards and wrapping-paper were used to make the ideas, thoughts and suggestions visible. This triggered a lot of discussions, which contributed to reaching consensus on a number of crucial aspects, such as the definition and conceptual frame of a Resource Centre. It was concluded, however, that although a wide range of aspects passed in review, time was too short to discuss everything in depth.

3.3 Expectations

At the start of the plenary meeting, expectations were recorded and scrutinized as to what everybody expected to accomplish during these days. The following major expectations were expressed:

1. to facilitate the in-house discussions on the Sector Resource Centre and achieve consensus
2. to assist the SEU staff to get a clear idea of what a Resource Centre actually is (the concept)
3. to determine the elements of importance, the process, the structure, and constraints of a Resource Centre, while sharing experiences from elsewhere
4. to support the development of a the proposal for a socially and financially viable Resource Centre
5. to provide guidance and support for implementing the Resource Centre
6. to provide for institutional support to the Resource Centre.

These expectations, though differently formulated, do tally in their main lines with what was requested under the ToR (Annex 1). At the end of the two days they were reviewed against the achievements and it was agreed that, while some had been met (1, 2, 3) others (4, 5, 6) had only been touched upon. The reason for this is to be found in the re-thinking process on what a resource centre actually is. It was realized that the need to pursue a business orientation for the SRC, rather than an aid-dependent development project orientation would prove to be the only way to sustainability in the long term. This shift in thinking is considered to be the main achievement of the workshop.

3.4 The triptych

After concluding the workshop, the reporting was done by smaller groups of Trivandrum based staff, resulting in three new draft documents:

1. the Policy Plan,
2. the Business Plan
3. the Minimum Action Plan 1997/98.

The process describing how these three documents, -the triptych- came about is described in chapter 4. They are attached as annexes 5, 6, and 7 respectively.

4 CONCEPTUALIZING THE SEU-F RESOURCE FUNCTION

4.1 The Kerala definition for a Resource Centre

There was full consensus among the participants on the following description of a Resource Centre, which was finally formulated in a smaller group on the basis of collectively compiled and accepted key elements.

A Resource Centre is an "Information Bank" accessible to clients from where they will receive skills, knowledge and information for capacity building through trainings, seminars, data through various publications, research, studies, extension services, consultancy and advocacy services.

It is a give and take process in which the centre will be strengthening and enriching its own capacity through trainings, networking, documentation, communication, researches, field practices (through demo areas), secondary data collection and external support and consultancies.

From this definition it is understood that a SRC ought to play a triple role:

- proactive: to successfully perform as Information Bank,
- reactive: to react to the market demands through consultancies, extension, referral and other services,
- active: to maintain its in-house body of knowledge and capacity.

4.2 SEU-F 's Policy plan

On the basis of the above general definition for a Resource Centre, the issue addressed was which specific message (which substance) the SEU-F should emit if it is to perform as a resource centre for the drinking water and sanitation sector. The Mission Statement, as formulated in February 1996³, was taken as a starting point. This forms the heart of the SEU-F's work⁴. To substantiate the Mission Statement the following questions were dealt with

1. What exactly is SEU-F's focus?

SEU-F focuses on *community participation*⁵ or more specifically on *community managed programmes*. These programmes are rooted in *water supply and sanitation*. *Irrigation, water resources management and water conservation* are important issues. In the field of *sanitation, hygiene promotion* is crucial. On *school health promotion, and school sanitation* SEU-F has gained significant experience. *Environmental sanitation especially solid waste and liquid waste, are focus areas and "colonies" and gender* are spearheads.

2. Why do we do it?

The justification is found in SEU-F's track record, the need for *decentralization*, the current *political processes* which point in this direction for development, and the severe *socio-economic situation* of many people in Kerala.

3. Where do we work?

SEU-F is active in Kerala, but would like to expand its working area to other states and to *India as a whole*, and, if feasible, also to the *South Asia region*.

³ ETC, Report on the Workshop Project Formulation, 6-8 February 1996

⁴ see Annex 4, Policy Plan under 2.4

⁵ The italic reflects the key words which were written on the cards during the workshop.

4. For whom?

The SEU-F directs its support to men and women (gender orientation), mothers and children, private agencies, NGOs and Government departments.

5. How do we do it?

Currently the following work mechanisms are in use: training, training packages, research, field practices, documentation and data collection, advisory services and advocacy.

The group resolved that all the above information constitutes the framework for the SEU-F's policy plan, which is to give direction to the work of the foundation either in its implementation and in its resource centre function. The first draft outline Policy Plan was prepared (see Annex 5) and will be elaborated at a later stage. The original *Proposal for Development of a Sector Resource Centre* (August 1997) provides a solid base for this.

4.3 Cross-pollination and cross-subsidization: a conceptual frame

During the preliminary talks and the plenary workshop it emerged that the current implementing activities which the SEU-F is performing, form an important and indispensable instrument for "building the body of knowledge" within the Foundation and for "strengthening the financial base" of the SEU-F. Consolidating this body of knowledge is essential for performing the resource function as defined above. Implementation through field work provides an opportunity to acquire experience and expertise.

In addition, such a resource function, where sector-relevant national and international information and experience are collected, exchanged and disseminated to strengthen human capacities to manage the water supply and sanitation provisions, will never succeed in fully recovering its own costs. For example, a documentation unit requires capital investments which will not easily be recovered, and thus such a unit will not be able to become fully financially self-sustaining. Innovative activities, which are necessary to remain abreast of the developments, will sometimes be marketable, sometimes not.

Bearing this in mind, the SEU-F staff accepted the principle that the implementation or income-generating activities of SEU-F should eventually contribute to the costs of building and maintaining the resource capacity (*cross-subsidization*) and that the resource function should be linked to implementation or field work for the sake of knowledge building (*cross-pollination*).

The question of whether a resource centre is to become an integral part of the existing organisational structure, or whether it is a new body to exist next to the SEU-F, was extensively discussed and is addressed hereunder.

4.4 How to run such a business: the Business Plan

The issue was raised as to how SEU-F would see itself functioning as an independent self-sustaining body, serving the sector and operating on the market. To make it more concrete, the group was asked what a commercial bank would like to know when filing an application for a loan to run the business. Organisational structure, staff establishment, management structure, financial resources, market position, products to be sold, these among others are all questions that will be posed when going to a bank.

In a similar exercise as for the policy plan the group listed the elements that would constitute the business plan.

The list in chapter 2.2 (and in Annex 4) guided the group through this process. This proved to be difficult, but revealed that once the concept of a business approach is internalized, the thinking process gains depth and accelerates. In the draft outline Business Plan 1997/1998 (annex 6) the results of this participatory exercise are reflected.

The main components identified for inclusion in the Business Plan are:

(1) organisational arrangements, (2) portfolio, (3) finances, (4) human resources management, (5) rules and regulation/working environment, (6) infra structural developments, (7) external relations.

The discussion focused on the **organizational structure** of the SEU-F Resource Centre. The participants were unanimous that it should be one organization with two identities or functions (implementation and resource centre). Various structures were presented, but two in particular were favoured:

1. SEU-F being the "mother" body with a "child" as resource centre. This child would grow older and maybe survive the mother. It was concluded that both bodies would need each other and therefore the metaphor did not fully serve.
2. SEU-F as core organization with an implementation and resource function, feeding each other and depending on each other.

In this context as well as during the discussions around Nirmal 2000, it came out that SEU-F suffers from an **image problem** in that it presently provides the people with physical implements whereas in future it should re-direct its support to supporting people and organizations to self-help. A Resource Centre will provide support mainly to strengthening human capacities to manage water supply and sanitation.

Other critical issues which were highlighted were the need for **organic growth** of the SRC. This would mean no big infrastructural investments, but gradually building up the resource base.

In addition to the need for **internal cross-subsidization**, it was suggested that most likely some external subsidization would remain essential for the near future. This also necessitates a strong market orientation as well as a high degree of accountability towards the subsidy providers and the clients. The organizational structure must be such that the accounting capacity gets full recognition.

As regards the **financial management** of the SEU-F, the Mission studied the financial planning together with the accountant/bookkeeper, and concluded that to manage the SEU-F as a business, the budget should not be presented as a project budget in accordance with donor rules and regulations. It should become a financial management tool indicating clearly the budget items of relevance to run the business. A first attempt at a different budget layout was made and is included under Annex 6. Other accounting mechanisms and procedures, such as annual and profit-lost accounts need to be introduced as well.

It is evident that further detailing and thinking is required. Nevertheless it was agreed by all participants that a **practical approach** would be the most appropriate one and that for the time being no re-organization should be considered. The current organisational structure is included in Annex 6.

4.5 The Minimum Action Plan: guidance and support needed for 1997/98.

When addressing the question as to how to start building the sector resource function, and how to "make the world know" that there is an information bank to be established, an Action Plan emerged. Activities mentioned varied from an international seminar to public relations activities, marketing and setting up a documentation centre. There was, however, consensus that capacity in the SEU-F would be not sufficient to implement it all, taking account of ongoing and new pipeline activities. The Nirmal 2000 discussions proved to be very relevant in this context, as the staff input required in this programme made it necessary to seriously review the scope for resource centre activities for 1997-1998. This review resulted in what is now called the draft Minimum Action Plan (MAP) (Annex 7), presenting the demands for support.

The MAP concentrates on the period until March 1998 (when the current RSM contract elapses) but provides for a longer term perspective as well. It includes the concrete managerial work and actions to be taken in the months to come. It needs to be adjusted on a regular annual basis in accordance with the progress achieved. It may require semi-annual or even quarterly reflection and evaluation, enabling the management to take remedial actions if and when needed.

Four areas are currently distinguished for further development and/or support for the coming months:

- (1) documentation and dissemination
- (2) public relations
- (3) marketing
- (4) management.

The MAP will be finalized and a full budget will be included as soon as possible, and submitted by SEU-F for endorsement and approval to the relevant body -in this case the ETC/RSM- who manages the budget for supporting SEU-F among others.

5 CONCLUDING REMARKS

The Mission feels that its main achievement is the consensus reached among SEU-F Directors on the concept of a resource centre and the need to pursue a business approach, resulting in the triptych of draft Policy, Business and Minimum Action Plans. The resource centre function will ultimately change SEU-F's nature of work from implementing programmes to supporting and executing programmes. But also, the business orientation will have far-reaching consequences for the SEU-F and its partners. SEU-F will increasingly have to respond to market demands while continuing to clearly express its own demands as well. This process will require time and patience from all partners, including the support consortium (ETC-IHE and IRC) to get accustomed to.

The questions remains, how to take things further from here. SEU-F's portfolio (ongoing and pipeline commitments) for the coming year demands considerable stafftime. This suggests that only a very modest investments in staff time can be made to the development of the resource centre function. It is felt that the MAP gives due regard to these aspects and allows the resource centre function to grow organically so that institutionalisation can take place. This has to be maintained in the years to come.

It is of premier importance that the business orientation is introduced in due time in the financial management and administration procedures. The forthcoming Mission ⁶ by the auditing firm Price Waterhouse, which is to look into the accounting capacity of SEU-F, is expected to be instrumental in this. It is anticipated that this Mission will further assess the strength and weaknesses of the SEU-F in managerial, organizational and accounting terms. Once these are identified they should be taken up in subsequent Business and Minimum Action Plans. As a follow-up it could be considered to seek further assistance and support for strengthening the SEU-F in its business approach under the Netherlands programme for Retired Managers (PUM) ⁷. A request to that extent is to be made via the Royal Netherlands Embassy.

⁶ This Mission is fielded at the request of the RNE-Delhi

⁷ PUM /Programma Uitgezonden Managers

DRAFT TERMS OF REFERENCES

The Support Mission visiting Kerala in connection with the development of a Proposal for Sector Resource Centre may consist of experts who are:

1. Well-versed in the Water & Sanitation sector in Kerala, India and the region.
2. Well-versed in the development process of a Sector Resource Centre.

The Mission may support Socio Economic Unit Foundation on the following -

1. Help the Socio Economic Unit Foundation in the process of developing a proposal for Sector Resource Centre by:
 - a) Assessing the proposals internal consistency and strength.
 - b) Judging the stage and standing of Socio Economic Unit Foundation in developing such a proposal.
 - c) Reviewing the feasibility of the budget and financial plan towards a gradual self-sufficiency.
 - d) Assessing the justification and viability of the Project Pases/Activity Plan of the Sector Resource Centre.
2. To advise Socio Economic Unit Foundation in exploring future potentials in the demands of different services anticipated for the Sector Resource Centre within the State, Country, Region
3. To help Socio Economic Unit Foundation in the identification of agencies for partnership support for the development of the Sector Resource Centre.
4. To help Socio Economic Unit Foundation in projecting a feasible marketing strategy.
5. To assist Socio Economic Unit Foundation in expanding the net work and linkages - National/International

ANNEX 2 ITINERARY Van Wijk 2-13 September 1997
 Van Waegeningh 3-18 September 1997

Tuesday 2 -9-'97
 =departure Mrs van Wijk to New Delhi

Wednesday 3 -9-'97
 =departure van Waegeningh to Bombay/Trivandrum
 =meetings Van Wijk New Delhi

Thursday 4 -9-'97
 =Meeting Task Force on O&M of Urban Water Supply and Sanitation Systems in New Delhi (van Wijk)
 =arrival Trivandrum Van Waegeningh
 =programme discussions at SEU-F

Friday 5 -9-'97
 =briefing sessions at SEU-F
 =arrival van Wijk from New Delhi
 =continuation programme discussions SRC and Nirmal 2000

Saturday 6 -9-'97
 =field visit to SEU-Quilon, 3 project sites for Panchayat Sanitation programme

Sunday 7 -9-'97
 =arrival ETC- RSM Gussenhoven
 =discussions ETC/IRC

Monday 8 -9-'97
 =preparing with SEU-F (for workshop Sector Resource Centre development

Tuesday 9 -9-'97
 =workshop developing a Sector Resource Centre
 =group planning sessions Nirmal 2000

Wednesday 10-9-'97
 =Nirmal 2000 discussions RDD
 =continuation workshop SRC
 =group sessions Nirmal 2000

Thursday 11-9-'97
 =drafting proposal Nirmal 2000
 =drafting outline Policy Plan, Business Plan and Plan of Action for SEU-F/SRC
 =diner hosted by Mr Brands

Friday 12-9-'97
 =debriefing re Sector Resource Centre developments for RNE and ETC by SEU-F and IRC
 =writing project document Nirmal 2000 and budgeting
 =discussions Nirmal 2000 at RDD with SEU-F/IRC (van Wijk)
 =diner hosted by Mr Abdulla

Saturday 13-9-'97
 =discussions at SEU with RNE and ETC on continuation support to SRC development and Nirmal 2000
 =finalising Nirmal 2000
 =departure Trivandrum -van Wijk for Delhi/The Netherlands

Sunday 14-9-'97 (Onam)
 =travel report writing

Monday 15-9-'97 (Onam)
 =report writing
 =discussions with SEU-F staff

Tuesday 16-9-'97 (Onam)
 =working sessions SEU-F staff on SRC draft Policy, Business and Minimum Action Plan

Wednesday 17-9-'97 (Onam)
 =continuation working session SEU-F staff
 =departure for Bombay \The Netherlands -van Waegeningh

ANNEX 3 PERSONS MET

Socio-Economic Units Foundation

Mr. K.A. Abdulla	Executive Director (Acting)	Administration, Financial Management
Mr. C.O. Kurian	Director	Project Development and Outreach
Mrs. O.T. Remadevi	Director	Human Resources Development
Mrs. Thressiamma Mathew	Director	Women and Development
Mr. Isaac John	Director	Community Infrastructure Development
Mrs. Kochurani Mathew	Director	Environmental Health and School Health Programmes
Mr. P. Harish Kumar	Director	Public Relations
Mr.V. Manilal	Director	Institutional Development
Mr. George Varghese	Director	Community Infrastructure Development
Mrs. Suma Mathews	Programme Associate	SEU-Quilon
Mr B. Manoharan	Programme Associate	SEU-Quilon
Mr. Kumar	Administrator-Accountant	SEU-F

Fatima Hata National College/Quilon

Sr. Adolph Mary Principal in charge

Royal Netherlands Embassy

Mr. Carel Brands First Secretary Water Supply and Sanitation

Netherlands Assisted Projects

Mr. Stuart Pearson Technical Liaison Officer, Water Supply and Sanitation (BKH Delft)

Review and Support Mission NAP 1

Mr Sjef Gussenhoven ETC Consultants
Mr K.M. Namboodiri Senior O&M Consultant OMIP

BKH Delft

Mr. Jan Buijs Consultant (BKH Delft)

ANNEX 4 ELEMENTS OF RELEVANCE FOR DEVELOPMENT TOWARDS RESOURCE CENTRE

- 1. The current role of the SEU in the water and sanitation sector**
situation analysis (urban, rural, water, sanitation etc.)
inventory of services in and outside the sector
track record (successes and failures)
mission statement
- 2. Clients**
who are clients
who are target groups
demands
needs
- 3. The changing water and sanitation sector and the dynamics of the changing environment.**
world wide developments (environmental considerations included, water resources)
sustainability (in all aspects)
people orientation giving due regard to all stakeholders
decentralization
separation of functions (private sector, government, users and service centres)
- 4. The opportunities and gaps in sector needs (now and the future) and the services supplied by the SEU and other sector institutions in the region.**
sector needs
communication, reporting, monitoring, etc. of needs
analysis of other institutes in Kerala
institutional frame to identify place of the SEU
products supplied
- 5. The bottlenecks and how to approach them**
political situation
relations with KWA
acceptability of independent service organization
mix of marketable and non-marketable services
- 6. The new "products and services" to be delivered to meet the sector demands**
information services
documentation services
training
combined services
non-sectoral products
- 7. The strategies and actions needed for development of these new products and services**
learning environment (exposure, sharing, training, practice)
innovation
process of organic growth
demand base (local)
participatory/ open dialogue
- 8. The search for funding**
income generating activities versus external funding
identify donors in the sector and region
no financial dependency
- 9. The appropriate organizational structure for consolidating the ongoing services and developing the new services**
locally managed
cooperation (pooling) with other sector institutes in region
accessible, not bureaucratic (but with certain rules and regulations)
legal basis (GO, NGO)
board composition
implementing or advisory tasks and functions
related to research institute (university?)
geographical focus of work
- 10. The finances of the Resource centre**
recurrent costs to be covered from income (feasible?)
non for profit organisation
subsidy (core funding)
source diversification
market oriented
track record of managing donors?

11. **The rules and regulations required to make the structure work**
accountability
personnel policy
performance appraisal procedure
job classification

12. **Human resources requirements**
multi-disciplinary team
staff establishment related to functions
creativity of staff
national staff versus expatriates
gender balance
professionalism

13. **External relations**
international resource centre network (include IRC)
marketing/public relations
linkages /contacts local institutions and government
skills to maintain external relations
other ITN centres
outreach

DRAFT

POLICY PLAN

FOR

SECTOR RESOURCE CENTRE

OF

SOCIO-ECONOMIC UNITS FOUNDATION

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1. INTRODUCTION

Why a policy plan ?

The SEU-f feels that it should share with its current and future partners a number of questions relating to the functioning and role of the Foundation in the water supply and sanitation sector. In the chapters which follow the what, why, where, who, which and how questions are being addressed and answered.

It is opinion of the SEU foundation that by sharing this information with others, more clarity is given as to where the Foundation sees its role in the sector and what we feel we can contribute to the development of the socio economic position of the deprived sections of society in our State and the country.

The envisaged evolution of SEU-F from a development project towards a Sector Resource Centre seems to be timely and well fitting in the context of overall developments at global level in the water sector as a whole.

2. MISSION STATEMENT

2.1. *A bit of SEU-F history*

Socio-Economic Units, Kerala (SEU, Kerala) - funded by the Governments of Netherlands and Denmark has been working in the field of Rural Water Supply and Sanitation in the State of Kerala since March 1987.

In collaboration with the Kerala Water Authority, Panchayats and other Government Departments (as the Health Services, Education, Rural Development and Local Administration), we have been working in as much as 73 panchayats, spread all over the State (more than 50,000 latrines - two-pit pour-flush have been constructed). The programme implemented by our organisation has been the first of its kind in the State; incorporating Participatory Approaches with Hygiene Promotion and Education being an in-built component with greater emphasis on women's participation.

The SEU-Kerala has, so far trained and established more than 350 Ward-level Committees, called as Ward Water Committees (WWCs) from Panchayats. More than 4,000 Volunteer Standpost Attendants (SPAs) have been trained and are in place.

In collaboration with the Department of Education, we have established more than 350 School Health Clubs with a view to inculcate basic hygiene attitudes among the children and responsibility towards the society. We have also been requested to associate ourselves with the Unicef-supported School Health Clubs in the State

Interventions in Environmental sanitation such as drainage around standposts and 'Fly-control' campaigns have been activities initiated and continued by SEU Kerala.

Since the bilateral agreement between the Governments of Netherlands and Denmark with Government of India has come to an end and the status of SEU Kerala in the context in which it has been functioning needed a rethinking. However, to keep up the good work and expand to other environmental management related programmes and to continue our support to the sector with the wealth of expertise gained through years of experience, the two donors advised SEU Kerala that an independent organisation with legal standing be set up and that the employees of the erstwhile SEU Kerala could start moving in that direction. Accordingly, an independent organisation in the name of Socio-Economic Unit Foundation (SEU Foundation) was established in 1995. The Government of Kerala had no hesitation in nominating two Government Secretaries to serve the Governing Council of the SEU Foundation on ex-officio status. It is noteworthy that the Government of Kerala Secretaries of Water Supply and Rural Development have thus been associated with the Foundation ever since.

2.2. *The looming water crisis*

Fresh Water sector

The international call for sustainable development justifies to taking a closer look at what sustainability means for water use in general and for drinking water and sanitation use in particular.

The recently established international fora, the World Water Council (WWC) and the Global Water Partnership (GWP)¹ both address the issue of sustainability in the light of water resource management. The increasing and competing demand for water - a diminishing resource -, the expected world population growth from 4.8. billion to over 8 billion in the next century, make it necessary to reconcile competing users interest to achieve sustainable management of fresh water resources.

Whereas the WWC focuses on raising public/political awareness about the need of integrated water resources management, the GWP is concentrating its efforts towards the implementation of it in the developing world. The GWP encourages partners to be complementary, builds mechanisms for information sharing, develops solutions to integrated water resources management (WRM) problems, suggest policies and good practices, helps to match needs to resources.

Users/consumers of fresh water resources are found in among others the following sub-sectors

- ◆ drinking water supply and sanitation
- ◆ agriculture (irrigation and drainage)
- ◆ industry,
- ◆ energy (hydropower)
- ◆ environment (biodiversity)

Recognizing that each of these sectors has its specific public and private (profit and non profit making) stakeholders network², its distinctive decision making processes, its unique benefits to human activities, sector specific strategies must be developed to meet present and future waterneeds in a sustainable manner.

The development Assistance Committee (DAC) of the OECD gives the following definition for sustainability:

A development project/programme is sustainable where this is able to deliver an appropriate level of benefits for an extended time period after major financial, managerial, (social), technical assistance from an (external) donor is terminated (source : OECD/DAC).

Drinking water and sanitation

Development interventions in the drinking water and sanitation sector have gained over the past decades from many successful but also painful experiences. Where initially the supply of drinking water and sanitation was perceived as a *technical/engineering* issue only, in the course of the drinking water decade (1980/1990) it became evident that *social aspects* play as important a role in reaching sustainability as technical aspect. Where water and sanitation facilities in the sixties and seventies were provided for free in most developing countries, the end of the decade brought a general political and social recognition that water has a price and could not longer be provided for free. In addition to the technical and the social sustainability requirements, the *financial and economic* sustainability came to the fore.

However, despite modest successes in providing people access to water and sanitation and in ensuring the use and maintenance of these provisions, deteriorating environmental conditions are causing additional

¹ Both bodies were established in 1996, the WWC by the WB, UNDP, professional organisations and France whereas the GWP is initiated by the WB, the secretariat is hosted by Sweden.

² Each country has at least six (if not more) authorities to take decisions on water use: for agriculture, industry, public works, drinking water etc.

problems to the water quality, water tables etc.. In 1992 the Rio de Janeiro summit ³ addressed *environmental* development and sustainability in general, which was given follow up for the sector in the so called Noordwijk Conference⁴ in 1994.

The Forward Looking Assessment (undertaken in 1995/6) on the implementation of the Action Programme on drinking water and sanitation as adopted by the Ministerial Conference ⁵, distinguishes the following key components for sustainability:

- ◆ technical
- ◆ social
- ◆ economic/financial
- ◆ environmental
- ◆ institutional

The report "*suggests that governments and external support agencies need to adopt strategies which address the five critical aspects of sustainability*" (Ministry of Housing, 1997).

The looming water crisis, the growing global concern over a diminishing natural resource and the big question - sustainable use of natural resources; especially human beings leads our thinking towards one solution - Integrated water resources management and the need for sustainability and the role of the consumer in it.

2.3. **SEU-F Forward Looking**

Resource Centre is an "Information Bank" accessible to clients from where they will receive skills, knowledge and information for capacity building through trainings, seminars, data through various publications, research, studies, extension services, consultancy and advocacy services.

It is a give and take process in which the centre will be strengthening and enriching its own capacity through trainings, networking, documentation, communication, researches, field practices (through demo areas), secondary data collection and external support and consultancies.

2.4. **Mission Statement**

SEU Foundation is an organization which supports and promotes sustainable socio economic development of the community with focus on empowerment of the deprived groups.

This will be accomplished through:

- Emphasizing participatory approaches in all stages of community development projects with special attention on gender.
- Capacity development in local communities, governmental and non-governmental organizations;
- Specializing in water & Sanitation, hygiene promotion, environmental management and low-cost construction;

³ United Nations Conference on Environmental Development (UNCED)

⁴ Ministerial Conference on Drinking Water Supply and Sanitation, Noordwijk, The Netherlands 1994.

⁵ Ministry of Housing, Spatial Planning and Environment (1996)

3. THE SCOPE OF THE WORK OF THE SOCIO-ECONOMIC UNITS FOUNDATION

What segment of the water supply and sanitation sector has been and will be the niche of SEU-F work into the next millenium.

3.1. Community Managed Water Supply and Sanitation programmes

Community participation

- Community managed programmes
 - Water supply and sanitation
 - Irrigation
 - Water Resource Management
 - Water Conservation
- Sanitation - Hygiene Promotion
- School Health Promotion
- School Sanitation
- Environmental Sanitation
 - Solid Waste
 - Liquid Waste

3.2. Water Supply programmes

Community managed programme

Water supply and sanitation

- Irrigation
- Water Resource Management
- Water Conservation

3.3. Sanitation programmes

- Sanitation - Hygiene Promotion
- School Health Promotion
 - School Sanitation
- Environmental Sanitation
 - Solid Waste
 - Liquid Waste
 - Colonies

3.4. Gender

- Gender

4. JUSTIFICATION FOR FOCUSING AT THE VILLAGE COMMUNITY

Why has the SEU-F decided to continue its work in this specific section of the broad area of water supply and sanitation.

Track Record

Decemtralisation

Political Process

Socio-Economic situations

5. GEOGRAPHIC AREAS WHERE SEU-F IS CONCENTRATING ITS ACTIVITIES

Where does SEU-F intent to focus its activities

South Asia

India

Kerala

6. FOR WHOM IS THE SEU WORKING??

Who will be the main partners and clients in this work

Gender

Mother/Children

Private Agency

NGOs/ PRIs

Govt. Depts.

7. WHAT ARE THE SEU PRODUCTS

Which products has the SEU-F to distribute or will be developed in the years to come.

Trainings

Training package

Research

Field practices

Documentation / Data

Advisory services

Advocacy

8. HOW IS OUR WORKING METHODOLOGY

How is the working methodology of SEU-F?

participatory approach

9. THE SEU-FOUNDATION AND ITS TRIPLE ROLE

The need to be Pro-active, re-active, and active at the same time

9.1. *Need to be proactive*

9.2. *Need to be reactive*

9.3. *Need to remain active*

10. CONCLUDING REMARKS

The Resource Centre - as envisaged -, it is hoped; will evolve as an institution which will play a major role in providing advocacy, advisory and information services to the area - the south Asia region, the country and more particularly Kerala. This Resource Centre seeks the support, guidance and co-operation from the Government, partner institutions and various contributors, with which we hope to emerge as an institution which will be able to contribute meaningfully to the sustainable use of water by living beings; more particularly humankind. The Business Plan that has been prepared separately will provide more information on the Organisational structure, Human Resource, Infrastructure, Finances and a whole host of other relevant details.

First DRAFT

BUSINESS PLAN

1997-1998

**SECTOR RESOURCE CENTRE
OF
SOCIO ECONOMIC UNITS FOUNDATION**

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1. INTRODUCTION

1.1 Context of water supply and sanitation sector

Back in 1977, recognising the vital importance of improved water supply and sanitation for development of a people the international community at the United Nations Water Conference held in Mar del Plata, Argentina, initiated a process for intervention and improvement programmes. Consequently as part of decadal arrangements (IDWSSP of 80s) and understanding, Denmark and Dutch Governments in 1981-82 agreed to give financial support to Kerala in the construction of 11 piped water and sanitation schemes to be implemented by Kerala Water Authority. The scheme was a departure from the usual traditional ones in the sense of its emphasis in participatory and socio economic aspects along with its technical side.

1.2 Profile of involvement through years

Since KWA had no tradition of involvement in the software aspects of Water Supply and no mandate for programmes of sanitation component, four Socio Economic Units were established (SEU North, SEU Central, SEU South and a Co-ordinating Office, Trivandrum). While SEUs were to support the Socio Economic side of water schemes, it was to carry out a community managed rural sanitation component by itself in collaboration with Grama Panchayats.

Regarding the project area, SEIF were to operate, in the beginning, only in the Dutch and Danish supported Water & Sanitation schemes areas. This area has a population of around 18 lakhs which forms 6% of Keralas total population of 300 lakh. But Gradually the activities were spread to other implementation organisations, like those of government departments, non governmental organisations and even to other states in various capacity.

1.3 Changing role and New Initiative SEIF

As a pioneer organisation functioning for a decade now in community based water & sanitation activities, SEUs have not only original contributions but also a wealth of information and experience. The support phase to KWA coming to an end by 95-96, it was realised and also recommended by RNE that SEIF form itself into a non profit autonomous foundation and continue its contribution to the sector with the valuable experience gained. As a support to this, a 'bridging period fund was provided by RNE. The understanding was that during this period SEU would move in the direction of self reliance and towards the new status of a sector support unit. Thus for the last two years the focus of activities of SEU have changed and its organisational form reoriented accordingly (SEU Foundation).

Towards developing SEU-F as an independent and self reliant organisation and to support the sector in the years to come, further initiatives are now being taken for the systematic and organic development of resource functions.

1.4 Mission Statement

The following mission statement has been formulated by SEU-F at a time the resource

centre function was not yet identified. However it is considered still very appropriate for SEU-F in its current capacity. The Mission statement clearly indicates in which area SEU-F is working, how it works, with whom it work and what the product and services are. The policy plan for 1997- until 2000 elaborates on this.

MISSION STATEMENT of SEU Foundation

SEU Foundation is an organization which supports and promotes sustainable socio economic development of the community with focus on empowerment of the deprived groups.

This will be accomplished through:

- Emphasizing participatory approaches in all stages of community development projects with special attention on gender.
- Capacity development in local communities, governmental and non-governmental organizations;
- Specializing in water & Sanitation, hygiene promotion, environmental management and low-cost construction;
- Provide services in project development & implementation, evaluation, research training, communication and information & documentation.

1.5 Why a business plan

The present document is not a project proposal, but a reflection of how SEU-F sees itself functioning as a independent self sustaining body. This business plan gives answer as to how SEU F has organised itself and will organise in the future to become a sector resource centre. In the Minimum Action Plan 1997-98 which is a separate document, it is explained which steps it intent to take for the year to come.

2. COMPONENTS OF BUSINESS PLAN

2.1 Organisational arrangement

- . clear structure
- . one organisation
- . dual functions *implementation and resource
- . need to work for market but also need subsidy for resource functions
- . demand driven
- . change of image from provider to supporter
- . organic growth
- . body of knowledge
- . accountability, transparency
- . pragmatic approach

2.2 Portfolio

- . ongoing project\programmes
- . pipeline
- . innovation
- . pro active\ re-active\ activities

2.3 Finances

- . current financial situation
- . market exploration
- . pro active\ re active \ active projects and their financing
- . accounting
- . budgeting / new set up of budget for SEU-F

2.4 Human Resources Management

- .staff establishment
- .performance evaluation
- .staff requirements (researcher? others)
- .recruitment procedures (trainees, staff exchange, consultants)
- .SWOT analysis (report ETC February 1996)
- .skills required
 - .planning
 - .negotiation\mediating
 - .networking
 - .marketing
 - .accounting
 - .monitoring
 - .budgeting
 - .gender
- .skills development plan

2.5 Rules and regulations\ Working Environment

- .procedure for annual of planning activities (in place)
- .procedure for screening new requests
- .procurement procedures
- .time planning
- .personnel policy (in place)
- .franchising
- .transparent decision making (something in place)

2.6 Infrastructural development

- .space for accommodating the resource facility
- .books and documents
- .transport (vehicles)
- .equipments (furniture, stationary)
- .reprographic equipment
- .audio/visual equipment
- .automation equipment

2.7 External relations

- .networking
- .identification of partners
- .marketing\ market survey
- .public relations
- .newsletter

3. CONSTRAINTS

- .acceptability of resource knowledge as a SRC
- .weak social political lobby

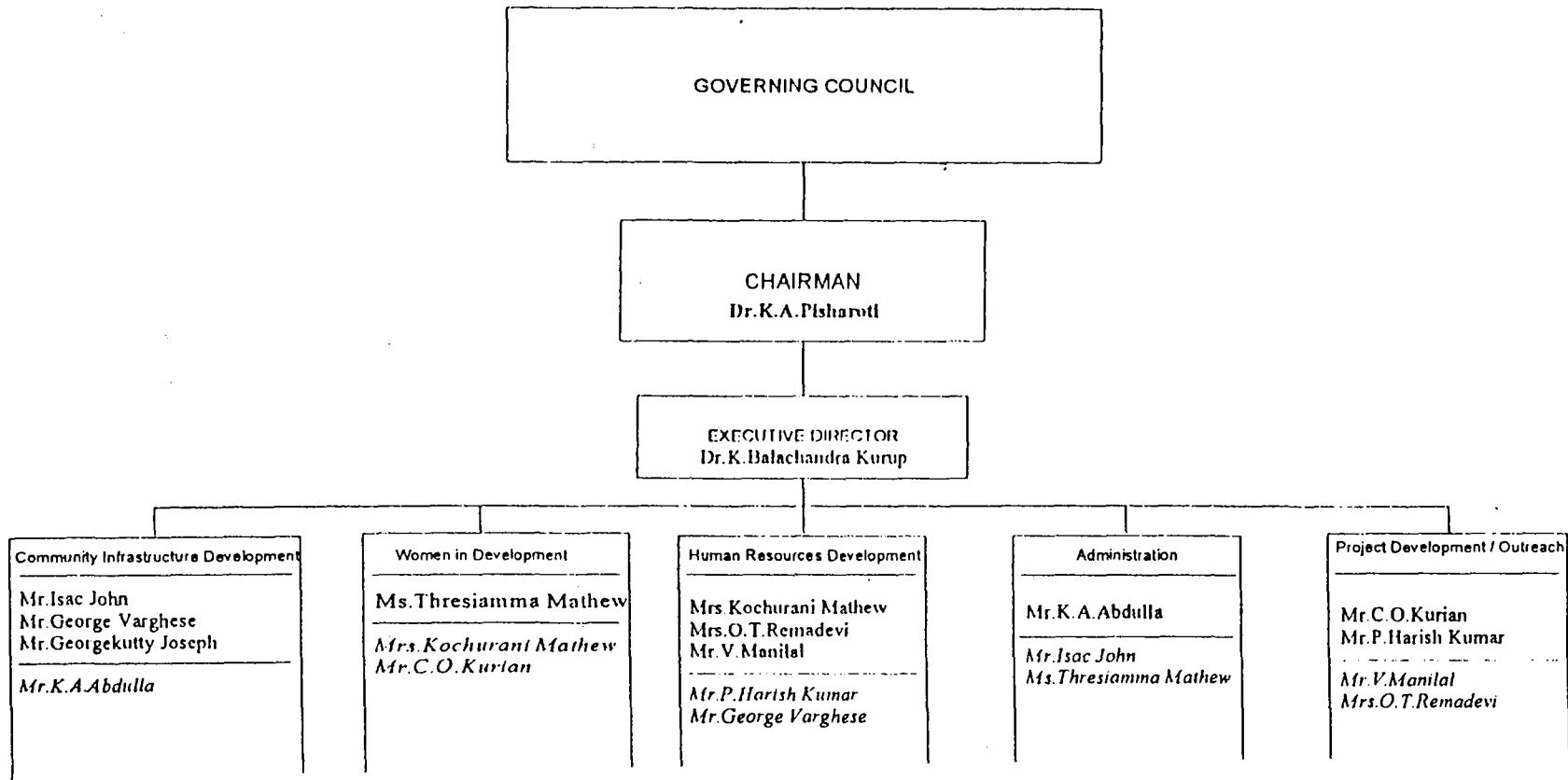
Note: refer to draft proposal Chapter 2.3.11

4. CONCLUDING REMARK

As a first step towards evolving organically into a sector resource centre, a Minimum Action Plan is formulated separately.

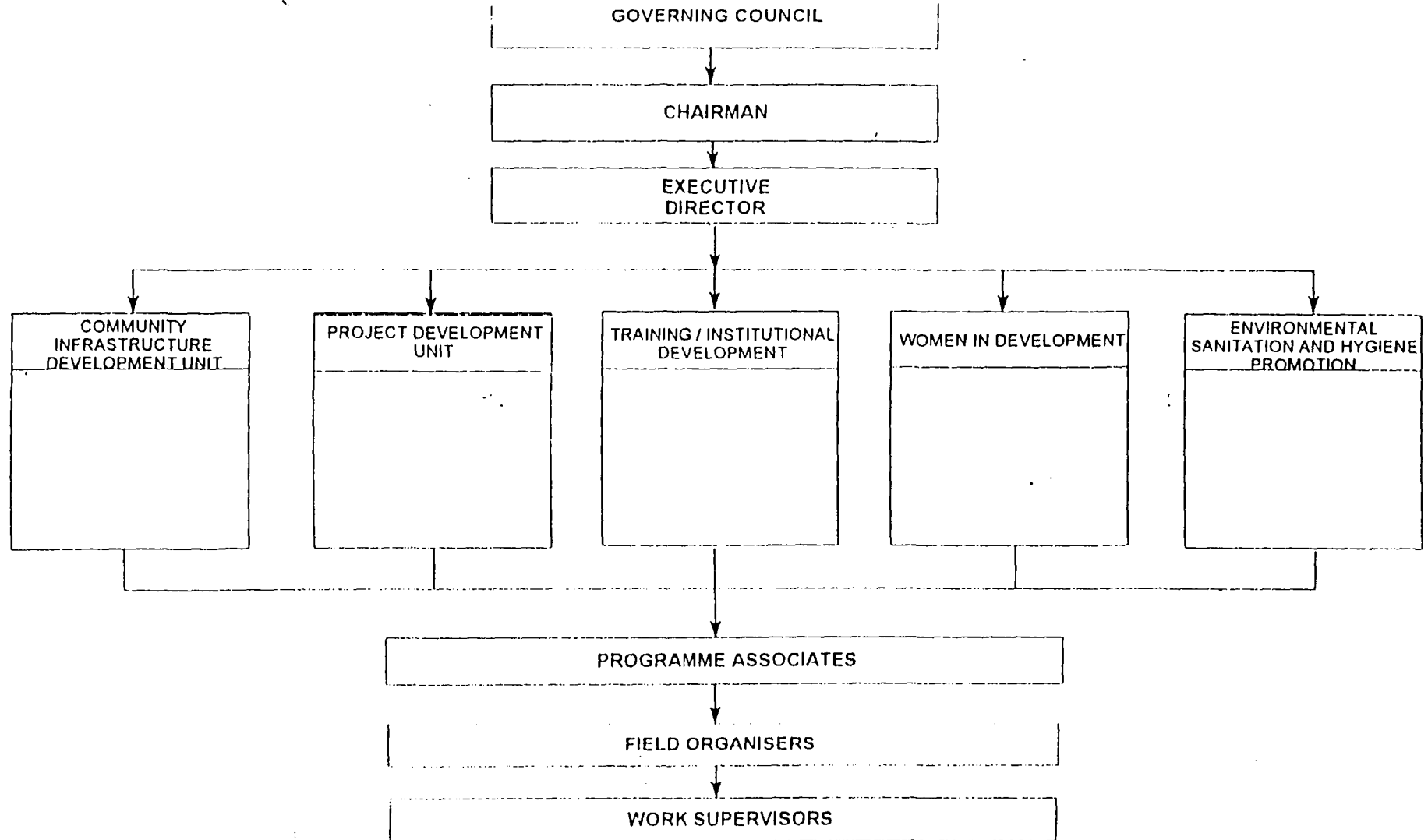
Business plan

**ORGANOGRAM
OF
SOCIO-ECONOMIC UNIT FOUNDATION**



Business plan

Socio-Economic Unit Foundation



FINANCIAL PLANNING

BREAK-EVEN POINT

Total Manpower Cost (73#s)	:	Rs.7,000,000
Other recurring Cost	:	Rs.3,000,000

Total fund needed	:	Rs.10,000,000
for SEUF to break-even		=====

From the above data it is clear that the SEUF have to obtain a portfolio of projects worth at least Rs.40,000,000/= per annum for the foundation to sustain in the coming years. (Cost escalation has also to be taken into consideration). This conclusion is made on the assumption that 25% of the total project cost could be charged for manpower and other overheads.

Socio Economic Unit Foundation

Budget for the year 1997-1998

1. Office Accomodation:

Rent	:	Rs. 80,000	
Telephone	:	Rs. 3,00,000	
Telefax	:	Rs. 1,00,000	
Postage/Courier	:	Rs. 50,000	
Internet	:	Rs. 15,000	
Maintenance- Buildg.:		Rs. 50,000	
Stationery charges	:	Rs. 2,40,000	
O&M Equipments	:	Rs. 1,00,000	
		-----	Rs. 9,35,000

2. Personnel Costs

Salaries (Core staff):		Rs.38,40,000	
Salaries (Field Staff):		Rs.16,80,000	
Insurance	:	Rs. 50,000	
Provident Fund	:	Rs. 3,60,000	
Bonus	:	Rs. 3,50,000	
Gratuity	:	Rs. 4,60,000	
Medical Reimb.	:	Rs. 4,00,000	
		-----	Rs.71,40,000

3. Transport

Cars - Fuel	:	Rs. 3,60,000	
Maintenance/Spares	:	Rs. 2,00,000	
Insurance/Tax	:	Rs. 1,00,000	
TA/DA	:	Rs. 3,50,000	
		-----	Rs.10,10,000

4. Publication & Documentation

Books & Periodicals	:	Rs. 50,000	
Reporting & Documntn.:		Rs. 1,00,000	
		-----	Rs. 1,50,000

5. Miscellaneous Office Costs

Bank Charges	:	Rs. 25,000	
Audit fee	:	Rs. 40,000	
Other Sundries	:	Rs. 50,000	
		-----	Rs. 1,15,000

6. Capital Replacement Cost

Depriciation Fund	:	Rs. 1,50,000	
Capital Goods	:	Rs. 2,00,000	
		-----	Rs. 3,50,000

7. Contingencies

5 % of the Total cost less Capital cost:	Rs. 4,67,500
Total Cost	Rs.101,67,500
	=====
Say	Rs.1,02,00,000
	=====

Source of funds to cover the above costs

Cost Built in Netherlands Project	:	Rs.1,00,00,000
Sale of Publications	:	Rs. 50,000
Surplus arising out of trainings	:	Rs. 2,00,000
Cost Built in Gender Project	:	Rs. 1,00,000

Total		Rs.1,03,50,000
		=====

DRAFT
MINIMUM ACTION PLAN

SECTOR RESOURCE CENTRE

OF

SOCIO ECONOMIC UNIT FOUNDATION, KERALA

1997-98

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I. INTRODUCTION.

This minimum action plan is a product of a services of group sections conducted among senior members of SEUF and IRC consultants during the second week of September 1997. The group identified the Long term prospective, short term objectives and also arrived at four major areas which has immediate relevance e in terms of action and support - Minimum Action Plan. MAP is a first step in the direction towards the development of sector resource centre. Simultaneous to this a skeleton policy plan and business plan has also been formulated already which will be finalised by October end.

II. SECTOR RESOURCE CENTRE FUNCTIONS

II.1 Long term perspective

SEU- F will in the future take up a dual function of implementation and resource services for the sector. In the past the implementation aspects were given greater emphasis which now on will be re- directed with a new emphasis for the resource function. This will help to reach a new balance with information, financing and staff components mutually reinforcing and thus equipping SEUF to function as a commercially and socially viable resource centre in the future. This is envisaged to happen within the time period of 3 - 5 years.

In addition to the ongoing implementation programme in the long term emphasis would be needed to pilot and demonstration projects as well, to arrive at new models and strategies (innovation) benefitting the sector at large.

II.2. Short term perspective

For reaching the above situation on a short term basis the following 4 aspects need be given attention for which a Minimum Action Plan is drafted.

- 1 Documentation/Dissemination
- 2.Public relation
- 3.Marketing
- 4.Management

III. MINIMUM ACTION PLAN

September 1997 - April 1998

Four areas of attention are identified for the months to come.

III.1. Documentation And Dissemination

In the past SEUF had a small documentation section, which has not been continued for the following reasons:

- it existed in name but was not operational as a resource base
- it was not transparently organised
- no staff time available to maintain the system

SEUF was highly target oriented at that time and did not use the system for resource purposes.

a. In the field of documentation four needs are identified:

- i. A system has to be developed for ordering the books/documents that are already with SEU F Trivandrum and in the regional offices
 - develop a format for registering the content of new documents, books and reports
 - on the job training of a SEUF staff members
- ii. improvement of current documenting skills among staff, especially in making summaries of documents, reports, books etc..
- iii. and to have field practices documented.
- iv. how to maintain the documented resource base

b. Dissemination SEU F would like to have

- i. a system of internally informing the SEUF staff about new arrivals etc.
- ii. improved use of Internet and other electronic possibilities to disseminate information and get access to electronic information
- iii. established an internal loan system to enable SEUF staff members working in the field to have access to documents while keeping control on the whereabouts of the documents.

Action required

For the implementation of the above tasks a consultant is requested for a approximately 10 days assignment in Trivandrum office.

The consultant should be a documentalist and have skills in handling electronic information, whereas s/he should be able to provide for on the job training.

The SEUF will make available

- one counterpart to work closely with the Consultant,
- one computer will be made available,
- physical implements, bookshelves etc.
- whereas all regional offices will be asked to bring the regional documents, books and reports to the Central Office.
- whatever the consultant deems relevant IRC Staff - The Hague to fulfill her-his tasks.

Timing: November 1997

Budget:

Amsterdam - Trivandrum and back INR.	Xxxxx
2 preparation days at Hague	xxxxx
10 days at Trivandrum	xxxxx
12 days D.A. at Trivaandrum	xxxxx
 Total INR.	 Xxxxxx

It is recommended to have one of the documentalists of IRC to fulfill this mission.

Under the documentation the preparation for a research and publication is ongoing:-

“Consolidation of experiences: production of profiles of SEU interventions in Panchayats”.

This consolidation is done in close cooperation with all SEUF field people and brain storming workshop during October-November 1997. It will cover 75 Panchayats. The synthesizing of information will result in a draft document approx. 50 pages. For the finalisation consultants support may be needed in the field of research methodology and publication for the following phases:

i.	-screening of methodology (3 IRC desk days)
ii.	-proof reading the contents (2 ,,)
iii	.-editing support (2 ,,)
Total	7 IRC desk days.

SEUF has collaborated in this field already before for the publication on “Community managed sanitation” with IRC and would like to use IRC support for this publication again.

Timing: between October and December 1997.

2000 copies will be printed which will approximately cost Rs. 150000.

Although everything possible will be done to have the publications sold, a big demand will emerge to give complementary copies to politicians and others free of charge. Therefore SEUF requests for funding under this budget for 1000 copies to make up for the free complementary documents.

Budget -

1000 copies @ Rs. 150 per copy.

INR. 1,50,000 + 7 IRC desk days.

2 PUBLIC RELATIONS

This area is identified as important for the promotion of the sector resource centre function. A distinction is to be made between marketing and public relations. The first activity relates to selling products and getting to know the market and the partner institutes. Public relations refers to establishing the corporate image and strengthen the network.

Action required

The following activities will be undertaken in the coming months:

- a. preparation of basic materials such as training brochures, organisational brochures, annual report. These materials will be put in a folder which will be used as hand out to external contacts. Staff members travelling will be instrumental to disseminate the information.
- b. newsletter will be revived by January 1998.

This activity is ongoing and the costs are to be borne by SEU F own budget for 1997/98.

- c. participation of one SEU F staff member at the Water Supply and Sanitation collaborative Council meeting in Manila, which will take place during October 1997. The Purpose is to make contacts with the sector partner institutes and to network.

Budget: to be decided

3 MARKET ORIENTATION

The need to explore the market to identify sector related demands, to signal new and innovative approaches, to test new policies, but also to pinpoint prospective partner institutes in the region/country, will become increasingly important in the process of evolving towards a Resource Centre.

Although a market survey to identify the clients, their demands, and willingness to pay, as well as prospective partners will be needed, it is felt that in view of ongoing activities and subsequent SEUF staff commitments elsewhere, such survey(s) should only take place mid 1998.

Action required.

In the 6 months ahead the basic understanding of the sectoral market may be expanded through

- (i) projects as requested by the UNDP-WB group (selection of best practices in environmental sanitation).
- (ii) access/purchase of directories (Who is Who) and subscriptions to relevant periodicals, as well as through Internet.
- (iii) networking. In this context one visit to Gujarat (Chetna) or to Maharashtra is foreseen to see whether a combined training could be developed.

Budget:

2 person travel Trivandrum - Gujarath INR.
7 days at Gujarath INR
9 days D.A.

Total

It is envisaged that preparations will be made to develop a strategy for conducting a market survey, which may be later commissioned to an external consultant or otherwise executed. Support from ETC in the preparatory phase is welcomed, assuming that ETC has marketing expertise at its headquarters.

Number of days requested: 4 days marketing advice Leusden.

4 MANAGEMENT SUPPORT

Throughout the maturation process towards a Resource Centre, management support will be needed in different fields at different moments. Managing the SEUF as an independent foundation operating in the private domain with clients in the private and public sector, requires a shift away from the development project status.

Action required

To that effect a skeleton Policy Plan has been prepared during IRC's mission, which will be finalised by the SEUF with some external advice from IRC.

The finalisation of the SEU F's Business Plan for the next financial year, may require further management assistance. A skeleton proposal (1st draft) has been prepared during IRC's visit early September '97. This will be further formulated (2nd draft) in the first week of October, so as to provide the auditors a resource base on SEU- F. It is SEU-F's intention to use the visit of the auditing company Price and Waterhouse, scheduled early November 1997 at the request of the Royal Netherlands Embassy to assess the precise needs for such management support. The Netherlands programme for Retired Managers (PUM) may be chosen as the channel for such support.

For the preparation of the second draft some additional assistance may be needed from IRC, which will involve 2 days desk work in the Hague.

Budget:

2 desk days IRC Hague
PUM - Retired Managers:pm

5 RECONCILIATION of SEU-F demands for support under the Sector Resource Centre development until March 1998.

In the letter from the Embassy to the Government of Kerala, dated 7th July.1997 it has been indicated that in addition to approximately 10 weeks training and workshop, technical advise and guidance will be provided for enhancing SEU F capabilities to further develop. This support should be geared towards both the new resource function SEU F intends to take up, as well as the new status as independent ngo, as both are closely interrelated.

The above Minimum Action Plan for the remaining 6 months of Review and Support specifies the demands of SEU-F in this context. Due consideration is given to staff availability, the absorbtion capacity in time and SEU-F's agenda for the coming halfyear. It is felt that the Minimum Action Plan '97/'98 gives a realistic picture and is feasible.

6. FORWARD LOOKING MAP FOR 1998-1999

The ultimate objective for SEU f in its dual capacity will be to contribute to the effectiveness and efficiency of Water & Sanitation sector through support services to agencies, departments and programmes.

Looking forwards the following issues need to be addressed in the years to come

- ◆To strengthen staff capacity of SEU Foundation in various aspects of support services like documentation, referral service, training, consulting, institutional building and Pilot experiments.
- ◆To improve Foundation's current documentation.
- ◆To generate new data relevant to the sector.
- ◆To develop innovative & effective Health Promotion and awareness building techniques/programme using popular performing arts, games & visual art.

- ◆To develop community based strategies through conducting Pilot Programmes in the fields of water harvesting, conservation & management; micro schemes with emphasis to traditional sources and waste management.
- ◆To build an up-to-date library and develop an efficient information management system.
- ◆To expand net working and linkages.
- ◆To increase external assignments like consultancies, appraisals, evaluation/monitoring, programme formulation, training and planning.
- ◆To develop a viable marketing strategy.
- ◆To publish relevant information packages, reports, newsletter, working papers.
- ◆To take measures for Sector Resource Centre to gradually become self-sufficient.