

Proceedings of the two days' "Workshop on Annual Planning and Reflections for organisational Effectiveness" held on 12th and 13th of April 2022 at Centre for Water Education, Kerala Water Authority.

Background:

Kerala Rural Water Supply and Sanitation Agency (KRWSA) is a key player in water sector. After the implementation of two phases of Jalanidhi Project, KRWSA is now actively implementing state plan schemes. The execution and implementation in the changed scenario from World Bank has led to poor execution and faulty implementation. Previous financial year the agency could spend 58 % of plan funds allocated in the FY and a cumulative achievement of 78 % with carryover funds. 22-23 year state budget allocation for KRWSA is 48.96 Cr.

Under this circumstance, the agency needs a better planning for maximising its impact in the water sector. The orientation has to be changed from abstraction to sustainable water management. The strength, weakness, opportunities and threats to the organisation have to be assessed in the changing scenario. In this background, KRWSA has organized two day residential workshop on 12th and 13th of April 2022 for **"Annual Planning and reflections for Organisational Effectiveness"**. Honourable Minister for Water Resources **Sri. Roshy Augustine** inaugurated the two day workshop.

Hon'ble Minister in his inaugural address said that the state government has sanctioned four new projects for Jalanidhi, this financial year. The main focus is to ensure the sustainability of investments made by the state. This is only done through the effective participation of beneficiaries and Grama Panchayaths. KRWSA should utilise its strength in



soft skills to effectively implement the schemes that are taken up. The new project envisaged by KRWSA to create awareness in next generation through establishing "Jalasree Clubs" in schools is novel project, this can bring behavioural changes in younger generation. The students can also act as a catalyst in the society to create a sensible attitude in water issues. He requested

to make it institutionalise with participation of all schools in the state. He concluded that KRWSA can make positive changes in the community by the effective, timely implementation of the projects.

Shri.Venkatesapathy.S. IAS, Executive Director, KRWSA and Mission Director JJM presided over the function. He specified that the strength of KRWSA lies in its extensive linkages that it has made in the past and this soft skill has to be utilised to the maximum. KWA, Irrigation and KRWSA should work in tandem to ensure that the drinking water issues are sorted out. Further KRWSA should also do sewerage related aspects also.

Shri.M.Premlal, Director, HRD has made a presentation on background of the workshop and setting the agenda for the two days' workshop.

Focus of the Workshop: - Strategy formulation on effective planning of activities undertaken in 2022-2023 and reflections for improved operations and management of KRWSA.

Objectives:-

- To Discuss and suggest useful strategies for planning of activities to be undertaken by KRWSA in 2022-2023.
- To Discuss and suggest modifications/amendments required in the existing rules, guidelines followed in KRWSA for the implementation of various activities.
- Go for a self-analysis on SWOT and suggest methods for the improved operations and management of KRWSA.
- To share critical knowledge for adoption of various models, improved role of various stakeholders, building ownership, Post implementation support mechanism that ensures long term sustainability of investments and infrastructure.

Outputs expected from the workshop	
	<ul style="list-style-type: none"> • Inputs to draft plan proposals with changed rules and guidelines. • Better understanding on plan allocations made in the state budget and to think collectively to frame smart implementation strategies. • Introspection/Reflections for better performance of organisation. • Inputs on improved Operations and Management of KRWSA and Time bound execution of projects.

Subsequent to this, Sri. PV lalachan, Director (OP) i/c has made a presentation on Sustainability support to community managed RWSS followed by group discussion on the topics. Following officers has made presentations on the activities which are included in the current FY's proposal.

Sustainability	Shri.P.V.Lalachan, Director (OP)i/c
RWH and Ground Water Recharge	Shri. P.K.Johny, Manager (RWH)
Conversion of domestic wells into sustainable drinking water resources	Shri.Narayanan Nair, DD(Tech) i/c
Research and Development	Shri.K.Pramod, Director(M &E)i/c
IEC, CB and Jalasree Club	Shri. Jijo Joseph, Dy.Dir (HR and IEC)
JJM Implementation, Grey Water Management and WQMS	Shri.T.K.Money, Director (Tech) i/c
Spill over works on Jalanidhi-II, Assessment of real financial requirement in 2022-2023	Smt.Veena, DFA (i/c) and Shri.Gopinathan Nair, DD(Proj Finance)
ISA Management in JJM	Shri.Hemanth.P.G, Project Commissioner

The following aspects were also discussed

- Reorganisation of KRWSA.
- Plan Projects.
- Rain Water Harvesting
- Rejuvenation of schemes.
- Finance Models and Effective Utilisation.
- Non-Water Revenue
- IEC-Soft Skills
- Water Quality Monitoring and Surveillance.
- JJM -100% coverage
- Staff Welfare and amenities

Inputs from Group Discussions:

<p>Sustainability Support Programmes</p>	<ul style="list-style-type: none"> • Mobilisation of Grama Panchayath and Beneficiary Contributions are found to very difficult – it is suggested to 100 % exemption of GP Contribution towards capital cost. • Beneficiary has contributed once during the implementation and this is a rebuilt /rejuvenation /rehab project and the burden of contributing again for the capital cost may be reduced. The best aspect will be that the state bears the capital expenditure while the panchayat share and beneficiary share can be utilised for the O & M aspect. • 5 % for General Community and 2.5 % for Scheduled Caste /Scheduled tribes and Fisher communities. • Beneficiary Contributions towards capitals will be collected in a dedicated bank account and repaid to the BG for utilising this as a revolving corpus for future O & M. • Priority should be given to select GPs with vulnerable groups. • Options to be given to the communities for adopting community contracting or the normal tendering process. • Focussed strategy for the identification of GPs and Areas for complete coverage. • Centralised Financial Management System to be introduced for easy and speedy fund flow.
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ED's Directions	<ul style="list-style-type: none"> • More focus and attention to be given to field activities and officers of KRWSA may be more concentrated in field to facilitate and support the speedy completion of the taken up activities. • Ensure sustainability of infrastructure created by adopting smart activities. • Identify defunct water supply projects and rehabilitate /rebuilt/rejuvenate it for better and continuing services to the users. • Thrust of the Job to be given to 60 % work and 40 % documentation. • Stories successes and failures to be documented and published website of KRWSA and also in Jalanidhi Magazine • Officers of KRWSA shall contribute Jalanidhi Magazine. • Maximum publicity to be given to each and every activity. • Provide Technical Support to community managed schemes and also for construction of RWH/GWR activities.
Finance Model for effective fund utilisation	<ul style="list-style-type: none"> • Implementation of Centralized Payment System: Dedicated Project Account for KRWSA in which BG Share, GP Share and GOK Share of project fund is to deposit. • No advance funding or fund transfer to GPs or GPLACs. • Payment against bills of completed works, directly from KRWSA to Contractors by online payment system. • Calculation of income provisions – budget allocation and other sources of funds. • Calculation of expenditure provisions – Preparation of implementation action plan. • Frequent assessment of expenditure against target.
Rain Water Harvesting and Ground Water Recharge activities	<ul style="list-style-type: none"> • More Focus on building of RWH Units in Govt. Institutions/ Anganwadies/Schools etc. • Priority may be given to BPL/SC/ST/Fishermen families while selecting the beneficiaries. • Full exemption of Beneficiary Share. • Open well recharge should be focussed on water stress areas. • Institutions and Schools to be given priority for recharge programmes. • Promotion of RWH /GWR in tourist locations for dissemination of messages and demonstration. • Avail deposit works using MP/MLA funds or LSGI funds.

<p>Re-organisation of KRWSA</p>	<ul style="list-style-type: none"> • Restructuring of KRWSA is more focussed on decentralised management with more unit offices. • Unit offices to be located in middle position for easy travel. • Head Quarters of KRWSA should function with minimum staff. • Re-deployment of excess staff to DU • One DU for two districts and centrally located. • Core Team of DUs have Engineering, Social and Finance staff. • Designation and Pay of each of the staff may be matching with the same positions in the Govt. Departments. • Staff Job extensions to be based on outputs/deliverables. • Special rewards/Incentives to be introduced for better and outstanding performers. • Maximum age limit for KRWSA staff to be fixed. • Job descriptions /roles and responsibilities of existing staff may be re-defined based on present nature of works. • MoA and By-law of KRWSA may be amended time to time for incorporating changes adapted. • Administrative rules of KRWSA may also be amended from time to time.
<p>IEC, Capacity Building and School Jalsree club</p>	<ul style="list-style-type: none"> • Printing and dissemination of brochures/handouts in the focussed area. • Using mass media, social media and mid-media and IPC activities for better awareness creation. • Short Video /Stories/Painting/Cartoon Competitions. • Establishing Jalsree clubs in selected schools for promotion of water literacy, water handling, judicious use of water etc among the younger citizens. • Various social media and behaviour change activities in schools and also for general public to give better understanding of the sector and judicious use of water. • Campaigns in Radio, TV and through Bus branding, Exhibitions etc. • Demonstration of success models through Jalsree clubs. • Organising Street Plays, Flock arts, Kitty show, Flash mob etc. • Various Management, Skill development trainings for the staff associated with implementation. • Attitude change programmes

<p>Research and Development</p>	<ul style="list-style-type: none"> • Develop simple and cost effective technologies with the help of academic institutions in water purification, filtration. • Develop appropriate technologies for improving recharge. • Develop appropriate cost effective methods for reducing iron, salinity etc. • Develop sensor based operation mechanism for small schemes for saving pump operator charges. • Develop solar based water filter system. • Simple operating for automatic chlorination mechanism in SWSS.
<p>Water Quality Monitoring and Grey Water Management</p>	<ul style="list-style-type: none"> • Water Quality mitigation measures to be at various levels , house hold level filters like terrafil, Pipe filters, pressure filters , Iron removal plants etc. to be given as per the site conditions . • Water Quality testing and surveillance programme to be conducted with the help of student s of Jalasree clubs, youth clubs, and beneficiary groups and also to be done with the help of Kudumbasree volunteers. • Appropriate Grey water management technologies to be used for grey water management in SC/ST Colonies, tribal hostel, schools etc . • Treated Water will be used for homestead gardening and other non-drinking purposes, like toilets or fleshing , cattle shed washing, vehicle Washing etc.

In view to improve the organisational efficiency and for better introspection, it is suggested to conduct a SWOT analysis. The programme was facilitated by Sri. M.Premlal, Director (HRD), he narrated the details and objective of conducting SWOT. The entire KRWSA team was divided into 5 sub-groups and each of the group was asked to identify a leader and after the discussions the group leaders presented the areas of Strength, Weakness, Opportunities and Threats based on the organisation. The consolidated points is presented in the table below.

SWOT Grid of KRWSA	
Strength	Weakness
<ul style="list-style-type: none"> • Experienced and Expertise in soft skills, Community Mobilisation, IEC and Capacity Building. • Long experience in community participation in planning, implementation of the WSS through community contracting. • Experienced staff in collaborating and collective work with LSGIs. • Project Implementation experience in remote locations using appropriate technological interventions/ using traditional sources. • Flexibility in the project implementation. • Adaption of cost effective and user friendly technologies. • Multi-Skilled and multi-disciplinary staff. • Grievance redressal mechanism. • No burden to state exchequer on O & M of schemes. 	<ul style="list-style-type: none"> • Poor utilisation of plan fund • Less importance to water conservation • Lack of proper coordination with stakeholders • Absence of proper documentation • Inadequate system for monitoring WSS after scheme commissioning • Heavy staff turnover • GPST offices are less equipped • Inadequate staff strength • Scattered operation area • Absence of district offices • Absence of uniform procedures • Poor exposure to new technologies • Inadequate institutional support for the sustainability of tribal schemes • Delay in decision making • Unavailability of non-plan fund • Entirely different staff designation affects regular salary increment • No job security • No equal pay for equal works • No additional income generation activity for KRWSA • Water quality issues of commissioned scheme.
Opportunities	Threats
<ul style="list-style-type: none"> • KRWSA is the only agency for community mobilization, NGO management in Water sector. • JJM is also a community based WSS project with more or less same philosophy and principles. • Ensuring GPs ownership to WSS in JJM project • Proposal for the restructuring of KRWSA and proposal to start district offices. • Four new plan heads for KRWSA • Possibility of Accredited agency for RWH • Implementing agency for JJM • Scope for the renovation of community based WSS in non Jalanidhi GPs through sustainability support programme. • Opportunities to develop local contractors for scheme renovation. • R&D for new technologies of water sector • Requirement for Water literacy programme 	<ul style="list-style-type: none"> • Frequent Leadership changes in LSGI. • Delay in full plan fund allocation. • Project implementation in scattered areas and remote locations. • No political support for KRWSA. • Bulk water purchase issues with KWA. • Conflict among BG and GP leaders and among BG members • Water quality issues and absence of appropriate mitigation measures with cost effectiveness. • Long proceedings of Court cases • Climate changes • Over exploitation and Source failure • Designed the scheme in demand driven approach affect the augmentation. • Absence of uniformity in O&M charge. • Change in community behaviour • High BG contribution for JJM Project

<ul style="list-style-type: none"> • Jalsree clubs & IEC for Water and sanitation • Availability of local leaders for WSS • Development of Social Capital in WSS • Direct Contact with target groups • Motivated beneficiary groups • Scope for non-water revenue to BGs • Empowered local leaders • BG leaders are elected to GP, Block Panchayat & District Panchayats • Ownership of beneficiaries & GP on WSS. • Sustainability support programme after the completion of Jalandhi project. • To act as backstopping institution in WSS for community managed schemes. 	<ul style="list-style-type: none"> • Lagging the settlement of Jalandhi II project due shortage of fund, court cases, technical issues etc. • Inability of poor / tribal / fisherman households pay for BG contribution towards capital cost and O & M.
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Takeaways from the workshop	Clarity on new plan schemes and budget allocations. Better understanding on plan write up approved by SPB. Importance of adopting integrated approach by using RWH and GWR methods while planning a WSS for long term sustainable use.
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Decisions/ Recommendations for improved strategy for implementation.	
<ul style="list-style-type: none"> • Suggested modified rules for the implementation of sustainability support project- As this is a plan scheme 100 % capital investments are to be met from Govt of Kerala funds. Beneficiary contributions and Grama Panchayath contributions are not a pre-conditions for implementing the project. • Suggested to reduce percentage of beneficiary contribution to 5 % for General category and 2.5 % for SC/ST and Fisher categories. • Exempt GP share in capital contributions. • Collect the beneficiary contributions in a joint account operated jointly by GP and BG for using a revolving fund for future O & M. • More focus to be given to Govt. Institutions, Schools and Anganwadies, SC/ST colonies etc while constructing RWH structures. • Household level RWH structures to be given only to BPL, SC, ST, Fishermen families living in remote locations for ensuring 100 % water supply coverage. • Focused intervention of GWR activities for sources that are used by more number of people or open wells in colonies etc. • Develop appropriate water technologies using solar power for water filtration, operation and management of sources of small schemes, sensor based NRW reduction etc. with the help of reputed research or academic institutions. • Institutionalisation of Jalsree clubs in schools for promoting better water habits among next generation and for making them responsible citizens in water resources management especially in drinking water. • Intensive and more focussed IEC by using available resources. 	

Future course of Actions	Responsible officers	Deadline
Drafting plan proposals for working group		
1. Sustainability Support to community managed schemes {2215-01-102-80}	Shri. T.K.Money, Director (Tech) (i/c) and Shri. P.V.Lalachan, Director (OP) (i/c) with the support of RPDs MTs and MCDs.	30.04.2022
2. Scaling up of Rain Water Harvesting and GWR measures {2215-01-800-64P}	Shri. P.K.Johny, Manager (RC)	30.04.2022
3. Conversion of domestic wells into protected and sustainable drinking water sources {4215-01-800-85}	Shri. Narayanan Nair, Senior Engineer	30.04.2022
4. Water Quality Monitoring and Grey Water Management {4215-02-102-95}	Dr. V. Pradeepkumar, Deputy Director (WC)	30.04.2022
5. Research and Development in Rural Water Technologies. {4215-01-800-84}	Shri. Narayanan Nair, Senior Engineer with the help of Shri. K. Pramod, Director M&E (i/c)	30.04.2022
6. IEC, Capacity Building and Training and Jalasree Clubs {4215-01-003-99}	Shri. M. Premlal, DHRD	30.04.2022
7. Spill over works of Jananidhi-II Project {4215-01-102-91}	Shri. T.K.Money Director Technical(i/c) / Smt. Sangeetha.M, Dy. Director (Tech)	30.04.2022
8. Action Plan for Jal Jeevan Mission Targeted FHTCs 108622	Shri. T.K.Money Director (Tech) (i/c)/ Smt. Snageetha.M, Dy. Director (Tech)	30.04.2022

Shri. A.J.Abhilash, Training Specialist (i/c) proposed vote of thanks. The workshop concluded at 4.45 PM.

Sd/-
Executive Director

