

Key Resource Centres (KRCs)

For training and capacity building in Ministry of Drinking Water & Sanitation for SBM (G)

1. Background:

In recent years, especially after the introduction of Swachh Bharat Mission-Gramin {SBM(G)} in sanitation, a number of new issues and challenges have emerged in the sanitation sector such as sustainability of water sources and usage of sanitation facilities, financial and institutional, building capacity of government functionaries as well as of other stakeholders under SBM-G to play their role in a changing environment, capacity of PRIs to manage sanitation and water supply issues, 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 100% Open Defecation Free India and to sustain it on long term basis. With the focus under SBM(G) shifting from mere construction of toilets to sustained usage by promoting appropriate toilet technology and improving the levels of cleanliness in rural areas through Solid and Liquid Waste Management (SLWM), the role of functionaries at State, District and Gram Panchayat has also changed.

In this endeavor, 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 SBM(G), a necessity has been felt to identify such institutions as Key Resource Centres (KRCs) to carry out the said 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 goal of attaining 100% Open Defecation Free (ODF) status in rural areas in accordance with the extant guidelines. The KRCs will endeavor towards adopting a holistic approach in addressing the training and capacity building issues related to the subjects falling within the purview of the Ministry.

2. Need:

Sanitation:- After the introduction of Swachh Bharat Mission-Gramin, there is a paradigm shift in the sanitation sector. Now the strategy is to move towards a Swachh Bharat i.e. 100% Open Defecation Free India by 2nd October 2019. The suggested approach would be to adopt the community based and community strategic approaches focusing on collective behavior change. Emphasis is to be placed on awareness generation, triggering behavior change and demand generation for sanitation facilities and for solid and liquid waste activities. To carry out the above approach there is need for more capacity building activities based on community based trainings. SBM(G) has a distinct responsibility of delivering Swachh India by 2019 and this requires addressing the demand of capacities quickly and comprehensively and at the doorstep.

3. Objectives of KRCs:

- i.) Upgrade knowledge, skills and attitudes of the government functionaries at various levels, 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.
- 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)
- ix) Motivate communities and PRIs to adopt sustainable sanitation practices and facilities through awareness creation and health education.
- x) Encourage cost effective and appropriate technologies for ecologically safe and sustainable sanitation.
- xi) Develop where required, community managed sanitation systems focusing on scientific Solid and Liquid Waste Management (SLWM) systems for overall cleanliness in the rural areas.
- xii) Equip the trainees intellectually and professionally for carrying out the assigned responsibilities under SBM-G to attain ODF status by 2019.
- xiii) Promote BCC/IPC, Advocacy, more collective community behavior change approaches.
- xiv.) Training on other issues related to sanitation.

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 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 SBM(G) by capacity building of District Water and Sanitation Mission members (DWSM), Water and sanitation support organizations(WSSO), 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
- viii) Training on community based approaches.
- ix) Sharing of good and innovative experiences under SBM-G.

5. Selection process:

Key Resource Centres will be identified by the Ministry of Drinking Water Supply based on the track record of national standing experience, previous work and involvement of the concerned institutions/ organizations in rural Sanitation 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 5 years. The selection will be on the basis of presentation before a Committee chaired by Secretary, Ministry of Drinking Water and Sanitation and comprising of other members from the Ministry as well as from other organizations/agencies associated with the sanitation sector. The Lead Resource Person in a KRC should be an individual having sufficient experience in training in participatory approaches including CLTS or similar tools, advanced degree in social sciences/community development/equivalent.

New Key Resource Centres may be selected as and when the need arises. The empanelled KRCs will have to apply for a renewal of empanelment after the completion of each year, based on performance in the previous year. The Ministry 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 Ministry of Drinking Water and Sanitation. On its approval, necessary funds will be released in two installments. After the approval of the training calendar by the Ministry of Drinking Water Supply, KRCs are required to upload the Training calendar on the website of the Department (www.ddws.gov.in) and the KRC to enable various stakeholders/ officials to plan and apply for their participation/ nomination.

7. Funding:

Funding will be provided only as a professional support for the training. The boarding

lodging and logistic expenditure of the training will be borne by the respective District/State. Funds available to States/Districts under the IEC head, for which a special component is Capacity Building needs to be utilized. In the new model, the KRCs are reaching out to the States/Districts on demand. This will be helpful in three ways.

- i) Make Central expenditure more productive
- ii) Inculcate a sense of ownership among the State/District towards their capacity Building and making it demand based
- iii) Unlocking constraints in scaling up capacity building by being able to send expert KRCs directly to States/Districts to train stakeholders.

In the proposed guideline two components of training –logistics and professional content component would be segregated and the States own up the logistics cost and the centre pays up the professional fee. Funding norms will be accordingly applicable as per the table attached.

8. Release of funds:

- i) The funds released by the Ministry of Drinking Water Supply (MDWS) 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).
- iv) Due to different content of training, the KRCs undertaking training of water and sanitation are usually different. However, in the event of the sanitation KRC also taking up content of water training in the same module, no extra compensation for that part would be admissible to the KRC.

9. Personnel:

The Ministry 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:

As proposed in modified guidelines, trainings are intended to be given to the states or districts upon demand. A full community based training requires typically 5 days in which 30-50 participants

learn the skills of triggering and entire Community Approach. During these trainings besides the core team of motivators, grass root staff such as ASHA workers, ANMs, Wealth groups etc. also oriented. Such 5 days training has been instrumental in many districts to completely trigger the district on a path of quick and sustainable ODF achievement.

To the extent possible, the Ministry will ensure that the KRCs have reasonable orientation/sensitization towards the outcomes with regard to SBM(G). The Training Calendar approved in the Annual Action Plan should be placed on the website of the KRC and the MDWS. It should be circulated by the KRC by letter to the State Secretaries, the State Mission Directors/State Coordinators of SBM(G), 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 coordinate with the participants regarding the logistics.

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.

KRCs will share their training module /material with MDWS and get approval KRCs will also inform to MDWS in advance before the commencement of any programme. MDWS may also obtain feedback from the participants after the completion of the training.

11. Applicability of revised Norms:

The revised KRC guidelines will be applicable to the sanitation unit and will supersede the existing guidelines. The same will be reviewed after duration of one year to gauge its effectiveness in achieving the desired outcomes.

12. Details of cost norms for funding various activities undertaken by Key Resource Centres (KRCs) are placed at Annex-I.

ANNEXURE-I

Cost Norms for funding Various Activities of KRCs

1. State/District Level Workshops

SI No	Duration	Logistics & Boarding	KRCs Role & Responsibilities
1	1 Day	May be arranged by the concerned State/District from their IEC funds. This will include support such as arrangement of food, material required for training, logistics for field visit etc.	<ul style="list-style-type: none">• KRC may arrange maximum 3 Resource Persons on the payment conditions as below.• Minimum 30 participants should be ensured. <p><i>Economy airfare as per the entitlement of the officer at the level of Under Secretary + local conveyance will be reimbursed for hotel accommodation of up to Rs.5000/-per day, taxi charges up to Rs 500/-per diem or as per actual for travel within the city and food bills not exceeding Rs.1000/-per day or as per actual within the prescribed limits + KRC will be paid a professional fee of Rs. 60,000, including Lead Resource Person's fee of Rs. 5000/-per day and Rs. 3500/-per day as fee for Non-Lead Resource person.</i></p>
2	3-5 Days	May be arranged by the concerned State/District from their IEC funds. This will include support such as arrangement of food, material required for training, logistics for field visit etc.	<p>KRC may arrange maximum 6 Resource Persons on the payment conditions as below. Minimum 30 participants should be ensured.</p> <p><i>Economy airfare as per the entitlement of the officer at the level of Under Secretary + local conveyance will be reimbursed for hotel accommodation of up to Rs.5000/-per day, taxi charges up to Rs 500/-per diem or as per actual for travel within the city and food bills not exceeding Rs.1000/-per day or as per actual within the prescribed limits + KRC will be paid a professional fee of Rs. 3 lakh, including Lead Resource Person's fee of Rs. 5000/-per day and Rs. 3500/-per day as fee for Non-Lead Resource person.</i></p>

2. National /State Level Residential Training :-

National/State/District level :

Sl No	Duration	Logistics/Boarding	KRCs Role & Responsibilities
1	2 Days	The participants may stay at their concerned State Bhawans. Expenditure on travel/stay of non-officials can be borne from the concerned State IEC funds.	<ul style="list-style-type: none">• KRC may arrange maximum 3 Resource Persons on the payment conditions as below.• Minimum 30 participants should be ensured. <p><i>Economy airfare as per the entitlement of the officer at the level of Under Secretary + local conveyance will be reimbursed for hotel accommodation of up to Rs.5000/-per day, taxi charges up to Rs 500/-per diem or as per actual for travel within the city and food bills not exceeding Rs.1000/-per day or as per actual within the prescribed limits + Lead Resource Person's fee of Rs. 5000/-per day and Rs. 3500/-per day as fee for Non-Lead Resource person.</i></p>

3. Development of Training Module:-

- Maximum Rs. 1,00,000/- may be given one time for the Development of module on a new subject for which there is no current module is available .To be approved on a case to case basis.
 - Module Development will include the detailed outline of the programme including- Background, objective, rationale, expected outcomes, human and material recourse requirements, detailed session plan for each session ,guidance notes for trainers and participants, course material including handouts Power point presentations, audio visual aids.

4. Documentation of Case Studies, best practices, evaluation studies and other documents:-

- Short term studies may be conducted. Reports will have to submit within 3 months.(Depending upon case to case). Upper limit per study may be Rs. 5 Lakh to 10 Lakh depending on the scope of the work.

Monitoring Framework for the KRCs

It should be the obligation for the KRCs to demonstrate that training and other capacity building activities has been conducted in compliance with agreed rules and standards and to report fairly and accurately on performance results vis-à-vis mandated guidelines. This may require a careful even legally defensible demonstration that the entire functioning is consistent with the contract terms. Therefore it is necessary to design a monitoring framework which may be used regularly to check the quality of training and other programmes.

Monitoring Format for Individual Training:

Sl No	Name of KRC	Training Programme conducted	No of Participant	Module developed and discussed with MDWS	Feedback Obtained By KRC and score	Attended & Feedback obtained by MDWS and score	Based on feedback Whether course found suitable	Necessary Suggestions to improve the contents of training
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Monitoring format for KRC before the commencement of Training:

Sl No	Name of KRC	Whether training calendar submitted	List of Training Programmes to be conducted	Ist Grant released if yes Amount	Training module discussed and approved by MDWS
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Monitoring Format for the KRCs after completion of Training Programmes:

Sl No	Name of KRC	List of Training programmes conducted	Submitted UC	Reports of all the Course's Submitted to MDWS	Whether eligible for the last grant
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Based on the results of monitoring evaluation on the performance of every KRC will be conducted annually. This M&E process will certainly help in –

Support in budgeting and planning process

Help in policy development and policy analysis

Can aid to manage activities

Enhance transparency and support accountability

Monitoring and Evaluation of KRCs

Monitoring Process:

SI No	Steps	Action needed from the end of MDWS
1	Specify the intervention	Regular Monitoring
2	Develop the most appropriate indicator	Check on Training Module/Resource Person/Training Methods/Follow up of Guideline principals
3	Develop a data collection strategy	Feedback of the participants
4	Collect baseline and set realistic performance target	Evaluation of Feedback/Necessary modifications in training module
5	Monitor the Implementation	By attending the training programme/Monitoring formats
6	Use the monitor data for Evaluation, Planning and Management	Analysis of overall performance

Monitoring and Evaluation Process:-

Monitoring	Evaluation
Monitoring will be conducted regularly i.e. Before the commencement of training/after the completion of training/for individual training	Evaluation will be done periodically i.e. After completion of yearly target
Monitoring will be focused on tracking the Particular training programme	Evaluation will be Judgmental based on merit also will be a learning

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Annex – II

Key Resource Centres – Reporting Format

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