



2011:8

Sida Review

Adam Pain

# Mid-term review of Sida support to the Centre for Science and Environment (CSE), Delhi

Final Report



# Mid-term review of Sida support to the Centre for Science and Environment (CSE), Delhi

**Final Report  
November 2011**

**Assignment undertaken by:  
Adam Pain**

**Authors:** Adam Pain, Indvelop AB

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

**Sida Review 2011:8**

Commissioned by Embassy of Sweden in India

**Copyright:** Sida and the authors

**Date of final report: November 2011**

**Published** by Citat

**Art. no.** Sida61460en

**URN:NBN** urn:nbn:se:sida-61460en

This publication can be downloaded from: <http://www.sida.se/publications>

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

Postgiro: 1 56 34-9. VAT. No. SE 202100-478901

E-mail: [info@sida.se](mailto:info@sida.se). Homepage: <http://www.sida.se>

## Final Report

# **Mid-term review of Sida support to the Centre for Science and Environment (CSE), Delhi**

November 28<sup>th</sup>, 2011

Assignment performed by:  
Adam Pain

## **TABEL OF CONTENTS**

<b>ACRONYMS .....</b>	<b>3</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>1.INTRODUCTION .....</b>	<b>7</b>
<b>2.THE PROGRAMME DESIGN, OBJECTIVES AND RESULTS .....</b>	<b>8</b>
<b>3.REVIEW METHODS.....</b>	<b>10</b>
<b>4.FINDINGS.....</b>	<b>11</b>
<b>5.CONCLUSIONS, LESSONS LEARNT AND RECOMMENDATIONS .....</b>	<b>28</b>
<b>6.RECOMMENDATIONS .....</b>	<b>29</b>
<b>ANNEX 1: ITINERARY AND PEOPLE MET.....</b>	<b>31</b>
<b>ANNEX 2: CSE ORGANISATIONAL STRUCTURE .....</b>	<b>34</b>
<b>ANNEX 3: LIST OF CSE PUBLICATIONS PUBLISHED BETWEEN 2009 .....</b>	<b>35</b>
<b>ANNEX 4: CSE MEMBERSHIPS IN INTERNATIONAL, NATIONAL AND STATE COMMITTEES AND OTHER POLICYMAKING BODIES.....</b>	<b>36</b>
<b>ANNEX 5: TRAINING COURSES FROM 2009.....</b>	<b>40</b>
<b>ANNEX 6: PORTAL HITS .....</b>	<b>44</b>
<b>ANNEX 7: REGIONAL PROGRAMME TIMELINE .....</b>	<b>45</b>
<b>ANNEX 8(A): PROPOSED PROGRAMME STRUCTURE .....</b>	<b>49</b>
<b>ANNEX 8(B): WORKING DRAFT OF A CSE CAUSALITY MAP .....</b>	<b>50</b>
<b>ANNEX 9(A): CSE COST MANAGEMENT .....</b>	<b>51</b>
<b>ANNEX 9(B): CSE FINANCIAL STRATEGY .....</b>	<b>55</b>

# Acronyms

Crore	100 Lakh = 10 million Indian rupees
CSE	Centre for Science and Environment
Lakh	100,000 Indian Rupees
MTR	Mid-term Review
SEK	Swedish Krona
Sida	Swedish International Development Cooperation Agency

## Exchange Rates

1 SEK	7 IRS (Indian Rupees)
SEK 14286	1 Lakh
SEK M 1.43	1 Crore

# Executive summary

The overall objective of this midterm review of the Centre for Science and Environment (CSE) in Delhi has been to provide an assessment of CSE's performance and impact with respect to the long-term bilateral funding by Sida and Sida regional project funding.

CSE is a unique public interest organisation that has delivered a significant public good and continues to do so. Its goal is to make a significant contribution to the achievement of environmental and social justice. Its role and the need for it are not in question. If anything, the need will become greater in the future, not less. There is no other organisation of similar stature in the region. CSE combines activist principles with a pragmatic engagement where possible, drawing on robust technical understanding to support its agenda. It also combines a form of crusading journalism with dimensions of a development organisation with programme structures and organisation. The journalistic impulse has driven an emphasis on deadlines, outputs and delivery. Both the bilateral and regional programmes have performed extremely well.

On the other hand, programming requires systems, monitoring frameworks, programme structures and theories of change supported by robust enquiry into effects and impacts. The culture of CSE with its rich engaged informal life has done well without such well-developed systems, and much of the necessary understanding lies within the organisation. The absence of a formal institutionalised conceptual framework for its programmes, and a failure to reconcile its specific programmes to those of the Sida bilateral grant objectives, means that its reports to Sida have not done CSE justice. CSE needs to pay more attention to the development of the necessary programme systems, including a more robust and outcome-oriented results framework.

A review of the bilateral programme finds that the CSE programmes have met the four objectives of Sida funding, although there are details that need greater attention: these include the climate adaptation project, the monitoring of capacity building and the institutional capacity agenda, which is too focused on accountability to the neglect of institutional learning.

The regional programme has grown naturally out of CSE programmes, fits in well and has a strong demand in the region. As with the bilateral programme, CSE has not reported well on it to Sida. Monitoring systems need to be developed beyond a focus on outputs. Given the need to build relationships on which a regional initiative can be leveraged, progress is reasonable but there should now be an emphasis to bring the programme to scale. There are already indications that it is enriching CSE's country programme.

CSE has already through long-term planning set in motion measures to secure its financial future. The growth of an endowment fund, the diversification and building of a wider donor programme support base and the growth in internal revenue is evidence of that. All these measures are being further pursued. While CSE is moving towards financial sustainability it is not there yet, and when the current phase of Sida funding is reached a gap will remain.



## **Recommendations**

### **Financial strategy**

Three specific actions are recommended, in addition to the continuation of efforts to raise funding from like-minded donors and domestic Indian sources:

- Consideration needs to be given to building a separate CSE Enterprise Division which could be used to generate profits for the endowment fund. The opportunity to generate revenue exists in several areas of CSE operations. Reservations with respect to compromising CSE's standing and legitimacy are understood. It will need to be approached carefully, but it is possible.
- A strategic approach to securing donations for the endowment (corpus) fund is also possible so that the fund is brought closer to the level necessary to support the core of CSE's activities. Donor support for this might be looked at.
- A key part of the financial planning must be the development of scenarios to prepare for and respond proactively to a possible decline in income, which could lead to a contraction in programme size.

However, it is unlikely that increased income or further grant sources will close the financial gap. In the interests of the public good and the regional role that it can play the question has to be asked if Sida will be able to stretch funding just a bit further to meet a portion of CSE's core costs to see CSE closer to its financial goals.

### **The need for a programme framework to underlie monitoring and learning**

A key observation that runs across all the programmes – bilateral and regional – is the absence of an explicit and coherent programme framework that systematically links and builds synergies between programme components. Such a framework lies at the heart of the development of a robust and learning approach to monitoring. There are weaknesses in existing monitoring and learning practices. One approach to developing such a structure has been suggested, but there is a need to take this further. Three actions are suggested:

- There is a need to build specific monitoring and evaluation skills within CSE. These should be placed within senior management to help drive the organisational attitude towards systematic learning. The first step is to invest in some specific training to bring those skills into CSE.
- A second step will be to develop a broad programme framework linked to an explicit theory of change within which programme components are located and synergies identified. This will provide the basis for developing appropriate indicators at different levels of interest.
- More appropriate and precise indicators targeted at each logical level and the synergies between programmes need to be developed

### **Programme content and the bilateral programme**

The reporting that CSE has provided has not done justice to what it has actually achieved. The problem has rested with the lack of a robust programme framework, as noted above, and also a lack of systematic compilation and analysis of data across programmes. There is a need to develop more appropriate indicators of effects, but there is little reason to doubt that major programme effects are being achieved.

For various reasons the climate adaptation programme has not established itself. CSE needs to give careful consideration as to whether this is where its core strength lies and where it fits within its portfolio. If CSE is interested in building this programme then it is going to have to develop a social science capacity that it does not yet have.

### **Programme content and the regional programme**

CSE is not only well-respected in the region, but it is also well-positioned to contribute significantly from its experience to the environmental agenda in the region. This is also clearly recognised within the region. The programme may have gotten off to a relatively slow start but regional networks and relationships need to be built and not imposed. The one action that needs specific attention relates to monitoring and, along the lines discussed above, there is a need to develop more robust and systematic monitoring of programme effects and impact.

### **Reporting**

CSE has not reported well on what it is doing to Sida. It needs to understand that reporting is not just an exercise in compiling data. It needs to bring to these reports the same attention to storytelling, evidence, analysis and argument that it brings to its professional publications. It must rethink how it reports, invest time in preparing the reports and respond in particular to the programme objectives. Adopting an overall outcome-oriented programme framework will help CSE do this.

# 1. Introduction

The Centre for Science and Environment (CSE) was established in Delhi in 1980. It has established itself as a leading activist organisation in environmental and sustainable development policy in India and internationally, combining research, communication and advocacy. With a current permanent staff of about 110 individuals and an income in 2009–2010 of SEK23.2 million (Rs 16,22,53,359.27)<sup>1</sup>, CSE has built activities around five broad areas: Communication for Awareness, Research and Advocacy, Education and Training, a Knowledge Portal and Pollution Monitoring.

However, CSE has also been an aid recipient and a significant proportion of its funding (over 70% in 2009–2010) has come from foreign grants, with the balance being provided by local grants (14.5%) and self-generated income (14%). Sida has been a long-term donor to CSE, and from 2003–2009 has supported CSE with a grant of SEK 35 million. This was followed with a second SEK 21.5 million tranche of funding for the period 2009–2013 designed to support *“Programmes of awareness creation, research, advocacy, education and training for a sustainable society”*<sup>2</sup>. Sida funding currently comprises a little over 50% of CSE’s overall budget through its bilateral institutional funding and its regional project.

Sida commissioned a mid-term review (MTR) of its current support to CSE. This MTR is seen as a key dimension of Sida’s phasing out of its long-term support to CSE and part of its responsibility to ensure that CSE is well-positioned both organisationally and financially once such funding ceases. This document is a report on this MTR and follows a review process outlined in the inception report.

The overall objective of this MTR has been to provide an assessment of CSE’s performance and impact within the current SIDA funding period, and to assess in particular the following specific issues with respect to the bilateral programme:

- The continuing relevance of CSE’s objectives, practices and impact in the current context;
- The cost-efficiency and effectiveness of CSE’s approach/strategy; challenges CSE will face beyond 2013 and how these might be addressed;
- The possible consequences for the financial viability of CSE with cessation of Sida’s support in 2013, as well as CSE’s strategic response to this including the potential for *Down to Earth* magazine to generate higher levels of income;
- CSE’s long-term strategy and business plan with recommendations for modifications;

And in relation to the regional programme an assessment of:

- The positioning of the regional programme;
- Whether or not the regional programme will achieve its objectives in the funding period;
- The relations between the bilateral and regional support emphasizing synergies, value added, challenges and the future

This report is divided into four major sections following this introduction. First, the design of the Sida-funded bilateral and regional programmes are presented. This is followed by a summary of the review methods. The third section discusses the findings and the final section presents the conclusions, lessons and recommendations.

---

<sup>1</sup> An exchange rate of 7INR = 1 SEK has been used.

<sup>2</sup> Agreement between Sida and CSE on Support of Programme on Awareness Creation, Research, Advocacy, Education and Training for a Sustainable Society 2009–2013, (2009).

## 2. The programme design, objectives and results

As noted above, the overall purpose of the Sida bilateral funding to CSE has been to support *“Programmes of awareness creation, research, advocacy, education and training for a sustainable society”*. These have then been elaborated into four specific objectives that bring the programmes together and these are listed below. The review responds to these objectives.

- To contribute to the development of national policies and corresponding actions aimed at:
  - ✓ Strengthening the ability of rural communities to withstand climate change;
  - ✓ Sustainable urban transport and green buildings, sustainable water management
  - ✓ Sustainable industrialisation
- To contribute to capacity building and awareness of national actors (central and state government officials and bureaucrats) and key stakeholders (civil society) in the abovementioned areas;
- To empower citizens with information about the environment and development by creating a national portal on the environment and sustainable development;
- To strengthen institutional capacity of CSE to provide information on the environment and development and awareness-raising activities.

In addition, separate funding for the Regional Programme has had its own objectives, although the statement of these differs between the proposal to Sida (CSE, 2007: Catalysing sustainable environmental practices in South) and from the reporting structure. In the CSE proposal they are stated as follows:

- To bring together environmental information from across the region and to make this information available to policymakers, academics, scientists and others;
- To proactively create consciousness in the public and among decision-makers about challenges related to the environment and development in South Asia;
- To build alliances and networks of civil society groups working to address environmental issues;
- To build capacities in civil society and government to address environmental issues.

In the reporting on the regional programme the overall programme objective is phrased as follows: “to bring about changes in policy and practice for improved environmental governance that would lead to a sustainable society”. Three sub-components are identified within this and defined more in terms of activities than objectives. These are characterized as follows:

- Constituency-building activities
- Capacity-building activities (government and other groups)
- Public awareness-raising activities

Since the review of the regional programme is more concerned with a focus on results (Terms of Reference page 2), this review of the regional programme assesses progress and will follow the activity-based organisation of the programme as listed in Annex 8. However, it will also address the positioning of the regional programme and the synergies between the regional and national programme.

It should be noted that, except for the Regional Programme which corresponds with the CSE South Asia Programme, the four Sida programme objectives do not correspond entirely with the CSE programme structure and organisation (See Annex 2). This is not surprising because as a core grant and programme-wide, it provides crosscutting support across the CSE programmes. However, as will be seen, the financial support that it has provided has been used variably across the CSE programmes. A best-fit matrix aligning the Sida programme objectives to CSE's programme structure is provided below.

<b>Sida Programme</b>	<b>CSE Programme</b>
Objective 1: National Policies and Actions	Urban Water Management Industry & Environment Renewable Energy Climate Change, Food Safety & Pollution Monitoring Rural Water Management Green Building, City Action, Clean Air
Objective 2: Capacity Building	Environment Education All Thematic Programmes (under Objective 1)
Objective 3: Empower citizens	Media Resource Centre Library and Information Management Information and Communication Technology
Objective 4: Strengthen Institutional Capacity	Capacity Building Programmes

In essence, the Sida programme objectives are thematic and cross-cutting, while CSE's programme structure is mainly subject- or issue-based (e.g., Urban Water Management, Industry and Environment etc.) Another way of putting it would be to see the Sida programme structure addressing the synergies between the CSE programmes and the higher-level goals, creating an overall CSE PROGRAMME for which the CSE programmes are sub-components. As noted in the inception report, a reconciliation of the Sida programme objectives with the CSE programmes' has never really happened within CSE, which has worked with its existing programme structure and reported more to the title of the Sida bilateral programme rather than to its objectives. This is more of a conceptual than substantive issue but as will be discussed in section III, it is not always clear how what is being reported and evaluated fits in with Sida's programme objectives. For the purpose of this review the Sida programme objectives will be followed, not only because it means the MTR is reporting against Sida funding objectives but also, as will be argued, CSE needs to adopt an overall programme structure (the CSE PROGRAMME) that specifically builds on the synergies between its constituent programmes.

A note needs to be made on terminology: The Sida programme or bilateral programme has four objectives, but CSE has reported against the programmes – awareness creation, research, advocacy, education and training – and not the objectives and has not clearly reconciled its programme structure with this. For the purposes of this report the Sida bilateral programme is referred to as “the Sida programme” and linked with its four objectives. The CSE programmes as reflected in its organisational structure will be termed “the CSE programmes”. The term “CSE PROGRAMME” is hypothetical and addressed later. It refers to an overall programme to which the individual CSE programmes should contribute.

### 3. Review methods

As noted in the inception report, this is a mid-term evaluation and its primary role has been to learn about progress made and planning for the future on the basis of that. The evaluation has necessarily been selective given the scope of CSE's programmes and has been designed to address the core review questions by working with evidence to test assumptions about performance and effects. It has focused more on the higher order of the objective-means hierarchy with an examination of output–outcome, cause–effect relations and outcome–impact relations.

Based on a close reading of the primary documentation in relation to the programme, much of the evaluation process has focussed on detailed discussions with each of the CSE programme's core staff and senior management. The discussions have provided both an overview of the specific CSE programmes, its origins, evolution and, since 2009, its key activities. In addition, discussions with senior CSE managers were held on overall programme management, monitoring practices and learning.

As a second layer of enquiry the reviewer was present as an observer in two events held between CSE and outside parties. The first was a meeting with senior cement industrialists in Mumbai when the CSE study on cement pollution was presented and discussed. The second was a press briefing on the scale of environmental and forest clearances given by the Indian government. In addition, field sites for the Green School Programme and water harvesting were visited in Delhi. Interviews were also held with outside parties to gain their perspectives on CSE's role and contribution.

The third aspect of the review entailed a three-day visit to Dhaka, Bangladesh, to discuss the CSE regional programme with regional partners. Meetings were held at the Department of Environment with journalists and with Water Aid, CSE water programme partners. This included a visit to a Water Aid partner who had installed rainwater harvesting and a meeting with the Rain Forum, which grew out of the CSE training course.

An aspect of the review was a continuing discussion with CSE management around issues and emerging themes central to the evaluation--namely, strategic focus and positioning, programme structures, monitoring practices, log frame structures, theories of change and financial strategy. An itinerary and list of people met is attached as Annex 1.

## 4. Findings

This section is divided into seven sections. The first two (A and B) consist of an assessment of the national and regional programmes and address the objectives of each programme. The remaining five sections (C–G) address more thematic and institutional issues.

A few summary comments are made at the outset, and it should be made clear that these are the fundamental conclusions of the review to which the detailed comments are subordinate. CSE is without question a unique public interest organisation that delivers a significant public good and delivers it well. Its goal is to make a significant contribution to the achievement of environmental and social justice in India, and to support the capacity for similar activism in the region. CSE's role and its need are not question and if anything that need will become greater in the future, and not less. There is no other organisation of similar stature within the region.

CSE has achieved this status by creatively managing an inherent tension in its position and with an astute sense of tactics. On the one hand, it is an activist organisation that still has the “fire” within it to engage with passion, principle and commitment. On the other hand, it has also been pragmatic and, where appropriate, it has engaged in policy processes with Government, a level of positioning which is a clear strategic choice. As one source put it, the approach is, “cooperate where you can, resist where you must”. The source of that engagement has been technical excellence and a rationalist approach to policymaking based on sound science. In this sense, CSE has a technocratic approach to its agenda.

There is a second tension within CSE. On the one hand, CSE represents a form of crusading journalism, most notable in Down to Earth, which has established its position as the premier environmental journal in the region. On the other hand, it has dimensions of a development organisation with programme structures and organisation. The journalistic impulse has driven an emphasis on deadlines, outputs and delivery, and all this it has achieved. Both the bilateral and regional programmes have performed extremely well.

On the other hand, as will become clear programming also requires systems, monitoring frameworks, programme structures and theories of change, supported by robust enquiry into effects and impacts. The culture of CSE, with its rich engaged informal life, has done well without such systems well- elaborated, and much of the necessary understanding lies within the organisation. But the absence of an institutionalised conceptual framework has made it something of a challenge to review. A key theme that runs through this review is that it will be to the advantage of CSE in the future to pay more attention to the development of the necessary programme systems. It is hoped that this review will contribute to that development.

### **A: Assessment of programme components: National Programme**

The four objectives of the Sida programme (bilateral grant) to CSE are briefly explored in turn. As will be made clear in section IV E, Sida's financial contribution to each of these is variable. No attempt is made to attribute specific effects to Sida funding in the view that as an institutional grant, and given its size, it is the general effects that are of greater interest. It would also be difficult to work out the attribution as the inception report noted. The comments here draw both on the annual reports to Sida, interviews with CSE staff, and reading covered under parts C–G below.

The comments are relatively brief with respect to outcomes of the specific national programmes given existing documentation and the more elaborated discussion of crosscutting issues that are

Objective 1: To contribute to the development of national policies and corresponding actions aimed at (a) Strengthening the ability of rural communities to withstand climate change; (b) Sustainable Urban Transport and green buildings, sustainable water management (c) Sustainable Industrialisation.

Two of the thematic areas referred to above (Sustainable Urban Transport and Sustainable Industrialisation) have been at the heart of CSE activities for the last decade. As Annex 3 (list of Publications from 2009) makes clear, there has been a continuing output with respect to research and information dissemination on these activities. Further, as the annual progress report to Sida (CSE 2011) details, clear policy or legislative changes can be clearly linked to these programmes. The Delhi government is introducing new measures to promote a green urban transport policy and new regulations have been developed in relation to toxins in food. As Annex 4 makes clear, CSE senior staff have had a visible impact since 2009 on relevant government policy- or regulation- making bodies, suggesting that CSE has been influential in bringing about appropriate changes. The fact that such changes have been in line with what CSE has been recommending is supportive of an effective CSE influence.

However, the first component of Objective 1 – Strengthening the ability of rural communities to withstand climate change – appears to be rather invisible. It should be noted that “adaptation to climate change” rather than “withstanding climate change” might be more appropriate terminology. In the CSE 2011 report to Sida no reference is made to it in the relevant section (pgs. 6–8), and the only reference to climate change in the report (pg. 28) refers to participation in the Climate Change Summit in Cancun. It is also significant that in CSE’s funding proposal to Sida (2009) no reference is made to a rural climate change programme, although there is a description of a project related to the management of natural resources to build resilient rural societies.

There is, however, under the Deputy Director General a climate change component, and while it has been in existence for some time it is understood that it has been subject to major problems of staff loss. Key staff quickly moved on to work on climate adaptation in other organisations that have more visible and larger programmes. A research study has been underway over this last year looking at issues of climate adaptation in comparable environments across the region. This has been looked at in a comparison of the Sundabans in India and Bangladesh (for coastal environments) and for desert environments comparing the deserts on either side of the border between Pakistan and India. It is expected that a first research report will be published later this autumn.

It is probably true that there are other elements of research on climate adaptation in other CSE programmes that could be drawn into a broader CSE climate adaptation theme. But at present it is probably true to say a strong climate adaptation programme has yet to be developed. Accordingly, few if any relevant policy-influencing activities can be reported on. Why is this? Part of the reason can certainly be attributed to staffing issues.



It is also likely that working on climate adaptation is taking CSE out of its comfort zone in that it requires robust understanding of social processes (and social theory skills to analyse these issues) over and beyond the more positivist knowledge framework within which CSE has been accustomed to working. This issue is returned to under III C. The question is whether a programme in climate adaptation is where CSE's natural skills and capabilities lie.

Objective 2: To contribute to capacity building and awareness of national actors (central and state government officials and bureaucrats) and key stakeholders (civil society) in abovementioned areas;

Training programmes have become an increasingly important component in CSE's portfolio. Annex 5 lists by year the training programmes and the annual report (CSE, 2011, pgs. 10–14) provides an assessment of what are seen to be outcomes of these. Under 3.2 (Increase in the reach and diversity of target groups) it provides details on the number of workshops and participants and where they came from. It is under the fifth indicator (Changes in values, attitudes and behaviour) that evidence in relation to the substance of capacity building is presented.

This information is, however, selective (pg. 13) and provides essentially success stories. For example, the cases are selected from the 102 schools shortlisted for exemplary work, or from the participants from different training courses who were reviewed for implementing actions. Note only one is presented for the decentralized wastewater treatment system workshops. But success stories always run the danger of being seen as selective and cherry-picking of evidence to justify claims of success rather than a robust representation of capacity-building effects. What is needed is a complete data set based on follow up of all participants in a training course or scheme, identifying who and how many have or have not made changes and what those changes are in behaviour. Information on changes in the behaviour of government officials is of particular interest, but no information is provided on this.

Objective 3: To empower citizens with information on environment and development by creating a national portal on environment and sustainable development

The environmental portal (<http://www.indiaenvironmentportal.org.in/>) is an impressive website in English and easy to navigate. Its range of material combining recent news, publications and in-depth analyses brings together in one place key information and resources that any interested individual could wish to have. But does this provision of information, while no doubt making such information more widely and easily accessible, empower?

Empowerment is one of those mobilising metaphors, like participation, used in development and used often without precision. Empowerment is a multidimensional social process that helps people gain control over their own lives. It is a process that fosters power--that is, the capacity to implement--in people, for use in their own lives, their communities, and in their society, by acting on issues that they define as important. One perspective might point to the limitations of a web-based source of information to result in empowerment. A first question might be who is accessing that information and by definition it is those who are literate, read English and have access to computers and the ability to use that information. By definition, that is likely to exclude the poor.

An alternative perspective might suggest that the web is very precisely targeted to the audience that really matters, elite, and by shifting perspectives of the elite one might be more likely to bring about change. The second reading is more consistent with CSE's tactical approach.

There is no doubt that the environmental portal developed by CSE is being used and the data on the number of hits and the geographical source of these points to the global use of the portal (See Annex 6). The data also points to increased use of the portal. Beyond that there is no information on what the information is used for and if or how that information leads to a motivation and capacity to act and, in turn, empowerment of the users or communities.

A resolution to this ambitious objective is to be more pragmatic and simply see the portal as an information source. Whether or not it leads to empowerment is a secondary issue that CSE is unlikely to be in a position to assess.

Objective 4: To strengthen the institutional capacity of CSE to provide information on environment and development and awareness raising activities

It is clear that CSE has interpreted institutional capacity largely in terms of addressing issues of staff turnover and retention, task performance and performance evaluation (CSE, 2011, Annual Progress report to Sida for the year 2010-2011, pgs. 18–23). In the view of the reviewer these address only a very limited dimension of institutional capacity, but it is understood why this approach has been taken. It is possible that an alternative wording concerned with staff recruitment and retention might have captured better the intentions of this objective, given the evidence of its focus.

To pursue the institutional capacity idea further, since it is likely that the basic ground work in relation to staffing has been achieved, the idea of institutional capacity could move on to address more the specific capacities that need to be developed in staff – analytical skills, advocacy capacities and so forth – as well as the internal institutional capacities to keep and motivate staff. It is evident that there is much that CSE management has got right. It was striking how many staff expressed the idea both of the freedom that they had to think and work with the appreciation of the high expectations of what they should deliver. That seems to be about right, and in no small measure, the funding environment that Sida has supported has greatly facilitated this.

Section IV F develops a broader view of what constitutes institutional capacity and capability and argues that CSE in this perspective has actually performed rather well. But given the perspective raised in Objective 3, which could be interpreted in terms of capacities to provide information on environment and development and awareness-raising, this objective could surely focus more on institutional capacity to communicate well. This communication exercise takes place through print media, online information sources and training activities. The assessment of institutional capacity in this regard requires assessment not only of appropriate content but also of the way in which that material is communicated according to the anticipated or intended audience.

There appears to be little actual assessment of how well CSE is communicating, although a read of “Down to Earth” and a selection of its publications and a viewing of its portal combined with evidence of growing sales and reach, indicate an audience that is responsive to what is being communicated. With respect to the training programmes there are assessments of courses by participants. But systematic follow-up of what training leads to with respect to changed awareness leading to new actions and implementation of new competencies does not appear to exist. There is clearly some follow-up as discussed under Objective 2, but the effects of training, in particular on government officers, surely needs a more robust assessment than exists at present. As far as the reviewer is aware, there is not any formal assessment of the effectiveness of the communication exercise, the materials used or the capabilities of the teachers. In summary, it is difficult to assess the degree to which communication capacities in CSE have changed.

### Cost-effectiveness

Have these programmes been cost-effective in terms of the relation between results to outcomes? This cannot be easily answered since comparative figures from other organisations, for example, on training course costs and training impacts are not easily available or assessable. Communication and policy-influencing is by definition transaction-intensive, although given the networks and communication channels that CSE has established it would appear that CSE can gain ready access to the key people. One informant reported on how he had direct communication with a minister through the minister’s private e-mail when the minister needed information to counter arguments from other officials. In sum and given CSE’s attention to costs (discussed later and see Annex 9(a)), it is unlikely that there is an issue of poor cost- effectiveness. But it is a judgement that cannot be substantiated and nor would it be easy to do so.

### **B: Assessment of programme components: Regional Programme**

The comments on the regional programme draw from an examination of the last two annual reports, discussions with CSE programme and regional programme staff and a visit to Bangladesh to meet with Bangladesh partners to the programme. It should be noted that the annual reports in both cases cover more than 12 months; the project started in October 2008 and there was a first annual report at the end of 2009. The second annual report covered the period January 2009 to March 2010, and the third annual report covers the period March 2010 to April 2011. The programme currently runs to December 2013, so there are nearly 27 months of the project period (just under half of the project period) left to run.

A first point to make is that regional contacts and connections existed prior to the start of the Sida regional project. There had been prior regional connections through fellowships being given to regional journalists to work on environmental matters. In the specific case of Bangladesh, contact had been made between the Department of the Environment (DOE) of the Bangladesh Ministry of Environment, at the behest of the DOE. CSE was invited to give training and assist in drafting guidelines for environmental impact assessment and the preparation of specific guidelines on sectors. In addition, DOE staff were drawn into Delhi based CSE training and to learn about environmental guidelines and impact assessment with respect, for example, to coal. It is clear that CSE has been a major support and resource to the DOE since before the Sida programme started and the Sida programme has helped consolidate and build on this connection.

While the extent of prior contact might be deeper with Bangladesh than other regional countries prior to the Sida programme, it is clear that CSE was a known organisation before the programme and one which carried a strong reputation, not least for its publication *Down to Earth*. For example, on the basis of the work that CSE had done on air pollution, a group of environmental lawyers in Lahore, Pakistan, in 2005/2006 invited the current Executive Director of Research and Advocacy (Anumita Roychowdhury) to Lahore to brief them on CSE's work in developing an action plan in Delhi.

It appears, therefore, that when the resources of the Sida regional programme enabled CSE to approach the region in a more systematic way, the door was already opened to the extent that the Programme Director was asked why they had not done this sooner. For reasons well-established in the proposal to Sida, the initial years of the regional programme were spent making contacts and building relationships starting first with Bangladesh and Nepal. Contacts were also started with Sri Lanka and slowly with Bhutan. Given the long-running tensions at a state level between Pakistan and India, building relationships with the Pakistan government departments has inevitably been more difficult.

The build-up from these contacts has been incremental (See Annex 7 Timeline of activities), both with respect to regional partners and CSE's programmes. The Industry and Environment and Urban Programme have led the way, followed by the building of Media Links forging connections with government, NGOs and other actors. The Environmental Education programme, which by definition has had to engage exclusively with government, has started more slowly but there is also evidence of strong growth in the programme with joint agreements being, or in the process of being, forged with the governments of Nepal and Sri Lanka (See Annex 8).

The details on activities evident in Annex 7 and outcomes reported in the 2010–11 annual report on regional activities evidence significant activity and consequences from the regional programme activities, and judging on the discussions and observations in Bangladesh, there is no doubt of the effects that these regional activities are having. Indeed, it is difficult not to get the sense that the regional programme in the way that it is reporting is not doing justice to what it is actually doing and achieving.

Part of the problem is the indicators that are used in the monitoring that are summarised below in Figure 1. These are essentially weak or problematic indicators, insecure without a robust baseline and lacking precision in definition and measurement, let alone addressing problems of attribution. The programme proposal lacked an elaborated logical framework and indicators and the sense is that these have been created after the event and poorly fit the purpose. This is an issue that cuts right across CSE's monitoring (returned to in section IV D) and needs to be addressed.

Figure 1 Indicators use for monitoring in the regional programme

*Key indicators for Constituency-Building Activities*

- *Catalysed public participation and ownership over a movement to bring change;*
- *Facilitated knowledge and experience-sharing among concerned citizens*
- *Catalysed replication of policies and best practices based on CSE's lessons from past experiences;*
- *Created durable partnerships for sustained interventions for catalysing change in the long-term*

#### Key indicators for Capacity Building Activities

- *Provided opportunity to influence official institutional actions and perspectives*
- *Helped to strengthen knowledge and skills*
- *Facilitated greater awareness about environmental issues of local and regional relevance*
- *Increased reach and diversity of target groups*

#### Key Indicators for Public Awareness Activities

- *Created interest/support for message of CSE as evidenced by letters, website visits etc.*
- *Catalysed active interest and involvement in environmental issues and activities*

The limitations of, for example, counting the number of participants attending a course such as the attendance on the rainwater harvesting course held in partnership with Water Aid in Bangladesh as evidence of capacity building is illustrated by the following story. The programme that Water Aid Bangladesh had arranged for the reviewers' visit involved two meetings. The first was with the Village Education Resource Centre (VERC), a long-established Bangladesh NGO with offices in many of the districts in Bangladesh. As a result of Water Aid's training in CSE on rainwater harvesting and the training programme by CSE at Water Aid, VERC had established a rainwater harvesting on its own building at one of its district centres (Savar) to be used as a basis for spreading the technology through its district centres and to villages in the district in which it works.

The second was a meeting with the newly formed Rain Forum ([www.rainforum.org](http://www.rainforum.org)) in Dhaka. The forum came to be formed by participants of the two CSE training courses on rainwater harvesting, very much on their own initiative. Membership cuts across government, NGOs, universities and other organisations, and both the website and their brochure specifically acknowledge that the CSE course was the trigger for the formation of the group. Further, it was apparent from discussions with the membership of the forum that activities went beyond the formation of the forum. One woman, a lecturer at the Bangladesh University of Engineering Technology (BUET), had introduced a new component on rainwater harvesting into the second year curriculum. Through his position in government the president of the forum had helped to introduce guidelines into the municipal bylaws on rainwater harvesting. Changes were in the offing or had been made with respect to requirements for implementing rainwater harvesting on government buildings and so forth. In short, the one training course had led to a mushrooming of effects and impacts. There is a story here of significant change due to CSE's regional programme but it has not really been told. While it is probably known by certain CSE staff, it has not become institutionalised knowledge within CSE. Discussions with all of those in the regional programme indicate that there is significant change coming about due to the programme, but it is not being systematically captured.

There is no doubt that the regional programme through its activities is and will continue to make a significant contribution to awareness and capacities within its programme areas. There is clearly a demand for it. Both the Sri Lankan and Nepalese ministries of education see in the Environmental Education Component for Schools a curriculum that they need and do not have, as evidenced by a review of the e-mail exchange between CSE and their contacts in Sri Lanka, as well as office reports. The demand in Dhaka – stimulated by a pollution load (in surface water) and a water crisis, with groundwater tables falling at the rate of 2–3 metres per year due to over-extraction – for advice, capacity-building and regulation development from CSE is very clear.

CSE is seen to have the competence and legitimacy to provide it and the relevant experience and the cultural understanding to work effectively. This evidence of demand for what the CSE programme has to offer, a reflection that it is ahead of the game on these issues within the region, indicates that CSE is very well-positioned to meet the regional challenges.

Regarding progress with respect to activities and objectives it is difficult to judge. The absence of an elaborated log frame, detailed activities and indicators make such an assessment difficult to make, although it should be made clear that this might have been difficult anyhow given the nature of a regional programme, so this is simply an observation. Expenditure (Table 1) indicates a slow start but including the current year (2011–2012) has reached just under 50% of the total grant. Given that there are two more years of the grant to run, this rate of expenditure seems to be about right.

**Table 1.** Regional Programme expenses, Sida's contribution and percent of Sida grant spent. (Rs Lakh)

Year	2008–2009	2009–2010	2010–2011	2011–2012	Total Sida Grant
Total Costs (Rs Lakh)	964.54	923.54	1135.10		
Sida contribution (Rs lakh)	15.54	147.51	207.7	476	1752
Sida contribution (SEK'000)	222	632.2	2967.2	6800.1	25029
% total Sida grant	1	8	12	27	

The final comment relates to questions of synergy between bilateral or institutional support to CSE from Sida and the Sida-funded regional programme. The simple answer is that it is rather difficult to find a separation between the CSE programmes and regional programme. The regional programme basically runs as a crosscutting theme across all of the CSE programmes. The contribution of the CSE programmes in terms of content to the regional programme is self-evident. Contributions from regional activities to the CSE programmes in terms of experience and new understanding are also evident. Two examples are given. The community-led rural electrification in Nepal holds important lessons for India's plans to ramp up its electrification efforts in rural areas. It offers CSE important perspectives on equity, access and the right to energy, with which to frame their renewables programme. In Sri Lanka, an approach to reward the top achievers of environment education initiatives with an extra percentage point in their overall scores has helped the CSE environment education team come up with ideas to mainstream such initiatives in India as well. This would suggest that a strong South-to-South partnership is being developed through the regional programme.

### **C: Assessment of programme content**

Central to all CSE programmes, national and regional, is a content that is technical and based on science-based methods and evidence-generation. It seeks to address environmental and social issues but through fundamentally technical means it seeks a better regulative order. It is a language of science with methods and rhetoric applied to physical and social issues. On the physical and environmental issues it is convincing as it works within what could be called a positivist knowledge framework. But it is a knowledge framework model that is less convincing when it comes to the social analysis of environmental issues as the work of Piers Blaikie<sup>3</sup>, for

<sup>3</sup> Wisner, B., P.Blaikie., T.Cannon and I.Davies. 2004. At Risk: Natural Hazards, people's vulnerability and disasters. London, Routledge.

example, illustrates. When it comes to the analysis of mines and mining, rainwater-harvesting or clean air, the level of technical detail is commendable and robust. When it comes to discussing poverty or equity, at best it is a locational – regional or village-level – characteristic – rather than one that is concerned with social differentiation, gender differences, caste or class analysis, and underpinned by a social theory or social analysis. In all these dimensions CSE is rather analytically silent, although a reading of its documentation makes it clear that these are dimensions central to its concerns.

This observation is made because there is a sense that the bigger story and argument about poverty and equity in relation to environmental injustice that one might expect to emerge from across the programmes does not emerge. Such a story might position the issues of environmental injustice in a wider picture of social injustice and the structural determinants of the creating of vulnerability. But it does not emerge, and this is perhaps why programmes concerned with adaptation to environmental change have been the ones that CSE has struggled with most.

This is an observation and not a judgment or recommendation for change. This is not where CSE is in terms of its core competencies and its issue-based approach, and keeping to its key competencies may be part of the reason for CSE's success. Strengthening its social analysis might be at the expense of what it does. Social analysis does not deliver quick results-based outputs, and is less tractable and appealing to a regulative order. But deeper analysis of, for example, how markets work (rather than simply addressing the environmental and social outcomes) would of course deepen its engagement with social issues. One approach to addressing this, and it would be in keeping with the issues under IV G, would be to build more strategic linkages with more socially-oriented organisations. One dimension of that might be supporting activist NGOs at the state level that work with forest-related issues, including technical backstopping and analysis.

#### **D: Assessment of institutional Issues: programme structure, monitoring, learning and reporting**

Comment was made under section II (Programme Structure) about the lack of reconciliation between the Sida programme objectives and the CSE programme structure. This has caused a problem in the sense that the reporting that CSE has done to Sida, and, as evidenced by the annual progress reports to Sida (Report for the Year 2009–2010, April 2010 and Report for the Year 2010–2011, April 2011), does not report to the objectives. Reporting in the second year will be focussed on here for the purposes of discussion.

The April 2011 report (Annual Progress Report 2010–2011) is titled according to the title of the Sida programme. It then proceeds<sup>4</sup> to define the programme as a project and list project objectives as activities (in policy research & advocacy, capacity-building, public awareness, strengthening institutional capacity). The activities do not correspond with the objectives, and the activity list content does not correspond with the Sida objectives. This is mainly an issue of slippage in language and terminology that CSE needs to guard against.

Page 5 moves on to Part 1. Results-Based Overview of Achievements, which addresses outcomes in four areas. It should be noted that these do not correspond exactly with the four

---

<sup>4</sup> On page 3 of the report

activities listed on p3. Taking just the first outcome summary (1. Outcomes of Policy Research and Advocacy Activities on p6-8) we are presented first with four key indicators as follows:

- Policy or legislative change
- Government agreements to bring about policy changes and to initiate actions
- Modification of strategies/guidelines to align with advocacy goals
- Catalyse practice changes

Against each of these indicators claims are made about changes that are mapped against each of the indicators. There are a number of issues here. First, as noted in the inception report, there is no elaborated log frame structure that positions these indicators clearly in relation to activities, results, outcomes and goals. Second, no means of independent verification are provided (although there is every reason to believe they are supportable claims) so that these claims could be checked independently. Third, some of these indicators defy proper measurement: what for example constitutes “catalyse” and how can it robustly be assessed. Some of the indicators in the other outcomes are even more problematic (e.g., increase in the reach, greater inroads, facilitate, credibility attached, etc.) both with respect to what exactly they mean and how they can be measured (and by whom). Fourth, these indicators appear to float between different levels of the logic hierarchy, some being located as more near term effects and others more distant. The Ministry of Environment and Forestry writing to State governments seeking clarification on the definition of bamboo (P6) is different from the Delhi government announcing fiscal measures to regulate traffic.

A number of conclusions are drawn from these observations and discussions with CSE. First, given the lack of fit between the Sida programme and the CSE programme with respect to reporting (see paragraphs 10 and 12), it is not always clear how what CSE does fits against the objectives of the Sida programme. This is reflected in the shift in reporting structure between the two annual reports. It is also the case that many of the indicators are not robust and have been developed after the event. Second, there is a lack of clarity of what indicators are appropriate to what level in the logic hierarchy. The net result, to put it bluntly, is that reporting by CSE to Sida has been something of a muddle and has not reflected well what CSE has achieved. In summary, they have not told a convincing story, when in fact there is a very convincing story that could be told.

What underlies this? First it should be made very clear that there is no lack of understanding within CSE of what their activities are leading to, and CSE’s strong and commendable informal culture ensures that, on the whole, there is widespread sharing of information and understanding across CSE. But it remains informal and not institutionalised in learning and reporting. Second, the strong results-based culture of CSE, derived from its journalistic core, is very task-oriented, and there is a tension between this output-based focus and a programme mode of operation that requires a somewhat more subtle institutional, long-term and elaborated (conceptualised) model of programme intervention to effects to work with. In short, there is a need for a more robust and outcome-oriented results framework.

Do these issues need to be addressed, and, if so, how? If CSE is to keep a programme structure with external funding, which is probable, then there is a strong case to be made for resolving these issues. Not only will it strengthen CSE’s understanding and learning of its programme effects, but it could bring greater programme coherence and strengthen the case for seeking funding for programme components.



In terms of addressing issues of programme structure and monitoring three steps are suggested, and these were discussed in a meeting with CSE programme directors. First, there is a need to identify what the overall CSE PROGRAMME is and the near- and longer-term effects that might be expected from it, as well as how individual programmes (or sub-programmes) are located within it. This basically required a nested log frame structure as outlined in Table 1 of Annex 8. This will also require attention to the terminology that is used and its strict application in a hierarchy from Programme to Sub-Programme to Project. Second, underlying the overall CSE PROGRAMME there needs to be the development of an overall theory of change. A theory of change is a structured way of mapping out the pathways – essentially a causality map – of change towards long-term impact to which the CSE PROGRAMME can logically be said to contribute. A handout on this has been provided to CSE. The issues related to the model that CSE appears to be working at present are discussed in IV G.

Third, CSE's programmes need to be located and subordinate to this CSE PROGRAMME and understood and assessed in terms of what they contribute to the overall CSE PROGRAMME. This will require an elaboration in detail of the cause-effect relations implicit in the design of the programme interventions. This will help the development of more robust and useful indicators. A schematic model of how this might work was discussed and is given in Annex 8(b).

Most of CSE's interventions are essentially communication interventions--that is, they seek to bring about changes in awareness by providing information. That change in awareness may or may not come about through a communication intervention, but changed awareness may lead to changes in behaviour as evidenced by specific actions. For example, the awareness of one individual might lead to activity that generates collective action and organisation. These actions might lead to specific effects, e.g., a technical intervention such as the construction of a rainwater harvesting system. These will have near-term effects such as the harvesting of more rainwater (or the reduction of runoff losses). These in turn may lead over time to changes in the groundwater table depth. Awareness about water conservation might lead to other measures. The point is that this long series of cause--effect relations needs to be developed and distinctions made between near-term and long-term effects, as well as appropriate indicators selected and applied to capture the most important of these.

A key point to be noted about indicators is that you cannot monitor everything. A principle of selectivity must be applied. Application of indicators and the frequency of monitoring have to be appropriate to the level and the point of interest. Lower level indicators can be monitored more frequently but over time they may be less necessary and may simply provide information in relation to accountability. Over time, indicators need to focus more on higher level or longer term effects which may require less frequency in monitoring and which may be able to draw on secondary sources.

Given CSE's journalistic core, one approach that could be considered is the use of storytelling to report on significant change<sup>5</sup>, a method developed for community-based work but also more widely applied in conjunction with other monitoring practices. This approach basically relies on individuals being attentive to significant changes that they have seen in relation to their work – reporting the story and the evidence for it that can be independently verified –

---

<sup>5</sup> <http://mande.co.uk/docs/MSCGuide.pdf>

and through a process of selecting the most interesting stories build a culture of attention to change that will help learning within CSE. Such an approach could be applied to the monitoring of training programmes and other activities.

#### **E: Assessment of institutional issues: financial strategy**

A central concern of this MTR is with the long-term financial viability of CSE given the major contribution (in excess of 50% in the past) that Sida funding has contributed to its budget. Related to this are questions about the cost efficiency of the approach that CSE uses in implementing its activities and cost effectiveness in achieving the effects. Several lengthy discussions were held with CSE senior management, and, as a result of this, a discussion document on CSE's long-term financial strategy (attached as Annex 9(b)) was prepared by Gita Kavarana, Executive Director of Research and Development. This section draws on this document.

A starting point for this discussion is to acknowledge the principles on which CSE operates and that are fundamental to its position within India and elsewhere: CSE is a public interest organisation, which is not compromised in any way by the source of its funding. Accordingly, CSE has eschewed funding sources that in any way could be seen to compromise that independence, which limits the funding sources from which it can draw. This principle is central to how a future financial strategy can be shaped.

A historical perspective on its funding is useful here (Table 2). First, total grant expenditure has nearly tripled during 1998–1999, with the contribution from institutional grants falling in percentage terms but rising in absolute value. The contribution of programme grants to the expenditure has risen in absolute terms by over 7.5 times, and in percentage terms from 19% to 50%. This reflects an increase in the donor base but also includes the Sida grant for the regional programme, which amounts to 36% of the programme grants in 2010–2111.

**Table 2:** Changes in pattern of funding from donors

	Annual expenditure Rs Lakh (SEK)	
	1998–1999	2010–2111
Total grant expenditure	385.87 (SEK M 5.5)	1140 (SEK M 16.3)
Institutional grants % total	66%	46%
Programme grant % total	19%	50%
Small project grants %	14%	4%
Sida % of institutional grant	50.7%	54.6%
No. of donors for programmes	4	12

In a strategic review of its funding base in 1998 (CSE, 1998 Report on Long-Term Financial Sustainability), CSE laid out a strategy that included not only diversifying its donor base but also building an endowment fund (what CSE terms its Corpus) that would financially secure the core of CSE's operations. The expansion in CSE's donor base since 1998 has been achieved.

The target that CSE set itself in 1998 was to build up an endowment fund through internal accruals from a value then of 1.5 crore<sup>6</sup> (SEK 2.2 million) to about 4 crore (SEK 5.7 million) over a 4–5 year period, and in the long term to a value of 10 crore (SEK 14.3 million). This it was

<sup>6</sup> 1 crore = 100 Lakh Indian rupees = 10 million Indian rupees

hoped could provide about 40% of its then current operational expenses. Internal accruals through CSE's internally-generated income have quintupled between 2002 and 2011 and in 2010–2011 were 158.65 lakh (SEK M 2.3). Taking advantage of a favourable tax regime and rising accruals, the value of the endowment fund has risen in 2011 to 34.27 crore (SEK 49.0 million). But while the value of accruals and the growth in the endowment fund have been substantial, so has the growth in programme costs reflecting CSE's success. Thus, as a percentage of income, the contribution from sales has risen from 4% to 8% and the endowment fund, at best, at present could support about 20% of CSE's existing cost base.

With the declining contribution from the Sida institutional grant, which will taper off over the coming three years before ending, and with the completion of the current phase of the Sida regional programme grant, which together comprise about 50% of current CSE expenditure, there are major concerns over future funding for CSE.

At this juncture it should be made clear that it is evident that CSE runs a very tight ship with respect to expenditure. Salary costs of professional staff have remained at about 40%–50% of its budget, administrative costs at about 20%<sup>7</sup> and its operational costs at about 40% (Annex 9(a)). Further there are tight rules over operational expenditure, particularly in relation to travel expenses (Annex 12). Subsistence is not given to attendees on training courses on the grounds that CSE is not a donor and attendance on courses reflects a partnership rather than an aid relation. Although figures for other comparable organisations are not available, given the levels of salary costs and the principles of operation, it is difficult to see that there can be much concern over the financial efficiency of CSE.

Over the last few years programme directors have been under increasing pressure to secure programme funding and have had to bid and make the case for funding from institutional grants. As a result, programme activities have become increasingly financed from programme grants (Table 3). But the data also indicates where it has been relatively easy to obtain programme grant funding (research and advocacy, education) and where it has been more difficult (awareness creation and programme support).

**Table 3** Use of Sida bilateral grant to support Sida objectives 2010–2011

Programmes	Sida institutional grant contribution to programme expenditure	% of Sida grant
Research and advocacy programmes	11	11.9
Awareness creation through reporting and dissemination	43	47.6
Environmental education and training programmes	4	1.9
Environmental portal	14	4.9
Programme management and support	37	34.5

The increase in the training component of CSE's programmes (with income rising from 2.79 lakhs (SEK 39.858) in 2003–2004 to 106.16 lakhs (SEK M 1.52) in 2010–2011) has made the

<sup>7</sup> This includes inter alia a dedicated team of designers, layout and printing specialists for communication, postage, courier, paper and printing, personell, resource materials, honararium, professional charges, operating expenses, repairs and maintenance and depreciation.

training self- financing and generated income. CSE is investing in training through establishing a new campus outside Delhi on a 10-acre site they have bought. The signs are good that the building costs will be met through two endowments, one of which has been promised subject to a matching grant. The signs of commitment from a second organisation are promising. Advertising revenues from *Down to Earth* have been steadily rising, ensuring that the operational costs are met and that the magazine is self-financing, even if revenue does not cover staff costs.

In sum, internal revenue from training, publications and *Down to Earth* have been steadily rising, and there is still scope for growth in these. In 2010–2011, non-grant income from CSE products and services was about 14% of total expenditure. But there is a threat from proposed legislative changes by the tax authorities on NGO income, which would affect CSE. This will reduce the contribution that income can make to operational expenses and the growth of the endowment fund.

In summary, CSE has moved a long way towards a position of being secure financially, but it is not there yet and it is unlikely to get there in the next two to three years. CSE is fully aware of the threats on the financial horizon and the implications of this for its funding model and, as indicated, has already put in place changes to respond to this. It is also aware that it may prove difficult within the short- to medium-term to sustain its scale of operation. The model that CSE is working towards is that it uses its endowment fund to meet its core activities, which are roughly 40% of current expenditure of Rs 11.66 crore (SEK M 16.67), and meets its other costs through programme grants. These core activities are related to independent research, advocacy and campaign work, money to start new programmes, information dissemination (*Down to Earth*), the portal, core management and flexibility for institutional change. These at present amount to Rs 6.10 crore (SEK 8.7 million) of which staff salaries constitute about 42% (Rs 2.6 crore, SEK 3.72 million) and research and advocacy costs 58% (Rs 3.5 crore, SEK 5 million). The income from the current endowment can meet about 50% of these costs, indicating a current shortfall of about 50% on the size of the endowment fund needed.

Although there is no specific and explicit position on this, there is the view that CSE has grown large enough and should not grow further because of the advantage associated with remaining relatively small—that is, maintain its institutional culture and be able, relatively easily, to reposition itself.

If necessary, CSE may have to shrink. As indicated in Annex 10, Section 4, an expansion of grant income is entirely feasible and seven potential sources have been identified. Given CSE's track record, even in an environment of reduced aid funding to India it is entirely possible that this will be achieved. There is also the possibility of increasing income from sales and training, but this will be incremental.

The third opportunity is to create a new specific revenue-generating unit called "CSE Enterprises" or something similar. Profits from this could be fed into the endowment fund or operational costs. CSE management, very understandably, is wary of this in that it will not move into an area of income generation that could in any way be perceived, whatever the objective facts, of compromising its reputation and legitimacy. It is recognised that its laboratory could expand its activities to provide a quality service of certification that would

generate income. The danger of this is that accepting certification requests from industries might compromise its perceived status. It might be possible to draw up a very tightly defined list of ethically produced products that it would certify. Equally, consultancy work in some of the technical areas in which it works, e.g., rainwater harvesting or sewage treatment, is possible. Consultancy for governments in South Asia is also possible.

A fourth opportunity is to specifically seek foundational grants to its endowment fund based on the public good that CSE provides. This is not an easy route but possible. All these possibilities are recognised and no one on its own is likely to build the revenue stream that CSE needs. Together they might and CSE is in the best position, and has shown ability in the past, to judge how to proceed. The point is that it needs to proceed now to give lead time for new revenue income streams to kick in as Sida grant aid declines. This might include seeking professional business advice on market opportunities subject to clear ethical guidelines from CSE management. A core group of CSE senior management should be formed and tasked to take forward the planning and implementation of a new financial strategy.

Central to such an exercise is the need to do scenario planning. Specifically, this needs to address the possibilities of income shortfall and how CSE will respond to this in terms of programme contraction. Scenarios that incorporate different levels of income reduction need to be looked at and points of critical decision and times for action need to be identified. Such actions have to anticipate income shortfall rather than be reactive to them. Using the programme model outlined under IV D and assessing which components of programmes contribute least to the overall CSE Programme will be an essential part of the strategic planning. It will not be easy but at the same time, given its past track record, there is no doubt that CSE will be able to make the necessary changes.

In sum, while CSE is moving towards financial sustainability, it is not there yet. The question needs to be asked whether Sida funding can be stretched just that bit further to ensure that CSE does get there.

#### **F: Assessment of institutional issues: institutional capacity**

What characterises successful organisations with respect to capacity are five core capabilities<sup>8</sup> which can be listed as follows:

- *The capability to commit and engage*: this can be described in terms of motivation, attitude, confidence, and volition.
- *The capability to carry out its core functions and logistical tasks*: this can be seen as meeting its goals.
- *The capability to relate and attract resources and support*: this can be characterised in terms of managing relationships, resource mobilisation, networking, legitimacy building and protecting space.
- *The capability to adapt and renew*: this relates to the ability to learn, strategise, adapt, reposition and manage change.
- *The capability to balance coherence and diversity*: this is concerned with managing innovation and balancing this with stability, controlling fragmentation, managing complexity and balancing the capability mix within the organisation.

---

<sup>8</sup> European Centre for Development Policy Management. 2008. Capacity Change and Performance. Insights and Implications for Development Cooperation. Policy Management Brief 21.

CSE probably would not conceive of its capability endowment in these terms or argue that there has been strategic intent to build these specific capabilities. But the fact remains that the stock of endowments with respect to these capabilities that CSE has is pretty high on all measures and its enduring success as an organisation reflect that fact. A confidence, spirit and “fire” characterises the organisational culture. It has been more than competent in the delivery of its core functions, has kept that focus and has gained a strong reputation for the quality of what it does. It has been extremely successful in building and keeping its constituency of support both among its adversaries and its friends and funders. It has adapted and changed and repositioned itself in an evolving context, using the annual planning meeting as an opportunity to do this. And the diversity of its programming content remains coherent in relation to its overall objectives. These are very credible achievements.

#### **G: Assessment of institutional issues: context and institutional positioning**

CSE’s ultimate goal is to contribute towards the building of environmental and social justice. What it has achieved so far has been through an effective combination of evidence-based activism, working primarily with data and evidence generated through science-based methods. Broadly speaking, it has worked to a theory of change that assumes the existence of a state that has an interest and capability, even if that is weak, to apply a regulatory order to the market and discipline it to meet the interests of the environment and society. It has been an effective theory of change evidenced both by levels of regulatory change that it has been able to bring about, the capacity changes that it has brought about and the legitimacy that it has been able to achieve.

From a limited understanding and reading on India and the political changes at play – and CSE will know and understand this and their implications much better – the question arises if the support for a regulative approach is being reduced by the Indian government in favour of a more market-driven one and, if so, what this might mean for CSE. One must, however, acknowledge that given the size of India’s shadow state (Harriss-White, 2003, *India Working: Essays on Society and Economy*, Cambridge, Cambridge University Press) that the boundaries between the state or government and the market are far from clear. Three observations during the review underpin this comment.

The first was the presentation of the Joint Secretary of Mines at a meeting with the cement industry in Mumbai, where it was made very clear that new mine legislation was essentially pro-growth and less concerned with environmental and social justice. The second was the CSE press briefing given on September 22<sup>nd</sup>, 2011, concerning the amount of forest land the Ministry of Environment and Forestry had already awarded to industry that exceeded several-fold the planned allocation of such land. This data challenged the contention by industry that environmental legislation was restricting growth. Third, the Financial Times (UK) on September 25<sup>th</sup> published an article about the international campaign being mounted by the Federation of Indian Industry, termed “Credible India”, and designed to reassure foreign investors about conditions for business in India. The plan is to create a Credible India Index ranking states by their progress towards reform and friendliness toward investments. What this means is clear. The key problems that the Federation identified included problems of land acquisition because of environmental legislation, labour laws and bureaucratic delays.

The question arises who has captured whom? Has CSE captured the bureaucracy in its attempt to improve the regulatory order? Or has the bureaucracy, with its increasing pro-growth model, to which social and environmental concerns appear to take second place, captured CSE to keep a front while the real game has shifted elsewhere. CSE might be allowed small victories, as with the recent cabinet decision for mining to pay royalty payments to local inhabitants. But is the model of change to which CSE has worked where the game is? Given the interests both of the Hindu right (Bhiku Parekh, "Re-imagining India", Institute of Social Studies, 2010) and industry in the growth model with less little apparent interest in social or environmental agendas, growth appears to have taken primacy over everything else. Thus, will appealing to a regulative order with best technical information still find a supportive constituency within government? Might a greater activism be necessary? Will different partnerships need to be forged? These are questions as CSE is well aware, it will have to address in the future.

## 5. Conclusions, lessons learnt and recommendations

As an overall assessment, the view expressed at the beginning of the findings section holds good. CSE is without question a unique public interest organisation that delivers a significant public good and delivers it well. Its goal is to make a significant contribution to the achievement of environmental and social justice in India and to support the capacity for similar activism in the region, and it has made a significant contribution to this. The need for a CSE is not in doubt and, if anything, that need will become greater in the future and not less. There is no other organisation of similar stature within the region. But its regional role depends on a strong national role in India.

It also should be made very clear that Sida's long-term funding and support to CSE, and particularly the quality of that funding, has been a very significant contributor to CSE's growth and the stature that it has achieved. That is a credit both to Sida, as well as to CSE, that it has more than delivered its dividend on what Sida has provided. It is a rare example of what principled funding can do to support principled organisations. That is the primary lesson to be drawn.

Whether wider lessons on this funding model can be drawn and used constructively is not clear. The principle of long-term institutional funding is certainly supported by this particular success story. But the reasons as to why and how CSE came to be chosen as an organisation to be supported are not known, and nor could the model of CSE necessarily be replicated elsewhere. Possibly the analysis (Section IV F) of CSE's institutional capabilities might indicate to Sida the characteristics of organisations it should be looking to support. Sida funding cannot create these capabilities but where they exist, quality funding can allow them to grow and develop.

There are of course details for comment but none of which detract from the above message. CSE is a robust organisation that has built a strong capability endowment. It will face financial challenges in the future for sure and these may affect the size of its programme, but they are highly unlikely to affect its existence. It will also face challenges in terms of a shifting context, but it is well-positioned to understand these and respond to them as appropriate. A number of specific recommendations flow from the evidence and arguments made throughout this report and these are given below.



## 6. Recommendations

With respect to a **financial strategy**, CSE has already through long-term planning set in motion measures to secure its financial future. The growth of an endowment fund, the diversification and building of a wider donor programme support base and the growth in internal revenue is evidence of that. All these measures are being further pursued with continuing efforts to raise funds from likeminded donors and domestic Indian sources. Three further actions are suggested:

- Consideration needs to be given to building a separate CSE Enterprise Division that could be used to generate profits for the endowment fund. The opportunity to generate revenue exists in several areas of CSE operations. The reservations with respect to compromising CSE's standing and legitimacy are understood. It will need to be approached carefully, but it is possible.
- A strategic approach to getting donations to build the endowment (corpus) fund is also possible to bring it closer to the level necessary to support the core of CSE's activities. Donor support for this might be looked at.
- A key part of the financial planning must be the development of scenarios to prepare for and respond proactively to possible decline in income, which would lead to a contraction in programme size. An overall programme framework will help identify the contribution of the respective component programmes and areas of least priority and contribution.

But it is unlikely that increased income or further grant sources will close the financial gap. In the interests of the public good and the regional role that it can play, the question has to be asked if Sida will be able to stretch funding just a bit further in contributing to funding for CSE's core tasks and to see CSE closer to its financial goals.

A key observation that runs across all the programmes, bilateral and regional, is the absence of **an explicit and coherent programme framework** that systematically links and builds synergies between programme components. Such a framework lies at the heart of the development of a robust and learning approach to monitoring. There are weaknesses in existing monitoring and learning practices. One approach to developing such a structure has been suggested, but there is a need to take this further. Three actions are suggested:

- There is a need to build specific monitoring and evaluation skills within CSE. These should be placed within senior management to help drive an organisational attitude towards systematic learning. A first step would be to invest in some specific training to bring those skills into CSE.
- A second step will be to develop a broad programme results framework linked to an explicit outcome-oriented theory of change, within which programme components are located and synergies identified. This will provide the basis for developing appropriate indicators at different levels of interest.
- More appropriate and precise indicators targeted at each logic level and the synergies between programmes need to be developed

With respect to **programme content and the bilateral programme**, the reporting that CSE has provided has not done justice to what it has actually achieved. The problem has rested with

the lack of a robust programme framework, as noted above. There is a need to develop more appropriate indicators of effects but there is little reason to doubt that major programme effects are being achieved. There is one area of concern:

- For various reasons the climate adaptation programme has not taken hold. CSE needs to give careful consideration as to whether this is where its core strengths lie and where it fits within its portfolio. If CSE is interested in building this programme, then it is going to have to develop a social science capacity that it does not yet have.

With respect to **programme content and the regional programme**, it is clear that CSE is not only well- respected in the region but is well-positioned to contribute significantly from its experience to the environmental agenda in the region. This is also clearly recognised within the region. The programme may have got off to a relatively slow start, but regional networks and relationships need to be built and not imposed. Early effects are already in evidence in Dhaka and elsewhere, and one would expect the scale of activities and effects to grow rapidly now over the rest of the project period. The one action that needs specific attention relates to monitoring:

- Along the lines discussed above there is a need to develop more robust and systematic monitoring of programme effects and impact.

### **Reporting**

CSE has not reported well on what it is does to Sida. It needs to understand that reporting is not just an exercise in compiling data. It needs to bring to these reports the same attention to storytelling, evidence, analysis and argument that it brings to its professional publications. It must rethink how it reports, invest time in preparing the reports and respond, in particular, to the programme objectives. Adopting an overall outcome-oriented programme framework will help it do this

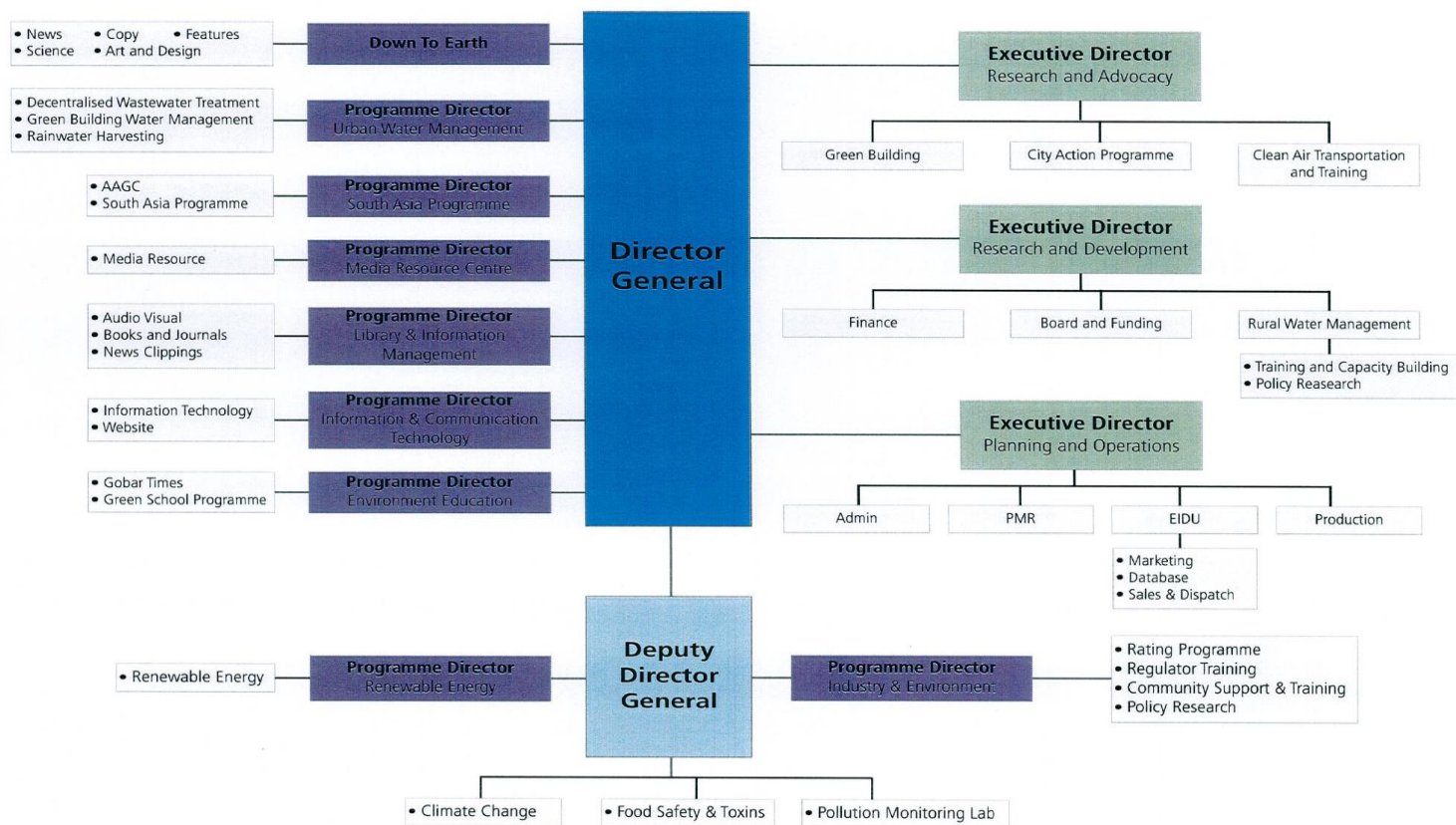
# Annex 1: Itinerary and people met

19/09/11	<i>Briefings and meetings on CSE programmes</i>
	<p><i>Swedish Embassy briefing:</i> Ravi Shankar Behera, National Programme Manager, Embassy of Sweden Anna Springfors, Head of Development Cooperation Section, Embassy of Sweden</p> <p><i>Briefing on CSE:</i> Sunita Narayan, Director General, CSE Chandra Bhushan, Deputy Director General, CSE Gita Kavarana, Executive Director, Research and Development, CSE</p> <p><i>Sustainable Urban Mobility &amp; Air Pollution Programme, Green Building Programme: CSE</i> Anumita Roychowdhury, Executive Director, Research &amp; Advocacy, CSE</p> <p><i>Water, Urban Water Management, Natural Resources &amp; Poverty Alleviation:</i> Richard Mahapatra, Poverty and Environment Suresh Rohilla, Urban Water, and Gita Kavarana, Rural Water</p>
20/09/11	<i>Meetings on CSE programmes</i>
	<p><i>Sustainable Industrialisation:</i> Chandra Bushan</p> <p><i>Renewable Energy &amp; Climate Change:</i> Uma Shankar, Programme Director, Green Rating Programme Sanjeev Kanchan, Sugandh Juneja, Ishika</p> <p><i>Training Programme on Environmental Monitoring with South Asia Participants</i> Suresh Rohilla; Chandra Bushan</p> <p><i>Anti-toxin Campaign/Pollution Monitoring Laboratory:</i> Prof. H.B Mathur, Dr Sapna Johnson, Pollution Control Laboratory &amp; staff</p>
21/09/11	<i>Day visit to Mumbai</i> with Chandra Bushan to attend meeting with representatives of the cement industry and presentation by Joint Secretary of Mines on New Mines Act.
22/09/11	<i>Meetings on CSE programmes</i>
	<p><i>Field visit to St George's School on Green School Programme:</i> Ashish Shah, Deputy Coordinator, Environment Education Unit</p> <p><i>Environment Education Team:</i> Sumita Dasgupta, Programme Director, Environment Education, CSE Aditya Batra, Programme Director, South Asian Programme, CSE</p> <p><i>Down to Earth:</i> Richard Mahapatra; Vibha Varshney, Science Editor; Arnab P Dutta, News Editor; Latha Jishnu, Senior Editor</p> <p><i>Environmental Portal:</i> Kiran Pandey, Programme Director, Library and Information Management, CSE; Aditya Batra</p> <p><i>Press Release</i> by Sunita Narayan and Chandra Bushan on environmental clearance being given by the Ministry of Environment to industrial projects</p> <p><i>Media Resource Centre:</i> Souparno Barnerjee, Programme Director, Media Resource Centre; Papia Samajdar</p> <p>Discussion with Sunita Narain on CSE issues</p>
23/09/11	<i>Meetings with external informants</i>
	<p><i>Rajiv Gandhi Institute for Contemporary Studies:</i> Prof G.Mohan Gopal, Director</p> <p><i>Environment Pollution Authority</i></p>

	Dr Bhure Lal, Chairperson
	<i>Bureau of Indian Standards</i> Madhulika Prakash, Deputy Director General; Dr Sneh Bhatla, Deputy Director General
	<i>National Green Tribunal:</i> Shri Vijay Sharma, Retired Secretary, Ministry of Environment
	<i>Rainwater Harvesting Nizamuddin Colony, Delhi:</i> Sushmita Sengupta, Urban Water Team
24/09/11	<i>Documentation reading/review of interviews</i>
25/09/11	<i>Drafting of report</i>
26/09/11	<i>CSE South Asia Programme:</i> Aditya Batra (PD), Anumita Roy Chowdhury, Chandra Bushan, Suresh Rohilla, Sumita Sasgupta, Souparno Banerjee, Kiran Pandey <i>Financial Management Strategy:</i> Gita Kavarana
27/09/11	Drafting of report Travel: Delhi to Dhakha <i>Meeting past members of Department of Environment Project</i> S. M. Shibly Nazir, Deputy Secretary Ministry of Finance Syed MD. Iqbal Ali, Director, Bangladesh Centre for Advanced Studies
28/09/11	<i>Meeting with Directors in Department of Environment on CSE /DOE linkages</i> MD Khlaed Hasan, Deputy Director (Planning); Syed Nazmul Ansan, Deputy Director (Environmental Clearance); A. Tutu, Assistant Director; Muhammad Munir Chowdhury, Director (Monitoring and Enforcement); Md Shahjahan, Director (Environmental Clearance). <i>Meeting with environmental journalists on CSE links</i> Deepak Acharjee, ( <i>The Independent</i> ); Tawfigue Ali ( <i>The Daily Star</i> ); Rafiqul Islam Azad ( <i>The New Nation</i> ); Bhanu Ranjan Chakraborty ( <i>ATN Bangla</i> ); Shahnaz Sharmeen ( <i>abc</i> )
29/09/11	<i>WaterAid Programme on CSE/WaterAid rainwater harvesting activities</i> Babul Bala (Programme Engineer, WaterAid); Md. Masud Hassan, Coordinator (Village Education Resource Centre) <i>Meeting with Rain Forum Committee</i> Syed Azizul Haq (Chairman) and committee members, Return to Delhi
30/09/11	<i>Meeting external informant</i> Dr A.K Shiva Kumar, member National Advisory Council of the Prime Minister <i>Meeting with CSE programme directors</i> Senior CSE programme staff on programme structure and indicators
1/10/11	Drafting of Report Meeting with Sunita Narain, Director General, on Financial Strategy
2/10/11	Drafting of report
3/10/11	Completing of working draft Discussion with CSE Management on working draft of report Finalisation of first draft of report
4/10/11	Review of report/annexes Debriefing on report, Anna Springfors, Head of Development Cooperation Section, Embassy of Sweden
5/10/11	Debriefing on first draft of report with CSE and discussion Finalisation of draft and annexes PM departure

## Annex 2: CSE organisational structure

### CSE's Organisational Chart 2011 — Senior Management



## Annex 3: List of CSE publications published between 2009–2011

### Major publications (priced)

1. Challenge of the New Balance: A study of the Six Most Emission-Intensive Sectors to Determine India's Low-Carbon Growth Options (2010)
2. Climate change – Politics and Facts (2009)
3. Climate Change: A Book of Activities for Children (2011)
4. Mobility Crisis: Agenda for Action (2010)
5. Green School Manual for Abu Dhabi (2009)
6. Translations of Green School Manual in Urdu, Gurmukhi

### Print publications (non-priced)

1. Footfalls: Obstacle Course to Liveable Cities (2009)
2. Choc-A-Block: Parking Measures to Address Mobility Crisis (2009)
3. Delhi Bus Corridor: An Evaluation (2009)
4. Capturing Rainwater: A way to Augment Chandigarh's Water Resources (2010)
5. Policy Paper on Sewage Management in India (2010)
6. Sharing the Wealth of Minerals: A Report on Profit Sharing with Local Communities (2011)
7. Turnaround: Reform Agenda for India's Environmental Regulators (2009)
8. Sponge Iron Industry: The Regulatory Challenge (2010)
9. Fact sheets on Climate Change (2010)
10. Publications produced by students of the AAGC courses – Envision, Beacon, Be the Change, Eighty Twenty

### Web publications (non-priced)

1. Decentralised Wastewater Treatment: A Way of Managing Septage in Shimla (2009)
2. Roadmap for Rating System for Water Efficient Fixtures: A Way to Sustainable Water Management in India (2010)
3. Policy Note on Fuel Economy Standards: Getting the Principles Right
4. Policy Note on Post 2010 Emissions Standards Roadmap for Clean Vehicles and Fuels
5. Briefing Note on Air pollution and Our Health (2011)
6. Parking Policy in India: Getting the Principles Right

### Various press releases throughout the year

## Annex 4: CSE memberships in international, national and state committees and other policymaking bodies

**Anumita Roychowdhury, Executive Director, Research and Advocacy, has represented on the following committees:**

### **National**

**Member of the Committee on Development of National Habitat Parameters** set up by the Ministry of Urban Development to assess and finalise the recommendations of the sub-committees on urban planning, water management and sanitation, energy efficiency and transportation. This is part of the official process to implement the National Climate Action Plan. A number of sub-committees were set up by the Ministry of Urban Development for each thematic area to make recommendations. This body is responsible for assessing and finalising the recommendations from all sub-groups. This process is on.

### **Member of the Sub-Committee on Development of National Habitat Parameters for the transportation sector**

We have played a significant role in drafting the report and the recommendations and contributed towards the sections on the goals, rationale, objectives and the actual standards and guidelines for each strategy (including transit-oriented development, travel demand management, compact city design, pedestrian infrastructure, among others).

After the finalisation of the draft at the committee level, the Ministry of Urban Development has initiated national consultation on the proposed standards and guidelines. Committee members are now responding to the comments that are coming in from different stakeholders. The final report will be finalised soon based on the inputs from the committee members.

**Member of several committees and working groups of the Unified Traffic and Transportation Infrastructure (Plg & Engg) Centre (UTTIPEC) of the Delhi Development Authority** that is responsible for urban and transportation design in Delhi. These working groups/committees include:

- **Committee on street design guidelines:** These guidelines have been finalised and the final documents acknowledges the contribution of the Centre for Science and Environment. We were made part of this committee following our report on the walkability of our cities.
- **Working group on parking policy:** Ongoing
- **Transit Oriented Development (TOD) Task Force:** These guidelines are in the making.
- **Working group (III-B) on integrated transit corridor, etc.**

**Committee on Fuels and Lubricants of the Bureau of Indian Standards (BIS)** that is responsible for setting environmental specifications and standards. This committee is responsible for addressing regulatory standards for transport fuels and lubricants. We contribute to the deliberation on the standards for key fuel parameters like sulphur, cetane, and other environmental parameters. This committee is also deliberating on the environmental specifications for compressed natural gas.

**Member of the State Commission on Urbanization** set up by the Government of Rajasthan to develop a planning document for planned urbanisation in the state. This process has just begun.

Members of the overarching committee are expected to guide the deliberation and the recommendations of the various working groups set up under this commission.

**Member of the sub-group set up by the Union Ministry of Environment and Forests** on air pollution for the eleventh five-year plan. Our contribution has helped to establish three important approaches towards air quality management – a comprehensive National Air Quality Planning programme (NAQP) to drive policy interventions and investments at the national level; Clean Air Action Plan (CAAP) for a composite planning at the city level; and cognizance of the principle that all major cities would need to meet the clean air standards by the end of the plan period. These points have been included in the eleventh plan document. We have also contributed to the deliberations of the Ministry of Environment and Forests for the 12<sup>th</sup> five-year plan.

**Member of the Non-Motorised Transportation Cell** set up by the Integrated Multimodal Transit System Ltd. This body, which is responsible for implementation of the public transportation projects including the bus rapid transit systems, has created this focal point on non-motorised transport. This is currently looking at ways of developing cycle hiring schemes, promotion of cycling and infrastructure issues related to cycling.

## **International**

- **Member, Partnership for Clean Fuels and Vehicles of the United Nations Environment Programme (UNEP).** This is a global initiative that takes stock of the emerging trends in vehicle technology and fuel quality issues in different regions of the world and identifies enabling strategies for the regional perspective. We are contributing towards development of strategies to accelerate the transition toward low sulphur fuels in the Asian region.
- **Member of the Advisory committee of the Global Fuel Economy Initiative,** joint initiative of the International Energy Agency and FIA Foundation. This initiative looks at the regulations development for fuel efficiency in different regions of the world to reduce the energy and climate impacts of motorisation. As a member helping to develop a perspective on the strategies needed in Asian/India region given its own unique features.
- **During 2002 she co-chaired the coordinating committee of the *Clean Air Initiative for Asian Cities*,** a multi-sector organization, established by the World Bank and Asian Development Bank in collaboration with a number of bilateral development organizations in conjunction with the APMA project of WHO and UNEP.
- **Member of the Advisory committee of the Asia Pro Eco programme of the European Union during 2002–2003.** The Asia Pro Eco Programme is an initiative of the European Commission to promote environmental performance in Asian economic sectors through the exchange of cleaner environmental policies, technologies and practices.

**Chandra Bhushan, Deputy Director-General, is represented on the following boards:**

- **Member, Food and Agriculture division council of Bureau of Indian Standards (BIS)** -- This is the highest decision making body of BIS and decides the annual priorities. In the last meeting, was able to push standard setting for plastic packaging of food commodities. BIS has set up committees to draft standards.
- **Member, Drinks and Carbonated Beverages Sectional Committee, FAD 14, BIS:** This committee decides on the standards of packaged drinking water and all beverages, including carbonated



beverages. In the last five years we have pushed for and achieved many milestone of food safety standards in the country, including pesticides standards for bottled water, pesticides and heavy metals standards for carbonated beverages, packaging standards for beverages, etc.

- **Environment Management Sectional Committee, CHD 34:** Pushed for the reform of ISO 14001 standards and certification system.
- **EIA Consultant Accreditation Committee (AC) of Quality Council of India, (QCI):** This committee accredits consultants who can make EIA reports for development projects. These EIA reports are then used by the government to award clearances. CSE has always asked for the accountability of the consultants, and the environment ministry then set up this accreditation programme.
- **Member, Working Group on Effectively Integrating Industrial Growth and Environment Sustainability** for the new Manufacturing policy under the Twelfth Five-Year Plan: Have pushed for major reforms in the environment institutions. They have been accepted and put as part of the 12th FYP.
- **Member, Working Groups of Ministry of Environment and Forests:** Ministry of Urban Development and Ministry of New and Renewable Energy for developing the 13th five-year plan.
- **Member, Board of Directors, National Accreditation Board for Education and Training.**

**Sunita Narain, Director General, is represented in the following:**

- **Member, Environment Pollution Authority for the National Capital Territory,** Government of India, New Delhi. The main functions of this body is to monitor the progress of the action plan drawn up by the Ministry of Environment and Forests, Government of India, on pollution in Delhi as contained in the “White Paper on Pollution in Delhi with an Action Plan” issued by the Central Government on December 3, 1997; to make all necessary steps to ensure compliance of specified emission standards by vehicles, including proper calibration of the equipment for testing vehicular pollution, ensuring compliance of fuel quality standards, monitoring and co-ordination action for traffic planning and management for control of vehicular pollution. To exercise the powers under Section 5 of the Environment (Protection) Act, 1986, for issuing direction in respect of complaints relating to violation of an order by any authority or measure.
- **Member, Prime Minister’s Council on Climate Change.**
- **Chairperson, committee set up for monitoring village relocation as per recommendations of the Tiger Task Force.**
- **Member, Shri Amarnathji Shrine Board,** which is formed to provide better management of the Shri Amarnathji Yatra, upgradation of facilities for the pilgrims etc.
- **Member, National Ganga River Basin Authority.** This authority works for the revival and cleaning process of River Ganga.
- **Chairperson, Working Group on Urban and Industrial Water Supply and Sanitation for the Twelfth Five–Year Plan (2012–2017)** constituted by Planning Commission.
- **Member, National Security Advisory Board (NSAB).** This body is set up to advise Government of India on security-related issues.
- **Member, Audit Advisory Board of Comptroller and Auditor General of India.** This is formed to provide Comptroller of Auditor General an external interface in the process of planning their audits.

**Latha Jishnu, Senior Editor, *Down to Earth***

- **Task Force on National Drugs Security, Sub Group on Bulk Drugs**

**Dr Suresh Kumar Rohilla, Programme Director, Urban Water Management**

- **Member, Working Group of 12th Five-Year Plan (2012–2017) on Environmental Sustainability of Indian Cities**, set up by Planning Commission, Govt. of India.
- **Member, Bureau of Indian Standards** panel on water quality, water treatment systems, sewerage systems, wastewater characteristics and treatment, conservation and augmentation aspects.
- **Member, National Sustainable Habitat Mission** (set up under Prime Minister's Action Plan for Climate Change for India) sub-committees to develop parameters in following areas:  
a) Urban Planning; b) Urban Water Supply and Sewage; c) Urban Storm Water Management.
- **Member - MoEF's Expert Appraisal Committee for Construction, Industrial Estates/SEZ projects and projects for Coastal Regulation Zone (CRZ) clearance.**
- **Member - U.P State River Ganga Basin Authority (SRGBA) Executive Committee.**
- **Advisor, Delhi Urban Arts Commission (DUAC)**

# Annex 5: Training courses from 2009

## List of training programmes

### 1. Sustainable urban mobility

No	Title of programme	Year	Month	No of participants	Type of participants
1	Urban Transport and Mobility: Agenda for Reforms	2009	September	14	Government officials
2	Managing Urban Air Quality	2009	December	12	Government officials
3	Solutions to Pollution and Mobility Crisis: Learning from Each Other	2010	September	15	14 – NGOs 1 – Government officials
4	Urban Transportation Reforms for Clean and Liveable Cities	2010	November	24	Government officials
5	Managing Urban Air Quality: Focus on Clean and Fuel Efficient Vehicles	2011	January	20	Government officials
6	Urban Transportation Reforms for Clean and Liveable Cities	2011	March	12	Government officials

### 2. Urban water management

#### 2.1 Decentralised wastewater treatment and reuse

No	Title of programme	Year	Month	No of participants	Type of participants
1	Decentralised Wastewater Treatment and Reuse for Municipal Functionaries	2009	September	27	Government officials
2	As above	2009	December	26	Government officials
3	As above	2010	May	25	Government officials
4	As above	2010	July	19	Government officials
5	Training Programme on Decentralised Wastewater Treatment and Reuse	2010	August	19	Civil society (NGOs, consultants, engineers, students)
6	Decentralised Wastewater Treatment and Reuse for NOIDA Officials	2010	September	15	Government officials
7	Decentralised Wastewater Treatment and Reuse for Municipal Functionaries	2010	November	17	Government officials
8	As above	2011	March	24	Government officials

#### 2.2 Urban rainwater harvesting

No	Title of programme	Year	Month	No of participants	Type of participants
1	Urban Rainwater Harvesting Training Programme	2009	July	26	Civil society
2	Urban Rainwater Harvesting Training Programme	2009	July	15	As above

3	Urban Rainwater Harvesting Training Programme for Municipal Functionaries	2009	November	14	Government officials
4	As above	2010	January	14	Government officials
5	Urban Rainwater Harvesting Training Programme	2010	March	7	NGOs, consultants, engineers, students
6	Urban Rainwater Harvesting Training Programme for Municipal Functionaries	2010	May	24	Government officials
7	As above	2010	June	31	Government officials
8	Urban Rainwater Harvesting Training Programme	2010	July	7	NGOs, consultants, engineers, students
9	Urban Rainwater Harvesting Training Programme for NOIDA officials	2010	August	18	Government officials
10	Urban Rainwater Harvesting Training Programme for Municipal Functionaries	2010	November	29	Government officials
11	Urban Rainwater Harvesting for Policymakers	2011	February	27	Government officials
12	Urban Rainwater Harvesting Training Programme	2011	March	18	NGOs, consultants, engineers, students

### 3. Industry and environment

#### 3.1 Regulators programme

No	Title of programme	Year	Month	No of participants	Type of participants
1	Action Plan for Critically Polluted Areas	2010	December	23	Pollution Control Board officials
2	Compliance and Monitoring of Wastewater Treatment Plants and Role of Decentralised Wastewater Management	2011	January	22	Pollution Control Board officials
3	National Minimum Training Programme on Compliance, Monitoring and Enforcement	2011	March	20	Pollution Control Board officials

#### 3.2 EIA trainings (New Delhi) No of workshops 3+4

No	Title of programme	Year	Month	No of participants	Type of participants
1	Understanding EIA: From Screening to Decision-making	2009	April, June September	76	Pollution Control Board officials, consultants, professors, NGOs
2	Understanding EIA: From Screening to Decision-making	2010	August, October, December, January	96	Pollution Control Board officials, consultants, professors, NGOs

### 3.2 EIA trainings (in regional locations)

Meghalaya, Gujarat, Jharkhand, Madhya Pradesh. No of workshops 3

No	Title of programme	Year	Month	No of participants	Type of participants
1	Understanding EIA: From Screening to Decision-making	2009	July, August	82	NGOs
2	Understanding EIA: From Screening to Decision-making	2010	June	55	Pollution Control Board officials, consultants, professors, NGOs

### 3.3 Laboratory analysis workshops

Water quality testing procedures

No	Title of programme	Year	Month	No of participants	Type of participants
1	Analytical Procedure and Trace Metal – Pesticide Analysis	2010	March	25	Pollution Control Board officials
2	Water Quality Monitoring	2010	March	13	Pollution Control Board officials

## 4. Media resource centre

### 4.1 Briefing workshops

No	Title of programme	Year	Month	No of participants	Type of participants
1	South Asian Media Briefing Workshop on Climate Change	2009	August	120	Journalists
2	Pre- and post-Copenhagen briefings	2009	December	??	Journalists
3	Briefing workshop on analysis of water quality in Bhopal at the UC site	2009	December	80	Journalists
4	Briefing workshop on analysis of water quality in Bhopal at the UC site	2009	December	80	Journalists
5	Briefing workshop on coastal concerns	2010	August	55	Journalists
6	Briefing workshops on urban mobility	2010	Hyderabad	87	Journalists
7	Briefing workshops on FRA (2)	2011	Bhubaneshwar	75	Journalists
8	Briefing workshops on MFP	2010	New delhi	16	Journalists

### 4.2 Journalist Fellowships

No	Title of programme	Year	Month	No of participants	Type of participants
1	South Asian Media Fellowship on coastal concerns	2009	December	13	Journalists
2	Media Fellowship on coastal concerns (India)	2009	December	12	Journalists
3	Media Fellowship on JNNURM	2010	May	11	Journalists
4	Forest Rights Act	2010	September	12	Journalists

## 5. Environment education

### Teachers training workshops to implement the Green School Programme

No	Details	Year	Month	No of participants
1	Port Blair, (2)	2009	April, September	62, 70
2	Delhi (3)	2009	April, July, November	100
3	DIET training programmes (Delhi) (5)	2009	October	290
4	Delhi (3)	2010	April, July, August	89
5	Gangtok	2010	July	40
6	Chandigarh	2010	August	40
7	Solan	2010	November	19
8	Tatanagar	2010	November	50
9	Pandoh	2010	November	19
10	Palampur	2010	November	22

**2010: 249 were teachers and 80 were students**

### 6. Anil Agarwal Green College

No	Title of programme	Year	Month	No of participants	Type of participants
1	Agenda for Survival	2009	June	25	Students
2	Agenda for Survival	2010	June	29	Students
3	Challenge of the Balance (summer)	2010	August	27	Engineering students
4	Challenge of the Balance (winter)	2010	December	16	Engineering students from South Asia

### 7. Knowledge portal

No	Title of programme	Year	No of participants	Type of participants
1	Information management in the digital age	2009	22	Mixed group
2	Information management in the digital age	2010	58	Mixed group

## Annex 6: Portal hits

<b>Aug 1, 2008 – Sep 29, 2011</b>	<b>Number of hits</b>	<b>Percentage</b>
<b>Total no of hits</b>	<b>3819373</b>	<b>100</b>
India	2998660	78.5%
United States	237444	6.2%
United Kingdom	81366	2.1%
Canada	39151	1.0
Australia	30800	0.8
<b>Sub-total</b>	<b>3387421</b>	<b>88.7%</b>
Pakistan	16135	
Bangladesh	10956	
Sri Lanka	7333	
Nepal	6200	
Bhutan	1140	
<b>Sub-Total</b>	<b>41764</b>	<b>1.1%</b>

## Annex 7: Regional Programme timeline

### Activities under the Regional Programme

Date	Country	Programme	Activity	Remarks
Feb-2008	Bangladesh	Industry and Environment	5-day training for DoE on coal, pharma, cement, paper & pulp, thermal sectors in Dhaka	
Apr-2008	Bangladesh	Industry and Environment	Exposure & field visit to India to coal mines for 3 Dept. of Environment officers	
Oct-2008	Bangladesh	SA programme	Scoping visit	Detailed talks with more than 20 NGOs, govt. reps, media, academics to understand leading environmental challenges and to discover potential regional partners & modes of collaboration.
<b>2009</b>				
Mar-2009	Bangladesh	Industry and Environment	EIA guidelines for Textiles; Coal & Pharma submitted to DoE	
Jul-2009	Bangladesh	Urban Water	One training programme on RWH in Delhi (2 WaterAid participants)	WaterAid sent two persons to participate in the RWH training
Aug-2009	Various	Media	South Asia climate change meet in Delhi	Twenty-five south Asian journalists from Bangladesh, Bhutan, Maldives, Nepal, Pakistan and Sri Lanka attended. Received wide coverage in regional media.
Nov-2009	Nepal	SA Programme	Scoping visit	Found clear opportunities for joint work on urban air quality, urban water management (including RWH, DWT & river pollution), environment education, research and reportage, and for training programmes on documentation & information management for NGOs.
<b>2010</b>				
Feb-2010	Various	SA Programme	First annual plan for 2010–2011 submitted	The annual plan submitted to Sida was modified (after annual review meeting with Sida in May in Stockholm), and re-submitted in August 2010.
Mar-2010	Bangladesh	Industry and Environment	EIA guidelines for Cement and Environment Clearance Rules submitted to DoE	



Mar-2010	Nepal	SA Programme	Visit for reportage	Produced a <i>Down To Earth</i> cover story on community-led rural electrification; web feature on <i>hitis in Kathmandu (stone spouts)</i> , feature in <i>Gobar Times</i> .
Apr-2010	Bangladesh	Industry and Environment	2-week training for DoE officers in Delhi	
Aug-2010	Various	Climate change (media)	Regional media briefing workshop on coasts, coastal populations and their concerns	55 journalists, including 5 from Bangladesh and Sri Lanka attended the briefing at Goa University
Apr-2010	Bangladesh	Urban Water	One training programme on RWH in Delhi (2 WaterAid participants)	
Jul-2010	Bangladesh	Industry and Environment	Training on EIA guideline for cement sector (23 participants); and training on EIA guidelines for coalmining (23 participants)	
Aug-2010	Bangladesh	Urban Water	MoU between WaterAid and CSE signed; the basis of CSE's collaboration on capacity-building of govt., private and civil society water professionals in Bangladesh	
Sep-2010	Bangladesh	Industry and Environment	Training on environment clearance guidelines, rules (35 participants); training on EIA guidelines on pharma (23 participants); training on EIA guidelines on textiles sectors (23 participants)	
Sep-2010	Various	Information Management		
Sep-2010	Various	Portal	South Asia sub-portal created as a sub-portal nested in the India Environment Portal	Working prototype (beta) of the South Asia portal
Oct-2010	Bangladesh	Urban Water	Technical assistance for RWH model projects	Site selection & detailed designs for 5 RWH model projects
Oct-2010	Bangladesh	Urban Water	Technical workshop on RWH	Training conducted for 31 architects, NGOs, government officials, urban planners nominated by CSE's country partner, WaterAid. Several ministers pledged their support to make RWH mandatory in Dhaka's building bylaws.
Nov-2010	Various	Climate change (media)	South Asian Media Briefing Workshop on Climate Change	Two-day event drew 102 journalists, including 26 from Bangladesh, Bhutan, India, Nepal, Pakistan and Sri Lanka.

Dec-2010	Bangladesh	Urban Water	Technical workshop on DWT	Workshop conducted for 34 architects, NGOs, government officials with CSE's country partner WaterAid. WAB, using CSE data and research inputs, conducted a workshop on sludge management and wastewater treatment in Khulna city, following which city authorities pledged to start pilot projects on DWWT in Khulna.
Dec-2010	Various	Portal	Informational services launched	Information services include 7500 news bulletins, research reports, feature articles, etc.
Dec-2010	Various	Portal	Participation in international meetings	Portal team members participated in network meetings of Institute of Development Studies, Sussex University, U.K., and by D.Net in Bangladesh to explore potential regional partners.
Dec-2010	Various	Portal	Training for South Asian NGOs on information management	Two trainings on information managers drew 27 participants from South Asia.
Dec-2010	Bangladesh	Urban Water	Technical assistance for DWT model projects	Four model project sites in Chittagong and Dhaka identified. CSE's country partner, WaterAid collected baseline data.
<b>2011</b>				
Jan-2011	Bangladesh	Urban Air Quality & Mobility	Experience-sharing policy dialogue on natural gas vehicle programme in Dhaka	About 51 participants attended the meet in Dhaka from relevant government departments, universities, NGOs.
Jan-2011	Bangladesh	Media	First country media briefing on "Challenge of Urban Air Quality and Mobility Management"	About 70 Bangladeshi journalists attended, and the event was Well-covered in local media.
Apr-2011	Sri Lanka	Urban Air Quality & Mobility	Travel, scoping study	Prepared a briefing paper on clean air and mobility challenges in Sri Lanka
Apr-2011	Sri Lanka	Urban Air Quality & mobility	Experience-sharing policy dialogue	
Apr-2011	Sri Lanka	Industry and Environment	Training programme on EIA with Central Environmental Authority	55 people nominated by CEA attended this training in Colombo, Sri Lanka.
Sep-2011	Various	Industry and Environment	Two-week South Asia course on "Environmental Compliance, Enforcement and Monitoring" for govt. participants from Sri Lanka, Bhutan and Bangladesh	13 participants from Sri Lanka, Bhutan and Bangladesh attended this course in Delhi.
<b>Multi-year</b>				
Dec 2008–	Various	Media	CSE Media Fellowship for the South Asian Region	Eight SA Fellowships were awarded to regional journalists from


Mar 2010			"Climate Change in South Asia"	Bangladesh, Nepal, Sri Lanka, Bhutan, Pakistan, and two from India.
Jan 2009– Apr 2009	Nepal	Pollution monitoring laboratory		Pesticide residue analysis for four leading pesticides in 100 drinking water samples for the Nepal NGO
Jul–Oct 2010	Various	Journalist fellowships	Theme: " Coasts and Coastal Concerns" (focus on South Asia), followed by a workshop on coastal issues in October	Nine working journalists awarded the Media Fellowship led to 40 separate news and feature reports filed in leading south Asian newspapers
Mar–Dec 2010	Various	SA Programme, DTE, Urban Water	Research-based reportage in DTE based on visits to Nepal, Sri Lanka, Bangladesh	Cover stories in DTE on energy movement in Nepal, and on the fish trade in Bangladesh; in-depth special reports on high fertilizer use in Sri Lanka, the solar home systems in Bangladesh, and Dhaka's shrinking urban wetlands; several interviews, web dossiers, etc.
Sep–Dec 2010	Various	Travel by CSE staff to Nepal, Bangladesh, Sri Lanka (Industry and Environment, Urban Water, Urban Air Quality & Media teams)	MoUs signed with governments, universities and key NGOs in Bangladesh, Sri Lanka and Nepal	MoUs signed with: Dept. of Environment (Bangladesh) for technical and capacity development activities on EIA; Ministry of Water Supply & Drainage & with the NGO Lank Rainwater Harvesting Forum (Sri Lanka) for trainings, model projects and regional raincentre; MoU signed with Purbanchal University (Nepal) on curriculum development, capacity building of laboratory staff, and student/faculty exchange; published several research-based articles in DTE, GT and portal.
Mar 2010– Jan 2011	Various	Various	Trainings & workshops on DWT, RWH, clean air & mobility issues; EIA; and Info. Management conducted in India, with significant SA participation	More than 70 participants representing key stakeholders -- govt., private & civil society from across the region participated. Many were offered the Anil Agarwal Fellowships to subsidize their participation.
Aug 2010– Dec 2010	Various	AAGC	Two month-long international orientation courses (Aug and Dec 2010) for students and young professionals on environment/development challenges	12 SA young professionals attended both of these interdisciplinary courses in Delhi.

## Annex 8(a): Proposed Programme Structure

**Table 1.** The relation between programme, sub-programmes and projects and the intervention logic (ultimate, intermediate, immediate outcomes and outputs)

CSE Overall Programme			
	<b>SP 1 (Urban Water Management)</b>	<b>SP2 2 (Industry &amp; Environment)</b>	<b>SP3, etc.</b>
			<b>Projects</b> Rating Regulator Training Community Support & Training Policy Research
Ultimate Outcome			
<b>Intermediate Outcome</b>	Ultimate Outcome	Ultimate Outcome	
<b>Immediate Outcome</b>	Intermediate Outcome	Intermediate Outcome	Ultimate Outcome
<b>Output</b>	Immediate Outcome	Immediate Outcome	Intermediate Outcome
	Output	Output	Immediate Outcome
			Result

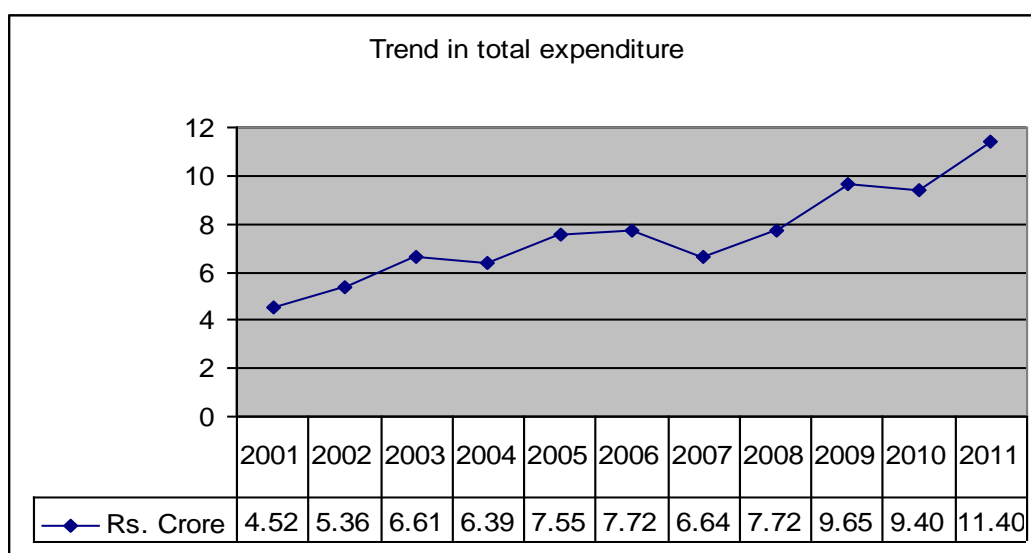
## Annex 8(b): Working Draft of a CSE Causality Map

LEVEL 0	CSE Programme		LEVEL 1	BOX 2	LEVEL 2		LEVEL 3		LEVEL 4	LEVEL 5
Preconditions/ Context Country <u>Institutional landscape</u> state market community external actors				Theory of Change	<b>OUTPUT_CSE</b>  CSE Effects_1 <sup>st</sup> order Information / Understanding / Access / Behavioural Change / Organisational Change		<b>IMMEDIATE_OUTPUT_CSE</b>  CSE Effects_2 <sup>nd</sup> order Development of national policies & corresponding actions through SP Capacity & awareness of national actors & key stakeholders Citizens empowered CSE Institutional Capacity Stronger <i>Time horizon?</i> <i>Balance/contribution from SP?</i>		<b>INTERMEDIATE_OUTPUT_CSE</b>  Environmental & Social Justice Effects specific to CSE programmes	<b>ULTIMATE_O_CSE</b>  To contribute towards the building of an environmentally and socially just society
State History Resource base Political position Actors	BOX 1				Indicators:		Indicators: Technical Changes		Indicators: Specific Environmental & Social Effects	Broader environmental & social indicators
District Remoteness Resource base Economy Social position Political position Actors	Projects	Sub-programmes SP1: Urban Water Management	<b>OUTPUT_UWM</b> Awareness / Interest Knowledge	Demand Behavioural Change	<b>IMM_O</b> Technical change;	<b>UWM Effects</b> <i>Technical Effects</i>	<b>INT_O</b> DWT effects GBWM effects RHW effects	<b>UWM Effects</b>	<b>ULT_O_UWM</b> To contribute to <b>INT_O_CSE</b>	
	P1_	Output_DWT Deliverables from project activities	<b>IMM_O_P1</b> Awareness Interest Knowledge	<b>DWT Effects</b> Demand Behavioural Change	<b>INT_O_P1</b> New Practices	<b>DWT Effects</b> Improved DWT Effects	<b>ULT_O_P1</b> To contribute to INT_O_UWM e.g.		Balance/contribution from projects	
	P2_	Output_GBWM Deliverables from project activities	<b>IMM_O_P2</b> Awareness Interest Knowledge	<b>GBWM Effects</b> Demand Behavioural Change	<b>INT_O_P2</b> New Practices	<b>GBWM Effects</b> Improved building water management effects	<b>ULT_O_P2</b> To contribute to INT_O_UWM e.g.		- Policy effects - Capacity & awareness effects - Citizen effects - Association effects - Infrastructure effects - Environmental effects	
	P3_	Output_RWH Deliverables from project activities	<b>IMM_O_P3</b> Awareness Interest Knowledge	<b>RWH Effects</b> Demand Behavioural Change	<b>INT_O_P3</b> New Practices	<b>RWH Effects</b>	<b>ULT_O_P3</b> To contribute to INT_O_UWM			
Village Remoteness Resource base Economy Social identity Social inequalities Customary practices PG provision Gender attitudes		SP2: Industry & Environment	<b>OUTPUT_IE</b>		<b>IMM_O_IE</b>	<b>IE Effects</b>	<b>INT_O_IE</b>	<b>IE Effects</b>	<b>ULT_O_IE</b>	
	P1_	Output_CBE	<b>IMM_O_P1</b>	<b>CBE Effects</b>	<b>INT_O_P1</b>	<b>CBE Effects</b>	<b>ULT_O_P1</b> To contribute to INT_O_IE		To contribute to <b>INT_O_CSE</b> -	
Household Social identity Resources Size Lifecycle	P2_ etc ?	SP3:  SP4:	<b>OUTPUT_SP3</b>		<b>IMM_O_SP3</b>	<b>SP3 Effects</b>	<b>INT_O_SP3</b>	<b>SP3 Effects</b>	<b>ULT_O_SP3</b> To contribute to <b>INT_O_SP3</b>	
External factors/assumptions	Continuing funding support/ Financial viability CSE									

## Annex 9(a): CSE Cost Management

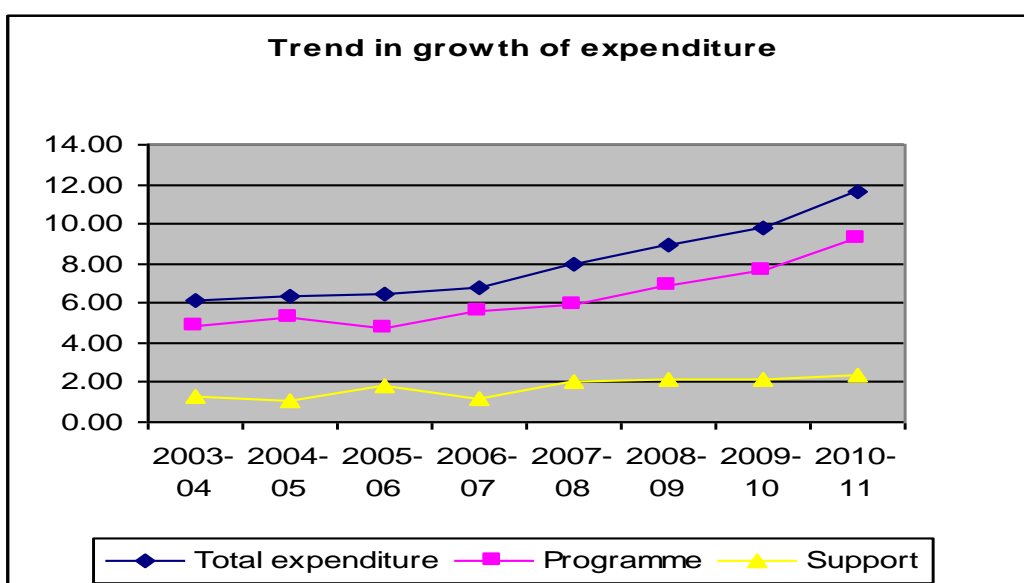
### Trend in expenditures

CSE has followed a strategy of initiation phase, consolidation phase, expansion phase for each new programme area. CSE also has a strategy of using institutional donors in the start-up phase, and then looking for dedicated donors for the programme. All of CSE expenditures come from its grant accounts. Expenditure has grown by over 150% in the last 10 years.



### 1.1 Trend in growth of programme and support expenditure

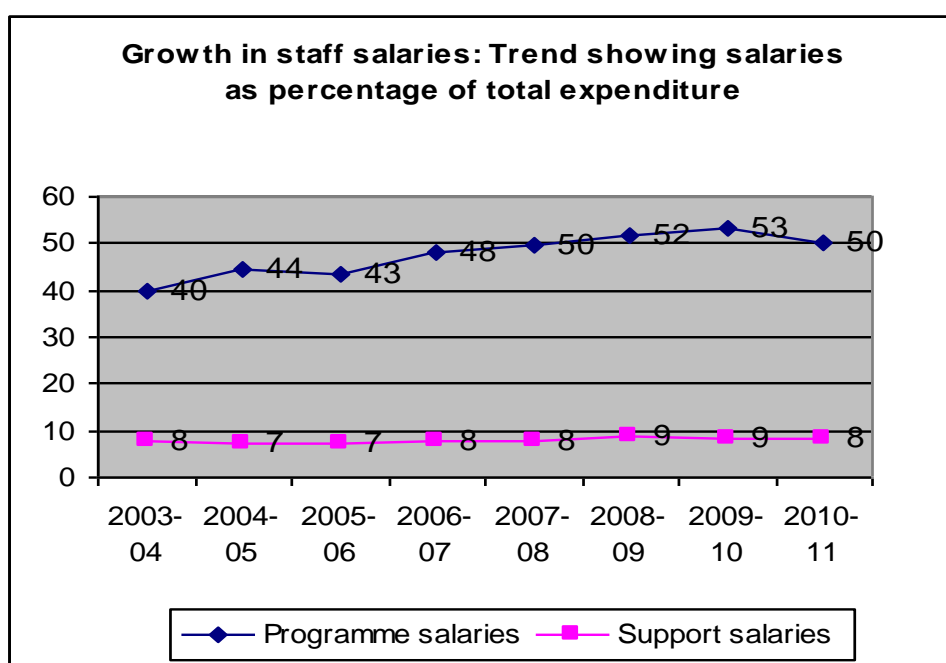
The chart below shows that support expenses have maintained at more or less the same level, 20% of total expenditure. Therefore, the programme expenditure has driven the overall growth in turnover.



Year	Total expenditure (Rs. Crore)	Programme expenditure (Rs. Crore)	Support expenditure (Rs. Crore)
2003–2004	6.09	4.80	1.29
2004–2005	6.35	5.24	1.11
2005–2006	6.51	4.71	1.80
2006–2007	6.79	5.60	1.19
2007–2008	7.94	5.91	2.03
2008–2009	8.98	6.87	2.12
2009–2010	9.75	7.62	2.14
2010–2011	11.67	9.28	2.39

## 1.2 Trend in growth of salaries

The share of programme salaries as a percentage of total expenditure has grown from 40% to 50% over the past 6 years. In the same period, the support salaries have been more or less constant at about 8% of total salaries. The growth in programme salaries is a result of the increase in the personnel budget as well as an increase in the number of programme staff, whereas in the case of support, we have not increased staff even when the increase in the total turnover may have required additional support services.



## 1.3 Strategies to maintain the overall share of programme: support spending

To ensure that the share of support spending remains at about 20%, we consciously take steps to keep support costs down.

1. Whenever there is a vacancy in the support side, we make an effort to minimise new recruitments by encouraging existing staff to take on additional responsibilities. For instance, some years ago a relatively senior person in the reception who left was then replaced by a junior person who grew into the position very well. Similarly, a senior person in charge of the director's office left and the responsibilities were divided between the two junior staff. This provides opportunities for growth of the junior staff, while keeping costs down.
2. We almost never buy any fixed assets unless these assets are absolutely essential. For instance, when we were just starting our training programme, there were two classrooms, but only one LCD projector. When we had programmes in both classrooms, we would hire an additional LCD projector. Recently, we purchased another LCD projector, as the number of training programmes has grown. We actually spent at least one lakh less on the LCD projector because the price of these projectors has actually come down.
3. The use of e-mail is encouraged with a similar disincentive on the use of telephones.
4. Similarly, we try and keep the costs of electricity down. For instance, the use of air conditioners during summer is rationed and rotated between floors and within floors.

### Travel and conveyance policy revised: August 2011

#### 1. Travel rules

##### A) Local conveyance

An effort should be made by all staff to reduce cost as much as possible within the given norms. All staff from the level of programme managers and above are entitled to the use of taxi for local travel. All other staff will have to commute by autos or other means of public transport, depending on what works best. They may use their own vehicle and claim reimbursements as per the existing norm of Rs. 3.50 /km for 2-wheelers and Rs.7 /km for 4-wheelers.

Use of taxi could also be granted in special situations such as:

- i. Travelling to/from airport
- ii. Number of passengers is more than two
- iii. Travelling to NCR for reporting/photography
- iv. Carrying material above 20 kilos
- v. Taxi fare is to be paid by the inviting organization
- vi. Exceptions could be allowed in case of special exigencies after approval from the programme director (PD).

**Procedure for taxi requisition:**

**Programme managers and above:** Send requisition to reception.

**For others:** In case of exceptions (listed above) get approval from the concerned programme director and submit to reception. *Prior notice of 30 minutes will be required to process any request for taxi.*

**B) National travel**

**Authorisation for mode of travel**

The least-cost mode of transport must be taken. Outstation travel by taxis must be avoided and bus or train must be availed of. All staff below the level of programme manager is entitled for III AC. Only in cases where tickets are not available, bookings for II AC, I AC or costlier fare trains are permitted. Air travel for other staff can also be permitted in some exceptional cases:

- Where travel time is more than 18 hours or when the journey spills over to more than one day of travel by train, and the difference between rail ticket and air ticket is not more than Rs. 1500/-.
- Where expenses are to be borne by the inviting organization.
- In case of special exigencies, programme directors can approve travel of their team members by air. Programme managers and above are allowed to travel by air, preferably by the cheapest economy fare.

**Ticketing procedure**

Travel authorisation form approved by the concerned programme director must be forwarded to Mr J.K. Sharma/Vikas Sharma, specifying the flight and route of choice. Admin will make online bookings as far as possible. Only where necessary, bookings will be made through the travel agents. Request for cancellation must also be approved by the concerned programme director. Travel requisition must be sent to admin, allowing sufficient time to get the best rates and confirmed bookings.

Staff reporting to the DG need to keep her informed about their travel plan on e-mail and need no approval for mode of travel.

**Boarding-lodging /Outstation local conveyance /Miscellaneous expenses**

An effort must be made by all staff to reduce costs as much as possible. One must try as much to stay with a friend, in a guest house or a cheap place like government lodges, Indian Youth Centres, YMCA, YWCA, etc.

We propose to revise the per day allowance for staff travelling outstation, as with the present allowance it is difficult to manage decent hotels and meet daily expenses.

The limits for boarding and lodging, miscellaneous costs such as conveyance, phones, photocopying, water, laundry, portage etc., are as follows:



**For metropolitan cities including Mumbai, Bangalore, Chennai, Kolkata, Hyderabad, Pune and South Asian Countries**

Category	Lodging boarding/day	Conveyance/day	Incidentals including phone for the entire trip
Programme managers and above	Rs. 6000/-	1000/-	300/-
Other staff	Rs. 3000/-	500/-	200/-

#### **Other cities and towns**

Category	Lodging boarding/day	Conveyance/day	Incidentals including phone for the entire trip
Programme managers and above	Rs. 3200/-	1000/-	300/-
Other staff	Rs. 1800/-	300/-	200/-

#### **Hire of photographer**

- Hire of photographer must be planned in advance and undertaken with prior permission of the unit head.
- Honorarium will be up to a maximum limit of 1500/day for a photographer based in metros and Rs. 1000/ for other cities.
- Honorarium to photographer will be over and above cost of travel/conveyance, cost of film rolls, which will be paid by CSE on the basis of actual bills submitted. Copyright will be with CSE.
- Purchase of TP/print during travel will be permitted only with prior permission. The rate for purchase of a print will be a maximum of Rs.500/photo and Rs. 800/TP.

#### **Hire of guide**

Hire of guide must be limited to only places where travel involves interior places, places with language or geographic problems. Prior permission must be obtained before travel. Payment will be allowed up to Rs. 200/day.

#### **C) International travel**

Most of the international travel undertaken at CSE is sponsored. Exceptions to this rule would need the prior sanction of the director general. All travel, sponsored or otherwise, will be undertaken with prior approval of the director general, which can be sought by e-mail. Programme directors and above should keep the DG informed about their tour plan. South Asia travel, which is budgeted in the annual plan, will not need approval from the DG.

#### **Ticketing procedure**

In cases where the ticket has not been booked by the sponsor admin will make the bookings. Your choice of the flight and route must be forwarded to Mr. J.K.Sharma /Vikas Sharma for the bookings to be made.

Foreign travel may be planned well in advance to ensure timely approval and travel booking, visa and foreign exchange arrangements etc. Travel bookings in all cases will be made by our authorised travel agents or admin.

While on international travel, staff will make all efforts to obtain the reimbursements for their travel costs from the sponsoring authorities before their return to CSE. If that is not possible, it is the responsibility of the staff member to follow up with the sponsors to obtain reimbursement.

#### **2. Late night conveyance and food**

CSE provides transport facility and late night food for staff working beyond 10 p.m. This is mostly availed by DTE staff. Allowance is for 2 days a fortnight, which means 4 days a month. Requisition approved by the unit in charge must reach admin by 5.30 p.m. to make necessary arrangements for food and carpool. Late night food allowance is increased to Rs. 80/person from the existing Rs. 50/person, considering rising inflation.

## Annex 9(b): CSE financial strategy

CSE's long-term financial strategy: a review

### 1. Background

CSE had undertaken a long-term financial strategy in 1998. At the time of the study, CSE was heavily dependent on foreign grants, particularly from the Swedish International Development Cooperation Agency. The study identified the following strategies:

- B) Develop a corpus fund
- C) Diversify its donor base
- D) Identify Indian source of grant funds
- E) Explore training programme as a source of income
- F) Increase income from sales of CSE products and informational services

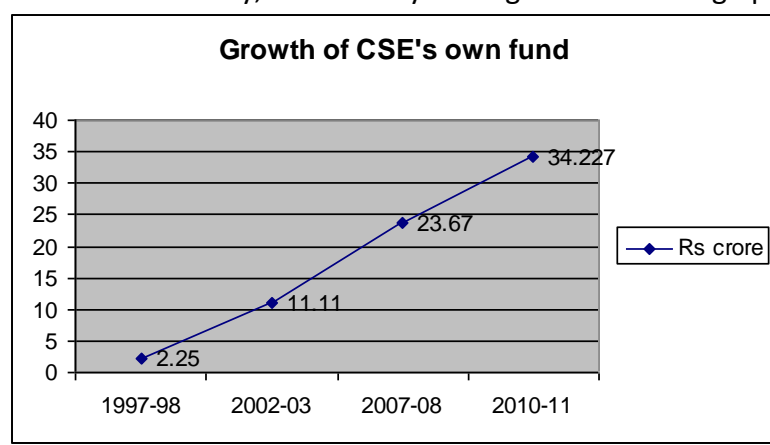
### 2. Review of progress in implementing the strategy

#### 2.1 Develop a core/own fund

At the time we had prepared the last financial strategy study, CSE had set itself a target of Rs. 4 crore (SEK 6.6 million). Today, we have actually far exceeded that target figure, and CSE's own funds stand at Rs. 34.27 crore. CSE was able to do this because of the fact that it was granted the status of an Institution of National Importance and was exempted from being taxed on its income from the sale of its products and services. This rule is currently being changed and this has thrown up fresh challenges.

What is a reasonable corpus to have? This is obviously a very tricky issue. When we set ourselves a target of Rs. 4 crore, the rationale for arriving at this amount was that CSE wanted to provide for the salaries of the top leaders from the interest from the corpus. The total monthly salary figure for all senior leaders at that point in time was not more than Rs. 50,000. Today, if we take into account monthly compensation for all unit heads, it is approximately Rs. 30 lakh.

We have now decided that the target for the corpus will be based on an assumption that the interest from the corpus must pay for the most basic and fundamental of all CSE activities. This activity will be the research and reporting of environmental issues. Thus, a corpus of about Rs. 35 crore, at a most conservative estimate of interest rate of about 8%, will provide about Rs.2.8 crore annually. The annual expenditure for research, reporting and dissemination for the year ending 2010–2011 was Rs. 3.16 crore. However, as activities grow and costs increase continually, it will always be a game of catching up.



#### 2.2 Diversify its donor base

CSE had made efforts in earnest to diversify its donor base, both in foreign and local grants. However, we have today come full circle due to various developments. Several donors, particularly Scandinavian donors, have

moved out of India altogether as an outcome of changes in rules on foreign aid. However, CSE is moving to identify all possible new donors, both foreign and Indian, to have a diversified donor base.

### 2.2.1 Change in pattern of funding and induction of new donors

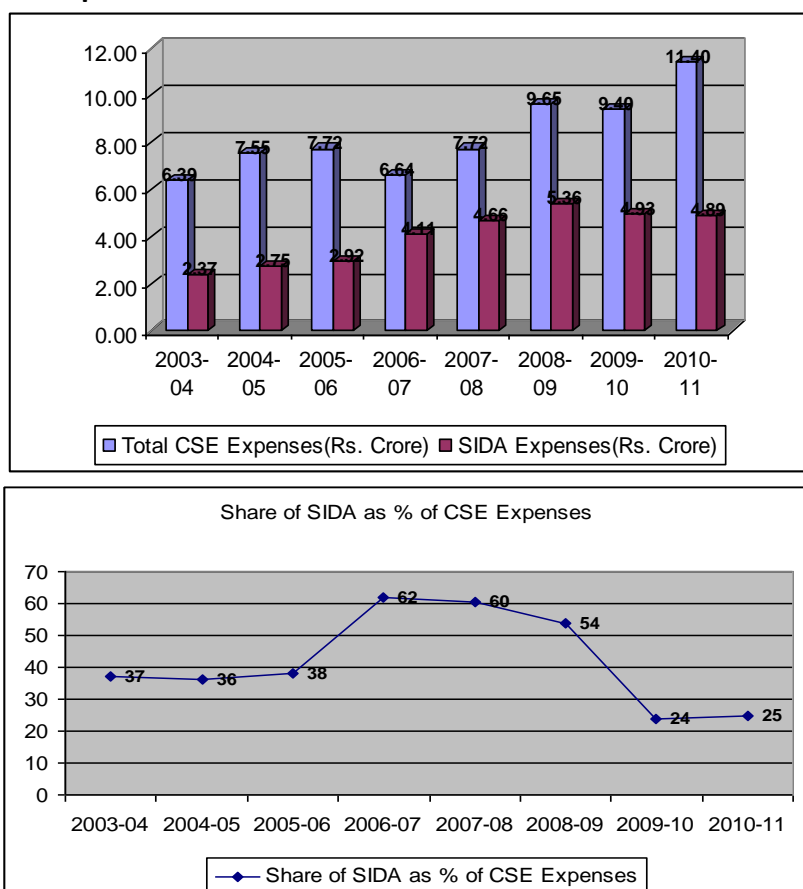
Sno	Donor	Annual expenditures Rs. lakh	
		1998-1999	2010-2011
	<b>Total grant expenditure</b>	<b>385.87</b>	<b>1,140.00</b>
<b>A</b>	<b>Institutional grants</b>		
	Sida	129.98	286.81
	EZE	126.38	238.34
	<b>Total</b>	<b>256.36</b>	<b>525.14</b>
	% of total grant expenditure	<b>66</b>	<b>46</b>
<b>B</b>	<b>Programme grants</b>		
	Ford Foundation	21.68	0.00
	DanChurch Aid	9.51	35.31
	MoEF	42.49	59.49
	MacArthur Foundation	1.34	0.00
	Climate Works Foundation		87.41
	ICRAF/GWP		13.63
	Jamshedji Tata Trust		23.39
	Misereor		18.41
	Ministry of Rural Development		17.76
	Ministry of Urban Development		32.85
	Heinrich Boell Foundation		34.10
	Oak Foundation		26.59
	Swedish Society for Nature Conservation		17.09
	Sida (Regional)		207.71
	<b>Total</b>	<b>75.02</b>	<b>573.74</b>
	% of total grant expenditure	<b>19</b>	<b>50</b>
<b>C</b>	<b>Small project grants</b>		
	Various donors	<b>54.49</b>	41.12
	% of total grant expenditure	<b>14</b>	<b>4</b>

### 2.2.2 Grant account expenditure and share of Sida

Item	Year ending March 1999	Year ending March 2011
Total grant account expenditure	Rs. 3.90 crore	Rs. 11.40 crore
Expenditure allocated to Sida (national)	Rs. 1.30 crore	Rs. 2.84 crore
<b>% share of Sida</b>	<b>33%</b>	<b>25%</b>
Expenditure allocated to EZE	Rs. 1.26 crore	Rs. 2.37 crore
<b>% share of EZE</b>	<b>32%</b>	<b>17%</b>
Expenditure allocated to other donors	Rs. 1.34 crore	Rs. 8.38 crore
<b>% share of other donors</b>	<b>35%</b>	<b>62%</b>

Note: Sida refers to Sida national in both years.

## Total CSE expenditure and share of Sida



### 2.2.3 Pattern of funding of CSE programmes: Share of Sida national in grant expenditures

Total grant expenditure for the year 2010–2011 = Rs. 1140.24 lakh

Total Sida (national) expenditure for 2010–2011= Rs. 283.90 lakh

Share of Sida in total grant expenditure = 25%

### Research and advocacy programmes

Total expenditure during 2010–2011: Rs. 298.73 lakh

Total Sida expenditure during 2010–2011: Rs. 33.87 lakh

Share of Sida in total of research and advocacy: 11%

Share of Sida in total grant expenditure: 3%

Name of programme	Expenditure Rs lakh	Share of Sida in total of programme expenses (%)	Names of other donors
Sustainable urban mobility	44.94	0	Heinrich Boell Foundation Climate Works Foundation UNDP DanChurch Aid Oak Foundation Misereor EED ICRAF as part of funding from GWP Ministry of Environment & Forests Ministry of Urban Development Department of Drinking Water and Sanitation Swedish Society for Nature Conservation Karnataka pollution Control Board SIDA-regional European Commission
Sustainable industrialisation	81.69	0	
Green building programme	3.59	14	
Urban water	69.75	4	
Rural water	19.99	30	
Anti-toxin campaign and pollution monitoring laboratory	49.66	68	
Renewable energy	1.59	0	
Climate change	27.51	0	

**Awareness creation through reporting and dissemination:**

Total expenditure during 2010–2011: Rs. 316.51 lakh

Total Sida expenditure during 2010–2011: Rs. 135.28 lakh

Share of Sida in total of awareness creation: 43%

Share of Sida in total grant expenditure: 12%

Name of programme	Expenditure Rs. Lakh	Names of other donors
Reportage	221.56	Heinrich Boell Foundation
Dissemination	94.95	Climate Works Foundation
	316.51	UNDP
		DanChurch Aid
		Oak Foundation
		Misereor
		EED
		ICRAF as part of funding from GWP
		Ministry of Environment & Forests
		Ministry of Urban Development
		Department of Drinking Water and Sanitation
		Swedish Society for Nature Conservation
		Karnataka pollution Control Board
		SIDA-regional
		European Commission

**Environment education and training programmes**

Total expenditure during 2010–2011: Rs. 147.58 lakh

Total Sida expenditure during 2010–2011: Rs. 5.4 lakh

Share of Sida in total of environment and training: 4%

Share of Sida in total grant expenditure: 0%

Name of programme	Expenditure Rs. lakh	Share of Sida in total of programme expenses (%)	Names of other donors
Environment education	46.83	9	Climate Works Foundation
Media Resource Centre	60.01	1	DanChurch Aid
Anil Agarwal Green college	40.74	0	Oak Foundation
			Misereor
			EED
			Jamshedji Tata Trust
			SIDA-regional
			European Commission
			Kamla Chowdhry Endowment

**Environment portal:**

Total expenditure during 2010–2011: Rs. 102.8 lakh

Total Sida expenditure during 2010–2011: Rs. 14.12 lakh

Share of Sida in total of environment portal: 14%

Share of Sida in total grant expenditure: 1%

Name of programme	Expenditure Rs. lakh	Share of Sida in total of programme expenses (%)	Names of other donors
Environmental information collation	59.76	5	Climate Works Foundation
Website and dissemination	43.04	26	European Commission
			Jamshedji Tata Trust
			DanChurch Aid

			Oak Foundation ICRAF as part of funding from GWP Heinrich Boell Foundation EED SIDA-regional
--	--	--	--

### **Programme management & support**

Total expenditure during 2010–2011: Rs. 268.71 lakh

Total Sida expenditure during 2010–2011: Rs. 98.14 lakh

Share of Sida in total of programme management & support: 37%

Share of Sida in total grant expenditure: 9%

<b>Name of programme</b>	<b>Expenditure Rs. lakh</b>	<b>(%)</b>	<b>Names of other donors</b>
Programme management	<b>70.23</b>	<b>35</b>	Heinrich Boell Foundation Climate Works Foundation UNDP DanChurch Aid Oak Foundation Misereor EED ICRAF as part of funding from GWP Ministry of Environment & Forests Ministry of Urban Development Department of Drinking Water and Sanitation Swedish Society for Nature Conservation Karnataka pollution Control Board SIDA-regional European Commission
Programme support	<b>268.71</b>	<b>37</b>	
Assets	<b>22.75</b>	<b>40</b>	

### **2.3 Identify Indian donors**

This was part of the diversification strategy. However, in practical terms, there are not very many Indian funding sources. The main source would be the government of India. In the recent past, CSE has re-established contact with past donors like the Tata Trust. We have also moved to establish long-term relationships with the government of India.

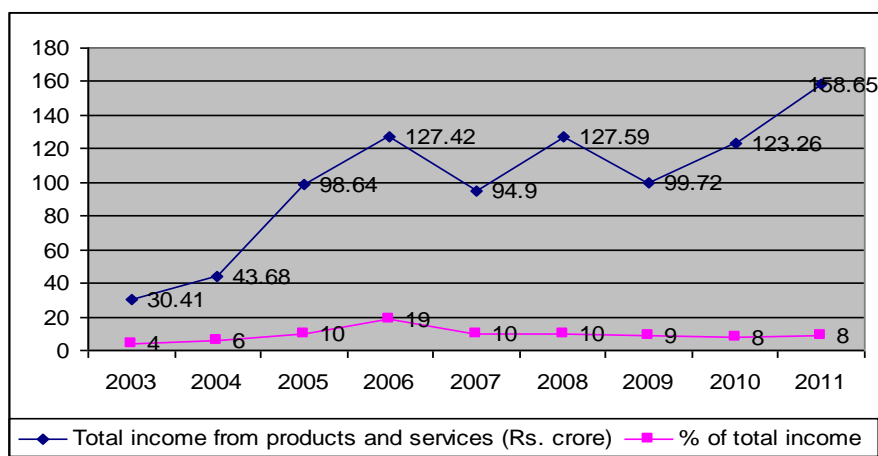
<b>Name of donor</b>	<b>Name of programme</b>	<b>Total expenditure (Rs. Lakh)</b>
Ministry of Environment & Forests	Regulators programme	16.25
Ministry of Urban Development	Water (urban)	32.90
Ministry of Rural Development	Water (rural)	17.80
Karnataka Pollution Control Board	Pollution Monitoring Laboratory	9.42
UNDP-MoEF	Sustainable Industrialisation	60.70
Sir Jamshedji Tata Trust	Media Resource Centre	22.05
Anil Agarwal Green College	Dr Kamla Chowdhry Endowment	3.94
<b>Total</b>		<b>163.06</b>

The share of Indian donors is 14% of the total expenditure. In 1998–1999, the total Indian grant amount was Rs. 58.81 and in 2010-11 it was Rs. 163.06 lakh. Although the grant amount has doubled in absolute terms, as a share of all expenditure, it has remained at the same level: 15% in 1998–1999 to 14% in 2010–2011.

## 2.4 Increasing internal accruals

### 2.4.1 Income from CSE products and services

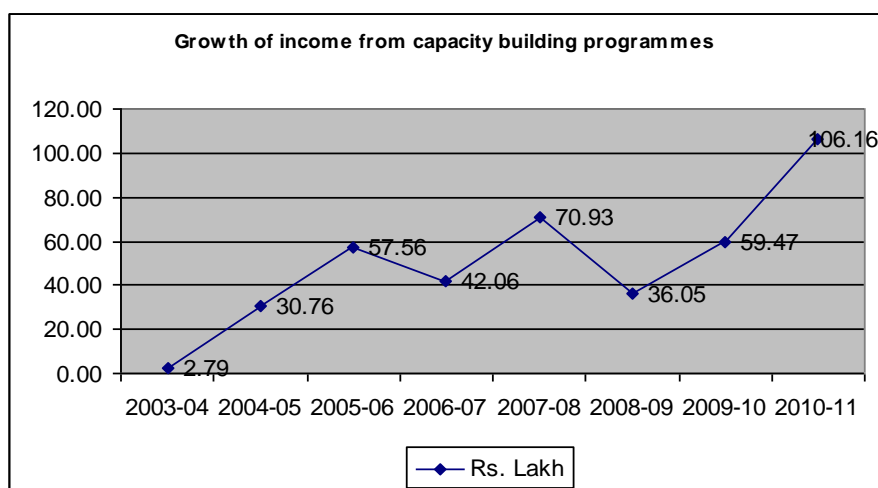
In the early years, CSE's sole income came from the sale of its State of India's Environment report. As part of implementing the planned financial strategy a focussed plan was put in place to improve the income from the sale of CSE publications and products.



The chart above shows that CSE's income from sale of publications, other products and capacity-building programmes has grown more than fivefold in the years between 2003 and 2011. However, as a share of the total income, the increase has only doubled from 4% to 8%. Therefore, it would not be possible for CSE to be able to meet all its expenditures from the income generated by its products and services, at the current level of activities.

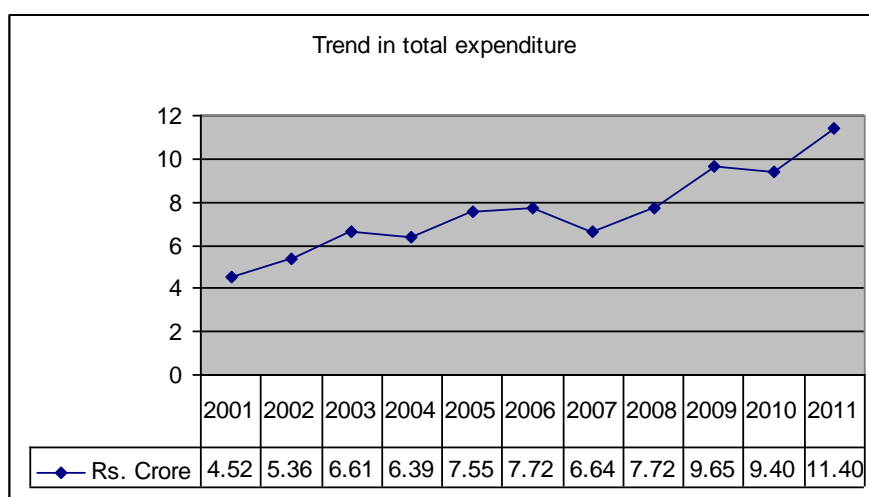
### 2.4.2 Explore training programme as a source of income

CSE has already initiated a training programme as an additional source of income. We have been reasonably successful. The programme started with programmes in the area of rainwater harvesting and information management. Today, nearly all programme teams have built in capacity-building as part of their annual plans. In addition, we also conduct month-long programmes for students.



## 3. Trends in expenditures

CSE has followed a strategy of initiation phase, consolidation phase, expansion phase for each new programme area. CSE also has a strategy of using institutional donors in the start-up phase and then looking for dedicated donors for the programme. All of CSE expenditures come from its grant accounts. Expenditure has grown by over 150% in the last 10 years.



#### 4. Stock-take for future: current situation

CSE today has a current annual expenditure of about Rs. 11 crore. Over the past 10 years, turnover has almost tripled. The growth has not been evenly spread, but rather followed a path of increase and then consolidation. Last year, CSE's non-grant accruals of income from CSE products and services was Rs. 158.65. This is about 14% of the total expenditure. Therefore, CSE will continue to depend on grant funds, as CSE's income from products and services will not be enough to fund all its programme activities.

#### What are the issues for the next phase?

- C) What therefore are the options for grants?
- D) What are the possibilities for increasing own accruals?

#### Grant options

- EU – Possibilities exist to tap EU grants. EU grants are operated through European partners and care should be exercised in the choice of partners, as well as the type of project.
- US – Possibilities exist. We have two ongoing projects with relatively new donors. We will make efforts to convert these donors into long-term donors.
- Germany – We already have an ongoing programme with EED, CSE's second largest donor after SIDA, and equally long-standing partner. Similarly, we have a long-standing relationship with HBF. We hope to continue this relationship. We will also explore other donors such as GIZ, who has funded CSE before.
  - Foreign NGO donors: AS per current rules, foreign NGO donors have been allowed full access. Therefore, there is a good possibility to explore partnerships with NGO donors such as SSCN, Oxfam, Hivos, Misereor, FOE and others.
  - Indian donors: There are not very many Indian donors. We will re-establish contacts with Indian donors such as the Tata trusts.
- Government and UN grants: We have set the ball rolling with the grant for the industry team's activities. We are also working with ministries of urban and rural development. We need to explore further in terms of UN grants, although today UN organisations are themselves recipients of funds from other donors such as Sida and DFID. There is also good possibility to tie up with individual states, which we have not explored thus far.
- Banks/corporate CSR initiatives: This is something that we will look at carefully.

#### Own accruals

- Increasing income from sales and training: There is good scope or growth here. However, a major setback is the recent government announcement that it intends to tax NGOs on their profits.



- Income from training: We have three main types of training target groups with varying potential for income:
  - i. Students do not have capacity to pay.
  - ii. Working professionals/NGOs/industries have a middling capacity to pay.
  - iii. Foreign university tie-ups have a good potential for income.

Today many foreign universities require the institution to be one that is affiliated with a university. The status of a university that can provide degrees or diplomas will also help in bringing students for long-term courses. CSE has consciously rejected the formal educational system. Therefore, we will have to innovate in terms of raising finances through training.

**Regulators' training institute:** CSE has also begun to work with the government to become the nodal centre for providing training to regulators in the country. In the first phase, CSE will begin with a training programme that will provide regular training of basic and advanced training to regulators from all pollution control boards in the country. In the long term, we are planning to set up an institution that will be a centre not only for training but also for research and consultancies to the government on industry–environment issues.

We envisage that this endeavour will also become a revenue-earning centre.

#### **Are there any other newer ways to increase income?**

- Lab: There is limited potential to earn income. We need to plan for the lab to pay for the recurring costs of equipment and day-to-day lab expenses. We need to bolster capacities by putting in place a dedicated team to do this.
- Consultancy for water harvesting and sewage treatment projects: A limited potential exists. Like the lab, we need to set up a dedicated team.
- Knowledge portal: Not seriously looked at potential.
- Consultancies for the government? While CSE will not undertake consultancies as a policy, it is possible that we could consider undertaking projects for governments, Indian as well as South Asian, on policy strategies for sustainable development.



## MID-TERM REVIEW OF SIDA SUPPORT TO THE CENTRE FOR SCIENCE AND ENVIRONMENT (CSE), DELHI

This mid-term review of the Centre for Science and Environment (CSE) in Delhi provides an assessment of CSE's performance and impact. CSE is a unique public interest organisation that has delivered a significant public good at national and regional level and continues to do so. CSE combines being an activist organisation of principle with a pragmatic engagement where possible, drawing on a robust technical understanding in support of its agenda. However CSE needs to pay more attention to the development of the necessary programme systems including a more robust and outcome oriented results framework. CSE has already through long term planning set in process measures to secure its financial future as shown by growth of an endowment fund, the diversification and building of a wider donor programme support base. All these measures are being further pursued. While CSE is moving towards financial sustainability it is not there yet and when the current Sida funding stops a gap will remain.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

Postgiro: 1 56 34-9. VAT. No. SE 202100-478901

E-mail: [info@sida.se](mailto:info@sida.se). Homepage: <http://www.sida.se>

