

## **Support to National Key Resource Centres (KRCs) for training and capacity building in rural drinking water sector**

### **1. Background**

In recent years, a number of new issues and challenges have emerged in the rural water supply sector such as sustainability of sources, systems, financial and institutional; water quality issues, capacity of Public Health Engineers to play their role in a changing environment, capacity of PRIs to manage water supply, etc. In order to address such emerging issues and challenges it is necessary that the capacity of different stakeholders is strengthened to enable them to play their role and shoulder their responsibilities effectively. There is need to bridge the knowledge and information gaps to enable stakeholders to dovetail local knowledge and traditional wisdom in ensuring safe drinking water to all on long-term basis. With the increase in investments in the rural drinking water sector and focus shifting from construction to delivery of water services, the role of Public Health Engineers and PRIs are also changing.

In this endeavour there is need to have institutions of high repute and experience engaged in working on these issues, in imparting training and in other activities to build capacities of different stakeholders. With the coming into effect of the new guidelines of National Rural Drinking Water Programme, a necessity has been felt to identify such institutions as Key Resource Centres (KRCs) to carry out such tasks. The National KRCs will be the key institutions engaged across more than one State in capacity building, reorientation of different stakeholders, disseminating knowledge and information, documenting best practices, etc. to achieve the sectoral goal of drinking water security in rural areas.

### **2. Need**

With the recent paradigm shift in the National Rural Drinking Water Programme (NRDWP), there has been a shift in emphasis from coverage of mere habitations to ensuring drinking water security at household level; shift from a supply-driven approach to demand-managed approach. NRDWP aims at empowered, aware and skilled Panchayats and supporting departmental staff capable of planning, implementation, operation, maintenance and management of water supply and water resources at all levels. It envisages building a multi level cadre of motivated, skilled and trained personnel in rural water supply sector. Sector professionals are to be sensitized to the change in role, responsibilities, knowledge, skills and attitudes through a need-based in-service training/ exposure utilizing the services of specialists/ experts.

### **3. Objectives of KRCs**

- i.) Upgrade knowledge, skills and attitudes of the PHED engineers, PRI representatives, master trainers and other stakeholders;

- ii.) Equip the trainees intellectually and professionally for carrying out the assigned responsibilities in an effective and sustainable manner;
- iii.) Keep personnel up-to-date on the new technologies and innovations and enhancing professional knowledge and skills needed for better performance of individuals and organizations;
- iv.) Motivate and enable the trainees to achieve professional excellence
- v.) Promote attitudinal reorientation in line with emerging issues and challenges, foster respect for rural community's rights, focus on issues and concerns of the rural community and in involving them in process of planning, implementing and monitoring of drinking water facilities;
- vi.) Promote better understanding of professional requirements as well as sensitization to social, economic, technological and political environment in which the implementation is to be undertaken;
- vii.) Enhance knowledge and skills about convergence with other related programmes launched at the central and state level;
- viii.) Enhance the capacity of Communication and Capacity Development Unit (CCDU)

#### **4. Functions**

- i.) Provide induction training, in-service-training, orientation and capacity development on various issues and challenges in terms of leadership, managerial, administrative, technical, socio-economic, attitudinal, financial, contractual and legal issues etc. to the staff and member of State Water and Sanitation Mission (SWSM), Panchayati Raj Institutions (PRIs), Public Health Engineering Department (PHED) and Communication and Capacity Development Unit (CCDU), NGOs, Community Based Organization, master Trainers etc.
- ii.) Build capacity of different stakeholders regarding appropriate and cost effective technologies and implementation mechanisms that promote community participation and source sustainability;
- iii.) Provide knowledge support to the stakeholders on the latest innovations, tools and best practices that promote effective and efficient delivery of services and monitoring;
- iv.) Provide technical guidance to State CCDU's in developing training and communication plans;
- v.) Increasing awareness and understanding of the NRDWP by capacity building of District Water and Sanitation Mission members (DWSM), Village Water Health and Sanitation Committee (VWHSC) members, representatives of Panchayati Raj Institutions (PRIs), Non Government organizations, Self Help Groups, School functionaries, health workers and other stakeholders.
- vi.) Designing training modules and materials based on TNA results and in consultation with States for ensuring effective implementation of the programmes.

- vii.) Updating training content periodically based on feedback obtained from trainees and new development in the sector

## **5. Selection process**

Key Resource Centres will be identified by the Department of Drinking Water Supply based on the track record of national standing experience, previous work and involvement of the concerned institutions/ organizations in rural drinking water sector. While selecting such Centres, proposals may also be sought from the State Governments. The Key Resource Centres will be selected for a period of five years. New Key Resource Centres may be selected as and when the need arises.

The Department and KRC will have the right to terminate the status of an institution as KRC by informing it three months in advance and the KRC will be required to settle the accounts/ complete the assigned work and submit the report to the Department.

## **6. Annual Action Plan**

Each National Key Resource Centre will prepare and submit an Annual Action Plan giving details of proposed activities in furtherance of the objective and functions of KRCs in March of the preceding year, which will be examined and approved by the Department of Drinking Water Supply. On its approval, necessary funds will be released in two installments. After the approval of the training calendar by the Department of Drinking Water Supply, KRCs are required to upload the Training calendar on the website of the Department ([www.ddws.gov.in](http://www.ddws.gov.in)) and the KRC to enable various stakeholders/ officials to plan and apply for their participation/ nomination.

## **7. Funding**

Government of India will fund the national Key Resource Centres on a 100% grant basis. The funding will be based on the approved AAP of each such KRC. Funding will be provided for the following purposes:

- i.) For organizing training, orientation and capacity development programmes of State and district level functionaries, PRI members, master trainers, members of NGOs, CBOs etc.
- ii.) For extending technical guidance to State's Communication and Capacity Development Units (CCDU)
- iii.) For organizing workshops, seminars, symposium, round table discussions, conferences, meetings on issues relating to safe drinking water
- iv.) For documentation of case studies, taking up studies, research work etc.
- v.) For meeting TA/ DA, honorarium, professional fees of the Resource Centre professionals and experts for field visits
- vi.) Institutional charges of the Key Resource Centres at the rate of a maximum of 10% of the total budget, in addition to taxes to be paid, if any

## **8. Release of funds**

- i.) The funds released by the Department of Drinking Water Supply (DDWS) shall be kept in a separate savings bank account of the KRC in a nationalized bank. The interest earned on funds released by this Department may also be reflected in the Utilization Certificate (UC) and Audited Statement of Accounts (ASA)
- ii.) The accounts of the Key Resource Centres shall be audited annually by a registered Chartered Accountant. The annual audited statement of account should be sent to Government of India.
- iii.) Every year, funds will be released to KRCs in two installments of 50% each. First installment will be released after the annual action plan of the KRC has been approved. The second installment of fund will be released based on utilization of 60% of the total available funds with the KRC, which means the opening of balance of the previous year, first installment of funds released and interest accrued thereon and on receipt of reports, fund utilization certificate and Audited statement of Account (ASA).

## **9. Personnel**

The Department will not support any additional manpower in KRCs. However, for conducting training courses, workshops, seminar, etc., they will be allowed course fee/ institutional fee, which can be utilized, for payment to the personnel engaged by them.

## **10. Functioning methodology**

The Training Calendar approved in the Annual Action Plan should be placed on the website of the KRC and the DDWS. It should be circulated by the KRC by letter to the State Secretaries, the State Engineers in Chiefs/ Chef Engineers, the Directors of CCDUs and the SIRDs for wider circulation and for sending/ forwarding nominations for training. Nominations should be sought for twice the minimum number of trainees for any training programme so as to take care of drop-outs and to ensure participation of at least the minimum number of trainees.

Interested persons can send an advance copy of the application to attend a training programme to the KRC in hard or soft copy. Nominations should be sent through the controlling authority in the case of officials. On receipt of nominations from States, Key Resource Centers should intimate the participants about the venue of the courses, how to reach the place (with detailed location map), transport facilities, arrangements for their accommodation and detailed schedule of the training programme. The KRC should provide information about the contact person of the KRC for further communication to the participants. To ensure the effective outcome of the training, the KRC should forward a copy of the outline of course contents well in advance to the participants and request them to come prepared for sharing their experience through making presentation and in interactions.

KRC must ensure that the training materials prepared are circulated among the participants are of standardized and high quality.

On the first day of the training the expectations of the trainees and on the last day, feedback forms are to be obtained. More thrust should be given on interactive and participatory approach, experience sharing, peer learning and techniques like brainstorming sessions among the participants than on the lecture methodology. Active participation of participants should be ensured by encouraging them to raise their doubts, make observation and comments. Participants present should develop and submit to the KRC a plan of action of how the leanings from the training would be translated into action by them. KRC should plan the field visits which is relevant to the topic of the training. KRC shall invite eminent and well experienced persons as resource persons and ensure that there is a mixture of internal and external resource persons.

The training programme content should be updated every year/six months based on feedback received from the trainees and new development. A periodical evaluation of the training programme, its strengths, and weaknesses should be undertaken by the outside resource agency/ personnel.

## **11. Details of cost norms for funding various activities undertaken by Key Resource Centres (KRCs) for rural drinking water sector are placed at annex-I.**

### **i.) Non-residential training programmes**

Total expenses per trainee will not exceed Rs. 2,000/- for non-residential training programme including boarding expenses, course fee, resource kit, material and overhead expenses. Minimum 30 participants for non-residential course should be ensured.

The Key Resource Centre will be entitled to get 10% of the total programme cost as institutional fee. This is the maximum ceiling limit and based on the exact cost breakup, cost of each programme will be approved.

### **ii.) Residential training programmes**

All the trainees (resource persons) from the district and the state level will be accommodated in a good quality hostel accommodation or hotel/ guest houses. Total expenses per trainee will not exceed Rs. 3500/- for a residential training programme including boarding and lodging expenses, course fee, resource kit, material and overhead expenses. Minimum 30 participants for residential course should be ensured.

The Key Resource Centre will be entitled to get 10% of the total programme cost as institutional fee. This is the maximum ceiling limit and based on the exact cost breakup, cost of each programme will be approved.

**iii.) In-country visits by resource persons for visiting State or districts for extending technical guidance**

Key Resource Centers are expected to take up visits to the states and districts for extending technical guidance for development of training and communication plan for effective implementation of the programme and other tasks related to the Action Plan. A maximum of Rs. 50,000/- per visit for providing technical guidance to the State CCDU's and districts and other tasks, will be admissible. For North-Eastern states Rs. 75,000/- would be the limit. The frequency of the visit will not be more than 3 times in a year to a particular state. For this purpose, two professional of the KRC will be entitled to travel AC 2 tier for distances within 800 kms/ Economy airfare for distances > 800 kms and will be reimbursed for hotel accommodation of up to Rs. 1500/- per day, taxi charges up to Rs.150/- per diem for travel within the city of food bills not exceeding Rs.200/- per day. The KRC will be paid institutional fee for extending technical guidance of Rs. 2,500/- per day per resource person.

**iv.) Organizing training programmes in the State headquarters**

Most of the training programmes shall be organized in the States by the Key Resource Centers, whose resource persons will be required to go to the concerned states. For this purpose, the resource persons will be entitled to Rs. 1000 as professional fees. Resource persons will be entitled to travel by AC 2 tier for distances within 800 kms/ economy airfare for distances > 800 kms and will be reimbursed for hotel accommodation of up to Rs. 1500/- per day, taxi charges up to Rs.150/- per diem for travel within the city and food bills not exceeding Rs.200/- per day. KRCs will also be given institutional charges of Rs. 2500 per day per resource person.

**v.) Development of training modules**

KRCs undertaking training programmes will develop training modules internally or with assistance from external experts and will be provided a maximum limit of Rs. 50,000/- per module, however the amount in each case will be decided on a case to case basis depending on the quantum of work involved.

**vi.) Organizing workshops/seminars/consultations etc.**

Key Resource Centers will be provided support for organizing national, regional and state level workshops, seminars etc. The amount admissible in such cases is given in Annex-I.

**vii.) Involvement of external resource persons/ experts**

External resource persons/ experts may be invited for special training and capacity building programmes, for development of training and communication plan for CCDU's, for finalization of training modules, conferences, seminar, etc. The list of Regional and State level resource persons/ experts needs to be finalized by the Key Resource Centre and a copy of the same should be provided to the Department of Drinking Water Supply, which will

place it on its website. The cost norms for involvement of resource person/ experts will be as per cost norms for visiting states for providing technical guidance.

**viii.) Documentation of case studies, best practices, evaluation studies and other documents**

KRCs will be provided Rs. 5,00,000/- as an upper limit per study. Each case will be considered by the Department based on the quantum of work involved. For other documentation, etc. the cost will be decided on a case to case basis by the Department in consultation with KRC at the time of finalization of the Annual Action Plan.

**12. Reporting Mechanism**

The KRC are required to submit the progress reports on training, capacity building programme, workshops etc. in the format suggested at Annex-II.

**13. Review mechanism**

The implementation of the Annual Action Plan of the KRC will be reviewed by the Department of Drinking Water Supply.

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## Annex – I

### Cost norms for funding various activities of KRCs for rural drinking water sector

S. No.	Activities	Admissible Amount (Amount in Rs.)
<b>Non- Residential Training Programme</b>		
1	Non- Residential Trainings per trainee per day (Course fee, kit, lunch & refreshments, overheads)	Rs.2,000/-
<b>Residential Training Programme</b>		
1	Residential Trainings per trainee per day (Course fee, kit, boarding and lodging, overheads)	Rs. 3,500/-
<b>In-country visits by Resource persons</b>		
1	In-country visits by Resource persons	AC 2 tier for distances within 800 kms/ Economy airfare for distances > 800 kms + local conveyance will be reimbursed for hotel accommodation of up to Rs. 1500/- per day, taxi charges up to Rs.150/- per diem for travel within the city and food bills not exceeding Rs.200/- per day within the prescribed limits + Institutional charges Rs. 2500 per day per resource person
<b>Training Programmes in the State HQs</b>		
1	To participate in the training programmes in the State HQs	Rs. 1000 Professional fees + AC 2 tier for distances within 800 kms/ Economy airfare for distances > 800 kms + local conveyance + Rs. 1500 daily allowance + Institutional charges Rs. 2500 per day per resource person
<b>Development of Training Modules</b>		
1	Development of Training Modules	Rs. 50,000/- (Maximum limit, however the amount in each case will be decided on a case to case basis depending on the quantum of work involved)
<b>Workshops/ conferences/ seminars/ symposia, etc.</b>		
1	National Workshop 2 days for 100 - 150 participants for 2 days workshop	Rs.5,00,000/-
2	Regional Workshop 2 days 75 -100 participants for 2 days workshop	Rs. 3,00,000/-
3	State level Workshop 2 days 60 – 100 participants for 2 days workshop	Rs. 2,00,000/-
<b>In case of one day workshop or with less number of proposed participants, the expenditure may be reduced on pro-rata basis</b>		



<b>Involvement of external resource persons/ experts</b>		
1	External resource persons/ experts	Rs. 50,000/- per special meeting, training programme including travel costs, boarding & lodging, honorarium etc. Rs. 75,000/- for North Eastern (NE) States 1. Subject to actuals in each case. 2. Details like TA/DA etc. will be paid on submission of information by KRCs about the name and address of the external resource person and experts with Audited Statement of Expenditure
<b>Documentation of case studies, best practices, evaluation studies and other documents</b>		
1	Case studies, best practices, evaluation studies and other documentation	Rs.5,00,000/- (Upper limit per study) Each case will be considered by the Department based on the quantum of work involved

## Annex – II

### Key Resource Centres – Reporting Format

<b>Name of the training, re-orientation, capacity building programme, workshop, activity, study etc.</b>	<b>Venue</b>	<b>Date</b>	<b>No. of days</b>	<b>Category of participants</b>	<b>No. of persons trained</b>	<b>Subject/ field</b>	<b>Expenditure incurred</b>	<b>Outcomes</b>