

Proceedings of the Meeting on Developing an Operational Strategy for Water & Environmental Sanitation for Child Survival Protection & Development



**Global WES Meeting
Bangalore, India
25 - 30 March, 1994**



United Nations Children's Fund

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Executive Summary

The Global Meeting on Water and Environmental Sanitation was a first of its kind within UNICEF in terms of its participants and purpose. It was the culmination of thirty years field experience and lessons learned, and the beginning of a process to develop a New WES Strategy which will carry the WES Sector into the Decade and beyond. The meeting allowed participants to review and refine a statement of strategies for maximizing health, social and economic benefits of universal and sustainable sanitation and hygiene education and water supply.

The meeting took place in Bangalore, India between the 25th through the 30th of March, 1994. It included the active participation of over 130 professionals, including representatives of UNICEF Field Offices, Regional Offices and various sectors in the Headquarters, Donors, Strategic Partners, Government Counterparts, Non-Governmental Organizations and Major International Partners.

As a result of this meeting, the New WES Strategy is now in the process of being developed. It is scheduled to be finalized by October 1994. The New WES Strategy specifically aims to assist communities and governments derive broader benefits from water and environmental sanitation programmes. Key elements include:

- . capacity-building
- . sector integration and linkages
- . community management and empowerment
- . advocacy, social mobilization and marketing
- . sustainable service delivery and
- . monitoring and evaluation

The evaluation indicated that the meeting was successful in attaining its objectives, and was well received for its methodology, organization and overall value to participant and Sector needs. The process has started towards a sector policy paper to be presented before the Board in 1995.



PART I. Background

1.1 International Drinking Water Supply and Sanitation Decade (IDWSSD)

1.1.1 In November 1980, the General Assembly of the United Nations proclaimed the period 1981-1990 as the International Drinking Water Supply and Sanitation Decade (IDWSSD). The primary goal of the IDWSSD, as conceived then, was to achieve universal access to safe water supply and adequate sanitation for all inhabitants in developing countries by 1990.

1.1.2 At the end of the IDWSSD, it was clear that the primary goal of universal access to safe water supply and adequate sanitation was not achieved. Consequently, both the developing countries and the External Support Agencies (ESAs) have reached a broad consensus to continue the existing thrust of the IDWSSD beyond 1990 to coincide with the goal of "Health for All by the Year 2000".

1.1.3 Although the targets of the IDWSSD were not met, the 1980s did make real progress by providing 1.3 billion people with safe water and 700 million with adequate sanitation. An international agreement was reached on feasible technical solutions. Likewise, progress in water and sanitation has contributed significantly towards the reduction of child death, illness and disability caused by unsafe water supplies and lack of proper sanitation. It has also helped reduce, in some small measure, the daily drudgery of women and the girl child's traditional burden of collecting water from distant sources. The Water Decade has also provided us with many valuable lessons and experiences. We can now use these as the cornerstone for water and sanitation development in the 1990s.

1.2 The New Delhi Global Consultation

1.2.1 Also in 1990 the New Delhi Global Consultation appealed to all nations for concerted action to enable people to obtain two of the most basic human needs: drinking water and environmental sanitation and for a new approach based on the lessons learned from the previous decade. The guiding principles were to protect the environment and safeguard

health through integrated management of water resources and sanitation; to bring about institutional reforms promoting an integrated approach and including changes in procedures, attitudes and behaviour and the full participation of women at all levels; community management of services and strengthening local institutions; sound financial practices and use of appropriate technologies.

1.2.2 The statement was adopted by approximately 600 participants from 115 developing and developed countries. For countries taking up this challenge - "Some for all, rather than all for some", the New Delhi Global Consultation recommends four Guiding Principles:

- Protection of the environment and safeguarding of health through the integrated management of water resources and liquid and solid wastes.
- Institutional reforms promoting an integrated approach and including changes in procedures, attitudes and behavior, and the full participation of women at all levels in sector institutions.
- Community management of services, backed by measures to strengthen local institutions in implementing and sustaining water and sanitation programmes.
- Sound financial practices, achieved through better management of existing assets, and widespread use of appropriate technologies.

1.3 UNCED and Agenda 21

1.3.1 A resolution adopted by the United Nations General Assembly in 1991 endorsed these Guiding Principles and urged governments to assign greater priority to water and sanitation by seeking better integration of the sector within the overall development planning process and to allocate a greater proportion of resources to low income urban and rural areas (A/RES/45/181). The Dublin Statement, issued in January 1992, reinforced the need for planning for health and environmental concerns and the concept of water as an economic good. The UNCED meeting Rio de Janeiro in June 1992 stressed the environmental importance of protecting fresh water supplies and identified water supply as the major input for improved well-being. Section 18(d) under Agenda 21 endorses the goal of safe drinking water and sanitation for all and put emphasis on the holistic management on water resources.

1.4 Report of the Economic and Social Council

1.4.1 The Report of the Economic and Social Council on the "Achievements of the IDWSSD" to the United Nations Secretary-General proposes a strategy for the 1990s. It was recommended that this strategy accelerate actions in the sector and be based on the establishment of realistic targets by governments in terms of level of service coverage to be achieved, and the formulation of sustainable social and economic plans. A summary

of this strategy follows:

- Ensure that the development and management of the sector takes place in the context of national planning.
- Assess the current status of institutional structures with a view to strengthening their capacity to plan and manage the sector.
- Monitor service coverage for both water supply and sanitation.
- Prioritize allocation of development financing to the sector.
- Ensure operation and maintenance of systems at all levels.
- Assign high priority to expansion of service coverage to low income populations.
- Improve coordination within the United Nations system to enhance its catalytic role at country level, and as a focal point for promoting global initiatives.
- Promote appropriate low-cost technology, and the adoption of suitable operation and maintenance procedures.

1.5 The World Summit for Children

1.5.1 The World Summit for Children was held at the United Nations Headquarters in September 1990 and attended by seventy-one heads of State and Government. The Summit endorsed 27 major goals for the survival, protection and development of children, to be achieved by the year 2000, the key WES related goals include:

- universal access to safe drinking water
 - universal access to sanitary means of excreta disposal;
 - elimination of the water-borne guinea worm disease (dracunculiasis)
- These goals have now been endorsed by more than 150 countries and almost 100 countries have included them in specific national plans of action for children. All the goals were endorsed by the Earth Summit in Agenda 21.**

1.6 Mid-Decade Goals

To stimulate progress and capacities for achieving the year 2000 goals, a series of regional meetings of national leaders recently adopted a set of "mid-decade goals". These include increasing water and environmental sanitation so as to narrow the gaps between 1990 levels and universal access by the year 2000, for water supply by one fourth and for sanitation by one tenth. The mid-decade goals also advance the target for eradicating guinea worm disease to 1995.

- 1.6.1 These goals are embodied in the Convention of the Rights of the Child. Not only are access to safe water and excreta disposal basic human rights and important goals, but they facilitate the achievement of other goals. When hygiene education is included within the water and sanitation programmes the impact on health, nutrition and well-being increase dramatically thereby enhancing the achievement of other goals. **In January 1994, UNICEF and WHO made a joint statement of increased support to help achieve the mid-decade goals. UNDP also endorsed the goals through a directive issued by the administrator.**
- 1.6.2 At the same time, the water and sanitation sector stands to benefit from the political consensus that has been growing in recent years to place the human being at the very centre of the economic development process. It is significant that the world's top leaders, meeting for the first time at the World Summit for Children in 1990, embraced the goals set at the New Delhi conference on water and sanitation as part and parcel of the human development agenda for the 1990s.
- 1.6.3 For more than 40 years, UNICEF has helped provide safe drinking water and improved sanitation for people in need. UNICEF is the biggest external source of direct grant assistance to appropriate-technology, community-based water and sanitation services in rural and peri-urban areas and is currently supporting water sector activities in more than 90 countries.
- 1.6.4 Agenda 21, the global action plan adopted in 1992 by the Earth Summit (the United Nations Conference on Environment and Development in Rio de Janeiro), specified the lower-cost, community-level approach to water and sanitation as a "realistic strategy" and urged closer coordination with bilateral organizations.
- 1.6.5 With its partners in the United Nations family, particularly with the World Health Organization (WHO), Pan American Health Organization (PAHO), the World Bank, the United Nations Development Programme (UNDP) and the United Nations Centre for Human Settlements (UNCHS), Food and Agriculture Organization (FAO), United Nations International Research and Training Institute for the Advancement of Women (INSTRAW), and with the support of the donor countries and organizations and international and national NGOs, UNICEF is working with national governments to restructure their water sectors to reach committed goals for water and sanitation.



PART II Objectives, Methodology and Justification

2.1 Objectives of the Bangalore Meeting

2.1.1 The overall objective of the global meeting was to develop a new WES strategy for the 1990s based on key lessons learned in the 1970s and 1980s. This was achieved through two sub-objectives as follows:

- a) to review and refine, where necessary, the conceptual framework for the new WES strategy which emerged from the April 1993 workshop entitled "Planning for Health and Socio-Economic Benefits from Water and Environmental Sanitation Programmes".
- b) develop an Operational Strategy with guidelines from the conceptual framework to enable implementation of the new WES approach for the 1990s.

2.2 Methodology of the Meeting

2.2.1 The primary methodology used was that of a bottom-up participatory approach to developing the new WES Operational Strategy for the 1990s. This included short presentations on the major elements of a new strategy, plenary discussions, working groups to deal with major elements of the strategy, and discussions on the findings and recommendations of the working groups in plenary. The final outcome of the meeting was drafted by the participants in working groups and distributed at the end of the meeting. The participation by the representatives of technical decisions of various donor agencies and other multilateral agencies helped to have an objective assessment of UNICEF's approach. Almost all the participants went to the field visits before the conference and thus came with their own experiences as well as with experiencing the India case study. The field visits were successful in exchanging views, ideas and brought closer collaboration.

2.3 Presentations and Discussions in Plenary

- 2.3.1 Plenary presentations were grouped into sessions representing the five main themes of the meeting. This was an effective way of sub-dividing the meeting into subject categories. The presentations themselves had to be redesigned however, their being more focused and rigorously restricted to 5 or 10 minutes was appreciated by all participants. Timekeeping was friendly but strict and effective.

During or after each session participants were given the opportunity to respond with comment or ask questions. This met with mixed success. Speakers from the floor tended to extend beyond the two minutes time limit. These were frequent complaints about selection of floor speakers as it appeared that the chair tended to select the more senior and better known individuals. This was ameliorated by the chairperson taking names on paper during the final sessions.

2.4 The Listener's Group

- 2.4.1 The most effective tool in assessing the mood and needs of the meeting was the Listener's Group (LG) which comprised one participant selected by each working group. Each evening this group met with the facilitator to suggest improvements in the programme and approach. Before each morning's session, its conclusions were read out and changes announced, some of the more significant of which were:

- too much paper and information being presented in too short a time.
- more fairness requested in selecting speakers from the floor in plenary discussion, eventually this was resolved through submission of names to the chairperson.
- inadequate time given for plenary discussion; more discipline was required by each speaker from the floor.
- "musical chairs" was appreciated as a means of changing seating in plenary.
- strict (5 or 10 mins) time limits on all presenters was appreciated, however some speakers spoke too quickly, thereby becoming unintelligible.
- resolution or administrative and organizational matters.

The Listeners Group was appreciated as a means of relieving participants' frustrations and responding to requests in open and transparent fashion.

2.5 Working Groups

- 2.5.1 Working Groups (WG) were the only practical means of having participants participate in a tightly packed agenda. Participation was essential. The working groups were organized (over an hour in both AM and PM sessions) to address key questions related to the preceding session's topic. Each working group was assigned a Resource Person and elected a chairperson and a rapporteur. Feedback to plenary was by listing WG's main points on newsheets and hanging them in the plenary hall. This was all that was

possible under the time constraint. Membership of working groups was randomized daily which allowed for a healthy change in membership from day to day.

Working group conclusions were compiled and summarized. A two page summary of working group conclusions was prepared by selected UNICEF field personnel. These were considered by final working groups on the last day. Their responses were presented in plenary.

The working groups were the basis of the success of the workshop. By all accounts, the working groups provided for a lively discussion and airing of views. Participants drew much satisfaction from their contributions to the working groups.

2.6 Evaluation of the Meeting

2.6.1 The final evaluation of the meeting clearly indicated that the meeting may be called a success. On a scale of 1 - 5, where 1 represents the negative or lowest score and 5 the positive and highest score, the following are some key indicators of success (more details may be found in Appendix 2):

1. Were the overall objectives of this meeting met?

Answer:

"To review and contribute to the proposed strategy and its implementation."

1	2	3	4	5
(0%)	(5%)	(23%)	(56%)	(16%)

2. Was the methodology of the meeting appropriate?

1	2	3	4	5
(0%)	(7%)	(28%)	(52%)	(13%)

3. How well was the meeting organized?

1	2	3	4	5
(1%)	(3%)	(13%)	(46%)	(37%)

4. Did the meeting have the flexibility to Respond to Participants Needs?

1	2	3	4	5
(1%)	(1%)	(16%)	(51%)	(31%)

5. Overall, how valuable was the meeting for you?

1	2	3	4	5
(0%)	(1%)	(12%)	(56%)	(31%)

2.7 Why a New WES Strategy?

- 2.7.1** Over the past several years the WES Sector in UNICEF has operated to annual and five-yearly workplans, not necessarily following a coherent strategy in the changed context of Mid-Decade Goals and Agenda 21. Moreover, in the recent multi-donor evaluation of UNICEF WES programmes the key donors recommended that UNICEF develop a clear WES strategy for the 1990s. It has also been long recognized within UNICEF that any new strategy must build on the lessons learned in the 1970s and 1980s, that it take into consideration key recommendations from major global meetings (such as New Delhi, World Summit for Children, Rio de Janeiro etc.) and that it put increased emphasis on hygiene education, sanitation, social-mobilization/marketing as well as the traditional water supply. It is also clear from the experience of the earlier decade that more emphasis on increase of coverage will not develop into a sustainable programme.
- 2.7.2** Furthermore, the goals of 2000 (End Decade Goal) will not be met unless innovative, faster and more cost-effective strategies are applied on a massive scale which are locally sustainable and which fully involve capacity building and empowerment of communities, especially women, for the planning, implementation, management and maintenance of the services provided. The new strategy must also take into consideration that the WES Sector is continually evolving and that it must have flexibility to accommodate changing needs and situations. The Mid-Decade Goals (MDG) will give us sufficient opportunity to develop WES into a major tool of intervention towards a goal of sustainable development through empowerment, capacity building and cost-effective service delivery.



PART III Health and Socio-Economic Concerns

- 3.1.1 Sustainability of water and sanitation services are contingent upon a careful balance between resource allocation for delivery of facilities and development of local capacity for the operation and management of services. There remains a lack of recognition of the need to consider health and social issues, a lack of resources, and in the case of sanitation, a lack of demand.
- 3.1.2 Access to water and sanitation are basic human rights denied to hundreds of millions of the world's poorest people. Yet the search for water and the effects of unsafe water and poor sanitation is an enormous burden on their daily lives and their prospects for development. The impacts are particularly severe on children and women and a major cause of environmental degradation. Water-borne and sanitation related diseases contribute to the death of 4 million children in the developing world every year.
- 3.1.3 Some 1.3 billion people in the developing world today or two-thirds of the world's poorest citizens have no access to safe drinking water. Moreover, some 1.9 billion, have no sanitary facilities. The daily chore of collecting water is a huge burden on millions of lives, usually women and girls. Reducing the time and energy women spend collecting and paying for water brings direct major benefits to their lives, including reduced energy expenditure, self-improvement, income generation and improved child-care.
- 3.1.4 Likewise the poor in rural and marginal urban area pay a disproportionate share of their meagre incomes for water service that is irregular, inconvenient and often of dubious quality. The lack of universal access to health, education and water and sanitation services for the world's poorest people is the biggest obstacle to the global targets for sustainable development set by the Earth Summit through Agenda 21.
- 3.1.5 In the 1980s, some US\$ 10 billion a year was spent in the developing world on water and sanitation. But 80 per cent of this money was spent on high-cost technology to improve services to people who already had water and sanitation, mainly in cities. Only a fraction of the remaining 20 per cent went to low-cost, appropriate technologies for the unserved

majority of people in rural and peri-urban areas.

- 3.1.6 A further inequity is that people in cities are rarely charged for the installation and maintenance of services while rural communities are often expected to pay up to 75 per cent of these costs. If we were to continue "business as usual" by applying the same policies, strategies, resource allocations, implementation rates and social-marketing techniques of the 1980s, it would result in a widening of the gap between the served and unserved by as much as 30 per cent by the year 2000.
- 3.1.7 The strategies of the past have simply become unsustainable: the pattern of services that cost US\$ 10 billion in the 1980s will probably cost about US\$ 35 billion by the mid-1990s. The critical requirement now is to set national policies focused on reaching the unserved poor. "Business as usual" will not be enough. **If clear priority is given to reaching the unserved population through low-cost technologies, approaches and making the necessary policy changes, the water and sanitation goals can still be achieved.**



PART IV. Towards A New Strategy

4.1 Background

4.1.1 The draft Operational Strategy for the 1990s along with the conceptual framework (see figure I) was developed at the meeting through participatory consultations between professionals from several different but related sectors. These include; water supply and environmental sanitation; health; nutrition; education; emergency; information, education and communication (IEC); environment; economics, social policy and planning and others. Participants were made up of UNICEF staff, representatives from donors, strategic partners such as UNDP, WHO, USAID, WASH, SIDA, IRC, DANIDA and Dutch Aid, government counterparts, non-governmental organizations and the WORLD BANK.

4.1.2 The 1990s present us with a window of opportunity to improve the well-being of the majority through the provision of water and sanitation services. This can be done by:

- focusing on the rural and peri-urban poor;
- employing low-cost and appropriate technologies on a massive scale;
- promoting the participation of households and communities in planning, implementing, financing and maintaining water and sanitation projects.
- promoting hygiene education and sanitation.

4.1.3 The research and development of the 1980s also yielded a range of appropriate technologies of proven efficiency at community level. In many parts of the developing world, these technologies now cost less than in the 1980s, mainly because of economies of scale. Even more importantly, there are now countless examples to prove that people are as vital to effective water and sanitation services as pumps and pipes.

4.1.4 Findings from community-level interventions related to water and environmental sanitation have enormous potential:

- people everywhere appreciate the value of safe water and are invariably willing to pay for it and to work for it;
- the practicality and visibility of water services can stimulate more complex community actions - for health, for education, for the economy, for the environment;
- women, the most underserved and overworked people in poor communities, benefit directly and pervasively from improved water and sanitation;
- rural communities are highly creditworthy (for loans, revolving funds, etc.), and women are often the most efficient managers of community water finances.

4.1.5 In a 1993 review of four decades of support to water and sanitation, UNICEF noted the high correlation of improvements in health and nutrition with improvements in water and sanitation.

4.2 Key Elements of the New WES Strategy: Building on Lessons Learned

4.2.1 The following is a brief synopsis of the key elements the new WES Strategy will contain and is based on the conceptual framework in figure 1 and the lessons learned from the 1970s and 1980s. A more detailed version of the draft strategy especially the operational aspects will be prepared by the WES Section Headquarters and shared with all participants of the meeting and with a wider audience (donors, key institutions, other strategic partners, Regional Directors, Country Representatives and other key sectoral professionals in the field and at HQ) by September 1994. This strategy paper will lead to a sector policy paper which is supposed to be presented before the Board in 1995.

In summary these key elements are:

- **Capacity Building:** at national, sub-national and community levels for enhanced planning, policy formulation, decision-making, implementation and management.
- **Sector Integration and Linkages:** to ensure that WES interventions are linked to and underpin other key sectors such as health, nutrition, education, the environment and emergency programmes.
- **Community Management and Empowerment:** to ensure that appropriate policies facilitate and support community empowerment especially for women and that training be provided for decision-making, planning, implementation, management, monitoring and evaluation of the WES programmes.

- **Advocacy/ Mobilization:** to ensure that WES concerns are on the political/planning agenda at all levels and to ensure that government, support agencies, NGOs the private sector and especially the community are mobilized for water, sanitation and hygiene education acceleration and promotion.
- **Service Delivery:** that promotion of WES services be facilitated rather than be delivered by government, that communities be given choices regarding technologies and their costs and that service delivery be brought-to-scale in a sustainable way and be based on key lessons learned in the 1980s.
- **Monitoring and Evaluation:** that monitoring be done on a periodic basis at least once a year and that government, supporting agencies and especially the community be fully involved (and that it be meaningful with tangible benefits) in the process. Likewise, that evaluation of WES programmes fully involve communities and individual households and that they be provided feedback for appropriate actions.

4.2.2 Notwithstanding the substantial progress that has already been made during the IDWSSD, a tremendous task is still before us. Today, more than 1,200 million people (30%) in developing countries still lack a basic safe water supply and almost 1,700 million (40%) lack proper sanitation. And with rapidly expanding populations coupled with shrinking resources due to past and ongoing economic crisis, further constraints are being put on water and sanitation development. The global economic climate holds out little immediate hope for significant increases in resource and assistance flows to the developing world. Here is where experiences from past programmes provide us with a wealth of lessons and choices on which to base realistic policies, plans and actions that take these constraints into account in order to develop an effective WES strategy for the 1990s. In fact, the major problem faced is sustainability and institutional issues than technology.

4.2.3 In the 1980s, some US\$ 10 billion a year was spent in the developing world on water and sanitation, not an unsubstantial sum. But 80 per cent of it went into high-cost technology for improving services of people who already had water and sanitation. Only 20 per cent of the money spent went to low-cost/cost-effective appropriate technologies for the unserved poor. If we continue this pattern in the 1990s - given its slow implementation rate and the implacable growth of the population - we will not only miss our target, but will actually fall behind. A continuation of the priorities of the 1980s will leave us worse off by the year 2000, with approximately 800 million people without safe water and 1,800 million without proper sanitation.

4.2.4 Moreover, the cost of providing these services using the strategies of the past has become unsustainable; by the mid 1990s, they would cost a staggering US\$ 70 billion per year.

If, however, we concentrate our efforts on providing the poor with water and sanitation through optimal use of intermediate and low-cost technologies and approaches we could reach universal coverage by the year 2000 for a fraction of the cost.

- 4.2.5 *This first* and perhaps most important lesson learned in the 1980s. We must now focus our efforts on **reaching the unserved**, the poor whose numbers are rapidly growing. *The second* lesson concerns the role of governments. We have found that unless there is an **active involvement of governments** in sector promotion, facilitation and coordination and capacity building of communities especially women, the formulation of appropriate and facilitating policies which support community development little attention will be given to this politically voiceless population. The guiding principle for national governments must be 'some for all, rather than all for some', that is, ensuring at least a minimum amount for those who have no access to clean water and sanitation, instead of improving the supply for the relatively privileged. In this period of renewed appreciation of free-market approaches, we must not lose sight of the importance of the public sector's role in promoting human development, with special emphasis on the poor. There is an important role for the private sector, however; this *is our third lesson* of the 1980s. Hence the **potential of the private sector** in the delivery of water and sanitation services to the better-off needs to be more fully tapped. At present, this population enjoys government subsidies that they could very well do without, while the poor often pay exorbitant prices for poor levels of these services.
- 4.2.6 *The fourth lesson* we have learned concerns the need to build into water and sanitation programmes some **elements of cost recovery/cost-sharing**, based on the high level of demand for improved services. Experience has shown that where services have been provided totally free of charge, the upkeep and recurrent costs soon prove problematic and there is a sense of lack of 'ownership' on the part of the local population. The lessons learned from many countries including Africa's Bamako Initiative in the area of primary health care clearly indicate that local management and financing greatly contribute to the sustainability of services. Income that is generated through cost-recovery schemes is recycled for maintenance of services and provides additional input for grass-roots development.
- 4.2.7 *The fifth lesson* shows that it will cost **approximately US\$ 35 billion a year** to achieve universal access to safe drinking water and adequate sanitation, more than three times the annual spending of the 1980, unless we apply affordable approaches/technologies and include cost reduction strategies in WES programmes. Yet estimates show that less than 30 per cent of WES budgets go to low-cost/cost effective technologies and approaches for all rural populations and for 25 per cent of the poor urban populations. These populations represent 80 per cent of the unserved. Thus four out of every five people unserved can be reached for less than one third of the total extra resources required. Hence new financial institutions and innovative resource mobilization is a must.
- 4.2.8 *The sixth lesson* is the need to use **appropriate, and affordable/cost-effective**

technologies. We now have at our disposal a series of models for water supply and sanitation developed during the 1970s and 1980s which are efficient, easy to maintain, facilitates standardization policies and inexpensive. The use of these appropriate technologies must be greatly expanded if we are to meet the goal of universal access by the end of this decade. While some are reluctant to accept handpumps and latrines as a solution, without such transitional technologies the poor have little hope for advancement. Until such time as the gap between rich and poor has narrowed, no nation can afford to deny some basic level of services while, in the longer term, aiming for the best that modern technology can provide. Indeed, if appropriate measures are taken for reducing costs and improving cost-effectiveness, the annual costs for rural and peri-urban water supply and sanitation using appropriate affordable/cost-effective systems can be about US\$ 5.4 billion. This means making additional annual investments of US\$ 3.7 billion above the annual investments of the 1980s. With an additional annual investment of US\$ 1 billion from external sources, the remaining amount can be generated domestically through restructuring water sector financing, primarily from urban to rural but also with improved cost-recovery in the urban sector and some extra government allocations; and through greater cost-recovery in rural sanitation.

- 4.2.9 *The seventh lesson* shows us that the **fragmentation of the water and sanitation sector** has proven to be a major handicap for development and must be overcome in the 1990s. **This necessitates institutional capacity building.** Currently, water and sanitation projects/programmes are often implemented by different actors working in isolation from one another, resulting in waste and duplication of scarce resources. Governments, international agencies and donors should give high priority to coordinating the presently dispersed activities within the sector. It is impossible to 'go to scale' in the absence of a clear strategy and government leadership that facilitates the optimal use of human and financial resources.
- 4.2.10 *The eighth lesson* of the past is that development is contingent upon the **active involvement and empowerment of the community especially women.** Just so long as women and girls must spend a major portion of their time and energies on water collection, human and economic development will continue to lag. Only by involving women in the decision-making process of water and sanitation programming and by building their capacity in decision-making, planning and management can we expect sustainability of services. There are numerous examples showing that women's involvement in the planning, implementation and maintenance of water and sanitation systems has been the linchpin for success. However, care must be taken to ensure that women are overburdened with extra duties and that men share the workload.
- 4.2.11 *The ninth lesson,* experience has shown that health and socio-economic benefits will not be fully realized unless actions including **hygiene education, social mobilization/marketing of sanitation** are key elements of a WES strategy to create demand for and use of sanitation services and promote enhanced hygiene practices.

4.2.12 *The tenth and the most important lesson* is the importance of water and sanitation sector **monitoring**. Establishing a baseline is obviously critical to the setting of goals and determining what resources are required to meet them. Systematic but simple and easily implementable monitoring is indispensable as a management tool at every stage of the process. It is paramount that communities be fully involved in monitoring and that monitoring be a tangible benefit to them. The key is capacity building and not to impose an external model on them

4.3 Links between the New WES Strategy and Health

4.3.1 Child Health

4.3.1.1 Systematic reviews of many different types of studies have associated improvements in sanitation, hygiene and water supplies with reductions in mortality of up to 55 per cent, and reductions in morbidity averaging 25 to 30 per cent (Esrey et al, 1985 and 1991; Cairncross, 19xx). Reductions in diarrhea morbidity range from a low of 15 per cent for improvements in the quality of drinking water, to over 30 per cent for improvements in hygiene and sanitation. Benefits beyond the impact on diarrhoea were: reductions in dracunculiasis (guinea worm disease) by 78 per cent, in schistosomiasis by 77 per cent, in trachoma by 27 per cent and in ascariasis by 19 per cent. Although improved sanitation and hygiene appear to reduce exposure to disease more than safe water, together they reduce exposure more than each intervention does individually.

4.3.1.2 If reduction in diarrhoea morbidity is the chief objective, then sanitation and hygiene should have a higher priority than mere drinking water supplies. If sanitation, hygiene and water (SH&W) were the only inputs to communities, they would likely achieve the Summit Goals for reductions in diarrhoeal death by 50 per cent and morbidity by 25 per cent. Combined with ORT and other measures, the reductions will likely be larger. But without SH&W the control of diarrhoeal disease will not be sustainable.

4.3.1.3 However, if the objective of the WES sector is to underpin and support the attainment the of Summit Goals in nutrition, health, education and protection of children in especially difficult circumstances, then the provision of safe drinking water at a convenient distance from the home is critical. Such services contribute to a decrease of energy and time spent in the collection of water, especially for women and the girl child, in turn contributing to improved nutritional status and time for child care and education.

4.3.2 Nutrition

4.3.2.1 Improvements in SH&W reduce diseases such as diarrhea, which contribute to malnutrition, and increase the availability of time spent in food procurement and feeding activities (Berger et al, 1994). Improvements in sanitation alone can reduce stunting by 25 to 40 per cent (Esrey, 1993; Bateman et al, 1993), whereas improved water alone reduces stunting by about 10-15 per cent. Improvements in hygiene have also been

associated with better growth in children.

4.3.2.2 Improvements in SH&W can also contribute to other specific nutrition Goals. For instance, the prevalence of low birth weight is caused in part by maternal malnutrition, high disease burdens and heavy workloads. Recent studies in Guatemala (Diaz et al, 1993) and in Nepal (AIIPH&H, Calcutta, 1993) reported that significant savings in energy expenditure were found when water supplies were brought closer to communities or households.

4.3.2.3 Reductions in water-related diseases also contribute to nutrition Goals in reducing anemia (schistosomiasis, hookworm, trichuriasis and malaria are major causes of anaemia), eliminating Vitamin A deficiency (caused by ascariasis, schistosomiasis, measles and giardiasis), and eliminating iodine deficiency (through improved drinking water supplies). Finally, the goal of improved knowledge of breastfeeding and weaning (a major cause of diarrhoea is through faulty weaning practices) can be executed through hygiene education programmes.

4.3.4 Education

4.3.4.1 The Goal of essential knowledge (e.g., family health, work-load reduction, and environmental education) can also be linked with improvements in SH&W, particularly hygiene education. And women and girls spend a great deal of time and energy collecting water and fuel, causing them to fail or be unable to complete a basic education. Thus, improvements in SH&W can contribute substantially to the Basic Education Goals.

4.3.5 Protection for Girls and Women

4.3.5.1 The WES sector can contribute to universal recognition of special health and nutritional needs of women and girls by linking with educators and women's groups. They can promote the higher iron needs of pregnant and lactating women and recognition that diseases which contribute to anemia and can be effectively reduced by improvements in SH&W.

4.3.6 Other Health Benefits

4.3.6.1 Delivery of iodine through water supplies, as part of nutrition programmes, can reduce rates of iodine deficiency diseases, including cretinism. Better nourished children improve in cognitive development and may lead to greater school performance.



PART V. The New WES Strategy and Agenda 21

5.1.1 Meeting the basic needs of the world's poorest people through community-focused actions attuned to the local environment is the best investment for achieving sustainable development. The downward spiral of linkages between poverty, population and environmental degradation will not be reversed until these basic human needs are met. These actions also make sense as a political investment, for national leaders and the international community. The right actions today will show results tomorrow and will still be paying dividends in 20 years.

5.1.2 UNICEF programme support now needs to focus **even more directly on behavioural change - of decision makers, planners as well as implementers and users at all levels.** The concept of **primary environmental care** is also being used to ensure that environmental factors are reflected in all UNICEF assistance to programmes. Community empowerment and hygiene education are not only critical to water and sanitation, they are also vital catalysts for achieving the full range of health, nutrition and education goals.

5.2.1 Priorities for Policymakers

5.2.2 Two principles are key to the restructuring of water and sanitation policies:

- **human beings are at the centre of concerns for sustainable development, as accepted by the Earth Summit Declaration;**
- **water has an economic value in all its competing uses and should be recognized as an economic good, and to be looked at holistically, as accepted by Agenda 21.**

5.2.3 The most crucial level for political action is with national governments, which must become active, enabling agents for water and sanitation, not simply service providers. This is vital both to reach the unserved and politically weak and to improve the efficiency

associated with better growth in children.

4.3.2.2 Improvements in SH&W can also contribute to other specific nutrition Goals. For instance, the prevalence of low birth weight is caused in part by maternal malnutrition, high disease burdens and heavy workloads. Recent studies in Guatemala (Diaz et al, 1993) and in Nepal (AIIPH&H, Calcutta, 1993) reported that significant savings in energy expenditure were found when water supplies were brought closer to communities or households.

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of the sector.

- 5.2.4 A human focus will generate the involvement and energies of the unserved for sustainable behaviour change. Common-sense economics can generate more efficient use of resources at all levels and attract greater involvement of the private sector.
- 5.2.5 The immediate environment of a community and individual is concerned with safe disposal of excreta, solid waste removal and water water disposal and protection of safe water supply source. The most central activity of Agenda 21 is drinking water supply and sanitation. In its wider context this agenda really is the central primary environmental care and improves the quality of life.
- 5.2.6 This is also the key to of the economic development. Vagaries of monsoon, repeated drought, flood and excess withdrawal resulting in depletion of water table and the pollution of immediate environment due to lack of sanitation puts the WES agenda as higher priority of an ordinary man and in particular women. For her this is the highest priority in her life.



PART VI. Regional Problems and Recommendations

6. At the suggestion of Dr. Richard Jolly, extra working groups were formed representing each region to discuss key concerns pertaining to UNICEF WES programmes and to make recommendations for corrective action. These concerns covered programme funding, personnel issues, human resources development, security of contracts, support for the WES sector within UNICEF especially in HQ and at Country Representative levels, sector advocacy and information exchange.

6.1 West and Central Africa (WCARO):

6.1.1 **Funding** was the first issue, especially problems with allocation of minimal amounts of funding from General Resources to cater for staffing and for limited WES Programme at country level; Regional/HQ support for project proposal development; difficulties in the development of a fundraising strategy, including for emergencies; a need for more effective, timely follow-up/feed back from PFO on project proposals; and a need for clear guidelines for cooperation with ADB/WB from Regional Office DFM/PFO.

6.1.2 **Personnel** was mentioned second, the problem being lack of effective support from WES HQ for career development and recruitment.

6.1.3 **Technology** transfer was noted as a third problem, mainly difficulties in translating regional appropriate "WATERFRONT" articles into French with the request that the Regional Office facilitate translation.

6.1.4 **Information and communication** difficulties were noted, specifically that MDG/NPA Goals are being classified into three categories for more effective support strategy development and that these are service delivery dependent, behaviour dependent and a mix between both categories; that problems might be alleviated if a corporate policy were to be developed to allocate clear responsibility and accountability to the information/communication sector/unit/personnel for the achievement of behaviour dependent (i.e. exclusive breast-feeding); that the mixed category and the service delivery

category of goals also require to a lesser extent programme communication support, which should be planned and budgeted for; and it was stressed that these recommendations do not imply that information/advocacy are unimportant for achievement of goals, but call for much more effective communication input from the organization to achieve goals.

6.2 East Asia and Pacific Office (EAPRO):

- 6.2.1 **Programme Funding** was the first issue. It was noted that for General Resources, funding was extremely inadequate considering low coverage, and need for the sector and goals ahead. WES is often sacrificed in favour of other programmes. As for Supplementary Funding, the Sales Book is almost non-functional. PFO should be more helpful and NYHQ should be more active. A permanent allocation in lieu of SF should be increased and Representatives should take the lead for fund raising. It was noted that Donors are totally absent in some countries. Coordination is needed for technology choice and in other programming issues such as parity of criteria, type of services etc.
- 6.2.2 **Personnel** was the second issue. It was noted that the concept of Rotation was currently non-functional and should be reactivated. Problems with Contract Duration was that longer term contracts (5 years) for proven project staff were still not being practiced. The disparity between programme and project staff should be reduced/removed. There was praise in level of Support from NYHQ, and thanks was given to the HQ for their support which is being made available whenever needed.
- 6.2.3 **Global Resources for Special Activities** were said to have very restricted guidelines, with a lot of red for very little. This should be extended to regular programmes as well as for countries not having planned supplementary funding.
- 6.2.4 **Support for Advocacy** was adequately received from NYHQ, has been found to be very useful and should be continued.
- 6.2.4 **Internal Advocacy** was another problem discussed. It was said that all countries strongly support the requirement on all points except in the case of Regional Advisers which most countries do not require. One country suggested selection of these from field colleagues and not from external consultants.
- 6.2.5 **Country Representatives** should be more pro-active to WES at least in taking active interest.

6.3 East and Southern Africa Region (ESARO):

- 6.3.1 This group expressed the need to identify and give priority support (technical assistance, human and financial resources) to a group of countries in the region where **impact on the decade goals could be greatest**. It was also felt that there is a need to **re-activate**

the WES professional network system - whereby intra-regional assignments could be arranged to provide specific technical support, advocacy and policy/planning inputs on short demand (to take up lack and deal with issues of staff availability and coordination); (Re) establish Regional Advisors positions and revise TOR's to reflect needs for priority support/interventions arising from WES strategy and to operate on a more cost-effective, demand-driven basis; that National professionals should be included in a re-activated WES Intra-Regional Professional Support Network; and that we should discourage the temporary assignment of WES professionals outside the region.

6.3.2 It was suggested that NYHQ and RO prepare profiles of donor and other potential financial sponsors in order to facilitate the tailoring of funding proposals on a priority need basis; and that pooling of resources between country offices be recommended as a final resort to the creation of posts needed to serve these offices.

6.3.3 The ESA Region group recommended that **Regional consultation meetings on WES be held on an annual basis**; and that Representatives be given policy orientation on the new WES strategy.

6.3.4 Key issues which still need to be addressed are on technical assistance, funding and human resource development.

6.4 Middle East and North Africa Region (MENA):

6.4.1 The first issue discussed was on **Programme Funding**. Specific problems raised were in having difficulties raising supplementary funds and contacting donors at country level. This is compounded by the fact that country offices are not well informed about global funds and the possibility of their use. Actions required are to activate PFO to raise funds for the MENA Region (NYHQ); orient country offices to contact donors (NYHQ/Regional Office/Country Offices); and to orient country offices about ways to obtain global funds and their uses.

6.4.2 Second issue discussed was on **National and International advocacy**. The problems are that there are no Regional meetings on WES; that there is no Regional Adviser for the WES sector; and that WES goals do not seem to be priorities in the current regional workplan. Actions required are to appoint a WES Regional Advisor (NYHQ/Regional Office); hold meetings on WES sector at Regional level on a regular basis (at the NYHQ/Regional Office); and to orient Representatives on WES (in the NYHQ/Regional Office).

6.4.3 The third issue discussed was **human resources development**. The problems are that WES professionals are not called upon for training workshops/meetings. Action required is support from WES NYHQ for training of WES professionals (NYHQ) on technical aspects and communication methods related to behavioural change.

6.4.4 For fourth issue raised was on **information and knowledge exchange**. Problems are that linkages of the WES sector to health and other programmes is not well grasped by some country offices; and that country offices are not well aware of what is taking place in other offices in the region. Actions required are to provide more training and mobilization documents on linkages of WES with health and education (by NYHQ); to establish a network of information on successes in WES strategies and linkages with other programmes (by NYHQ/Regional Office); and to consider WES within the context of overall development, and sensitize national planners, decision makers and donors about it.

6.5 The Americas and Caribbean (TACRO):

6.5.1 **Financial Resources for Goals** was the first topic of discussion. It is estimated, that in TACRO some 160 million people still lack adequate access to safe water and basic sanitation services. Only in some 15 countries has UNICEF allocated financial resources to WES. The situation of General Resources is that in virtually all countries of the region, General Resource allocations leave out the WES programme. This does not correspond with UNICEF's commitment to allocate 20 per cent of the total organization's resources to water and sanitation. Also, this puts UNICEF WES programmes in a weak position versus donors, who are more and more analyzing UNICEF's overhead costs. The fact is that the donors pay programme plus salary of officers plus administrative costs and UNICEF contributes zero or very little, reducing the credibility of our organization. This could possibly lead donors to reassess their funding to UNICEF WES programmes.

6.5.2 In addition, lack of allotment of General Resources to WES implies no WES activities in the majority of the countries of the region, including priority countries. This limits the programmes' continuity, including staff support, in situations when countries have WES programme operations with supplementary funds and these funds are run out. Also lack of allotment of General Resources to WES precludes the possibility of UNICEF in negotiating with government (Social Investment Fund) and government in relation with financial institutions (IDB, World Bank), on influencing/managing large funds for reaching the Goals. Finally, lack of resource allocations from General Resource precludes the possibility for UNICEF offices to allot seed money to peri-urban areas not immediately targetted by the donor community.

6.5.3 It was also noted that there are insufficient supplementary funds in most countries which have WES programmes. **Other funding sources from third parties** were discussed next. In the region, partnership with **World Bank and Inter-American Development Bank** allows new opportunities for UNICEF to broker for investment towards increasing coverage for the rural and marginal urban areas. In some countries this was done successfully, attracting new funds to reach the Goals. In some cases these funds are being managed by UNICEF, either as income through supplementary funds, or as separate "funds in trust". In some countries negotiations with the World Bank and Government

are underway.

- 6.5.4 In addition, increases in government allocations from **Social Investment Funds** to the sector result in new opportunities for UNICEF to broker the orientation of such funds to increase WES coverage. This was done successfully in some countries. Funds are being managed by UNICEF (supplementary funds/funds in trust).
- 6.5.5 **Actions required** are in the allocation of general resources for staff to provide better credibility to donors to ensure continuity in staffing when supplementary funding is not sufficient and to provide a leverage for attracting new funds (Action: NYHQ, TACRO and country). There is a need for serious effort by PFO to mobilize supplementary funds (Action: PFO). And allocation of global and regional resources for short term staff in cases of special supplementary funding, for development of demonstration models, notably in urban slum areas (seed money). Internal reflection is also needed on if and how to absorb/manage funds from third parties. (Action: TACRO, country offices, PFO, DFM). There is a need for regional meeting with TACRO, countries and PFO on UNICEF policies for managing funds from third parties (Action: TACRO, country offices, PFO). And finally, UNIPAC needs to prepare a plan to address the sharp increase in demand from countries and to ensure the shortest procurement and local purchase authorization delay time, including decentralization of procurement (Action: UNIPAC).
- 6.5.6 The situation regarding **Human Resources** is that in the entire region, UNICEF has presently only three international WES officers, three national WES officers and four JPOs. Actions required are to create WES project officer posts in each country where there are WES activities (Action: WES-NYHQ, DOP, TACRO, countries); and to develop a human resources plan for WES staff (improve adequate staffing, continuity in staffing, job security for staff). (Action: WES-NYHQ, DOP, TACRO, countries).
- 6.5.7 **Support** was the next issue under discussion. Inadequate attention is given in Regional Management Team meetings to WES issues in general and to reaching WES Goals in particular. In the recent NY-WET questionnaire, representatives were reported to give less than 10 per cent of their attention to WES. Internal reflection if required on the organization's regional and country commitment to WES and reaching WES Goals. (Action: TACRO, WES-NYHQ, countries).
- 6.5.8 As for **training**, WES staff in the region have received very little UNICEF training in Programming, Policies and Procedures (PPP). At least half of the staff is relatively new to the organization. In addition the WES staff has not gone through any WES Skills Training, focussing on both the technical and social aspects. It is required that WES staff be given PPP training as soon as possible (Action: TACRO); and that as soon as possible a WES Skills Training workshop be held in the region (Action: WES-NY, TACRO).

6.6 South Asia (ROSA):

6.6.1 The work group which discussed South Asia's problems and suggestions did so specifically country by country.

6.6.2 **Pakistan** has difficulties with **Programme Funding**, both General Resources (which have been reduced by 50 per cent compared with 1993) and Supplemental, where more funding is urgently needed. **Donor coordination** also needs to be improved and made meaningful. Another issue raised was the topic of **Personnel**. Since October 1993 the Country office WES Section has consisted of one National Officer and a secretary and the vacant posts need to be filled.

6.6.3 In **Afghanistan** Programme Funding from General Resources should be adequate for WES, but there needs to be early confirmation of supplementary funds. At country level, increased **donor coordination** is needed at the project formulation/planning stage to avoid duplication and variation of delivery of services. As regards **personnel**, in non-family emergency duty stations it is felt that staff members deserve rotation to the next regular country station within two years. Contract durations should be four years so that staff members have sufficient time to finish work that has been planned in a country programme. **Support from Headquarters** on Mid-Term Evaluations was also discussed. Headquarters sector people need to make visits to Country programmes, particularly in emergency stations to advise about job difficulties. Frequent Regional meetings will be helpful to exchange experiences where there are similar socio-political situations. The Afghanistan group agreed that as far as **International Advocacy**, WES should be on the agenda of all Regional, NYHQ and "corporate" meetings, particularly with the World Bank. It was felt that **WES Regional Advisers** are needed in the Regional Office, not as advisers on paper work but to work in the field where Country programmes needed assistance. **Training/Orientation for Representatives** on WES is needed to help change their attitudes towards WES.

6.6.4 The **Bhutan** group discussed **Programme Funding** first. A minimum level of General Resources funding must be available to ensure continuity in implementation. Allocation of GC funds should be linked to the degree of severity of WATSAN-related/caused diseases among children and mothers. UNICEF Supplemental Funding guidelines on making decisions about allocations to programmes should be made available to the staff at the time of drafting/finalising the MPO. As for **Donor Coordination**, UNICEF Representatives should play an active, if not leading role. On the issue of **Personnel**, it was expressed that the roster or rotation system was unknown and a request was made to make information available. The two-year contract system was deemed adequate but study leave needed encouragement. It should be made possible for staff to take unpaid sector-relevant leave with an assurance of placement after study. This should include language training to upgrade from basic to advanced skills. As regards **support from NYHQ**, HQ WES section should be more active in assisting countries in fund raising;

visit each country programme at least once in three years (preferably for MTR or when the MPO is in the drafting stage). Such visits should be for 10-15 days to allow for field visits. Especially now that a new strategy is coming up, high-level advocacy with UNICEF and Government is needed. It was also felt that as regards **Global Resources for Special Activities**, only a minimum should be held in reserve for HQ to allocate because of their scarcity. A preference was expressed for such funds to be more readily available for country programmes which tried but failed to attract supplementary funding. As regards **support for Advocacy** (including training), it was felt that many UNICEF WES staff have difficulties in effectively advocating for newer and more important programme aspects such as community management/empowerment. Support in forms other than documents/circulars would be useful. On the issue of **International Advocacy**, WES should be on the agenda of all Regional and NYHQ meetings. **WES Regional Advisers** in the Regional Office would be very useful, especially in support to small Country Offices. Of course, **Training for Representatives** is needed. Many Representatives do support the sector. Orientation in groups would do a lot of good for those who are more doubtful. It would also reinforce/give better support in incorporating the new WES strategy in the next Country programme.

6.6.5 The **India** group first discussed Programme Funding. The ratio of General Resources funding in a country programme should be minimum of 30 per cent of all resources; all salaries should be allocated to General funding; HQ should provide a buffer for the fluctuation of the currency rates in a programme cycle; a two-year notice period should be negotiated by PFO with donors for Supplementary Funds; and a global pool of US\$5-10 million should be created to address funding changes in Country Programmes. As regards **Donor Coordination**, there should be a code of conduct for Donors with respect to interaction at global, national and sub-national levels; PFO should take timely action on the release of funds; and guidelines should be given by Donors for reports through HQ with a mandatory response. **Personnel** problems were noted: National Officers should be considered for rotation to IPO in three to five years; there ought to be more inter-sectoral movement of personnel; the five year contract duration should be de-linked from the programme cycle; the rotation system is not working adequately; and the malfunctioning recruitment process needs overhauling. **Support from NYHQ** is needed. Participation is necessary in Strategy meetings and at Mid-Term Evaluations, however the fewer meetings the better. **Global Resources for Special Activities** are necessary for research and development and there needs to be more access to Global and Emergency Funds. **Support for Advocacy** could take the form of exchange visits, study visits and more advocacy with Donors by PFO. The group agreed that as regards **International Advocacy**, WES should be on the agenda of all Regional, NYHQ, and Corporate (especially World Bank) meetings. There should be **WES Regional Advisers** in Regional Offices and training/orientation on WES for Representatives.

6.6.6 The **Sri Lanka** group noted that **Supplemental Funding** is difficult to obtain. Clarification from donors is needed as to what they want and what they look for in proposals. **Donor coordination** needs to be enhanced. **Support from NYHQ** for the

Mid-Term Evaluation is provided in most cases in the latter part of the year giving very little time for implementation. **International Advocacy** about WES on the Corporate agenda with all agencies, including the World Bank, needs to be encouraged as this will help create uniformity. Having **WES Regional Advisers** in Regional Offices will help communications to be faster and the decision-making process easier. **Training/Orientation in WES for Representatives** would help to seek more support for WES.

- 6.6.7 The **Nepal** group first discussed **Programme Funding**. There are no funds from GR for WES programming; the Representative is biased towards other core programmes; WES programmes run 100 per cent on Supplementary Funding; there should be proportional allotment of funds for WES, something like a proportion of 40:60; at present there is no commitment from Donors for WES with a zero funding situation; due to uncertainty of funding, staff morale is very low and insecurity of jobs is common among all WES staff; and there is no support from WES Section HQ or the Regional Office. **Donor coordination** is performed by UNICEF in the sector; UNICEF organizes quarterly meetings; to improve their participation, the Chairperson is rotated at meetings; and information exchange has been improved over the last year. Issues of **Staff Rotation** are not applicable in Nepal. There is no International staff in rotation for another year. One or two National staff were given four year contracts, all others given two or one year contracts. **Support from NYHQ** is needed. Nothing has been received from NYHQ or the Regional Office and no WES HQ staff have visited Nepal for the last year. Nepal seems not to be a priority as nobody from WES HQ are willing to visit Nepal. Problems regarding **Global Resources for Special Activities** were mentioned as even after repeated requests by fax, no response was obtained from WES HQ. An amount of US\$3.5 million is available with WES HQ but how it is used is not known. **Support for Advocacy** is adequate as the Country Office is doing well in capacity-building and there is no need for support from HQ.



PART VII Recommendations on Headquarters Support and Actions for WES Emergency Programmes.

The meeting recognized the role of UNICEF in WES Emergency Operations and endorsed the need of such intervention to save the life of children in difficult circumstances. The meeting however emphasized that such interventions should form the basis of a sustainable programme and should be more effective and useful if the institutional issues are properly looked into at the beginning itself.

- 7.1.1 That a focal person with relevant urban and rural emergency WES experience be appointed at HQ to deal specifically with emergencies.

Comments: As the existing WES staff at HQ are overextended, it might be advisable to create a new post which would be paid for by EMOPS to deal with such issues.

- 7.1.2 That emergency WES kits including the preparation of a generic hygiene education materials kit be developed and stockpiled at Supply Division, Copenhagen for use on short-term notice. It was also recommended that greater flexibility be allowed for local procurement in such situations.

Comments: These are very valid recommendations but it would necessitate large capital investments and extra storage space in order to stockpile. Regarding local procurement, the policies governing this should be jointly revised in light of increasing emergencies worldwide.

- 7.1.3 That a special WES Emergency fund be established at HQ for quick response to the early stages of emergencies. It was also recommended that this special fund be replenished retroactively through emergency funding proposals for that specific country.

Comments: This would necessitate a special agreement with donors which HQ especially PFO would have to explore.

- 7.1.4 That a workshop on Emergency Urban/Rural Water Supply and Sanitation Issues be organized between the Office of Emergency Programmes and WES Section. The workshop participants should include other agencies, NGOs and donors. The workshop may not be very large but functional and should not be more than 15 -20 participants.

Comments: This is an important recommendation. EMOPS and WES Section to convene a meeting at the earliest convenience to discuss the issue. In the long run this would lead to cost-effectiveness and improve efficiency in Emergency Programme.

- 7.1.5 That a short in-country emergency training package on UNICEF Programme Policies and Procedures be developed to quickly provide orientation of both new and national staff and their counterparts in emergency operations.

Comments: Such training in paramount as many staff recruited during emergencies are not familiar with UNICEF policies and procedures.

- 7.1.6 That an updated roster of emergency consultants be shared with all emergency programmes.

Comments: EMOPS is currently in the process of doing this with WES support.

- 7.1.7 That a special committee be formed at HQ and Supply Division to deal more efficiently in processing funding proposals and supplies to countries affected by UN sanctions.

Comments: This is a very sensitive issue especially when dealing with countries such as Iraq and Haiti.

- 7.1.8 That the staff engaged in complex emergency programmes be rotated after serving one year maximum and be given high priority for regular programme posts.

Comments: Policy Guidelines should be provided by DOP to SAP and APC concerning this. EMOPS and WES should take it up with DOP.

- 7.1.9 EMOPS and WES should network with other agencies, NGOs, private organization and WES in emergency situation.

Comments: Under active consideration of EMOPS and WES.

**SUMMARY OF REGIONAL PROBLEMS AND
RECOMMENDATIONS IDENTIFIED DURING THE MEETING**

Table # 1

PERSONNEL

Region	Problem	Consequences	Recommendations	Action
EAP/WCA/ MENA	* hardly any core posts for WES staff	* insecurity for staff and programmes	* equal distribution of core posts among the UNICEF sections.	DOP/WES
		* rotation schemes function poorly	* medium term contracts (5 yr) for approved projects	DOP
			* effective support for career development, incl. training	DOP/CO
TAC	* limited WES staff to cover region	* inadequate WES support	* WES PO in each country and each region	WES/RO
TAC	* insufficient experience to manage money from third parties in some countries	* image of inefficiency	* Reg. meetings to share experiences * training on specific management issues	WES/RO

**SUMMARY OF REGIONAL PROBLEMS AND
RECOMMENDATIONS IDENTIFIED DURING THE MEETING**

Table # 2

FUNDING

Region	Problem	Consequences	Recommendations	Action
all regions	* Gen. resource allocation for WES insufficient	<ul style="list-style-type: none"> * no collateral funds when negotiating SF proposals * limited power for negotiation and advocacy with government * programme discontinued * high overhead cost on donor budgets 	<ul style="list-style-type: none"> * allocate minimum of 20% of GR to WES programme * advocacy to Reps on WES impact on MDG/NPA Goals * more explicit corporate support for WES 	<ul style="list-style-type: none"> CO Front Office Front Office
	* difficulties in raising supplementary funds	<ul style="list-style-type: none"> * ineffective implementation * credibility at stake * WES goals can not be met * other sector goals can not be supported 	<ul style="list-style-type: none"> * more timely follow-up and feedback from PFO on project proposal * active sales by Reps * preparation of attractive and solid proposals * advocacy for countries with low WES interest from donor perspective * more information and guiding on collaboration with WB and regional banks * support for proposal development * document and widely distribute success stories * promote more visibility of donors * develop/implement fundraising strategies 	<ul style="list-style-type: none"> PFO Reps CO CO/PFO WES/PFO /DFM/RO RO/WES CO CO CO

**SUMMARY OF REGIONAL PROBLEMS AND
RECOMMENDATIONS IDENTIFIED DURING THE MEETING**

Table # 3

TECHNOLOGY TRANSFER/NETWORKING

Region	Problem	Consequences	Recommendations	Action
all regions	* WES goals no priority at regional level	* no regional WES coordinator	* Nominate regional WES coordinator	Front Office RO/CO
	* limited exchange of information and experience within region or between similar countries	* limited learning from others	* (Re)activate WES professional regional network system	RO/CO/ WES
	* limited transfer of info. and exp. from and to the non-english speaking countries	* limited access to latest developments	* generate fundings for translations of WES documents into French, English, Spanish, Portugese and Arabic * translate regionally appropriate waterfront articles into F/P/S/A	RO/WES/ CO RO/HQ

Conceptual Framework for Water and Environmental Sanitation towards the Goal of Child Survival, Protection and Development

CAUSALITY LEVEL

OUTCOME

IMMEDIATE CONDITIONS

Underlying Conditions

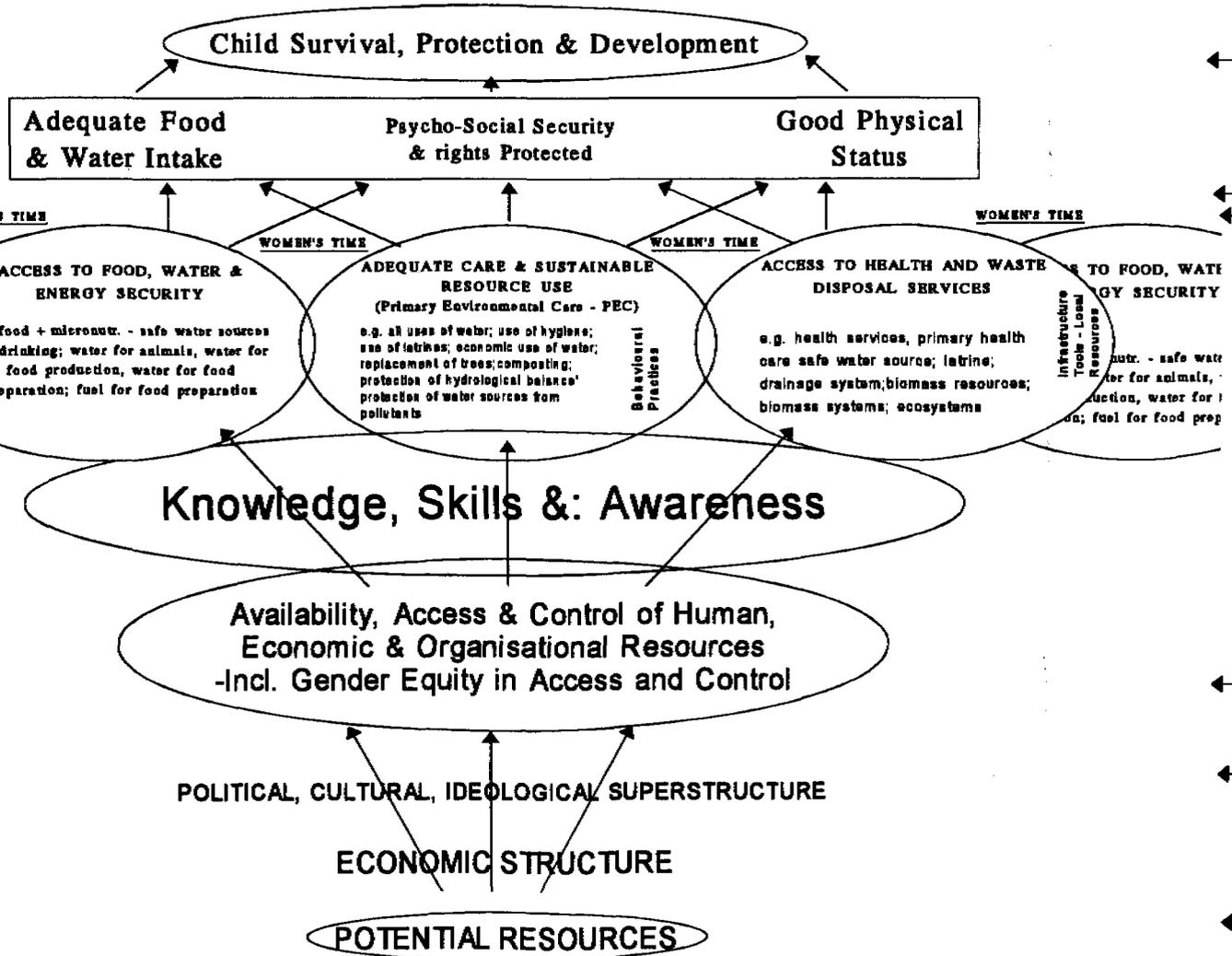
Structural Conditions

FUNDAMENTAL

Individual
SHORT TERM

Household & Community

Society
LONG TERM



APPENDIX 1

LIST OF PARTICIPANTS

Global Meeting of UNICEF WES Professionals

Bangalore, India - 25 to 30 March 1994

Dr. Raja Sher Afzal, Project Officer, UNICEF Islambabad, PAKISTAN
Dr. Manzoor Ahmed, Associate Director, Programme Division, UNICEF NEW YORK
Mr. Md. Bendriss Alami, Project Officer, WES, UNICEF Yaounde, CAMEROON
Mr. Gordon Alexander, Deputy Director, UNICEF New Delhi, INDIA
Mr. Mansoor Ali, Handpump Coordinator, UNICEF, New Delhi, INDIA
Mr. Vinod Alkari, State Representative, UNICEF Bhubaneshwar, INDIA
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Ms. Mabelle Arole, Regional Adviser, UNICEF/ROSA, Kathmandu, NEPAL
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Mr. Julio Balde, WATSAN Officer, UNICEF, Bissau, GUINEA-BISSAU
Mr. Erich Baumann, SKAT, St. Gallen, SWITZERLAND
Dr. Emmanuel Bawa, Project Officer, WES, UNICEF Accra, GHANA
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Mr. Carel De Rooy, Programme Coordinator, UNICEF Abidjan, COTE D'IVOIRE
Mr. David Delienne, WATSAN Officer, UNICEF Lome, TOGO
Mr. Scott Devereux, CRL, UNITED KINGDOM
Mr. Rafael Diaz Diaz, Project Officer WES, UNICEF Managua, NICARAGUA
Ms. Siham Dillo, UNICEF Damascas, SYRIA
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Mr. Nuno Egidio, WES Officer, UNICEF Praia, CAPE VERDE
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 Mr. Greg Keast, Drilling Coordinator, UNICEF New Delhi, INDIA
 Ms. Adele Khudr, Asst. Project Officer, UNICEF Beirut, LEBANON
 Mr. Piet Klop, UNDP NEW YORK
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 Mr. Y.D. Mathur, State Representative, UNICEF Calcutta, INDIA
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 Mr. Fernando Mujica, Chief, WES, UNICEF Khartoum, SUDAN
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 Ms. S. Mweridar, KWAHO, Nairobi, Kenya, c/o UNICEF Nairobi, KENYA
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 Mr. Ashok Nigam, Project Officer OSPEA, UNICEF NEW YORK
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 Ms. Aida Oliver, Proj. Officer, Soc. Plng, UNICEF Santo Domingo, DOMINICAN REP
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 Mr. Jose Antonio Zuleta, WESS Officer, UNICEF La Paz, BOLIVIA

APPENDIX 2

EVALUATION OF MEETING

Global Meeting of UNICEF WES Professionals Bangalore, India : 25-30 March 1994

Please circle your answer on a scale of 1 to 5, where 1 represents the negative or lowest score and 5 the positive and highest score

1. Were the overall objectives of this meeting met?

To review and contribute to the proposed strategy and its implementation.

1	2	3	4	5
(0%)	(5%)	(23%)	(56%)	(16%)

2. Was the content of the Meeting appropriate?

1	2	3	4	5
(1%)	(4%)	(28%)	(49%)	(18%)

3. Was the methodology of the Meeting appropriate?

1	2	3	4	5
(0%)	(7%)	(28%)	(52%)	(13%)

4. How useful was the group work?

1	2	3	4	5
(0%)	(1%)	(16%)	(37%)	(46%)

5. Were the Facilitators Presentations Relevant to the Overall Objectives of the meeting?

1	2	3	4	5
(0%)	(10%)	(39%)	(39%)	(12%)

6. Were the materials used during the meeting appropriate?

1	2	3	4	5
(1%)	(5%)	(37%)	(50%)	(7%)

7. How well was the meeting organized?

1	2	3	4	5
(1%)	(3%)	(13%)	(46%)	(37%)

7a. Did the meeting have the flexibility to Respond to Participants Needs?

1	2	3	4	5
(1%)	(1%)	(16%)	(51%)	(31%)

8. Was the time given to the meeting adequate?

1	2	3	4	5
(1%)	(13%)	(25%)	(42%)	(19%)

9. Was the meeting adequate Consultative?

1	2	3	4	5
(1%)	(5%)	(29%)	(56%)	(9%)

10. How valuable was the field trip?

1	2	3	4	5
(0%)	(5%)	(15%)	(26%)	(54%)

11. Overall, how valuable was the meeting for you?

1	2	3	4	5
(0%)	(1%)	(12%)	(56%)	(31%)

12. List two aspects of the meeting you liked most and two you liked least.

No.	MOST	LEAST
1.	Efforts put by Facilitators to give considerations to ideas/recommendations of the participants.	None
	Subjects/issues discussed - very much crucial to WES programme strategy development globally.	None
2.	The outcome: to regard the meeting as a process (or part of) to develop (very good) strategy.	Some confusion about the Agenda at the start (nicely resolved on third day).
	"Networking": meeting others in the most committed sector! Developing the institutional memory.	Domination by a couple of senior speakers - but not too bad and with good intentions.
3.	Openness including outsiders to UNICEF.	None
	Outspokenness and participatory nature.	None
4.	Reminding the goals and daily the objectives purpose of the session.	Head Office/Regional Staff assume to know everything and do not allow participation of delegates.
	Changing the working of the sessions according to wishes of the participants.	Topics chosen were not balanced in content/context enabling operations at field level.
5.	Meeting my colleagues from field and HQ.	Scattershot presentations.
	Being in India - nice surroundings.	Large expense - unnecessary luxuries.
6.	Chance to learn from other colleagues in the sector and exchange views.	None
	Field Visits	None
7.	The enormous information and tools in relation to the strategy planning.	The short time for work group feedback.
	The networking/sharing atmosphere.	Absolutely no time to see one single thing of Bangalore.
8.	Simplicity	Top heavy from HQs.
	Field Trips	Presentations not given adequate time.

No.	MOST	LEAST
9.	A great mix of field work with presentation, groupwork bringing out a wide range of experiences. Chance to learn from and contribute beyond country level.	Lack of time for learning/sharing experience from countries.
	To see self country programme in light of the wide global meeting. A very humbling impact as well as a sense of belonging.	The selection of presentations on experience from different parts of the world did not satisfy as best examples although presented very well.
10.	Monitoring	Technology
	Capacity building	Partnership
11.	Organizations	Less time for plenary discussions.
	Group discussions	No free time.
12.	Good interaction	Presentations were directly related to strategy formulation.
	Chance for large number of colleagues to work together to develop strategy.	None
13.	Organization	None
	Agenda (themes, subjects)	None
14.	Short concise presentations focusing on <u>policy</u> and strategy rather than country reports. Possibly the first time in UNICEF.	Objectives not clearly stated and communicated at the outset.
	Excellent organization of meeting by India Office and hotel and flexible planning responding to lack of initial clarity of objectives. Rapid synthesis of work group sessions.	Too much paper. Papers that people must have (presentations) should be separated from those may want (provide checklist and diskette form).
15.	Provision of Group Works	Accommodation made in 3 different hotels which consumed a considerable time for travel/movement.
	Its global nature providing opportunities for learning success/problems on WES experiences around the world.	Schedule extremely tight.
16.	Extreme organization, flexibility to respond to 130 participants.	Community management and empowerment should have come earlier; it might have influenced more.
	Through the workshop the need for community empowerment was more understood.	Emergency is important, it should have been presented more focussed.

No.	MOST	LEAST
17.	Emphasis on community empowerment and management.	Frustration with time limitation.
	Emphasis on intersectoral linkages	Too crowded an agenda. More focussed discussion and better facilitators.
18.	Understanding UNICEF, thinking and planning procedures.	Exhausting schedule, inevitable but difficult!
	Interaction with the team.	
19.	Field Trips	Time given for the presentation.
	Contacts with lot of professionals working in the sector.	Common meals.
20.	Larger representation	HQ control speakers.
	Agenda was good.	Still lip and pen service.
21.	Group working	Presentations should have been distributed before presentation.
	Field visits	More time should have been given for a more detailed presentation.
22.	Field trips	Too much wonderful food.
	Meeting colleagues	
23.	Field trips	None
	Group work	None
24.	Group work sessions	Some power play
	None	None
25.	The logistics/organization	Ratio analysis/synthesis
	Opportunities for informal interactions.	Lack of focus (presentations - day theme-strategy paper), (on UNICEF's role in the water sector at large), (dodging very important issues and inconsistencies).
26.	Opportunity to meet and discuss with WES colleagues, HQ staff and others.	Some presentations were too long, dry and boring.
	The different working groups were very helpful.	Time control is important but this should be done in a more humane way as later in the workshop.

No.	MOST	LEAST
27.	Strategy formulation	Less time for group work.
	Inter-country experience sharing.	Taking the gender issue (internal) a bit too far.
28.	The working group discussion, field trips	None
	Flexibility to adopt to needs of the participant.	None
29.	Group works	Agenda too busy
	Possibility to interact with other colleagues and share experiences.	
30.	The development from confusion to clearness.	Abstract talking in presentations.
	Conclusions	Too many presentations.
31.	Organization and timeliness	Time pressure - inadequate time allotted for the entire meeting.
	Diversity of resource persons and their rich experiences.	Keeping the evenings scheduled each day, thus preventing a free evening at least for a day.
32.	The preventive/emphasis being part on WES; and the shift from supply and hardware to demand, empowerment of communities to own and manage, and to behavioral change.	Lack of enough discussion and consideration for poverty alleviation and disparity reduction for which WES must play an important role.
	Strengthening of Environmental issues in WES	No enough consideration for alternative sources of safe water apart from ground water and low-cost pumping of this.
33.	Broader context of WES strategy.	Discussion at the global level rather than country oriented strategies.
	Excellent experience in the meeting for all the WES professionals to relate to each other.	Agenda very much crowded.
34.	Field trips	Time for participation
	Organization	Inequality participation, participants and headquarters.

No.	MOST	LEAST
35.	The field trips were extremely well organized and proved very valuable as an introduction to the issues discussed during the formal workshop.	Too much conceptual level discussion, not enough practical level discussion. Not enough practical discussion of key software, issues such as communication and community empowerment. Not enough inputs from "outsiders" working with UNICEF at the country level. No clear discussion about what is new in the new strategy.
	Good participation from all participants; good balance of input from the field and HQ, as well as from various geographical areas.	The fact that participants were housed in 3 separate hotels was very inconvenient and was inimical to the informal discussions and exchanges of experience which are often a major benefit of such meetings. The "package" arrangement seemed unnecessarily expensive and should not have been forced upon participants, many of whom don't eat 3 meals per day. An explanation of the arrangement and a choice to participants should have been provided. Too much photocopying at a conference discussing environmental issues it is an irony that there was so much paper wasted.
36.	Group work	Moderation (favoring some faces)
	Discussions	Prior arrangements (no consultation of some regions, MENA).
37.	Flexibility	Short time for group work
	Quality of presentations	Synthesis of working groups had a very secondary role in the meeting and was not well done.
38.	Group work sessions	Short time given to presenters.
	Pre-meeting field visit to assess WES sector outputs and programme implementation in India.	The 25th morning session on Community Management and Empowerment.
39.	Secretariat work for the meeting.	Leadership of WES Division, HQ
	Pre-meeting field trip were very good.	
40.	Individual interactions	Seating arrangements (does not facilitate full participation).
	Group discussions	Too many presentations and not enough time to deal with a few issues in detail.

No.	MOST	LEAST
41.	Meet with the colleagues and change experiences.	Technical presentations
	Have knowledge of WATSAN situation at present.	
42.	Attention to software aspects.	Too little time for working group and lecture - hall atmosphere in plenary and too much time in it.
	Emphasis on groups often ignored or only paid lip service to communities, women, peri-urban.	No representation from other sectors.
43.	Well shared plenary sessions with good level of audience participation.	Some working groups were poorly attended.
	Good evenly sessions. Open atmosphere.	Time was too short for some presentations.
44.	Responsiveness of organizers.	None
	Quality of presentations.	None
45.	The presentations	Time shortage to digest the information during the meeting.
	The corresponding documents provided.	
46.	Flexible organization	Too much on agenda (too little time)
	Tight time - keeping by chair people.	
47.		Lack of need for time to think and synthesize.
48.	Being able to keep the flexibility of such a large group and still on the main track.	The workshop covered too many subjects. Some could be dropped which only had theoretical interest.
	The backup staff and the organizers did a fantastic job, and managed to keep a positive attitude with a big smile independent of the difficulty of the task being given to them.	
49.	Flexibility	Venue: Should have been in Africa. Less \$\$ for UNICEF.
	Well managed	
50.	Keeping to time	Lack of time for discussions.
	Interaction with WES colleagues	Having to live in dispersed hotels and having to pay for it to happen.

No.	MOST	LEAST
51.	Listeners group system saved the workshop	Presentations not structured to address draft strategy. (Presenters wasted their own time preparing presentations as requested but later not used).
	Attendance and participation throughout by senior non WES UNICEF staff (HQ, Regional). Proves that at last that WES is mainstream.	No time to relax, reflect, socialize with friends and colleagues (only at mealtimes).
52.	Field trips	Numerous agenda changes before and during meeting.
	None	None
53.	Participation	Too much talk down.
	None	None
54.	Group discussions	None
	Gender issues	None
55.	Capacity Building	None
	Community management and empowerment.	None
56.	Resource people/facilitators	Covering every aspect of the programme with equal emphasis. Perhaps new ideas deserve more time.
57.	Self learning process	Heavy load of information.
	Agenda modified to the needs and adjustments.	Break of half day at the middle of workshop.
58.	Groupwork	Conceptual Frameworks
	Highlighting the need to go for community management.	
59.	Objectives set	Meeting inconclusive i.e. follow up action to meet objective not totally rationalized or inadequately addressed.
	Site visits	Lack of opportunity for a break or relaxation.
60.	Participation of all attendants.	Loosing time in shuttling between places and waiting for shuttles.
	Excellent organization and excellent opportunity to read the donor sentiments.	There was no scope to see Bangalore.
61.		Too long

No.	MOST	LEAST
62.	Group discussions	Lack of opportunity to discuss group reports.
	Field visits	Late distribution of the strategy papers and some of the other documents.
63.	Group discussions avenues of learning from failures and successes of other countries.	None
	Representation and participation of donors and sector partners in such a workshop.	None
64.	Group dynamics, presentation styles.	Frequent repetition of questions raised on the floor (way of catching attention?)
	Opportunity of regional field office to meet, and overall interaction with other field offices.	
65.	The group work was the most effective.	Some of the presentations were not balanced, i.e. they did not take all geographical sections into account. Focus were put on few.
	The interaction that took place all throughout the meeting.	The presentations were not done on a comprehensive consultative basis, more consultation should have been done.
66.	The topics of the presenters were well organized and the interaction with each other was useful at this meeting.	Time given to some presenters was very short and important topics could not be adequately covered.
	The field trip was very valuable and perhaps was more useful to me.	Some times the deliberations were so long that at times it made some people bored and quite fed up.
67.	The field trip was the most interesting part of the meeting for me.	Emergencies issues.
	Opportunities to exchange experiences between participants.	
68.	Interaction among participants.	There was no space time between arrival and departure of participants.
	The field visits	Not enough time for experience sharing during question/answers.
69.	Field visit	Length of day from beginning to end too long.
	Interaction with other programmes.	No more

No.	MOST	LEAST
70.	Field visits, acknowledge efforts of HQ, Regional Office and ICO and state offices for all efforts. Many thanks	Time management of participants - 3 different hotels.
	Group works, discussions, basis of strategy paper development.	Absence of UNICEF health, COD, IEC sectors from the meeting.
71.	Its flexibility in responding to participants - listeners group.	Initial dominance of all discussions by senior personnel.
	<i>group work when adequate time was allocated.</i>	Meeting was too large to enable any meaningful discussions to take place. Many people intimidated by sheer size of plenary.
72.	The consultation and the process followed in developing the strategy.	I very strongly object to statements like Mr. Jonsson's on accepting "...." or rethinking about working with U.N. Point is good leaders work hard to change behavior and not threaten - basic community management approach.
	Flexibility in responding to participants comments in terms of agenda restructuring and improvement in the conduction of the sessions.	Facilitators sometimes tried to impose ideas on the working groups. Facilitators should rather help participants reach consensus. My group at one point felt very strong about this.
73.	Rich exchange of experiences during the field visits and discussions (in plenary and informal and working groups)	None
	Clear understanding of the orientations and the strategy.	None

13. What other suggestions or comments would you like to make?
1. More consultations/meetings at Regional/Country level with other Donors/National Agencies. Each WES staff to be made responsible (in PERs) for strong advocacy roles.
 2. It is up to the individual to get what he/she can out of it and take home. These were senior staff this was not a training programme. It was an opportunity to listen/learn/share. The strategy paper provided the concepts. The meeting gave us the chance to involve ourselves in developing the strategy for us in our own countries.
 3. Repeat the operation to make it a process.
 4. Regular regional level meetings before proceeding to global level meeting. Similar to community participation at grass-root level, consultation should be held at country level and conceptual strategies should be based on similar fashion. Policy changes/recommendations should be broad-based considering (not only limited experience at New York/Regions) multi-sectoral and broad based area programming.
 5. Fewer key issues presented and discussed in depth by only the best presenters. This objective could have been reached without covering 101 topics only superficially in much less time and thus more inexpensively.
 6. None
 7. Better paper management - distribution and waste. But the social aspects and community management and empowerment more to the front in the programme.
 8. Negative - Too much veto powers, juniors felt intimidated. Unclear who resource people were and their roles.

Positive - Excellent hospitality by our hosts.
Hotel personnel very cordial.
UNICEF opening up to other partners.
Donors inclusion - step in the right direction.
Gratitude to UNICEF - keep the good work up.
To Mr. Ghosh - well done, you are managing the change extremely well.
 9. Great process and outcomes. Steps to share and get endorsement of Country Reps and Section Chiefs so that WES is not left isolated again. Excellent efforts and outcomes.
 10. As suggested in last group feedback on conceptual framework.
 11. More time for discussions. Conclusions of each theme should be discussed in the plenary. It should be ensured that WES strategy developed is implemented fully in the field.
 12. The meeting was a little too "busy".
 13. None
 14. Objectives of the meetings should have been made very clear before the meeting and at the start. Presenters should have been clearly told of this to focus their material. The HQs perspective regarding goals, sustainability funding constraints needed more emphasis and clarity

so that Country Programmes appreciate the boundaries for actions and strategies required at global country level to overcome constraints (this would help to remove the Us against Them attitudes on which time is lost unnecessarily) e.g. U. Jonsson's closing should have come right at the start - it was very good as were his interventions.

Hats off to India Office and Indian hospitality, a good place for such meetings.

Congratulations to WES, New York for taking the risk aiming high and successful workshop.

15. Feedbacks from Listeners' group seemed to have improved the meeting management in all respects.
Reading materials were rather too much.
WHO should have been more strongly represented.
Synthesis of Working Group papers has been well done and it brings out almost all strategies into picture.
This proves Working Groups' good quality of work.
Organizers deserve heart-felt commendations for organizing this global meeting in an excellent way.
16. It has been the best and easy fun learning experience in a workshop I so far could enjoy.
High respect of the organizers who from time to time went far towards "pampering" the participants e.g. procedures for sending materials.
17. None
18. None
19. None
20. None
21. None
22. None
23. None
24. Country examples presented were poorly chosen. Perhaps a better judgement on useful examples could be made in future.
Personnel issues could have been solved/helped better if DOP was invited to participate.
25. Huge appreciation for the impeccable organization of field-trips, meeting, Accommodation, transport. If we did not make the most of the opportunity, there's no excuse (except our own incompetence) we can advance.
It wouldn't be a bad thing for the sector if we would practice what we preach, a little more and at various levels. What if we would apply what we've said on communities to our own community?
26. It was a pity that all participants could not be accommodated in one hotel.
More visual items would have been more interesting.
Perhaps the workshop could have been improved if it had been run past the UNICEF Training Section in NYHQ.
27. None
28. Less presentation and more working group discussion, more time for plenary discussion. Overall it was excellent.
29. Recommend that regional meeting to be organized on a regular basis, to ensure follow-up and have opportunity to be "resourced" from time to time.

30. That the meeting is followed up on regional and national level.
31. Some of the presenters were not focussing on specific issues, rather were vague.
32. Need for operational guidelines for carrying out the key aspects of the proposed strategy.
Guidelines for what should be done at country level as follow-up to this meeting.
Promote networking of WES information, particularly share success and potentially replicable examples.
UNICEF staff in sectors other than WES should be sensitized as to linkages and synergism and be encouraged to work towards more programming convergence.
33. Participants were at a loss during macro discussions on 25-26 March and very happy to participate in "Micro" discussion on 28-29 March. Perhaps the agenda should have been different.
All-in-all it is an excellent effort for achieving the objectives of re-orienting staff and the broadening framework for UNICEF WES strategy, a historic event for UNICEF, WES sector as a whole.
34. None
35. Many participants felt that there was a preoccupation at the meeting with the development of "conceptual" strategies but that this wasn't taken a step further to the development of "operational" strategies. Given the urgency of the mid-decade goals, many of the participants would like to have been able to take back to their countries more concrete steps and actions they could put into place in achieving the goals.
There seemed an obsession with time and sticking to the agenda. Many times presentations and comments in plenary were cut off merely so that the session wouldn't run a few minutes overtime. Given the huge investment by UNICEF in the meeting, one would have thought airing of issues and input from participants would have taken precedent over the strict adherence to the timetable.
36. Repeat meeting on regular basis (once every 2 1/2 years).
Repeat on regional basis (annually).
More consultation with local (all) field offices in future events.
Make final recommendations available to all offices.
Arrange more exchange of experience (field) between countries.
Listen more to be flexible to field needs.
I take exception to some comments that were very dangerous (such as take my views or leave U. Jonsson).
Overall very good to have such meeting, we appreciate new attitudes and trends from HQ.
37. Preparatory work for the meeting at region and country level was not done. Synthesis of experiences and problems at region level should have been considered, as well as proposals for the strategy.
Discussion of draft strategy at country level to be not only internal in UNICEF offices but also with donors and counterparts at country level.
Institutional and Human Resources issues should have been dealt with in the meeting.
38. To have more practical sessions on countries WES programme implementation/problems.
Following the global meeting, regional meetings should be organized with broader category of staff from field office (including govt. partners) to present/advocate our findings and new strategy.
39. Professional leadership of HQ WES Division should be further strengthened.
40. None
41. This workshop was a great opportunity to share experiences but India was shown more than other experiences in other parts of the world.
42. No workshop should imprison participants. Timings can be easily changed at least a couple of days to allow time for sight-seeing and shopping. Otherwise we are paying only lip service to "need to understand

cultures", "reduce stress", "families are important too". etc.

All meals in a package plan and busing from other hotels for dinner does make participants very disgusted.

43. Invite outside to participate in field visits.
44. While it was a wonderful opportunity for all water people to meet, for strategy development - a smaller group of 30 people would have been more efficient. The larger group is more appropriate for dissemination once the strategy is well developed.
45. None
46. None
47. Too many papers, too many presentations, too much top down.
48. Very well done. The only negative comments I have heard are basically luxury problems.
49. Priority for Africa should be appropriately reflected in strategy and WES/HQ actions.
Latin America should not be dropped, please take care of it.
There is need to fully capitalize upon the "political dimensions" of the meeting: greater front office priority to WES as synergistic entry point to achievement of NPA goals.
50. None
51. Considering scale of investment of time and money in this workshop, pre-planning should have been held to design the workshop, especially drawing on experience of training division.
Strategy paper gave impression of being written by one person (outside UNICEF), WES NYHQ should have together developed a second draft for presentation in workshop.
Chairmanship varied enormously - chairpersons need to be briefed beforehand.
52. If UNICEF goes to the extra expense of hiring a consultant to run conferences, the consultant should be better prepared and a better manager than was the one for this conference.
53. None
54. None
55. None
56. None
57. Half day break at end of the 3rd day - fatigue.
Materials to carry back could have been given on disk instead of hand copies.
58. None
59. Strategies now have to be operationalized through strategic planning to identify priority areas that could make a difference or create an impact on the decade goals.
This should allow for rationalized use of limited resources.
It should also allow for focused advocacy.
60. If it could be possible to keep all in one place for better coordination.
It would be excellent if the draft of the agreed strategy paper can be circulated by first half of May.
Participation of WHO and UNDP was not adequate.

With so much of NYHQ participation I strongly hope that WES will apt some place in the ♥ of NYHQ.

61. None
62. Within practical limitations of time, the modified draft strategy paper should be distributed at an early date.
63. The need for representation from governments and other partners.
More balanced representation of women and national officers to be made in the future.
Emphasis to be given to emergency - its linkages with country programme, implementation and funding.
64. Less involvement/participation of NY staff. Field experiences be brought to bear on strategies. Field office staff were dwarfed by NY. Regional strategies to be evolved.
65. None
66. Meeting like this to be organized at Regional level will be of use to all concerned, once each year will do.
67. For another meeting, floppy diskettes might be given to participants instead of hard copies.
68. Selection of presenting countries should have been done through WES P.O. contact.
69. The next steps country wise should be concertized more.
70. To PD - similar workshops for UNICEF staff on the other sectors globally.
71. Regional meetings would be more constructive as countries would have much more in common - I would suggest regional meetings in future where government counterparts would be included.
72. Thank you India office for the organization of this workshop of this magnitude. Was very successful. I did not like the meals arrangements of having to have dinner only in one place - flexibility. OK for participants sharing cost of workshop - should be general practice to save UNICEF's resources.
73. In the process of implementing the strategy.
Regional consultation (workshops)

**Appendix 3 LIST OF WES PROJECTS FOR FIELD VISITS,
WES GLOBAL MEETING 1994**

<u>GROUP</u>	<u>PERSONS</u>	<u>STATE</u>	<u>PROJECT (District)</u>
A	5	Tamil Nadu	<p>PERIYAR DISTRICT:</p> <p>CDD/WATSAN:</p> <p>WATSAN interventions combined with prevention and management of diarrhoea.</p> <p>Provision of borehole/handpump as RWS Intervention</p> <p>Intensive communication and social mobilization to promote WATSAN interventions.</p> <p>Community managed handpump maintenance systems using Mark III VLOM handpumps.</p> <p>Promotion of domestic and school sanitation as a package, using the existing Government Infrastructure. The concept of cleanliness is being promoted in this district.</p>
B	5	Tamil Nadu	<p>COIMBATORE DISTRICT:</p> <p>a) Hydrofracturing: A successful cost-saving technology to rejuvenate dry or low yielding boreholes in hard-rock areas. At 1/3 rd the cost of a new borehole, a dry or low yielding borehole can be made productive. Current rate of success is 90-95% in Tamil Nadu.</p> <p>b) Research and Development: Field-testing of success/improved designs of Handpumps for deepwell applications and related tools and accessories. Current field trials include Mondesh below-ground systems, outside ribbed uPVC and std 90 OD HDPE rising mains, variation of foot-valves which are being monitored under heavy usage conditions at swl range of 35 to 70 m.</p>

c) Community managed handpump maintenance systems using India Mark III VL0M handpumps.

<u>GROUP</u>	<u>PERSONS</u>	<u>STATE</u>	<u>PROJECT (District)</u>
C	10	Uttar Pradesh	<p>BANDA DISTRICT:</p> <p>a) Community managed handpump maintenance for India Mark III VLOM handpump in hard rock areas. The focus of this project is to involve village women to plan, manage and operate a maintenance system through participatory methods. Trained women handpump mechanics maintain handpumps in the block with a population of 120,000 and about 400 handpumps which are the main source of water supply. A NGO working on literacy and adult education is the prime mover to mobilize communities and trained women mechanics.</p> <p>LUCKNOW:</p> <p>b) Community managed handpump maintenance for India Mark III VLOM handpump in alluvial areas. The focus of this project is a group of NGOs who are operating the project in 3 village clusters. Backup is provided by the Water Board. Formulation of village WATSAN Committees, village women mechanics and user-representatives as motivators are the principle highlights. Contributions towards payment to handpump mechanics and improvement of environment have now commenced. The local NGO networking has helped in training the different levels of functionaries in the project.</p> <p>ALLAHABAD:</p> <p>c) Rural Sanitary Marts have been established as an alternate delivery system for providing/facilitating availability of materials for construction of latrines/other sanitary facilities, smokeless ovens (chullahs), ORS packets, nail-cutters, handpump spare parts, tools for repair, etc.</p>

besides making available the services of trained masons. This facility has found to promote private initiative for the promotion of rural sanitation as a package. Annual turnover in some of the sanitary marts is over Rs. 400,000.

<u>GROUP</u>	<u>PERSONS</u>	<u>STATE</u>	<u>PROJECT (District)</u>
D	10	Maharashtra	<p>PUNE:</p> <p>a) Community managed handpump maintenance for India Mark III VLDM handpump in semi-arid areas. The focus of this project is a group of NGOs who are operating the project in a development block. Backup is provided by the zilla parishad or district council. Formation of village WATSAN Committees, village women mechanics and user-representatives as motivators are the principle highlights. Contributions towards payment to handpump mechanics and improvement of environment have now commenced. The NGO networking has helped in training the different levels of functionaries in the project.</p> <p>b) Visit to industries: Atlas Copco, Sandvik, Kirloskar Group, Telco are the major industrial units producing vehicles, drilling machines, compressors and drilling accessories.</p>

<u>GROUP</u>	<u>PERSONS</u>	<u>STATE</u>	<u>PROJECT (District)</u>
E	5	West Bengal	<p>CALCUTTA:</p> <p>a) International Training Network at All India Institute of Hygiene and Public Health. Opportunity to meet the resource group/faculty and familiarization with different categories of training programmes being conducted. National level training institute for creating a cadre of trainers on WATSAN.</p> <p>b) Integrated Ecologically Balanced Approach to water supply. Use of horizontal roughing filters, fish pond treatment and community involvement to maintain equilibrium of the village ecology.</p> <p>HOOGLY DISTRICT:</p> <p>c) Research and Development: Field testing of successful/improved designs of Direct Action (TARA) and cast iron suction handpumps for shallow (0-20 m swl) applications and related tools and accessories. Current field trials indicate a very high performance of the TARA design as well as the low-cost "Singur" suction handpump.</p>
F	5	West Bengal	<p>MEDINIPUR DISTRICT:</p> <p>d) CDD-WATSAN/NGO networking:</p> <p>Intensive sanitation programme implemented with "full cost recovery" approach through the local NGO and village cluster youth clubs. This approach is combined with other water supply and diarrhoea management interventions. Very high motivational/subsription level for water and sanitation. Rural Sanitary Marts and production centres as sanitary materials established.</p>

G

5

Rajasthan

SWACH (Udaipur):

Integrated WATSAN interventions with control of guineaworm disease.

<u>GROUP</u>	<u>PERSONS</u>	<u>STATE</u>	<u>PROJECT (District)</u>
H	5	Madhya Pradesh	<p>JHABUA DISTRICT:</p> <p>a) Watershed Management: Rainwater harvesting and groundwater conservation/recharging activities.</p> <p>DHAR DISTRICT:</p> <p>b) CDD-WATSAN:</p> <p>WATSAN interventions combined with prevention and management of diarrhoea.</p> <p>Provision of borehole/handpump as RWS intervention.</p> <p>Community managed handpump maintenance systems using India Mark III VLOM handpumps.</p> <p>Intensive mobilization and promotion of domestic sanitation as a package.</p>
I	5	Madhya Pradesh	<p>BETUL DISTRICT:</p> <p>c) Community Based Handpump Maintenance: Community managed handpump maintenance for India Mark III VLOM handpump in hard rock areas. The focus of this project is an NGO who is operating the project in 1 community development block. Backup is provided by the Public Health Engineering Department. Formation of village WATSAN Committees, village women mechanics and user-representatives as motivators are the principle highlights. Contributions towards payment to handpump mechanics and improvement of environment have now commenced. The local NGO networking has helped in training the different levels of functionaries in the project.</p>

<u>GROUP</u>	<u>PERSONS</u>	<u>STATE</u>	<u>PROJECT (District)</u>
J	10	Bihar	<p>RANCHI DISTRICT:</p> <p>a) CDD-WATSAN</p> <p>WATSAN interventions combined with prevention and management of diarrhoea.</p> <p>Intensive communication and social mobilization to promote WATSAN interventions.</p> <p>Provision of borehole/handpump as RWS intervention.</p> <p>Community managed handpump maintenance systems using India Mark III VLOM handpumps.</p> <p>Promotion of domestic and school sanitation as a package.</p>
K	10	Andhra Pradesh	<p>HYDERABAD/NALGONDA:</p> <p>a) Hydrofracturing and drilling demonstration, factory visits to handpump and latrine pans/traps manufacturers. Visit to Fluorosis treatment units, both community level, water supply and handpump attached units.</p>
L	5	Orissa	<p>PHULBANI DISTRICT:</p> <p>a) CDD-WATSAN/NGO networking: Integrated WATSAN interventions with diarrhoeal management school sanitation and local NGO's involvement.</p>

<u>GROUP</u>	<u>PERSONS</u>	<u>STATE</u>
M	10	Gujarat

PROJECT (District)

AHMEDABAD:

a) Women's Group SEWA/Management Information System of PHED, NGO networking, Milk Co-operative Project.

Women's self reliance and income-generating activities of SEWA organization; computerized MIS of Gujarat Water Supply and Sewerage Board; NGO networking for sanitation; management network in milk co-operative societies.

VADODARA:

b) Urban Basic Services Project: A unique example of communities managing on their own through a community development approach specifically designed to tackle urban areas.

13	90	10
Groups	Persons	States