
NOTE ON SERVICE UNIT (SU) UNDER ICID

PREFACE

International Commission on Irrigation and Drainage (ICID), a knowledge-sharing platform, is dedicated to issues that cover the complete spectrum of agricultural water management (AWM) practices - including floods and drought. It envisions “a water-secure World free of poverty and hunger through sustainable rural development”. As a non-profit professional network, ICID provides a platform where water management professionals join hands to work for the larger benefit of the society and the community in order to make this world a better place to live in.

Like any other non-profit or civil society organisation, the financial sustainability is crucial for its long-term survival and effectiveness of ICID for maintaining general operations and enable it to seize emerging opportunities arising out of the renewed global commitment to ensuring water security and eradication of hunger by 2030. Accordingly, subsequent to adoption of ICID Road Map to Vision 2030, IEC in its 68th meeting held in Mexico, while reviewing financial sustainability of operations of ICID, decided to investigate the scope for diversifying Commission’s income by establishing business(es) related to its specific mission (e.g., capacity development and professional certification). Consequently, IEC, during its 69th meeting in Canada, approved the recommendations of Special Task Force (STF) and gave ‘in-principle’ approval for the development of the detailed proposal and obtain necessary statutory approvals. It desired that an Independent Service Unit (ISU) be launched in Bali, as part of the celebration of 70 years of establishment of ICID.

STF sought inputs from NCs through a questionnaire. Together in consultation with selected ICID office bearers, experts, potential and clients. A detailed project report (DPR) has been developed for establishing ISU as an entity financially independent from ICID to provide professional consulting services and undertake capacity development training and professional certification.

A draft Detailed Project Report (DPR) was prepared in order to bring a common understanding among NCs and seek their participation. Based on the written inputs and the various suggestions received during the e-discussions held on 17 and 18 April 2019, the DPR, was duly finalized and presented in this final form. It was envisaged that approval from the Management Board, ISU would be incorporated as a Company in India and launched formally during the 3rd World Irrigation Forum in 2019 in Bali, Indonesia, as envisaged.

Out of the options available under the Indian Law, the legal experts have opined that it would be most appropriate to incorporate the ISU under **Section 8 of the Company Act, 2013**. Under this setup, the revenues generated by ISU would be used for the capacity development activities essential for meeting ICID’s organizational goals and fulfil the mission adopted in the Road Map to ICID Vision 2030.

Subsequently, STF member VP Waseem Nazir presented an alternative approach which made us revisit the design. It was pointed out, that the reputation of the ICID, which it has assiduously earned over the last seventy years, should not be put to risk. At the same time the financial independence of ICID and the utility of ISU to be able to help ICID in implementing the Action Plan to ICID Vision 2030 needs to be ensured. VP Nazir also suggested a modular approach.

To explore the modular approach, we have had renewed consultations with our financial advisors and concerned expert, who have suggested phasing out of the service provision by making use of revised provision under Income Tax Act¹ where ICID can generate incidental income by providing its services up to the extent of 20% of its total receipts. These two suggested phases are:

Phase I: Start ISU as a Service Unit (SU) of ICID and provide services for generating incidental income up to the extent of 20% of total receipts of ICID.

Phase II: Once SU reaches a turnover of 20% of ICID receipts (likely period of this phase is 3-4 years), incorporate ISU as a separate legal entity under Indian Companies Act as suggested in the DPR, if considered necessary.

Once fully operational, ISU, while bridging the existing gap in the services required in the AWM sector and being provided by the market, will fulfil ICID's organizational goal of Capacity Development of NCs. It would, thereby, reduce the operating expenses of ICID and improve its long-term financial sustainability. As the main objective of ISU is to support the National Committees, and it will be run in partnership with the NCs, they are envisaged to play a crucial role in the working of ISU. They will act as partners and technical coordinators on behalf of ISU in their respective countries.

Phase I of the proposal is presented here in detail, while Phase II will be in accordance with the Detailed Project Report that has already been presented and approved by STF.



¹ As per revised provisions under Income Tax Act, an institution working for charitable purposes, which includes relief of the poor, education, yoga, medical relief, preservation of environment (including watersheds, forests and wildlife) and preservation of monuments or places or objects of artistic or historic interest and advancement of any other object of general public utility, can take up fee based activities during the previous year to the extent of 20 % of total receipts of the trust or institution undertaking such activities of that previous year. Service unit activities can be covered under preservation of environment (services in the field of AWM etc.) and education (capacity development programme etc.)

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1. Introduction

The Road Map to ICID Vision 2030 recognizes the strength of ICID as a collective network for Knowledge Management in the field of AWM. While the Technical Working Groups of ICID act as the network knowledge engines, 'Capacity Development of the NCs' is recognized as one of the six organizational goals to realize its vision. It has been recognized that the strategy to achieve this goal, among others, revolves around:

- Enhancing Institutional Capacity
- Supporting Capacity Development
- Technical Training of Professionals
- Providing Technical Support to NCs

Need for professional support and guidance from ICID in initiating various studies and activities has long been expressed by the National Committees. In order to meet such requirements, the Technical Support Program (TSP) of ICID was initiated in October 2017 with the objective to "Undertake capacity development activities in the field of Agricultural Water Management (AWM)." However, the TSP was functioning on a voluntary basis without assigning any personnel resources. As such it could not take activities beyond a couple of trainings. TSP is now proposed to be graduated to a professional setup by establishing a **Service Unit** (SU) for providing services, to begin with as the first Phase. Once the total aggregate receipts of the unit crosses 20% threshold of the total receipts of ICID, and the demand for the services continues to grow, as Phase II, the Service Unit will be converted into a separate legal Company under Indian Companies Act 2013 as Independent Service Unit (ISU) for which a Detailed Project Report was already approved by STF.

This Note describes in details the objectives and services to be provided by SU, the operational model of the unit, its functioning and the roles to be played by various stakeholders in its operationalization.

2. Service Unit

The SU will be providing "Services²" in the field of Agriculture Water Management (AWM), for the betterment of the society with a vision of a "*Water secure world free of poverty and hunger through sustainable rural development*". It will charge fee for these services and be able to earn surplus.

SU can generate profit and generate surplus which would be used for further promotion of ICID's vision, mission and objects. SU expects to take-up fee based activities immediately. SU is envisaged to capture a large chunk of share in its area of activities during the first three-year Phase I and its aggregate receipts is expected to cross the threshold of 20% of ICID total receipts.

² "Services" means any subject matter of procurement which involves primarily non-physical project specific, intellectual and procedural processes where outcomes/deliverables would vary from one consultant to another. They include professional, intellectual, training and advisory services. These Services typically involve providing expert or strategic advice.

2.1 Objectives

The Unit is established as a strategic services unit of ICID that will help fulfil the ICID **Vision 2030**³ and ICID **Mission**⁴ through its six organizational goals. The **Main Objectives** of the proposed ISU are:

- i. Support ICID member countries,
- ii. Address water challenges faced by society,
- iii. Support environmentally sustainable development,
- iv. Save water and energy - enable higher crop productivity with less water and energy,
- v. Be a catalyst for change in policies and practices, and
- vi. Facilitate capacity development and training

The Unit would provide services around the world and will be located in the premises of the Central Office of ICID at 48, Nyaya Marg, Chanakyapuri, New Delhi, 100012.

2.2 Core Values

SU would be governed by the professionals on a competitive basis and would work under a new value system in which total commitment to the client is the ultimate objective. The core values of the Unit are underscored by the empathy of the members of the network towards those suffering from hunger and rural poverty. The services provided by SU would have a distinct feature of support provided through a hand holding process. The hand holding process would include: identifying and investigating problems concerned with strategy, policy, and organization; discussing and agreeing with the client the most appropriate future course of action, and providing assistance where required to the client to implement recommendations. SU services are demarcated by:

- hand-holding of the clients;
- sharing of knowledge and experiences among the stakeholders;
- the partnership of mutual respect; and
- non-profit objectives.

As a partner of NCs, SU will not accept an engagement unless there is a reason to believe that tangible results can be obtained for the clients. Information gathered on assignments will be held in strictest confidence.

3. Financial Model

Generally, commercial establishments charge a price for their services based on how much customers are willing to pay. However, considering the objectives of SU - to support member countries, the main clients - profit would not be the main driving force. Considering the broad objectives of the SU "to serve the NCs", and considering that most of the clients would be from developing countries, the **cost-plus pricing approach**, which involves adding a mark-up percentage to the actual input costs, as administrative and overhead charges for support provided by SU, is proposed to be adopted. The mark-up percentage charged would be moderate to be able to generate sufficient income to create a surplus that could be re-invested in ICID. The mark-up percentage could vary between products and will be kept modest on projects undertaken in the least developing countries.

³ ICID Vision 2030: "Water secure world free of poverty and hunger through sustainable rural development"

⁴ ICID **Mission**: "Working together towards sustainable agriculture water management through inter-disciplinary approaches to economically viable, socially acceptable and environmentally sound irrigation, drainage and flood management."

Assessment of physical input costs will be based on the technical requirements of professional international consultants, equipment such as analytical tools, local professionals and support staff required and the following as applicable, to fulfil the assignment:

- (a). International consultants' fees including travel costs,
- (b). National consultant and coordinator fees,
- (c). Core Team's time, efforts and travel costs,
- (d). Office rent, furniture/equipment, supplies, utilities,
- (e). IT equipment and communication tools;
- (f). The rental charges of venue for training, projectors and IT equipment;
- (g). Assignment-related surveys;
- (h). Translation of important documents, report printing etc;
- (i). Indirect local taxes and duties, insurance, and shipping;
- (j). Support services;
- (k). Overhead charges; and
- (l). Contingencies and miscellaneous.

Till the time SU gets its first couple of clients lined up, it would be necessary to consider how SU is going to survive financially during the early years of providing services. Dedicated professionals would be appointed to explore and generate opportunities for the services for which both human and IT resources would be required. To enable the SU to sustain its activities, Budgetary Provisions of Rs. 10.96 million, Rs 9.64 million and Rs 2.62 million, as presented in Table A1 of the Annexe would have to be made in the first three years.

After the first Phase of 3 years the services are expected to reach 20% of the total ICID Receipts, the surplus is expected to be generated which will enhance ICID Receipts. In order to increase the Receipts from the Service Unit beyond 20% of ICID overall Receipts and hence increase the surplus, Phase II is expected to be taken up by setting up a separate legal entity under the Indian Company Act 2013 as Independent Service Unit (ISU).

The projected profit (surplus) and loss (deficit) statement of the Service Unit for the next three financial years is given in Table A1 of the Annexe.

SU activities would be undertaken through a full-time Director (Services) as discussed in section 6 'Structure of SU'. Full-time and part-time national and international experts would be engaged to undertake the activities depending on the scope of services and the work load of SU. Based on the estimated work expected to be received, the projected expenditure over the next 3 years has been estimated as given in Table A2 of the Annexe.

Income generated from the services provided, or any other use of capital or assets associated with SU, is one of the most difficult items to estimate. Based on estimates of the projected opportunities for providing services, likely income for the first 3 years have also been projected as given in Table A3 of the Annexe. The net profit after deduction of the expenditure from the income generated by the Unit would go on to increase the Receipts of ICID.

There are no government restrictions on the receipt of fee for services rendered by ICID as long as services provided do not exceed 20% of the total receipt of ICID. These receipts are also not liable to income tax. Similarly, there are no government restrictions on payment to be made for services rendered from abroad and paid in foreign currency.

4. Execution Strategy

Professionals in the large public sector irrigation and drainage institutions in Asian and African countries are often equipped with outdated tools and professional skills. Further, institutions addressing AWM issues have largely been mono-disciplinary. The knowledge of modern technologies and their operational use in many countries is also lacking. Further, given the complexity of the development process, irrigation and drainage professionals need exposure to the economic, social, environmental and other disciplines that influence AWM. Support is also needed for the assessment of institutional and individual capacity needs and implementation of capacity development programmes including training in these regions.

Irrigation and drainage is no more a favoured subject in the graduation or post-graduation level and formal education in the sector is dwindling. As such, the irrigation utilities need to provide in-service training to their managers and workers. There is a need for a certification program that ensures that the individual has a minimum set of knowledge, skills, or abilities to perform their job to the satisfaction of the clients. Such a certification program should have industry recognition globally.

Lack of case studies on the impact assessment of projects, programs, and policies in the field of irrigation and drainage has deprived the sector of mid-course corrections as well as correctly projecting their secondary and tertiary benefits for their economic justification. For an unbiased assessment of the benefits of irrigation and drainage schemes and programs, a dedicated body not attached to a specific product or technology or ideology is required.

Due to dwindling investment in irrigation infrastructure development and management during the last 30 years, the international and national consultancy organizations, which were mainly focused on irrigation infrastructure development have lowered their priority for the sector. They no more maintain a pool of irrigation experts to cater to the needs of the clients.

4.1 Products and Services

There is a recognized need of managing agriculture water in a more efficient and sustainable manner preserving environment. Agriculture water management will be the main segment of the water sector that SU will initially focus on. Some of the areas of water and sanitation such as drinking water sources, use of wastewater in agriculture which provides linkages with agriculture water management and preservation of environment would also be covered.

Based on the above strategic analysis, it is evident that SU's activities don't have to be unique. They just have to be different. The main spectrum of products and services to be provided by SU can be classified into the following three broad categories:

A. Institution building

1. Institutional capacity development
2. Stakeholders' Interaction and Participation
3. Capacity development and management

B. Training

1. Organization of Trainings and Workshops
2. Certification of professionals
3. Organizing Study Tours

C. Advisory

1. Policy inputs
2. Status and Study Reports
3. Program and Project Evaluation reports
4. Third party evaluation of projects and programs

Adjustments and addition to these products and services would have to be made as per the dynamics of client requirements.

4.2 Sourcing Strategy

SU will continue to have to expand its knowledge base and ensure that it is constantly updated through its close linkages with the network of ICID experts. It will have to innovate new ideas and solutions for solving a given problem. SU would make all efforts to bring new knowledge and impart new skills to its clients and set new standards of performance. These inputs will be acquired through ICID's Network of National Committees.

To drive successful solutions to various challenges, SU would work closely with ICID NCs in a hand holding process and would strive to become their **trusted advisors**. SU would be working in association with and in full support of National Committees from the region and developed countries by facilitating them share their experiences.

Experts would largely be drawn from members NCs and would be paid the remuneration according to their expertise, capabilities and work requirements by establishing a Panel of International Experts.

The **Core Team** consisting of Director (Services) and Technical Officers will be responsible for:

- (a). Exploring opportunities for generating incidental income by way of providing services to the clients in the field of AWM and developing a plan and strategies for the same,
- (b). managing the overall operations of the Unit,
- (c). oversees design, delivery and quality of programs, products and services,
- (d). financial planning, managing financial actions and tracking income generation,
- (e). coordinating with all clients, experts, NCs and regulatory authorities, and
- (f). manage the human resources of the organization according to authorized personnel policies and procedures.

The Core Team will work as the engine and build opportunities to provide services to lead its customers into a working relationship through NC and ICID partners. The Core Team would operate from the Central Office facilities using its logistics and infrastructure – office space, computers, printers, photocopiers, scanners, telephone, internet facilities, and transports, but as a separate Unit of ICID.

4.3 Partnerships

SU inherits the advantage of ICID's collaborative network with all the major international organizations dealing with AWM such as FAO, IWMI, IFAD, ICRISAT and WMO, among others, to address challenges associated with food and water security and AWM. These partners would be approached both for significant technical and financial resources as well as soliciting potential clients. Therefore, resources need to be deployed in activities that would strengthen these relationships. SU would **develop partnerships** with various international organizations such as IWMI and other national specialised institutions. Active development of thematic partnerships both

at global and national levels will be developed by ICID members and support organizations. NCs would play a very crucial role in identifying these institutions.

5 Incidental Income Generation Strategy

SU will be a professional services provider and its services will need a clear strategy for its successful establishment and further expansion. SU would rather have to create demand for their services instead of waiting for the clients to approach them.

Geographically, the countries of Africa and other developing member countries will be SU's first priority clients. African water sector suffers from the lack of sufficient people - engineers, technicians, trainers and managers - who have the right skills and capacities. Particularly in Africa, institution building will get the topmost priority⁵.

South Asia will also be on top priority because of scope for large opportunities for providing services and proximity. In South Asia, the spiralling crisis in the water sector is drawing the attention of governments towards balancing supply and demand. For example, India is taking concrete steps and increasing investments in areas such as recharging groundwater, increasing crop productivity and implementing new and efficient technologies. With the headquarter of SU in New Delhi, India will be one of the major geographical region of opportunities for services of the SU.

5.1 Prospective clients

To drive successful projects, SU will work closely with NCs, its clients, as the unit is committed to addressing the specific challenges they face in the country. SU would strive to become their trusted advisors and strengthen national capabilities. SU will work with a range of clients, from decision-makers to water professionals and institutions that would include public authorities and government organizations both at national and international levels:

National:

- Central Government
- State Governments
- Public Sector Undertakings
- Corporations and Industrial Establishments
- Private Enterprises

International:

- National Committees/ National Governments (Africa, SAARC countries, South East and Central Asia),
- United Nations and its associated agencies like; UNSD, WHO, ILO etc.
- Bilateral and multilateral development agencies like ADB, WB, AfDB etc.
- Other International Bodies

Senior level policy makers with their reach to various national agencies will be approached through NCs in AWM partnership development. SU would strive to develop MoUs with government agencies, through NCs, for providing service.

Some of the bilateral and multilateral development agencies such as World Bank, ADB, and AfDB have also felt the needs to outsource certain technical studies/services. These institutions find it difficult to exercise quality control on the individual experts and that the studies are generally delayed. Moreover, there is no control over the quality of the data collection, tabulation, compilation

⁵ In 2013, the African Union and the African Ministers for Water announced the need to create a Human Capacity Development Programme and the task was given to the African Union's NEPAD Networks of Water Centres of Excellence. However, the process is painstakingly slow.

and analysis as different consultants follow different standards, definitions, concepts etc. SU will be able to meet their requirements.

5.2 Operational Plan

As part of the income generation strategy and based on the outline discussed in the following paragraphs, the Core Team will develop an operational plan.

Service provision has a pipeline approach. It is often several months between the time when one starts to pursue a client relationship in the first stage to make a proposal and much later actually enters into an agreement and begin to provide services. That means SU will need to have the next client or that next project somewhere in the pipeline.

ICID's 70-year strong network of member countries that cover 90 per cent of the total irrigated area around the world will be the source of the first clients. The reputation for competence, character and willingness to share latest among the AWM community, and ICID's interest in the success of achieving sustainable development goals (SDGs) will be key to getting the business going.

SU will enlist the support of the stakeholders that have participated in ICID events such as International Irrigation and Drainage Congresses and World Irrigation Forums, and who are already aware of ICID strengths. It would identify the institutions who would be most willing to help start the activities of the SU. They will need to be informed of the activities of SU and given the opportunity to help with referrals.

5.3 Communication Strategy

There is no way that a service provider can function without informing the potential clients of what they do without a well planned communication strategy. SU would make excellence in communication as its goal right from the beginning. The Core Team will develop a communications strategy to help SU fulfil its goals.

For creating a new communication strategy that would expand public knowledge of its programs, they must determine what types of tools to use to get this message to their audiences. The type of communication will be mainly guided by its limited financial outlay. SU as an extension of ICID should not face much problem as ICID is a brand known for about 70 years. However, it will be important to distinguish SU's important activities from other organizations.

The communication for each program – policy, planning, institutional building and training may be unique and the means of communication will have to be appropriate for different programs. In order for the target audience to better understand the goals of the company important messages would be developed to help build awareness.

SU as a first step would organize **polling** among ICID member countries to learn about the current needs of their target audience and simultaneously inform them about the services they offer. An up-to-date and separate section in ICID **website will be developed as** an excellent means of communication to provide an inexpensive way to build a relationship with the audience and network with other organizations. Specific resources would have to be allotted and provided for. Internet will play an important role in communication strategy, particularly for SU as it has to reach out to clients pread around the globe.

Another useful means of communication is a **leaflet**. SU would use simple, but yet descriptive leaflets to inform the NCs, the targeted national governments and other institutions associated with AWM within the countries about the services they would be able to provide. The third form of communication, a **newsletter** which ICID is already using to disseminate information to the

organization's target audience. The monthly newsletter disseminated by ICID would be used by inserting a story about something that has occurred and important for SU.

Large events such as World Irrigation Forum, International Irrigation and Drainage Congresses, Annual Executive Council Meetings, organized regularly by ICID, present a good opportunity to target a lot of people together. In addition, public speaking at important non-ICID events by Director (Services), SG ICID and President ICID and writing readable articles in various platforms provide an excellent avenue for raising awareness of SU and the services provided by it, which would be fully utilized.

6. Structure of SU

SU will carry out its activities with the highest professional standards of practice through a **Panel of Experts** and active participation of **National Committees** duly assisted and coordinated by a personnel located within Central Office but forming a dedicated **Core Team**. Utmost transparency would be followed and close synergies will be ensured between activities of ICID and SU. SU would develop a close and long-lasting client relationship on the basis of its 70 years of ICID network. SG will guide SU to explore opportunities for generating additional incidental income. An Advisory Committee headed by the President, ICID with other office members and experts will guide and steer activities of the SU.

6.1 Core Team

Various steps involved in successfully implementing a professional service-offering to a prospective client are Initial contact, Client courting, Meeting and proposal writing, Negotiation and closing, and Continuing managing relationship. In order to successfully perform these services, the personnel engaged by SU at various stages need to have a variety of skills. To begin with most of the skills have to be rolled up in two or three functionaries while out-sourcing the others.

The Director (Services)⁶ will head the Core Team established at the headquarters. He/she will manage the overall operation and resources of the Unit. Technical Officer (TO)⁷, with relevant technical and soft skills, will be hired during the first year, duly supported by one or two Technical Officers in second and third year. Table 1 shows the year-wise deployment of the staff. The administrative and auditing support would be provided by the Central Office. Legal and communication services will be outsourced.

⁶ One post of the Director (Services) will need to be created exclusively for SU.

⁷ There are two approved post of Programm Officer and Program Assistant approved by the Staff Committee in its meeting held on 28 February 2015, which are yet to be filled up. These posts were proposed to be released only when a specific project is undertaken by ICID CO. It is proposed to release these two post now for SU as Technical Officers. In addition one more post will have to be created as Technical Officer. Three post of technical officers will be filled as per requirement.

The Core Team will be responsible for the expansion of the activities of the SU through strategies, as outlined in section 5.

Table 1: Personnel deployment in ISU

SI No	Post/Services	Year 1	Year 2	Year 3
1	Director (Services)			
2	Technical Officer (1)			
3	Technical Officer (2)			
4	Technical Officer (3)			
5	International Consultants (hired as per requirement)			
6	Legal advisor (Out-sourced)			
7	Communication expert (Out-sourced)			
8	Administration and Logistic Services (ICID)			

6.2 Panel of Experts

For ISU to be competitive, an extensive and committed panel of experts would be required to be maintained by SU with the help of the NCs. The panel of experts, with expertise in various facets of AWM and with experience of working in various geographical areas, would be developed. The process of enlisting the services of experts is one of the most difficult and time-taking tasks for which a transparent criterion would be developed. The panel, with a proven track record, will be required for different specialised areas of expertise, regions and languages.

Consultants, with expertise in the topics related to the project, will be engaged from time to time, mostly drawn from a pool of national and international experts. The consultants would be evaluated for shortlisting, inter-alia, based on their past experience of handling similar types of projects. SU, together with NCs, will enlist consultants who have a reputation for integrity and impartiality.

SU will have an out-sourced management specialist to create, arrange and review agreements to provide services as well as to ensure fulfilling all compliance requirements. Services of a legal person will be outsourced as and when required.

6.3 Role of National Committees

The NC in the client country would be the first stop **as a local technical partner** for the specific activity. They would be expected to be the first contact point on behalf of SU and act as its **partners**. NCs would also have to play a leading role in **creating the demand** for the services provided by SU.

Generally, a competitive bidding process for procurement of service agreement, among others, includes pre-proposal meeting; receipt of proposals; the public opening of financial proposals; evaluation of financial proposals by procuring authority; and negotiations with the selected bidder, if required. Presence of the representatives of bidding entity is essential at some of the stages. It

may not be financially viable for a Core Team member from HQ to attend to all these tasks. The local technical partner would **represent the unit** on these occasions.

Further, NCs would be expected to identify the national experts who could deliver the services required and at the same time assign a coordinator who would facilitate the work of experts by providing **technical coordination**.

As far as possible, SU services in any country would be provided jointly working with the NC. However, the role of NCs will be different in different countries, depending on the state of irrigation development in the country, their experience in agriculture water management and their willingness to share their experience, The NCs can be considered to be grouped as: Group A - NCs that have experts in Irrigation Management and other related subjects in universities or research institutions; Group B - NCs with long irrigation history, established institutional arrangements, and technical man-power; and Group C - NCs with emerging irrigation needs and relatively new institutional arrangements.

Group A NCs will mainly act as talent hunters to help develop a pool of experts for use by SU in discharging its services. Group B NCs will be required to represent SU in the country, help promote the services provided by SU, act as technical coordinator on behalf of SU and provide all local logistic support to the experts deputed by SU for delivering the services. They will also be requested to help in contributing to the pool of experts required by ISU. Group C NCs will be requested to create the demand for the services in the country by making the irrigation community aware of the services that could be availed from SU, represent the SU in the country and provide local logistic support to the SU experts.

Senior level policy makers with their reach to various national agencies will be approached through NCs in AWM partnership development.



Table A1 Projected Profit & Loss Account of ISU cum Budget for 4 financial years

All Figures in Indian Rupee				
Particulars	Year 1	Year 2	Year 3	Year 4
Cost of Services Undertaken	6,000,000	17,000,000	23,500,000	23,500,000
RECIEPTS				
Incidental Income (expected)	-	6,000,000	17,000,000	23,500,000
Other Income	-			
Sub-total	Nil	6,000,000	17,000,000	23,500,000
EXPENDITURE				
Personnel Expenses	7,980,000	12,660,000	16,440,000	16,440,000
Administrative Expenses	1,280,000	1,280,000	1,280,000	1,280,000
Other Expenses	1,700,000	1,700,000	1,900,000	1,900,000
Sub-total	10,960,000	15,640,000	19,620,000	19,620,000
Surplus/(Deficit)	(10,960,000)	(9,640,000)	(2,620,000)	3,880,000
BUDGET PROVISION				
Budget Provision to be made	10,960,000	9,640,000	2,620,000	nil
For projected income see Table A3				

Table A2 Expenditure on Personnel, Administrative Services and others for 3 Financial Years

(A) PERSONNEL COST							
Personnel	Cost Rs pm	No of months	Year 1	No of Months	Year 2	No of Months	Year 3
Director (Services)	200,000	12	2,400,000	12	2,400,000	12	2,400,000
Technical Officers	150,000	18	2,700,000	30	4,500,000	36	5,400,000
International Consultants	240,000	12	2,880,000	24	5,760,000	36	8,640,000
TOTAL			7,980,000		12,660,000		16,440,000

(B) Administrative and Services Cost							
Personnel	Cost Rs pm	No of months	Year 1	No of Months	Year 2	No of Months	Year 3
Adm Support	30,000	12	360,000	12	360,000	12	360,000
Legal Serv	30,000	12	360,000	12	360,000	12	360,000
Audit and Account Serv	30,000	12	360,000	12	360,000	12	360,000
Insurance	LS		200,000		200,000		200,000
TOTAL			1,280,000		1,280,000		1,280,000

(C) Miscellaneous Expenditure			
Item	YR1	YR 2	YR 3
Travel Costs	1,000,000	1,000,000	1,200,000
SU Promotional Costs	400,000	400,000	400,000
Conference Support	300,000	300,000	300,000
TOTAL	1,700,000	1,700,000	1,900,000

Table A3 Projected Income for the first three Financial Years

All Figures are in Indian Rupees						
Products & Services	No	YR1	No	YR 2	No	YR 3
Study Reports	1	500,000	2	1,000,000	2	1,000,000
Project impact Reports	1	2,000,000	1	2,000,000	2	4,000,000
Project Evaluation Rep			1	7,000,000	2	6,000,000
Institution building			1	1,000,000	1	2,000,000
Trainings	1	2,500,000	2	4,000,000	2	8,000,000
Study Tours	1	1,000,000	2	2,000,000	2	2,000,000
Certification					LS	500,000
TOTAL		6,000,000		17,000,000		23,500,000

Table A4. Emoluments proposed for various personnel

No.	Post/Services	Gross Emoluments/ Charges Rs pm
1	Director (Services)	200,000
2	Technical Officer	150,000
3	International Consultants (hired as per requirement)	240,000
4	Legal advisor (Out-sourced)	30,000
5	Financial Auditor (Out-sourced)	30,000
6	Communication expert	30,000

