

**WATER SUPPLY AND SANITATION COLLABORATIVE COUNCIL**

**FOURTH GLOBAL FORUM - MANILA, NOVEMBER 1997**

**DRAFT REPORT**



January 1998

# 1. RECORD OF OPENING SESSION, KEYNOTE ADDRESSES, CHAIRPERSON'S INTRODUCTORY REMARKS AND EXECUTIVE SECRETARY'S REPORT

## Opening Session

The Opening Session was introduced by the Chairman of the Local Organizing Committee, Mr Ramon Paje of the Department of Environment & Natural Resources (DENR). It was chaired by Minister Joao Gomes Cardoso, Minister of Social Equipment, Transport & Communications of Guinea-Bissau. He expressed the appreciation of the participants and the Council to the co-hosts, the Philippine Government and the Asian Development Bank.

### Welcome remarks

Dr Cielito F Habito, Secretary of Socio-economic Planning and Director General of the National Economic Development Agency, welcomed participants to the Philippines and stressed the importance of water in global terms and specifically in the Philippines.

He spoke of the damage already being caused in the region by the El Niño phenomenon. The government was mobilizing personnel and resources urgently to mitigate its effects. In relation to efforts to provide water services for all Filipinos, Dr Habito pointed to the importance of public and private sector cooperation and the need for countries to share best practices. The text of Dr Habito's remarks is included in Volume 2.

### Keynote addresses

#### 1. Good governance

Vice President Bong-Suh Lee of the Asian Development Bank (ADB) delivered the keynote address on *Good Governance*.

ADB studies show the key role of good governance in the rapid growth of many Asian economies over two decades. In particular, government establishes the environment for private sector participation. Dr Lee compared good practices in Australia, New Zealand, Japan, Singapore and Hong Kong with less satisfactory ones in some countries of South Asia and the Pacific. ADB has an official board policy statement on governance with four key aspects: accountability; community participation; predictable outcomes; and transparency.

With urban infrastructure investment in the region estimated at \$1.5 trillion in the next decade, the Bank sees urban governance as especially important. In relation to water supply, "proactive investment" is needed so that water supply will foster economic growth "not play catch up with it". Two particular problems are: the serious lack of qualified financial management personnel in water utilities, despite large turnovers; and the high level of unaccounted-for water across Asia. The text of VP Lee's address is included in Volume 2.

#### 2. Towards sustainable cities in the third millennium

Secretary Victor O Ramos of DENR gave the keynote address entitled *Towards sustainable cities in the third millennium*.

He noted that land and water are two major limiting factors to sustainable cities and that water stress is becoming increasingly prevalent. As Chair of the Presidential Task Force on Water Resources Development and Management, Secretary Ramos is promoting a Bill to create a single *Water Resources Authority of the Philippines (WRAP)* to develop integrated planning and management.

Strategies include: Operations at the lowest possible levels; Pricing based on full cost recovery balanced with willingness and capacity to pay; Capacity building for community-based water resources management; Coordinated data management; Private sector participation; and Awareness raising. The text of Secretary Ramos' address is included in Volume 2.

### Response on behalf of the Council

On behalf of the Council, Ms Ingrid Ofstad from the Norwegian Agency for Development Cooperation (NORAD), thanked the keynote speakers.

She reminded participants of the origins of the WSS Collaborative Council, which held its first meeting in Oslo in 1991. Its evolution had matched and guided trends in the sector. Progression from donor cooperation in the 1980s to ownership by national and local agencies in all countries was bringing positive results. Partnership on equal terms is a fundamental part of the Council's membership, with the participation and influence of women steadily increasing. The Council is continuing to reflect and develop guidance on sector trends, bringing in consideration of basic social services and improved resource management.

To acclamation from the participants, Ms Ofstad expressed appreciation for the leadership and influence of the outgoing Chair, Mrs Margaret Catley-Carlson. In seeking her replacement, the Council had needed to find a person with strong dedication to the cause of improving services for those in greatest need. It had done so, and Ms Ofstad introduced and sought endorsement for the new Chair, Dr Richard Jolly, Special Adviser to the UNDP Administrator and architect of the Human Development Report.

Endorsement of Richard Jolly's appointment as the Council's new Chairperson was commended by Ms Ebele Okeke of Nigeria and given by acclaim from the participants.

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### **Chairperson's Introductory Remarks**

In his introductory remarks, Richard Jolly first commended the Philippine Government for making significant human development progress, including heading the South East Asia and Pacific region in terms of gender empowerment.

His assessment of the Council's potential role in the coming millennium was based on "a spirit of optimism, based on experience". He noted substantial progress in poverty reduction and in access to water and sanitation services, despite the economic difficulties of the 1980s. Though the International Drinking Water Supply and Sanitation decade may have been judged a failure in public relations terms, its achievements were commendable and provided a sound base for addressing the challenges ahead. The most critical challenge would be "to strengthen the capacity of all people to deal with their own problems themselves".

Dr Jolly identified six critical points for the Fourth Global Forum:

1. Bringing a regional dimension to the Council's work
2. Learning from the excellent working group reports
3. Giving new impetus to environmental sanitation
4. Exploring how to reallocate donor resources in favour of rural and peri-urban low-cost activities
5. Helping privatization to help serve the poor not exclude them
6. Stimulating improved water demand management.

The text of Dr Jolly's address is included in Volume 2.

### **Executive Secretary's report**

Ranjith Wirasinha set the scene for the Fourth Global Forum. A great deal of work had been done by working groups, the forum co-hosts, donors and others to prepare for a challenging week. Ranjith expressed appreciation to all of those involved (see acknowledgements inside back cover for the full listing).

Progress since the Third Forum in Barbados had been substantial. Particularly significant were the moves towards regionalization of Council activities, and the comprehensive reports and tools developed by the Council's specialist Working Groups. Latin America was already well advanced towards establishing a Regional Chapter, thanks to the offer from UNICEF to house a small Secretariat at the Regional Office in Bogota. The Africa Working Group was moving in a similar direction and establishing a role for itself as a coordinating mechanism for many other African initiatives. This will be reinforced by the Consultative Meeting being planned in 1998.

The Fourth Forum was seen as an opportunity to find ways of ensuring that the Council's tools and guidelines would be widely disseminated and used. Participants were asked to focus on activities that could be initiated at country and regional level to promote widespread use of

the documents now available.

The sector has a new window of opportunity for mobilizing financial support, as water has risen high on the UN Agenda. A Task Force was being put together to prepare a long-term vision for the sector *Vision 21*, with short and medium term targets to which all countries could commit themselves.

Ranjith explained that, as in the past, a Programme Committee would meet several times during the Forum, to help to put together the *Manila Action Programme* (MAP), which would be considered on the final day in plenary. The Programme Committee would be chaired by Armon Hartmann of Swiss Development Cooperation, and would assess the recommendations coming from the Forum's working sessions against the capacity of the Council and its Working Groups. In this way, recommendations for the Manila Action Programme would be practical and feasible.

## 2. REPORTS ON REGIONAL ACTIVITIES, WORKING GROUPS, NETWORKS AND TASK FORCES

*Reports on Council activities between the Third Forum in Barbados and the Manila Forum were presented in three groups (in the list below, the numbers identify the Executive Summaries of the reports published in the background documentation and included in Volume 2 of this Report – A1-11 are Working Groups, B1-4 are Networks and C1-4 are Task Forces):*

1. *Regional activities initiated since Barbados were the subject of individual reports covering:*
  - A3. Africa**
  - A11. Latin America**
  - A8. Central and Eastern Europe and the Newly Independent States (CEENIS)**
  - A7. Small Island Developing States (SIDS).**
2. *Specialist activities initiated since Barbados were also presented individually. These were:*
  - A2. Community Management and Partnerships with Civil Society**
  - A5. Water Demand Management and Conservation**
  - C2. INTERWATER and the Internet**
  - C3. Human Resources Development, Education and Training**
3. *Activities that had been reported in Barbados and continued during the last two years were presented in a single synthesis report covering:*
  - A1. Country-Level Collaboration and National Sector Strategies**
  - A3. Sanitation**
  - A6. Advocacy and Communication Strategies**
  - A9. Institutional and Management Options**
  - A10. Lusophone Initiative**
  - B1. Services for the Urban Poor**
  - B2. Operation and Maintenance**
  - B3. GARNET (Global Applied Research Network)**
  - B4. Gender Issues**
  - C1. Documentation and Dissemination**
  - C4. Emergency Measures in the WSS Sector**

### **A4. Africa**

The report on the work of the Africa Working Group was presented by the Group's Coordinator, **Ms Ebele Okeke** of the Nigerian Federal Ministry of Water Resources and Rural Development. The Group also had a 68-page main report available from its information booth.

The Africa Working Group (AfWG) is establishing itself as an important neutral forum for water and sanitation professionals. It is also being seen as a potential focal point for the many other initiatives under way in Africa. Its strength is that it is internally driven by African professionals seeking African solutions to African water

and sanitation problems.

An early initiative of the AfWG was the commissioning of a regional sector review. Len Abrams of South Africa undertook the review, with support from UNICEF. Based on questionnaires sent to 44 countries and visits to eight countries, the resulting sector review has been published in booklet form in English and French and was available from the information booth.

After its own analysis of the report, the AfWG has evolved a recommended Work Programme to address the critical topics, grouped under four headings:

Political Profile  
Structural Issues  
Collaboration and Communication  
Implementation Issues

Detailed recommendations had been formulated for consideration in the Fourth Forum's regional sessions, including the establishment of a Regional Consultative Body with its own Secretariat. It was hoped that an external support agency (ESA) would volunteer to house the Secretariat. An African Consultative Forum was proposed for 1998. The AfWG also proposed wide dissemination of the Sector Review and its Main Report, plus other advocacy materials to be produced.

In addition, the Group had already made plans for presenting a resolution to the OAU highlighting the WSS sector in Africa.

As well as the substantive support provided by UNICEF for AfWG activities, Ebele Okeke expressed the Group's appreciation for financial support received from Norway and the Netherlands.

During Ms Okeke's presentation, African participants showed posters and distributed leaflets to colleagues from other regions with key facts and figures on African WSS – a well-received demonstration of the strength of feeling behind the Africa initiative.

In later discussion, some speakers from the floor noted that the Council's regional divisions did not provide a forum for those with specific interests in the Middle East. As there are many common interests among Middle Eastern and North African countries, it was suggested that a separate Group might be formed for the MENA region. Ebele Okeke spoke against the suggestion on the basis that the current AfWG was making forceful representations to the OAU and wanted to be able to include all OAU members in its constituency. (The Manila Action Programme also refers to the possibility of a MENA Group in the future).

## A11. Latin America

The report on the work of the Latin America Working Group was presented by **Mr Patricio Ribadineira**, from ANDESAPA in Ecuador. The Group also had available from its information booth, theme papers on four key issue areas and a Summary of its Final Report in English and Spanish.

Though not officially designated as a Working Group at the Barbados Forum, the initiative to bring together sector professionals in Latin America at regional meetings was proposed by the two Central American associations, CAPRE and ANDESAPA, and it had gone ahead with the Secretariat's approval and support, and with support from GTZ (Germany).

The first concerted effort to bring together Latin American countries specifically on the theme of water supply and sanitation, the Collaborative Council activity had so far involved a total of 44 participants. It had been well received, as there is a widespread recognition that the region needs to make best available use of all available resources. Following a meeting in Quito, Ecuador, in October 1996, individual agencies had accepted responsibility for developing strategy papers on four priority themes:

**Strategies for management and treatment of wastewater;**  
**Modernization of the WSS sector;**  
**Regulation and certification on a regional basis; and**  
**Rehabilitation of WSS systems.**

In addition, the *Quito Action Plan* included a proposal to establish a Latin American Chapter of the WSSCC and a Task Group was formed to prepare detailed proposals. Draft terms of reference and a draft agreement had been prepared and UNICEF Regional Office in La Paz, Bolivia, had indicated a willingness in principle to host the proposed Secretariat. The Task Group was meeting in Mexico City at the AIDIS Congress, which coincided with the Manila Forum.

The next step, which it was hoped would be achieved during the Regional Session in Manila, was to widen the constituency of the Regional Chapter to cover all the countries of Latin America, and to establish priorities which matched the needs of the whole region. It was hoped to include all stakeholders in the initiative.

## A8. Central and Eastern Europe and Newly Independent States (CEENIS)

The report on the work of the CEENIS Working Group was presented by the Group's Coordinator, **Mr Helmut Weidel** of Mountain Unlimited, Austria. The Group also had a 65-page Main Report available from its information booth.

The CEENIS Group (which has called itself **Group 29**) had undertaken a substantial amount of work in the two years since the Barbados Forum, with welcome support provided by the Swiss and Dutch Governments. Despite

formidable communication problems across a region of 29 countries with a combined population of about 420 million, the Group was achieving some success in bringing together sector professionals and promoting networking among those with common interests. A total of 60 sector professionals were currently involved in the network managed by Mountain Unlimited.

Four further national sector analyses had been added to the ten prepared before the Barbados Forum and the Group had also assessed materials generated by regional action programmes for the Danube and the Aral Sea.

Institutional issues are particularly important in the region, as most sector organizations are in the process of transformation. The situation is aggravated by lack of capital hindering implementation of even the most urgent tasks. Improved cost recovery and accountability are seen as critical to future progress in all the Group 29 countries. On the technical side, reconstruction and rehabilitation is necessary on both water supply networks and wastewater treatment plants.

To build on the established network and improve exchange of expertise through the region, Group 29 proposes the establishment of a permanent secretariat with a communication and information centre.

## A7. Small Island Developing States (SIDS)

The report on the work of the SIDS Working Group was presented by **Mr Alf Simpson** of the South Pacific Applied Geoscience Commission (SOPAC). The Group also had publications and visual materials on display at its information booth.

Amplifying the written Executive Summary in the Background Documentation, Alf Simpson commended the SIDS tool *Source Book on Technologies for Augmenting Freshwater Resources in Small Island Developing States*, which had been published with support from UNEP.

The SIDS Group had made good progress in sharing ideas among already committed individuals. That was the easy part. Now what was urgently needed was recognition among support agencies of the special priorities and vulnerability of small islands. The Group would continue to develop tools and solutions and to advocate strongly for action through such avenues as the *Alliance of Small Island States (AOSIS)*. The WSS sector was also critically influenced by factors normally considered by other specialists (oceanography and meteorology for example, with special reference to the El Niño effect). Improved sanitation is a crucial element of efforts to combat destruction of reefs.

Coordinators of other Working Groups are urged to develop linkages with the SIDS Group and to share expertise on the special needs of island states. The SIDS Group also urged donors and other support agencies to review the literature and visit the islands with a view to supporting priority projects.

## A2. Community Management and Partnerships with Civil Society (CMPCS)

The report on the work of the CMPCS Group was introduced by the Group's Coordinator, **Mr Raymond Jost** of the International Secretariat for Water (ISW) and amplified by **Ms Lilia Ramos** of Approtech Asia and **Mr Bunker Roy** of the Barefoot College Social Work Research Centre. The Group also had a 60-page Main Report and supporting materials available from its information booth.

The group itself was operating as a communication process, involving as many stakeholders as possible. In the two years since it was formed, it had involved a total of 80 participants from 25 countries, with equal numbers of men and women. The WSSCC mandate had been found to be a helpful catalyst in bringing people together, and the Group much appreciated the support provided for its work by Swiss Development Cooperation (SDC), The Netherlands and French Governments and Canadian CIDA.

More than 30 interesting Case Studies had been assembled on many different forms of partnership and the CMPCS Group had framed a *Draft Code of Conduct* for those seeking to implement community management programmes or projects.

The key messages emerging from the Group's work are:

- Adoption of a Code of Conduct with non-negotiable principles is a firm basis for success
- The whole approach needs to be based on *processes* rather than *projects*
- Community control of assets and the resource is a prerequisite
- The right to information is a crucial aspect of empowerment
- Indigenous leadership has the capacity to sustain community management without the need for capacity building, provided the right leaders are involved from the start
- Technology options must be wide-ranging and include those appropriate for community management.

The CMPCS Group has provided the Council with important tools and will be urging their widespread adoption and use. It was seeking a renewed mandate in order to pursue a number of topics in greater detail. These include: Use of *Ecovolunteers*; Case Studies and guidelines on traditional water management; and Ways of strengthening the capacity of communities to finance their WSS improvements. The Group also recognizes a need to work with the SIDS specialists on CMPCS approaches relevant to small island states.

In the later panel discussion, there was some concern that the Code of Conduct may be too inflexible in requiring full community financing of O&M. Raymond Jost responded that the Code is intended to support

community-based actions and its adoption means that ways need to be found to mobilize local, national and international support where necessary, but in ways which mean that programmes can be sustained from community-based resources. Future work of the group would help to identify and develop suitable financing tools.

There was concern expressed that the key role of NGOs and CBOs, though clear in the CMPCS report was not so apparent in other Working Group Reports. A suggestion is that future terms of reference for all working groups should include reference to the Code of Conduct, or that there should be more regular interchange of conclusions (and participants) among working groups.

## A5. Water Demand Management and Conservation (WDMC)

The report of the WDMC Group was presented by the Group's Coordinator, **Mr Lester Forde** of the Trinidad & Tobago Water and Sewerage Authority, who paid tribute to the important contributions to the Group's report from consultants **Mr Saul Arlosoroff** and **Mr Donald Tate**. The Group also had a 60-page Main Report available from its information booth. NB: The Main Report was updated following the Manila Forum and revised versions are now available on request from the Council Secretariat.

The WDMC Group presented its recommendations as a new paradigm for water resources planning and management. Instead of being based on a continuous plan to supply notional demand (the supply-driven approach), management needed to focus on a resource-based, demand-driven approach. This meant also a shift away from hardware approaches towards economic analyses. Blending economics, engineering and education was seen to deliver substantial benefits. Specifically, demand management: averts high investment in new resources; reduces degradation of existing resources; mitigates pollution, salination, waterlogging and erosion; and prevents conflict through inter-sectoral reallocation of water.

From a long list of key issues identified in the Main Report, Lester Forde highlighted five as being of particular importance:

- The necessity to build up a compendium of well-reviewed lessons and learned/case studies.
- Development of proper tools to support demand management such as fact sheets, guidebooks, manuals and checklists.
- A demand management component should accompany any water supply or irrigation loan or grant application.
- Demand management programs should be a pre-condition to any proposal to raise water rates by urban water utilities.
- In peri-urban areas women's organisations can be

very usefully employed to promote conservation awareness, also as a reporting system for losses, thefts, abuse of fire-hydrants etc.

The WSSCC was seen as well placed to promote the new paradigm through its networking arrangements, to assemble, analyse and disseminate case studies, to undertake collective advocacy, to promote reuse and recycling, and to collaborate with other professional associations such as IAWQ, ICID, IWSA and IWRA. The Group sees a need for the Council to help set up a special meeting at which wastewater reuse can be integrated into the Demand Management recommendations.

In later discussions, it was suggested that there was a need to elaborate the guidance on reduction of unaccounted for water (UFW). In some cases, economic pressure kept UFW low, because alternatives, including desalination were expensive. There was concern that some developing countries were seeing desalination as a supply option, without full consideration of the demand management implications. Lester Forde responded that "the jury is still out" on acceptable UFW levels, with levels of 10% quoted by Dutch sources, 13% from Sweden and a range of 10-20% from major British utilities. Desalination had not figured much in the WDMC group's deliberations, as it had been seen as a supply-side option that was not normally part of the WDM profile.

José Hueb pointed out that the O&M Group's guidance recommends an audit to find the individual components of UFW as a step towards minimizing it.

## **C2. INTERWATER and the Internet**

The report on the work of the INTERWATER Task Force was presented by Mr Dick de Jong from the IRC International Water and Sanitation Centre. The INTERWATER web site and a prototype Collaborative Council Home Page were demonstrated with an active Internet connection on the INTERWATER information booth.

When the INTERWATER concept was approved in Barbados, the intention was to establish a gateway to WSS sources of information on the Internet and to bring together partner organizations to provide mutual links among relevant sites. The rapid evolution of Internet activity and increase in electronic information exchange via E-mail meant that the concept had also had to evolve. A show of hands in the auditorium showed that about 70% of participants have access to E-mail, though access is very restricted in Africa. Far fewer (25% or less) indicated that they access the Internet.

Since Barbados, the INTERWATER Guide to sector information has become operational, as a result of work by IRC. Links have also been established with the Global Applied research Network (GARNET), to extend the scope of information retrievable from the site. The prototype Home Page for the Collaborative Council was also being developed in collaboration with GARNET.

Ideas for facilities to be incorporated in the Home Page were listed in the Executive Summary (C2) in the Background Documentation and the Task Force was seeking feedback from members on which elements would be of most use to them.

IRC and GARNET have their Home Pages at the OneWorld Online site and this organization has a project that may prove advantageous to the Council and its members in developing countries. The *Southern Partners* project provides support for Third World agencies wanting to link to the Internet and establish their own Web pages. Further investigation is in hand to determine whether there are opportunities for Council members, or the Regional Chapters, to obtain support through the project.

The INTERWATER Task Force was conscious of the limited Internet accessibility at present and, like GARNET, sees scope for more E-mail networking through listservers as a productive avenue for the Council to pursue. The intention was that the original Task Force would hand over responsibility for progressing Council E-mail and Internet communications to the Secretariat, with IRC and GARNET continuing to provide steering advice and technical support through a reconstituted Task Force/Steering Committee.

## **C3. Human Resources Development, Education and Training (HRD)**

The report on the HRD Task Force was presented by the Task Manager, Mr Frank Hartvelt of UNDP. The full report on which the Executive Summary (C3) was based, was also available from the information booth of the Institutional and Management Options Working Group.

The HRD Task Force had been concerned that there are many thick manuals on human resources development, but little consistency in the advice given and little which captures the specific needs of the WSS sector. HRD is part of the larger concept of capacity building and closely linked to institutional development and the creation of an enabling environment for sustainable development. Policy and institutional issues therefore become an important part of the HRD framework.

Modern distance-learning techniques offer opportunities for globally consistent packages to be available at affordable cost, but it is important to have standards and guidelines that are consistent with sectoral thinking. The WSSCC therefore has a continuing role in monitoring and guiding developments in this area and others.

One of the HRD Task Force's most important recommendations concerns targeting schools and children not in school. A great deal of educational programmes and materials exist, but do not get into the hands of those who can make best use of them. As well as aiming to ensure that schoolteachers have access to the wealth of material available, the aim also needs to be to use story tellers, radio programmes and other methods to convey water, sanitation and hygiene messages to

children who are not able to attend school.

## **A1 Country-Level Collaboration and National Sector Strategies**

When the Collaborative Council first came into being in Oslo in 1991, improving collaboration at the country level was seen as one of its prime objectives. A Working Group coordinated by Brian Grover in his Canadian CIDA days reported to Rabat in 1993, after examining and documenting case studies from some 10 countries and formulating guidelines on how CLC could be improved. The Rabat report remains an important tool for countries and ESAs wanting to establish coordinating mechanisms among all the stakeholders in the water and sanitation sector.

Things have moved on, and the new working group, coordinated by Gouri Ghosh of UNICEF, has been able to update CLC experiences. The Executive Summary (A1) cites another 12 examples from which Council members can take advantage of others' experiences. Copies of a number of the case studies were available from the Group's information booth. In reviewing these experiences with the Council members involved, the Group established a series of recommendations on the development of sector strategies:

- Situation Analysis (review current policies, focus on equity, use appropriate indicators)
- Sector objectives linked to national socio-economic framework
- Identify intra- and inter-sectoral linkages, main stakeholders and target groups
- Plan capacity building, including HRD, institutional and legal frameworks and gender considerations
- Ensure sustainability through cost sharing mechanisms, technology transfer and community participation
- Formulate an investment plan
- Elaborate a feasible implementation plan

The Group suggests some follow-up actions of its own:

- National workshops to disseminate information on CLC methods
- A national strategy for CLC with regular reporting back
- Collaborative Council to keep members informed on CLC progress
- ESAs to support CLC and help countries to implement it

In later discussions, Gouri Ghosh indicated that the Working Group may now create a small Task Force to help Regional Chapters of the WSSCC to continue CLC activities in Africa, Asia and Latin America. He also agreed with participants from the floor that Civil Society representatives should be involved in CLC activities.

## **A3 Sanitation**

Coordinator of the Working Group on Sanitation was Mayling Simpson-Hébert of WHO, Geneva.

The Group's major output is a *Sanitation Promotion Kit*. The ring-bound blue folders, which were freely available from the group's information booth, contain more than 40 separate elements. Agencies can select and use any items that seem relevant to their sanitation programmes. The final page of the Working Group's Executive Summary gives the full list of contents of the Kit.

Examples include a flyer on "How to gain political will", with an example of a press story, and suggestions of ways to catch the attention of key decision makers at the highest level. There are also checklists, including one on how to make sure that your sanitation programme is gender sensitive.

These are practical tools, convenient to copy and distribute, short enough to be translated into local languages, and, importantly, authoritative because they are based on the collective expertise of experienced professionals in the sanitation field.

Having produced the Kit, the Sanitation Working Group has completed its work and did not seek to continue after Manila. However, there is clearly a need for Promotion of Sanitation to remain high on the agenda of the Council and the sector as a whole. The Group made a number of suggestions as to how that may be achieved:

- Agencies reprint the kit in whole or in part with their own logos and disseminate/use it
- Country programmes translate the kit into local languages and distribute it widely
- Country or district-level workshops on sanitation promotion
- Incorporation of elements of the Sanitation Promotion Kit in training courses and university curricula
- Regional Sanitation Working Groups (leading to regional versions of the Kit)
- Field testing of checklists and worksheets
- Inclusion of the elements of the Kit on the Council's Home Page on the Internet

The Sanitation Promotion Kit is still in draft form for review. Evaluation forms are provided with the Kits and should be returned to WHO by the end of January 1998, at which time it is hoped that the Kit can be finalized.

In the later discussion, there was some concern expressed that other Working Group reports do not reflect the importance of hygiene education as a critical component of any WSS programme (similar comments relate to gender issues and community management). Mayling Simpson-Hébert pointed out that the Sanitation



promotion Kit is rich in hygiene education materials, including a detailed checklist. This provides the opportunity for greater advocacy and more widespread adoption of hygiene education components. Participants were also told that UNICEF is preparing a hygiene education manual in collaboration with WHO and the London School of Hygiene and Tropical Medicine. Publication is scheduled for 1998.

## **A6 Advocacy and Communication Strategies**

Kathy Shordt from IRC was the Coordinator of the *Advocacy and Communication Working Group*. Earlier activities by the Working Group on Information, Education and Communication led to a number of publications that remain important tools for advocacy and communication. They are listed in the Publications Catalogue that was distributed at the Forum. In several cases, including the communication case studies and the advocacy tool "Towards a Communication Culture", the publications have been translated and are available in English, Portuguese, Spanish and French.

The Working Group is now helping to put its ideas into practice and in the Group's full report are descriptions of programmes in Guinea-Bissau and Mali in which the principles developed by the Group have become the basis for communication programmes.

The Group identified three key advocacy objectives, which reflect the current imperatives of the sector:

- Raise the profile of water and sanitation and its importance
- Create awareness of the importance of enabling policy and legislative environment
- Focus on support for community decision-making, accountability, management for integrated environmental sanitation, water and hygiene programmes

Priority target groups for the advocacy messages include: national policy makers and planners, particularly, economists, social planners; senior politicians and civil servants; donor agencies senior planners and staff; and the press/media. In the case of the third item, the target audience includes the Collaborative Council's own Working Groups and Task Forces as well as programme designers and planners in government and donor agencies.

One of the recommendations of the Working Group is that individual Council members carry out an advocacy role - advocacy for the sector to raise its profile, and advocacy for the Council to spread its influence. The Group suggests some simple ways -- discussions with colleagues and in committees or networks; inviting

senior colleagues to meetings or seminars at regional or global level to hear the key messages of the sector; using the media to spread messages. Things everyone can do, using tools that are already available, and others that need to be developed.

As for national advocacy and communication, the group recognizes that every country's situation is different and that there is no blueprint model to suit everyone. Instead, it puts forward three different strategies for structured communication:

- Community development and participation
- Communication for behavioural change
- Improved programming through communication, information and education

The idea is that each water and sanitation programme should have a communication strategy taking a mix from what the group calls the "communication spectrum".

In the case of the Council itself (and here the Council is taken to mean the Secretariat, the Working Groups and the Regional Chapters), the Group notes that advocacy materials need to be developed and made readily available to everybody, if members are all to become ambassadors for the cause.

## **A9 Institutional and Management Options**

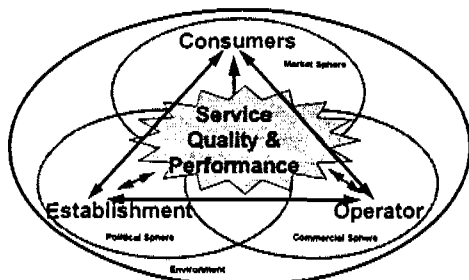
The IMO Group reported in Barbados on a range of options for public/private partnerships in water management, and the French version of Dominique Lorrain's book *Gestions Urbaines de l'Eau* was published to coincide with the Barbados Forum. The English version *Urban Water Management* is now in print and copies were distributed at the IMO information booth, along with copies of the Group's 200-page Main Report.

Since Barbados, the Group has expanded the range of options analyzed, including a further 14 case studies and three examples of international cooperation. It has also had the opportunity to look closely at the way that water services are managed in the Netherlands. This example is seen as a valuable addition to the French and British models been reported on in the past. The Dutch system is described in some detail in the Executive Summary and in the Working Group's Main Report. It involves autonomous, for profit public limited companies in which all the shareholders are municipalities and provincial governments. So it has the benefits of both a commercialized approach and public accountability built into the institutional structure.

The IMO Group has drawn comparisons of the different types of public/private partnerships in relation to a whole range of legal, financial, quality and performance issues and set these out in a Table in the Executive Summary. It provides a helpful reminder of the issues to be taken into account when selecting the most appropriate model for any particular city or region. Another reminder of the

importance of involving all stakeholders in water management comes in the form of the "Balance of Market Forces" diagram, which shows how service quality and performance are influenced by interactions among consumers, the establishment, and the operator of a water service.

### Balance of "Market" Forces



The roles of each partner are spelled out in the Executive Summary, as, just as importantly, are the crosscutting aspects that need to be considered.

So, the IMO Group has extended the guidance available for decision-making on appropriate water management systems. It stresses that not much work has yet been done on public/private sector cooperation in the wastewater and sanitation sector and identifies this as a topic for separate study in the future. Meantime, the Group is asking ESAs to support countries with institutional reform, awareness raising and advocacy, as well as sharing of experiences.

The Group envisages a growing Collaborative Council dossier of knowledge, which can be made available to all.

In subsequent discussion of the Synthesis Report, Frank Hartvelt indicated that the Dutch Government had indicated a willingness to continue its support for the IMO Group. In addition to the planned work on options relevant to the sanitation sector and institutional reform, future activities would also focus on institutions working with the urban poor.

### A10 Lusophone Initiative

The Lusophone initiative was launched in 1991 at the Oslo Forum to look into different WSS issues that are recognized as common problems in the Lusophone countries of Africa. Some progress has been achieved specially in training activities focused on operation and maintenance (O&M) of water supply and sanitation systems and translation of O&M documents. A training course on management of rural WSS systems has been established by the National Directorate of Water Affairs of Mozambique in collaboration with the O&MWG and Swiss Development Cooperation. Courses addressing issues such as Leakage Control and Management of urban WSS will be established in the future.

Although IRC has conducted very useful studies on information in most of the African Lusophone countries, little has been achieved in terms of integrating them into existing documentation/information systems such as REPIDISCA, managed by PAHO. A meeting is being organized to take place in Sao Paulo, Brazil, to explore ways of achieving such integration.

### B1 Services for the Urban Poor

Ivo Imperato acted as coordinator for the original Urbanization Working Group and the SUP Network during his time with the Italian Government and with UNCHS. The original Council Working Group on Urbanization, established in Oslo in 1991, carried out a huge literature review, cataloguing and analysis of published material on water and sanitation in low-income urban areas. The comprehensive report to the Rabat Forum in 1993 remains a valuable tool for anyone working on peri-urban water and sanitation programmes. The document is now being prepared for publishing in English by commercial publisher E&F Spon in the UK. Unfortunately funding has not been found to prepare versions in other languages.

Since Rabat, the group has operated as a network on Services for the Urban Poor and has a broad-based membership of professionals sharing experiences and knowledge through workshops, the *Voices from the City* newsletter of USAID's Environmental Health Program (EHP), and E-mail. Its members are enthusiastic advocates for their cause and its activities are having a marked influence on sector thinking.

Between Rabat and Barbados, the Italian Research Institute CERFE continued to develop and analyse the information bank. The Network presented an updated report to the Barbados meeting, adding analysis of another 200 documents to the 400 analysed before Rabat. The analyses showed positive trends in approaches to the provision of services for the urban poor and led to recommendations on how the Network could direct its efforts towards advocacy and effective dissemination of its research outputs.

The 1995-1997 period has been a difficult one for the Network's two main funders, Italian development assistance and UNCHS (Habitat). Despite funding constraints, the Network has been able to organize some advocacy and dissemination activities and these are leading to increased application of its findings in the field.

Workshops were organized with local partners in several countries. In Cape Town, South Africa, local authority personnel took part in a workshop that has led to an ongoing pilot research project, which should soon produce spin-offs in the field. In Sao Paulo, Brazil, two

workshops involving local water utility staff have led to a full-scale programme for service provision in squatter settlements. In Caracas, Venezuela, and Recife, Brazil, the Network's findings are being used as the basis for the formulation of large World Bank-funded programmes for the provision of services in squatter settlements and other low-income areas. A sub-regional workshop for East Africa was organized in partnership with the UNDP/World Bank Water and Sanitation Programme.

The Recife Statement, drafted at a SUP Network-sponsored meeting, was a powerful input to the Habitat II Conference in Istanbul in June.

Looking ahead, it is felt that regionalization, through lead institutions in strategic locations, would be the key to promoting an ever-wider dissemination and application of the Network's findings. Participants were invited to try and identify possible host agencies for operating regional networks. It may also be possible to explore ways of linking the SUP network into any regional networking activities to be initiated by the Council's regional chapters or into the Local Network Centres now being established through GARNET.

At the global level, CERFE has continued to manage the information base and the networking activities and is willing to continue to do so if funding support can be found.

In later discussions, Ivo Imperato noted that a spin-off of the SUP Network was a new *International Forum on Urban Poverty*. The inaugural meeting was scheduled for Florence in the week after the Manila Forum and WSSCC would be represented there. It provided an opportunity for WSS issues to be considered alongside such topics as social exclusion, vulnerability and income opportunities for the urban poor.

## **B2 Operation and Maintenance**

Operation and Maintenance (O&M) was one of the seven topics chosen as priorities for analysis by Working Groups at the Collaborative Council's first Global Forum in Oslo, Norway, in 1991. The mandate has been extended for a further two years at each of the last two Council meetings - in Rabat in 1993 and in Barbados in 1995. Since the Oslo meeting the Group has met annually issuing proceedings of each meeting.

The Group has looked at all aspects affecting the sustainability, efficiency and effectiveness of water supply and sanitation agencies, not just the engineering aspects of the problem. Tools affecting many of these factors have been prepared and many more have yet to be prepared. An issue of special concern to the Group is development of the capacity of the local private sector in developing countries, to enable this important sector to participate in the operation, maintenance and management of WSS systems. The OMWG urges the

WSSCC to have this important issue addressed by any Council working group or task force involved in capacity building for the private sector.

Through its past work, the Group has identified the key factors and constraints which are directly related to O&M performance as: inadequate data; insufficient and inefficient use of funds; poor management of water supply facilities; inappropriate system design; low profile; inadequate policies and legal frameworks; overlapping responsibilities; political interference. The aim has been to develop tools for addressing these constraints and to test and refine them through practical application. The Group's full report for the Manila Forum has full details of the tools prepared by the Group since Oslo. These tools were on show at the O&M information booth, along with an O&M Promotion Kit, which is now available from the Council or the Group's Coordinator, Mr José Hueb of WHO.

Development, dissemination and testing of tools remains a prime aspect of the OMWG's work. One of the important features of the Group's progress since the Barbados Forum has been the dissemination of tools at ten national and seven regional workshops. A number of additional activities are being conducted by selected ESAs through the use of the O&M tools

Changing sector requirements, such as increasing private sector involvement, mean a changing scope for the OMWG. Recommendations from the New Delhi Workshop, which were discussed further at a Core Group meeting in February 1997, led to a conclusion that an evaluation of past activities and an assessment of planned future operations would be beneficial.

The OMWG tools are being well received and with successful promotion demand for them is increasing. This has led to some dissemination difficulties and a need for a faster response time. At its New Delhi Meeting, the OMWG concluded that the best future option for the Group was a strong Core with inter-linked regional centres and a task force to initiate the transfer of materials and ideas. An active network of contact organisations experts and specialists is already being operated by the OMWG. This has been invaluable in assisting the preparation, testing and dissemination of tools to date.

Until now the work of the OMWG has been to promote best O&M practice by developing promoting and disseminating tools. The focus of the Group's activities in the future will be to develop a more proactive role in the application of the tools.

## **B3 GARNET**

Andrew Cotton of the Water, Engineering and Development Centre (WEDC) acts as Coordinator of the GARNET network.

GARNET was the Collaborative Council's first network, and it now has 16 separate topic networks through which participants can share information on applied research.

The topic areas are listed in the main report from the GARNET Group, which was available on the information booth. There are no charges involved and network members have regular contact with specialists from all over the world who share their interests.

In its development work, GARNET has created a model for sharing information which will be of interest to others setting up networks in the future and for the Council as a whole in developing its communications with members between Global Fora. The attractive features of the system are that participants receive information only on their selected topic or topics and that the information sharing does not depend on users having access to the Internet. One highly effective dissemination method used by a number of the topic networks is through list servers which send E-mail from one network member to all others in the network who have E-mail addresses. It is fast and effective and encourages dialogue on individual problems or areas of concern.

Each Topic has a Topic Network centre, which is responsible for keeping members up to date through newsletters and bulletins in addition to the electronic information sharing. GARNET's Global Network Centre at WEDC in the UK supports the Topic Network Centres, manages a Web site where you can find out a lot more and have queries answered, and publishes the GARNET Newsletter.

During the two years since Barbados, GARNET has made considerable progress in decentralizing its activities. Three local network centres have been established:

**CINARA (Latin America)**

**CREPA (West Africa)**

**ICDDR,B (South Asia)**

Like the Council as a whole, GARNET is reaching out to a wider audience through these local network centres, while ensuring that its information sharing is highly relevant to the regional research needs. In Latin America and West Africa, the local centres are also providing a mechanism for overcoming the language barrier. They will need support for translation costs and for other networking activities, but the benefits of multilingual operation will be very significant in these two regions.

Among the activities planned by CINARA in Colombia, for instance, is translation of the newsletters from GARNET's topic networks, to make them available to the Latin American audience. CREPA in Burkina Faso plans a similar activity for West Africa on a demand-driven basis. At the International Centre for Diarrheal Disease Research in Bangladesh, GARNET workshops are helping to set the agenda, and a Web site has recently been established. At the GARNET booth, participants were able to visit the Global Centre Web page and the South Asia one.

More local networks are envisaged and at the time of the Forum, one was already being set up in the Philippines

under the auspices of Rory Villaluna from the ITN Centre.

In subsequent discussion of the Synthesis Report, Andrew Cotton indicated that support provided by ODA (now DFID) would continue, but GARNET was seeking additional support from other donors for continuation of the local network centres and further decentralization.

## **C1 Documentation and dissemination**

In the past, resource constraints have hampered the Council in efforts to publish and disseminate the kind of documents that convert its discussions into practical outputs. There are plans to change that. A first step is to catalogue the documents, sort them by subject, and let everyone know that they exist and how copies can be obtained. A preliminary version of the catalogue was distributed at the Forum.

It was intended as very much a starting point, not the end product. Tony Milburn of IAWQ and Stephen Parker of IRC had tried valiantly to obtain information from past and present working group coordinators and others to produce as complete a list as possible of Council-generated documents. The intention is that the catalogue will be brought up to date, organized according to the Council's key topic areas and into categories (tools, case studies, background materials, etc) and used both as a useful source of information for all members and as a marketing tool for the Council. Documents will also be listed on the Council's Web Page. Responsibility for keeping the catalogue up to date will be with the Secretariat.

## **C4 Emergency measures in the WSS sector**

This task force was created in Barbados, because of the evident need for guidance to relief agencies on how to coordinate water and sanitation programmes in emergency situations. That need has become even more apparent since, with the refugee crisis in the former Eastern Zaire as just one example of how better coordination and recognition of the long-term benefits of providing effective water and sanitation services could have prevented so much of the suffering.

That particular crisis was at its peak in November 1996 when the Council's Mid-Term review took place in London. On the initiative of the Task Force, an appeal was sent from the then Chairperson, Margaret Catley-Carlson, to Executive Heads of leading relief agencies. Among other things, the Council urged agencies to recognize the importance of coordinating their water, sanitation and hygiene activities, using common approaches and recommended an interagency task force to monitor and advise on the water and sanitation situation.

Interagency coordination did follow and there is evidence that cooperation is improving in other refugee situations.

Meanwhile, the Council Task Force continued to evaluate and compare different agencies' attitudes and strategies in handling emergencies and to identify management and training tools and examples of best practice. A survey questionnaire was sent to 170 agencies in 90 countries and many responded.

Analysis could not be completed before Manila, but would be undertaken for reporting to Council members in the near future.

#### **B4 Gender issues**

Gender is one of the Council's key cross-cutting issues and the Gender group, now converted into a network, has worked diligently to ensure that gender issues are reflected in the work of all the Council's activities. As well as the Executive Summary in the background documents and the Group's Main Report available from the information booth, the group circulated a third document which analyses how each of the other groups is dealing with gender, based on the content of their executive summaries.

Outputs from the Gender group include the two Sourcebooks, which have been very well received and two literature reviews. Now that it has become a 60-strong network, GENNET as part of the GARNET topic networks, it has its own newsletter and is continuing to influence programmes in the host agencies of its members as well as in the Council's working groups. A new flyer was available on the information booth, and a gender checklist was included in the sanitation promotion kit.

Following the brief synthesis report on GENNET, its Coordinator, Christine van Wijk of IRC, conducted a participatory *Gender Quiz* in which participants responded to a series of leading questions which helped to illustrate the different (usually inappropriate) roles of men and women in the use and management of water and sanitation systems.

### **The Council's Advocacy and Communication Challenge**

A joint presentation by **Mr Ashoke Chatterjee** of the National Institute for Design in India, **Mr Hans van Damme**, Special Adviser to the WSSCC, and **Mr Brian Appleton**, WSSCC Communication Officer, described the challenge facing the Council in disseminating its findings and advocating for their widespread application. A two-page listing of the *Recommended Elements of a Communication Strategy* was circulated as a discussion document (Annex 3). A more detailed synopsis of the joint presentation is included in Volume 2.

Ashoke Chatterjee posed the question: "What might Council members (stakeholders) expect from the WSSCC in terms of advocacy and communication?" The expectations, he suggested emerge from the Working Group recommendations and the Council's declared aim to raise the profile of the sector and accelerate progress towards sustainable water and sanitation services for all.

Three common threads seem to dominate the Groups' conclusions:

- The need for participatory structures and people-centredness and empowerment
- Achievement of greater political will, not just to finance the sector better, but also to implement the social and structural changes needed to empower stakeholders
- Sustainability, achieved by learning from the mistakes of the past and comparisons with other developmental sectors.

Implications for the WSSCC include: a need to document all case studies (failures and successes); development of monitoring and evaluation tools which reflect progress in establishing the participatory approach and achieving sustainability; and a priority for the promotion of sanitation as a critically urgent need.

Hans van Damme suggested ways in which the Council might respond to the advocacy challenge. Emphasizing that "the Council is all of us", he urged all participants to consider themselves part of a global and local advocacy campaign for the Council itself and for the sector as a whole, focusing on the key messages highlighted by Ashoke Chatterjee.

Targets for advocacy were wide-ranging, taking in all the sector stakeholders, from communities to politicians. The process is two-way and participatory. In other words, the sector and the Council need to learn from their dialogue with all stakeholders and adjust their guidance accordingly.

Based on the recommendations of the Advocacy and Communication Working Group, the Council now needs to coordinate advocacy initiatives with common direct messages. It may be seen as a new special initiative to relaunch WSS, or be directly linked to the proposed development of a vision for the sector (Vision 21).

Four immediate actions were suggested:

- Establish an initiating group (perhaps the Vision Task Force) to spell out the key messages
- Decide on achievable targets related to the key messages
- Integrate experience, drawing in the special knowledge of the Council's Working Groups and any outside experiences which may be relevant
- Develop a joint advocacy approach involving major Council member agencies and linked to key forthcoming events.

Brian Appleton focused on the Council's communication role in relation to the five suggested elements of a communications strategy: Internal communication; Dissemination of documents; Putting results to work; Sector advocacy; and Public relations.

The outputs of the Working Groups on show in Manila made the Council a major information resource for the

sector. It is also a resource of expertise, through the participants in its Fora and its Group activities. The move towards regionalization adds another dimension to the scope for wider dissemination and application of the tools and documents generated by the expert groups.

Word of mouth is one of the best communication tools and all participants were urged to see themselves as ambassadors for the Council, spreading word about its activities among colleagues, on committees and at conferences and workshops. The Secretariat was attaching high priority to improving communication with members and to a wider audience.

A register of interests (Annex 4 - please complete it if you haven't done so already) will help to target information to those who can make most use of it. Electronic communication is expanding rapidly and will become an important communication medium. But the Council is aware that a significant group of its membership does not have E-mail access. Some external support agencies with country offices have indicated a willingness to act as information gateways or E-mail focal points and this venue will be explored further. Though Internet access is restricted it is a convenient way of making information available on a daily basis and ideas for the Council's Home Page are also being pursued.

Participants were urged to make their own suggestions to the Secretariat, so that the advocacy and communication strategy can take advantage of all opportunities.

## **The Water Utilities Data Book**

Mr Arthur McIntosh of the Asian Development Bank reported on an ADB Workshop that had been organized to coincide with the Manila Forum. On the morning before the Forum started, 40 participants had reviewed the ADB's *Second Water Utilities Data Book*. This publication provides data and analyses of the performance of more than 50 water utilities in the Asia Region. Since the first book was published in 1995, it has proved to be an invaluable reference source.

The new book has evaluation criteria for judging utility performance. Its statistics show that all main indicators have improved in the period 1991 to 1995, except that unaccounted for water remains at 35%.

The book is seen as a valuable tool for the region and a useful model for other regions to follow. It is known that plans are already in hand to develop a similar publication in Africa and the ADB experience is seen as extremely valuable. The Chairperson congratulated ADB on the high quality of the book and its content and commended it to all participants.

## **Hosting of the WSSCC**

Dr Wilfried Kreisel, Executive Director, World Health Organization, reported on WHO's experience as host of the Collaborative Council since its establishment in

1991. The arrangement had been mutually beneficial and had helped to strengthen WHO's own involvement in the Council's activities and in the sector as a whole. WHO was happy to continue support for the Council by hosting the Secretariat.

Dr Kreisel welcomed the proposed sanitation initiative, which reflected well widespread concern among all relevant international organizations about the need to strengthen and accelerate sanitation improvements. UNICEF and WHO had forged new agreements on a joint strategy for WSS and would be closely involved with any new initiative.

The full text of Dr Kreisel's contribution is included in Volume 2.

### 3. ISSUES RAISED IN OPEN FORUM, EVALUATION OF THE COUNCIL, THE GLOBAL WATER PARTNERSHIP, AND THE ADB WORKSHOP

The Open Forum allowed participants to raise questions or contribute information not directly linked to items on the Forum Agenda. Separate plenary sessions were devoted to explanation of the Evaluation of the Council, which was initiated in Manila and to a forum conducted by the Evaluation Team. In information sessions, participants were brought up to date on activities of the Global Water Partnership and given a report on the Asian Development Bank Workshop on the Water Utilities Data Book, which had immediately preceded the Forum.

#### Open Forum

##### **Global Environmental Sanitation Initiative (GESI)**

Following a proposal by Dennis Warner of WHO, supported by Gouri Ghosh of UNICEF, the discussion revealed overwhelming support for the launch of a new *Global Environmental Sanitation Initiative*. Among the points made by participants were:

- Current sanitation coverage is shameful and getting worse, with 2.9 billion people unserved in 1994
  - Political will is vital if the situation is to be reversed
  - The WSSCC has good credentials to coordinate a sanitation initiative, as it brings together key players in a neutral forum and has produced a major working tool through its Sanitation Working Group
  - The basis of the initiative should be related to individual agencies (or individuals) making their own commitments and linking them to a global knowledge network
  - IRC is seen as the right agency to act as hub for the knowledge network
  - Involvement of NGOs, CBOs and professional associations is essential
  - The initiative should be targeted at serving the unserved through appropriate sanitation systems and ecological alternatives. Its focus will be on the rural and, particularly the peri-urban poor, and it needs to recognize the many failures of waterborne sewerage in developing countries. Guidance on technology selection will be important
  - A major challenge is to replicate and scale up individual successes such as the Sulabh experience in India on a world-wide basis
  - The Sanitation Promotion Kit lists priority research needs which should be addressed as part of the initiative
- There are several examples available of willingness to pay for improved sanitation systems, with the right approaches. Increased availability of credit may be an important avenue to explore.
  - The Council's Regional Chapters need to be equipped to support local initiatives with advocacy materials and access to technical support.
  - There was some concern about "initiative fatigue", and suggestions that the sanitation drive should be linked to existing initiatives. It was also suggested that sanitation priorities should be brought on to the CSD agenda via the planned Experts Meeting on Safeguarding of Freshwater Resources in Harare in January 1998.
  - A similar concern related to village-level perceptions of compartmentalized initiatives, whereas communities seek to develop with integrated programmes.
  - A show of hands showed overwhelming support for the launch of an initiative (see the Manila Action Programme in Section 5 of this report)

#### **World Water Day**

Responsibility for organizing the international effort associated with World Water Day (22 March) 1998 rests with UNICEF and UNDESA (Department of Economic and Social Affairs). The selected topic is *Groundwater: An Invisible Resource*. The two UN agencies have sent ideas to all countries suggesting the types of events which may be appropriate. Any agencies wanting support for World Water Day activities are encouraged to apply to UNICEF (Gouri Ghosh's contact details are on the participants' list). IRC is acting as a focal centre for information dissemination about planned activities. The French Government is hosting a major Water Conference in Paris to coincide with World Water Day.

#### **RWSS Conference, May 1998**

The UNDP/World Bank Water and Sanitation Programme is organizing a rural water supply and sanitation conference in Washington DC on 5-8 May 1998. The conference is being seen as an opportunity to consolidate welcome recent moves within the Bank towards support for more rural WSS projects. Participants were invited to a briefing during the Forum with the aim of helping to design the conference format and agenda.

#### **Advocacy outside the sector**

There is scope (and a need) for WSS professionals to raise awareness of their counterparts in other disciplines of the critical issues in WSS. Evidence is that

economists, planners and other professionals are receptive to WSS messages, but rarely get exposed to them. There is also an urgent need to get messages across to the higher levels of government in developing countries and donor countries. Suggestions include concise summaries of WSSCC conclusions sent directly to heads of governments and followed up where possible by visits by the Chairperson. DC professionals need the authority of the Council to back their own advocacy efforts.

### **Inter-regional exchanges**

While regionalization of Council activities is welcomed, it should not lead to duplication, or to isolation. Exchanges between regions will be important, and the Council needs to be sure that there is cross-fertilization and transferability of documentation wherever possible.

### **Stakeholder participation**

Accepting that the CMPCS Working Group has developed valuable guidelines on partnership approaches, several participants voiced reservations about the practicalities. There were also concerns about inadequate representation of different stakeholders in the Council's Fora and activities.

One reservation relates to the complete "swing of the pendulum" from governments doing everything to communities doing everything. This perception needs to be avoided, as the guidance is that all stakeholders have a potential role to play and a mix is the norm. Problems of stakeholder participation also relate to ability to pay. New methodologies are needed for ensuring as full an involvement as practical, and for encouraging involvement of those who may not perceive any benefits. There is a feeling that mistakes have been made in some decentralization of water supply agencies and that lessons can be learned to benefit future decentralization of both water and sanitation.

In relation to stakeholder participation in the WSSCC itself, it is acknowledged that two groups are generally under-represented: consumers and the private sector. In each case there are practical difficulties. To open up the Global Forum to private consultants, contractors and utilities would mean arbitrary screening to maintain a balance of numbers. Some members also believe it would change the character of discussions and perhaps inhibit open speaking about unsuccessful approaches. In the past, the Council has sought to have the private sector represented through professional associations, but this approach needs to be reviewed. The difficulty with consumer representation is identification of representatives. Suggestions are welcome. *(Post-Forum reflection: The Secretariat is wrestling with a definition of Council "membership" and considering a category of "corresponding member", to be fully informed about relevant Council activities and contribute to Working Groups, etc. but not entitled to participate in the Global Fora As well as private sector WSS professionals, it would include non-WSS professionals with linked interests. Comments invited)*

## **Water Quality Issues**

Since the Water Pollution Control Working Group (WPCWG) came to an end in Barbados, water quality issues have dropped from the Council's agenda. As urban pollution is a major concern, there is a gap to be plugged. The WPCWG's treatise *Water Pollution Control* has now been published and reflects the Council's approaches on the issue, but continuity is necessary.

### **Arsenic in water**

A very specific request for help from Council members came from Ms Bilqis Amin Hoque of the ICDDR,B in Bangladesh. Noting that 60% of water resources in Bangladesh have excess arsenic levels, she asks for information on dealing with this problem.

## **Evaluation of the Council**

In the opening session of the Forum, Richard Jolly informed participants about progress in initiating the Evaluation of the Council first suggested at the Barbados Forum. At the Council's Mid-Term Review Meeting in London in 1996, Margaret Catley-Carlson had been given the mandate to put together an Evaluation Team and draft terms of reference for consideration in Manila. The advance work was seen as important, as the Manila Forum provided an ideal opportunity for the Evaluation Team to begin its work and to seek out the views of participants. The Manila agenda included a Forum to be conducted by the Evaluation Team after the discussion of the outcome of the Regional Sessions.

David Collett, former Director of WaterAid, now a private consultant, was introduced as the Evaluation Team Leader and participants were encouraged to assist the team by completing questionnaires which were to be distributed and by talking freely about their experiences of the Council with the Team Members.

David Collett introduced his three colleagues and indicated that they would divide their work regionally, matching the Council's regions:

**Raquel Alfaro** from Chile will cover the Latin America region and the Small Island States

**Len Abrams** from South Africa will cover Africa

**Guy Carrier** from Canadian CIDA will cover CEE and NIS countries

**David Collett** will cover Asia and also the external support community.

The Team will look backwards and forwards to give guidance on the Council's performance and future role/activities. It is scheduled to present a Draft report by May 1998 to the Council's Evaluation Steering Committee, led by Richard Jolly. The Steering Committee will return comments for consideration by the Evaluation team which will then decide on its final report. That report will be delivered to the Steering Committee in October and circulated to Council



members, together with the Steering Committee's reactions.

At the Evaluation Forum later, the Team elaborated its Work Plan (Annex 5) and urged participants to help by spending 20-30 minutes completing the questionnaire, which could be returned in Manila or by post or fax later.

A substantive discussion point was the nature of the evaluation and, as a consequence, the possible need for it to include at least one member unconnected with the Council. Several participants favoured regarding it as an external evaluation or audit of the Council's performance and therefore needing to be independent.

The counter view, which had been favoured by the Evaluation Steering Committee was that the major purpose was to guide the Council and reassure its funders. There was benefit in the Team members having a familiarity with the Council's origins and activities, as otherwise, the evaluators would need time to understand the complex background.

All accepted the integrity and independent-mindedness of David Collett and his Team and the consensus was that the Team would be able to produce a valuable report, though further consideration would be given to the practicalities of adding a fifth independent member (*Post-Forum review resulted in the Team being left at four for financial and logistical reasons*).

Suggestions from the floor were that the Evaluators should look at bodies with similar aims to the Council, including the International Programme on Chemical Safety (also housed in WHO), the Steering Committee on Nutrition, and the European Association of Development Institutions.

GARNET is undertaking an evaluation of its own (November to January) and it may be worthwhile for the Council Evaluation Team to contribute to that evaluation too.

## **The Global Water Partnership**

**Mr Torkil Jøneh-Clausen**, Chairman of the Technical Advisory Committee (TAC) of the Global Water Partnership (GWP) gave participants a summary of the GWP's background, governance, areas of operation, and anticipated relationships with other organizations, including the WSSCC.

The GWP was formed in July 1996 at the Stockholm Water Conference, together with the World Water Council. Its field of operation is Water Resources Management and its objective is to promote operational follow-up to the 1992 Dublin International Conference on Water and Environment and the Rio Earth Summit in the same year.

GWP members are committed to the four Dublin Principles and the Partnership seeks to promote actions by the main stakeholders in support of those principles. Its activities are organized in four windows: Water Supply and Sanitation; Irrigation and Drainage;

Environment and Ecosystems; and Integrated Water Resources Management. There is a declared intention not to compete with others, but to seek ways of plugging gaps in the windows. In the case of WSS, the GWP commissioned a report from consultants John Kalbermatten and Bill Cosgrove and copies of the report are available on request.

Like the WSSCC, the GWP is regionalizing its activities and has established regional groups in Southern Africa and South East Asia, with Latin America to follow immediately after Manila.

The Partnership is working to a tight timescale to develop proposals in time for World Water Day and wants to work with the WSSCC to help define key sector needs.

In the discussion, other potential overlaps were aired, including the role of the ACC Subcommittee on Water Resources which coordinates UN agency activities, and regional UN subcommittees such as ESCAP's. Torkil Jøneh-Clausen reiterated that GWP will not duplicate or compete, only collaborate with others. For example, ECLAC has a representative on the TAC.

Questioned about the GWP's competence to handle rural water supply issues, he indicated that Albert Wright, formerly of the TAG group in the World Bank and the UNDP/World Bank Programme is a member of the TAC. He also noted with interest a suggestion that the small island states provide good case studies for integrated water resources management.

## 4. REPORTS FROM THE REGIONAL SESSIONS

Based on the information given in the plenary presentations and the Background Documentation, participants divided into five regional groups to assess regional priorities for follow-up activities by the Council and the best mechanisms for addressing the priorities. After three 90-minute sessions, each group reported back to a plenary session and their reports were reviewed. Participants' comments in the discussion were incorporated where appropriate in the written reports of the Groups which were then disseminated to participants ahead of the final plenary session. The comments were also taken into account by the Programme Committee in its preparation of the draft Manila Action Programme for discussion in the final plenary (see Section 5).

The Regional Reports presented here are edited versions of the written reports distributed in Manila. The editing has been undertaken to improve comparability among the reports, not to change the conclusions or recommendations.

### Africa

#### A. Identification of Priority Issues

##### Institutional Arrangements

Most water supply and sanitation institutions are under extreme pressure to meet the demands of consumers. The institutions are generally weak with inadequate financial resources and enjoy little autonomy from political interference. Most of them face high staff turnover due to poor conditions of service. There is a general lack of clarity of roles of different actors. This is in most cases exacerbated by inadequate policies to address water supply and sanitation issues. Hence the need for:

- Institutional reforms
- Clarification of roles for the different actors i.e. Water utilities, community and private sector.
- Compilation of experiences in Africa and development of institutional options.
- Raising of awareness on institutional options.
- Important institutional issues include:
- Tariffs are sometimes not commensurate with the cost of providing the service.
- Low payment for the service
- Sustainability approaches.
- Delegation of responsibilities to local level

Generally the broader political, economic and social reforms which emphasise opening up the sector to other players create the need for institutional reforms. Governments are changing their roles from being providers of services using centralised systems to being facilitators and enablers for other actors to be involved.

##### Community Management

Provision of sustainable services to the urban and rural poor has to involve the communities. Community managed projects are becoming the dominant concept in WSS development. This approach helps to assure ownership of the projects which should be demand-driven rather than supply-driven. Some of the important matters that need consideration include:

- Capacity building through training in participatory methods.
- Empowering communities through decentralisation approaches
- Strategy development to turn political interference into political support for community based actions.
- Involvement of the private sector for management of rural water supply and sanitation.

##### Sanitation

Sanitation should be viewed in its wider context of protection of the environment and reduction of health risks. Sanitation should therefore not be limited to human excreta disposal, but also include protection of water sources and hygiene education. There is a need to improve services, especially for the poor and most vulnerable. **In order to see significant improvement in sanitation, emphasis should be placed on school sanitation and hygiene education.** Other activities needing to be undertaken include:

- Greater advocacy and awareness raising of sanitation issues.
- Attention to urban slums (high density areas of the cities) as well as peri-urban areas.
- Attitude and behavioural change.
- Better understanding of management of health risks.
- Development by Governments of national sanitation policies and strategies.
- Making sanitation a requisite in all WSS programmes.

##### Collaboration and Communication

Recognising the differences across Africa on areas of approach, culture and language, collaboration and communication are vital vehicles for breaking down the differences in order to improve coverage and quality of water supply and sanitation in the region. This area covers various aspects of country level/regional/global and intra/inter-sectoral collaboration and communication which are very much needed.

##### Other issues identified

The following issues were also identified and considered important. They should still be addressed before the next

Collaborative Council meeting, but the group could not discuss these in any detail.

- Gender issues
- Inadequate policies
- Raising of the Water Supply and Sanitation Political profile
- Operation and Maintenance
- Financing
- Sector investment
- Lack of information on situation in individual countries
- Lack of capacity
- Emergency preparedness (limited water resources)

## **B. Proposed Actions and Support requirements**

### **1. Actions which can be taken by individuals**

#### **Collaboration and Communication**

- Prepare advocacy materials
- Disseminate the materials
- Be motivators in setting up and proper running of the CLC
- Peer networking

### **2. Agency/Country-level actions**

#### **Institutional arrangements**

- Clarify and define functions and roles of the different actors in the sector
- Establish a forum for wide participation on institutional matters (consensus building).
- Government agencies should promote and empower the forum with the assistance of External support Agencies.

#### **Country level activities for community management**

- Develop systems which will ensure smooth transition to the Communities to manage
- A programme capacity building for decentralised management including mobilisation of information should be put in place in each country.
- Local resources should be mobilised to help with the community management issues
- There should be fiscal incentives for rural entrepreneurs.
- Legal framework and codes of conduct should be developed for community management.
- Consultation framework for NGO/Govt./Private Sector should also be developed.

#### **Collaboration and communication**

- Advocacy to promote awareness and support for Water Supply and sanitation in all the stake holders.
- Encourage country level collaboration in member states.
- Communication both in country and within the region through the use of Internet etc.
- Sharing of expertise i.e. peer networking, national and regional fora.

- Improvement of documentation skills and cataloguing of available documents.

Some specific activities may be undertaken as follows:

- Set up country level collaboration mechanisms
- Communication between related sectors
- Creation of fora for interaction of stakeholders

## **3. Regional Activities**

### **Institutional arrangements**

- Compile and share case studies and recommendations of the Collaborative Council relevant for Africa
- Compile key experiences on institutional reform
- Develop an information unit (Observatoire Institutionale) on water utilities and community management related to institutional reforms.
- Advocate and provide information on institutional options at political levels.

### **Community Management**

- Regional workshops on decentralisation and community management issues should be held (Anglophone, Francophone and Lusophone )
- Case studies and exchange of experiences through workshops leading to synthesis of good practices. Institutions like the Regional Water Supply and Sanitation Groups of the UNDP/World Bank and UNICEF could be utilised for such activities.

### **Collaboration and Communication**

- Capacity building in documentation and communication skills
- creation of modalities for dissemination of available information and documents

### **Activities for Sanitation**

- Promote and hold workshops and seminars on sanitation. This should be done at Country and Regional levels.
- Recognise and adapt the recently developed tool kits on sanitation promotion. The tool kits should be implemented at Country and Regional levels. Establish task forces and initiate pilot projects. ESAs like WHO and UNICEF could take the lead and the existing networks in Africa and the Water Utility Partnership should play a big role.
- Good experiences in sanitation should be identified, developed, documented and shared for use in the region.
- Establish an information/communication network. Again, it is necessary to take advantage of networks/initiatives which have already been put in place. Regional Networks should take the lead.
- Advocacy for sanitation on a global level. In this case support should be given to the Council Chairman to formulate a declaration.
- Sanitation should be made the main issue in the 1998 Africa Consultative forum. Support from the Collaborative Council, ESAs in the region and other initiatives is expected.

## Proposals for an African Regional Council

### GENERAL OBJECTIVE

Foster collaboration and coordination among countries with the aim of improving access to water supply and sanitation.

### SPECIFIC OBJECTIVES

- Take an active role in the formulation of the regional agenda
- Promote and facilitate collaboration with regional and sub-regional agencies dealing with Water Supply and Sanitation
- Coordinate and facilitate collaboration with the Collaborative Council.

### PROPOSED STRUCTURE

#### 1. Establish a Secretariat

- Recruit 1 or 2 professional staff
- Establish a board/core group
- Tie the core group meetings with those of the Collaborative Council meetings

#### 2. Transitional arrangements

- Form a task force drawing its membership from:
  - Existing core group (3)
  - Francophone (1)
  - Lusophone (2)
  - North Africa (Magreb Africa) (2)
  - Civil Society (2)
  - ESAs active in Africa (3)
- The activities for the task force should include the following:
  - Propose a Board to oversee the Secretariat
  - Mobilise resources for establishment of the secretariat for an initial period of 3 years.
  - Ensure participation of the Africa Regional Council in the global working groups on the four issues which have been prioritised and organise regional meetings on the same issues.
  - Plan for the 1998 Africa Consultative forum
  - Finalise and present the draft of OAU resolution.

### SUPPORT REQUIRED

#### 1. From the Collaborative Council

- Advise and support on establishment of Secretariat
- Regular exchange of information on key topics through Council Global Working Groups and Web page/discussion groups
- Leaflets, information packs, case studies for translation/documentation
- Contact with other global partnerships/initiatives in the Water Supply and Sanitation Sector

#### 2. From ESAs

- Financial support and technical assistance for establishment of secretariat
- Office space, support, and financial management services.

- Support for holding of the African Consultation Forum for 1998
- Support for three other sub-regional workshops.

### Vision Statement

The Group recommends a regional vision statement:

**"African partnerships for African solutions to African problems"**

## Asia

### A. Identification of Priority Issues:

*Note: Advocacy and communications and gender should be integral components of each task or activity.*

#### 1. Strengthening Management

Priority issues under management include concerns for the demand-driven approaches, sustainability of completed projects, operation and maintenance, water pricing and unaccounted for water. Dwindling water supply, water quality, the protection and rehabilitation of groundwater and surface water resource, management of shared aquifers and demand management must also be addressed.

#### 2. Community Management and Supporting People's Efforts

There is a need to focus strongly on the participation of civil societies and the need to provide more support to people's efforts. Progressively, communities should own assets created for efficient management of the systems. Women should be given increasing roles in decision-making and management of WATSAN activities.

#### 3. Sanitation

There should be more efforts to promote urban and rural sanitation through Information, Education and Communication (IEC) activities, increased sanitation coverage, improved solid waste management at the household level and sewage disposal systems and other appropriate sanitation technologies. The need is particularly great in peri-urban areas.

#### 4. Institutional Reforms and Options

Alternative institutional options should be explored including private sector participation. A code of conduct must be developed to depoliticize the provision of WATSAN services. Donors may adopt a more flexible approach, responsive to the needs of the beneficiaries. Legal and policy options, including financial practices should be developed to facilitate such development.

#### 5. Services for the Urban Poor and Small Towns

Priority should be given to the integration of water supply, sanitation and hygiene education in the context of growing urbanization. Sustainable systems must be developed to serve the urban poor, especially in

secondary towns (peri-urban areas).

## 6. Capacity Building

Capacity building was identified as a key issue in preparing for decentralized management of WATSAN services. Mere financial devolution is not enough. HRD programs must be strengthened and expanded to develop more skilled professionals, particularly in the process of decentralization.

### **B. Proposed Actions and Support Requirements:**

#### 1. Actions which can be taken by individuals

- Act as "ambassador" of the council
- Activate institutions towards country/regional goals
- Influence professional groups and decision- and policy-makers.
- Share experience and knowledge
- Provide feedback to the WSSCC
- Individuals to set example
- Promote innovative implementation approaches

#### 2. Agency/Country-level actions

- Evolve suitable policy/suitable legislation and strategies for implementation of action plans in the water and sanitation sectors, ultimately aimed at bringing about sectoral reforms.
- Generate the much-required political will/Advocacy
- Institute appropriate monitoring and evaluation machineries
- Organize research, and provision of information, and preparation of data (standardized)
- Formation of national focal points for regional coordination:
  - Philippines: Pirid, PTF
  - Indonesia - Interagency Planning Bureau
  - Cambodia - MOH
  - Laos - MOH
  - India - RGNDWM
  - India - Sulabh
  - Sri Lanka - NGO involvement
- Ensure greater transparency in rules and regulations of funding agencies
- Support sanitation initiatives
- Support poor people's efforts and accept them
- Advocate sharing of responsibilities
- Improve partnership between government and people
- Harness and build on existing resources
- Evolve efficient institutional management
- Encourage community management, gender, capacity-building
- Involve ESAs, donors, government, NGOs, PS in activities

#### 3. Regional Activities

- Sharing of experience
- Synthesis of experience
- Evolve data base, monitoring and evaluation

- Training (exchange)
- Technology (exchange)
- Networking between national institutions in the region
- Advocacy towards political will
- Creation of focal point in each region (Approtech Asia for East Asia/Nepal for South Asia)
- Facilitating exchange through informal systems
- Constitute Task Forces or working groups for WSS activities
- Standardize data
- Ensure greater transparency in rules and regulations of funding agencies
- Support for sanitation initiative (UNICEF has offered to be focal point)
- Advocate partnerships (especially poor people as equal partners)
- Promote good practices
- Promote step by step approach

#### 3. Support Required from Others:

1. Support from WSSCC Working groups
2. Donor support for meetings and activities including "interim focal points"
3. Support from ITNs, UNICEF, UNDP/WB Program and other ESAs. Approtech Asia to initiate formation of regional councils

#### 4. Advocacy Priorities

The Group sees a need to focus regional sector advocacy on:

- Institutional reforms and options
- Strengthening of management
- Sanitation
- Community management and supporting people's efforts
- Capacity building

#### 5. Vision Statement

The group suggests the following wording for consideration in the Council's development of a Vision Statement:

**"Improve the quality of life through empowered communities and institutions working together towards accelerated sanitation services and access to safe water systems that are equitable, effectively used and environmentally as well as economically sustainable."**

## Latin America

### **A. Identification of Priority Issues**

In its earlier meetings, particularly the Quito meeting referred to in the Regional presentation to the plenary session, the Latin America Group had identified four priority issues which are of particular relevance to WSS

service providers in the region. The Manila regional group added one further topic, particularly related to the needs of rural and peri-urban communities and small municipalities. The specific priorities associated with each topic area are identified topic-by-topic in this report, along with the activities proposed and the relationships with the Council's Global Working Groups and Networks. The Latin America group has established its own Regional Working Groups to address each topic.

### **WG1 Standardization and Certification**

**Coordinated by HIDROVEN, Venezuela, with collaboration from CAPRE, ANDESAPA and COPANT**

#### **Priorities**

- Assemble and present standards and systems of validation and actual certification

#### **Activities**

- Ongoing ratification of policies
- Coordination among concerned parties (authorities, manufacturers and users)
- Dissemination of policies and observations on their implementation

#### **Relevant Global Working Groups**

- Operation & Maintenance

### **WG2 Rehabilitation of WSS systems**

**Coordinated by SANAA, Honduras, with collaboration from CAPRE**

#### **Priorities**

- Establish guidelines and mechanisms for designing rehabilitation programmes
- Control unaccounted for water
- Improve water quality

#### **Activities**

- Develop a methodology to rehabilitate WSS systems, test these systems and adapt them based on a field study
- Compile and adapt strategies and materials in the region and from the Council's O&M Group
- Promote and disseminate suitable methodologies and materials
- Human resources development

#### **Relevant Global Working Groups**

- Operation & Maintenance
- GARNET

### **WG3 Wastewater Treatment**

**Coordinated by Comision Nacional del Agua, Mexico, with collaboration from ACODAL, Colombia**

#### **Priorities**

- Develop options for alternative low-cost treatment of wastewater

- Develop options for good administrative, commercial and financial systems management

#### **Activities**

- Evaluation of successful and unsuccessful existing systems
- Preparation of a pilot programme for experimental purposes
- Institutional and managerial analysis of operations
- Preparation of manuals on system management

#### **Relevant Global Working Groups**

- Sanitation
- Institutional and Management options
- Operation & Maintenance

### **WG4 Institutional Modernization of the Sector**

**Coordinated by Vice Minister of Basic Services, Direccion Nacional de Saneamiento Basico de Bolivia, with collaboration from ANDESAPA, CAPRE and SEPURB (Brazil)**

#### **Priorities**

- Reinforcing institutions for effective administration of services

#### **Activities**

- Exchange of information and experiences (Networking)
- Regional system of management training and research (CIDIAT, Venezuela)
- Promotion and dissemination via seminars, bulletins and brochures - seminar set to take place in Bolivia in February 1998

#### **Relevant Global Working Groups**

- GARNET
- Institutional and Management Options
- INTERWATER
- Human Resources Development, Education and Training

### **WG5 Community Management and Links with Civil Society**

**Coordinated by CINARA, Colombia, with collaboration from CAPRE, ANDESAPA and Ciudad**

#### **Priorities**

- Strengthen community management in rural areas, small municipalities and peri-urban areas
- Basic sanitation promotion and implementation in line with the Global Environmental Sanitation Initiative
- Efficient and hygienic use of water
- Improved quality of water for human consumption

### Activities

- Development of management training programmes, technology, monitoring of water quality (CINARA, CAPRE, ANDESAPA, Ciudad, Colombian Water and Sanitation Administration)
- Preparation of gender-oriented training tools (Colombian Water and Sanitation Administration)
- Creation or promotion of community-based companies (CAPRE, Dominican Republic and Colombia)
- Development and promotion of community-based financing models (Ciudad)
- Selection and translation of materials from the Sanitation Promotion Kit (CINARA)
- Promotion of environmental sanitation at the highest political level

### Relevant Global Working Groups

- Sanitation
- Services for the Urban Poor
- Community Management and Partnerships with Civil Society

### Latin American Chapter of the WSSCC

The regional session backed the decisions made in Quito to establish a Regional Chapter of the WSSCC in Latin America. The Chapter would serve as a liaison between the Council and the regional working groups and monitor operation plans of the groups. It will also help to identify necessary technical and financial support for the group activities. The Regional Session also endorsed the decision of CAPRE, ANDESAPA and the Council Secretariat to pursue use of the UNICEF Regional Office in Bogota as headquarters for the regional secretariat. WSSCC Secretariat support will be needed to progress this plan and to source funds to finance operations of the secretariat and working groups.

### CEENIS

#### Background

The countries of Central and Eastern Europe and the Newly Independent States (CEENIS, also known as *Group 29*) are all involved in efforts to transfer from the former centralized planning systems to market economies. They also have a number of sectoral problems in common, notably:

- Increasing water scarcity
- A high level of water pollution
- Huge existing water infrastructure in urgent need of rehabilitation, modernization and proper maintenance

The common challenge is to address these problems at the same time as handling the transition from centralized to market economies. The networking through Group 29 is making an important contribution towards development of the right approaches.

There are five linked aspects to the development of solutions:

- Setting goals and targets towards a sustainable integrated water management strategy incorporating community management and partnerships with civil society.
- Correcting market and administrative failures
- Selection of specific water policy instruments for implementing programmes
- Institutional strengthening
- Increased participation by stakeholders in both decision making and operations.

### A. Identification of Priority Issues

An over-riding priority is that the Group 29 networking should continue, through meetings, workshops, newsletters, data exchange and electronic networking (E-mail and Internet). It should also ensure that regional representatives are fully involved in the activities of appropriate Council Global Working Groups, Networks and Task Forces.

The priority focus of the Group will reflect the CEENIS common problems. Five priority issues have been identified as topics for regional task forces:

1. Decentralization, privatization and community management
2. Changing the legal framework
3. Environmental degradation and public health
4. Financial resources, planning capacity and human resources development
5. Information and communication

### B. Proposed Actions and Support Requirements

#### 1. Actions by individuals

Individual members of Group 29 itself will be encouraged to:

- Raise issues related to the Task Force priority areas above in relevant WSSCC working groups
- Distribute the findings of the Group 29 Task Forces and appropriate WSSCC reports, flyers and other tools among local municipalities and other relevant agencies
- Contribute personal findings and materials through Group 29 newsletters
- Involve colleagues and other sector professionals in the ongoing networking
- Cooperate in the documentation of case studies for Group 29 and the WSSCC groups.

#### 2. Agency/Country-level actions

- Monitoring the transition process, particularly in the context of the five key topic areas (Task Forces 1-5)
- Completion of the ongoing survey of the water supply and sanitation sector on a country-by-country basis (preparation of country issue papers)
- Identification of case studies, particularly in the areas

of demand management (Task Forces 2 and 3) and restructuring of water organizations involving decentralization and privatization with appropriate government responsibilities (Task Forces 1, 2 and 4).

### **3. Regional activities**

- Establishment of a permanent Group 29 Secretariat in Vienna
- Creation of three key nodes for the different country groupings within Group 29
  - CEE countries in Vienna
  - Russia, Ukraine, Belarus in Kiev
  - Central Asia and Mongolia in Tashkent
- Regional meetings and workshops (one for each Task Force and one for each country group during the next two years)
- Preparation of recommendations for suitable legal, institutional and financial frameworks for integrated water management in countries in transition (Task Forces 1 and 2)
- Preparation of recommendations for rational use of domestic waters and reduction of pollution (Task Forces 2-5)
- Training (Task Forces 4 and 5)
- Improvement of communication and information skills and systems (Task Force 5)

### **4. Support required from others**

Group 29, with the help of the WSSCC, needs to mobilize resources for most of its activities. In particular, ESAs are urged to consider the following areas of support:

- Sponsorship for networking and participation in meetings
- Sponsorship of case studies
- Equipment and software for Internet communications
- Financial assistance for dissemination of information packs.

### **5. Advocacy priorities**

Strong advocacy is needed in each of the Group 29 topic areas. As a top priority, the Group believes that advocacy should focus on increasing involvement of stakeholders on an equal basis.

### **6. A Regional Vision for the Sector**

The Group's suggestion is:

**"Democratization of decision making in  
water supply and sanitation"**

## **SIDS**

### **A. Identification of Priority Issues**

#### **1. Vulnerability of islands to disasters**

WSS systems in Small Island developing states are vulnerable to natural and man-made disasters. It is

important that countries and regions put in place disaster management plans and response systems to cope with the disasters.

### **2. Human Resources Development -- Capacity Retention**

SIDS have poor capacity largely due to poor retention. There is a need to encourage the development of the enabling environment that would allow trained personnel to be retained in their countries or regions.

### **3. Holistic View of Ecosystems**

SIDS have a unitary ecosystem. WSS facilities should be an integral part of the development of the ecosystem. There is a need for an integrated approach to managing the ecosystem, an example of which is integrated water resources management.

### **4. Weak Regional Collaboration**

Linkages on WSS issues among SIDS are weak. The support mechanisms for the linkages are also weak. There is a strong need to improve the linkages through the establishment of a SIDS chapter of the WSSCC. This chapter to be meaningful must necessarily have region nodes in island clusters.

### **5. Demand Management**

Many SIDS have reached the 'limit' of their fresh water resources. Supply augmentation and desalination are expensive options resulting in the cost of 'new water' being very high. All of the SIDS have high unaccounted for water and this is exacerbated by the small size.

### **6. Advocacy and Communication**

WSS issues in SIDS affect several sectors of the society viz. health, economy, agriculture, etc. It is important that decision-makers, water users and the community at large are sensitised to this linkage.

## **B. Proposed Actions and Support Requirements**

### **1. Actions which can be taken by individuals**

- Encourage public awareness campaigns and promotion of the sector
- Inform national agencies of the work of the Council
- Distribute tools, guidelines, etc., developed by the Council
- Carry out gender analysis of all projects in the planning stages and implement projects with gender concerns
- Assist with the human resources development of nations
- Provide information on the state of unaccounted for water and on revenue water
- Use public education and media to disseminate information on demand management strategies
- Promote efficient water use



## 2. Agency/Country-level actions

- Produce vulnerability profiles/indexes of each island country
- Develop disaster response plans for the sector
- Build the capacity of nationals through training
- Carry out policy and institutional reform
- Demonstrate the "value added" by the WSS sector to health, tourism and agriculture as well as the overall economy
- Promote and encourage retrofitting and other new technologies, which reduced consumption.
- Document successful demand management experiences
- Develop best management practices for demand management and conservation
- Use economic studies to demonstrate the case for demand management
- Communicate international and regional events in the sector at the highest possible level
- Brief UN representatives about WSS issues, eg the CSD meeting

## 3. Regional activities

- In each region identify a focal point for disaster response in the sector
- Develop a core group of professionals/centres that can respond to needs on a regional basis
- Establish/support regional networks that help in reducing the impact of lack of capacity
- Develop a database of demand management strategies and experiences

## 4. Support required from others

### From the Council Secretariat

- Help with the dissemination of information on group activities as well as of other Council working groups
- Help with establishment of the SIDS chapter
- Assistance with the promotion of the SIDS' case
- Dissemination of the tools, guidelines, etc., produced by the Council to SIDS
- Assist with networking for data collation, case studies and exchange of experience
- Help with the promotion of water reuse/recycling

### From the External support agencies

- Support for the establishment of a regional chapter as well as for the regional nodes
- Assistance with studies on vulnerability profiles of the WSS sectors of islands
- Development of tools/guidelines for capacity retention
- Help with the exchange of experiences between professionals in the chapter
- Provide support to regional networks
- Provide training to nationals on the sector
- Help with the development of national HRD plans

## Plenary discussion of Regional Reports

In the plenary discussion which followed presentation of the regional reports, participants generally focused on ways in which regional priorities and global activities could be addressed in a synergistic way. There was particular concern that cross-cutting issues such as partnerships with civil society, gender and advocacy/communication should permeate all the regional work, as well as being addressed by continuing global groups. Cross-fertilization among the groups is going to be important

Water demand management and conservation was repeatedly stressed as a vital concern for all regions, with a need for continuous interchange among regional activities and an ongoing global focus. The issue has a special importance in the Middle East and North Africa. The Council Secretariat needs to look at how sector professionals in this region can be brought together to address their very specific issues, such as extreme water scarcity and desalination.

Participants saw scope for the regional groups to expand the Council's contacts with other regional coordination groups with broader interests. In Asia, for instance, APEC (Asia Pacific Economic Cooperation) has ten working groups, including three that it would be useful for the Council to develop dialogue with (HRD, Industry, Science and Technology, and Sustainable Development). There will also be the opportunity for the regional groups to promote wider use (and to make use themselves) of local consultants. High-level political advocacy may also be facilitated by the demonstration of regional consensus, as was starting to happen with the Africa Group's representation at the OAU.

The regionalization adds a new dimension to the Council's communication needs. The Secretariat, IRC and WEDC need to collaborate closely, to see that individual and joint plans are mutually supporting. There could be considerable benefits if ESAs and other agencies with E-mail and Internet access in developing countries could act as gateways to permit others to make use of their facilities.

Case studies are going to be important elements of the regional group's activities. Agencies would assist this process by building in funding for documentation of experiences when formulating new project proposals.

Though the El Niño effect had not previously been seen as an issue for the Council to address, the topicality of the subject (high priority mitigation programme in the Philippines with massive press coverage) and the special vulnerability of small islands mean that climate change needs to be part of the WSSCC agenda, perhaps through networking with other specialist groups.

The financial support needed for the regional activities may be a new channel for donors. ESAs are requested to look at their financing mechanisms, to seek opportunities to support the work plans and secretariats of the proposed regional chapters.

## 5. THE MANILA ACTION PROGRAMME AND THE GLOBAL ENVIRONMENTAL SANITATION INITIATIVE

Following the formal presentation of the written reports from the five Regional Sessions to the final plenary session, the Chairman of the Programme Committee – **Mr Armon Hartmann** of SDC – introduced draft recommendations for the resulting *Manila Action Programme*. The Committee proposed the establishment of five Regional Chapters or Focal Points, matching the recommendations from the Regional Sessions, five Global Working Groups, including one on Environmental Sanitation which would encompass the proposed Global Sanitation Initiative, four Networks to continue, two Council Task Forces, and four mandated Task Forces to be managed by other agencies. Tasks were also defined for the Secretariat.

The plenary discussion led to additions and amendments to the proposals. The principal points raised in discussion are enumerated below, followed by a revised version of the Manila Action programme, in which the Secretariat has endeavoured to merge the consensus of the discussions with the Programme Committee recommendations.

### **Discussion points**

#### **Sanitation**

There was overwhelming support from participants for a Global Environmental Sanitation Initiative (GESI) as a distinct activity, quite different from the normal WSSCC Working Group operations. At the same time, new topic areas emerging from the Regional Sessions provided an agenda for a Council Working Group on Environmental Sanitation. In the revised proposals which follow, the GESI is an activity of its own, guided by a Steering Committee.

#### **Advocacy**

Advocacy for the sector is an important activity, involving all Council members and with key roles for the Chairperson, Secretariat and Regional Chapters. It is also linked to *Vision 21*, the development of a long-term vision for the sector and short/medium-term targets. Secretariat and regional resources will need to be allocated to development and implementation of a coordinated advocacy campaign. One suggestion is that the Council Chairperson and Executive Secretary should meet Chairpersons of regional Chapters and select sector ambassadors.

Efforts must also be directed at advocacy outside the sector. The Advocacy and Communication Working Group has will not continue as a Group but its expertise must be retained as a Council resource and its recommendations need to be implemented through new mechanisms.

#### **Links with the Water Utilities Partnership**

There will be mutual benefit in developing close links and joint activities between the Africa Regional Chapter and the Water Utilities Partnership (WUP). The WUP has membership among utilities which can contribute to and benefit from Council activities. The Council guidance on partnerships with civil society is of particular interest in expanding the work being done by WUP in relation to the creation of well-functioning utilities in African countries, many of which are undergoing structural reform.

#### **Continuing agendas of Working Groups**

In addition to the priority areas identified in the Regional Sessions, the Council's ongoing Working Groups and Networks have their own proposals for continuing work. The Manila Action Programme needs to include these global activities as well as the new regional ones. Also, the Lusophone Initiative remains important to the target African countries. The WSSCC umbrella is important for this initiative and Council support should continue.

The need for improved interchange among the working groups is given added impetus by the regionalization. Cross membership of Topic Working Groups is important, and all groups need to be aware of the cross-cutting activities such as Gender and CMPCS.

#### **Privatization issues**

The Council's focus on services for the poor means that it needs to develop protocols or codes of conduct which provide protection for the poor as privatization of WSS services accelerates. The issue is taking on increasing importance as more and more urban utilities are introducing different types of privatization.

The Council also is concerned that there is a knowledge gap which puts DC partners at a disadvantage in discussions about privatization with donors and potential partners from industrialized countries. Guidelines are needed, together with case studies and other support literature, to help DC partners. Experiences in Latin America need to be shared with other regions.

#### **Working Group Terms of Reference**

The activities of the new Global Working Groups will now have the added dimension of coordination of regional activities in their topic areas. Terms of reference will need to reflect the regional dimension and the increased requirement for cross-fertilization among groups.

The new Working Group on Environmental Sanitation needs to have its boundaries carefully defined. There are many factors influencing environmental degradation and

public health that are outside the normal concerns of WSS professionals and that other bodies are better equipped to address.

### **Cross-sectoral linkages**

The World Water Council and the Global Water Partnership have provided new avenues for intersectoral collaboration which can be of great use to the Council. In the same way, the Council's authority as a voice for the WSS sector can help WWC and GWP to incorporate the issues of that sector in their own programmes. Regular dialogue will be mutually beneficial and should be formalized within each body.

### **Donor support for WSSCC activities**

The Manila Action Programme will need support from donor agencies and others. The Secretariat will be sending requests for support to donors once the Programme has been elaborated in detail.

The Netherlands Government is committed to continuing support for the Institutional Issues Working Group and will direct that support to IHE, Delft. Dutch support will also continue for the CMPCS Group, in combination with other donors, and the Netherlands will also be interested in sponsoring the new Working Group on Environmental Sanitation and supporting IRC's role in the Global Environmental Sanitation Initiative. The Netherlands will also consider support for two Regional Chapters of the Council and would like to take responsibility for the proposed mandated Task Force analyzing basic social services in the context of the 20:20 Principle.

Swiss Development Cooperation will continue support for the Secretariat and urges other donors to help fund the increased inputs necessary for the expanded work programme. SDC is also willing to support a number of Working Groups, Task Forces and Networks, once the work programme is finalized, and will be encouraging regional colleagues to find ways of supporting the Regional Chapters.

All donors are asked to look favourably on the Council's requests for funding support for the Manila Action Programme, and particularly to seek ways in which their support might be channelled to the Regional Chapters.

### **The Manila Action Programme**

Combining the Programme Committee proposals with the consensus of the final plenary session, the Manila Action Programme is presented here as a matrix of Global Working Groups, Networks and Task Forces operating on global issues and also coordinating topic-related activities at regional level through new Regional Chapters. The Global Environmental Sanitation Initiative is separated from the "think tank" activities to be undertaken by the Environmental Sanitation Working Group and discussed separately. Cross-cutting issues (gender, advocacy, participatory approaches are regarded

as part of all the Groups' considerations. A number of activities remain to be assigned to particular working groups and it will be the Secretariat's responsibility to ensure that these are addressed in a suitable way during the next two years. The tables on the next two pages show the Manila Action Programme (MAP) matrix.

### **1. Regional Chapters and Focal Points**

The Council Secretariat will provide support in terms of staff time and mobilization of resources for the establishment of Regional Chapters or Focal Points identified in the reports from the Regional Sessions, where such support is requested. Support is not expected to be needed for any subregional nodes, as these are most likely to be existing sector institutions.

Though the Secretariat will not directly finance the regional activities, the Regional Groups will be given a Council mandate to undertake activities in support of the priority issues identified in their Regional Session Reports. In its regular dialogue with ESAs, the Secretariat will also keep them informed about ongoing and proposed regional activities. In addition, the five Global Working Groups described below will schedule their meetings in such a way that regional issues can be addressed cost effectively, adding the Council's authority to the work of the Regional Groups from the start.

### **2. Global Working Groups**

The Secretariat will also provide staff time and help to mobilize resources for five Global Working Groups. These Groups will help to coordinate and oversee the activities of corresponding regional groups, holding appropriate meetings in the regions to match the priorities of the relevant regional groups. The five topic areas will be:

- 1. Environmental Sanitation**
- 2. Community Management and Partnerships with Civil Society**
- 3. Institutional Issues**
- 4. Human Resources Development**
- 5. Water Demand Management and Conservation**

In each case, the Working Group's terms of reference will include requirements to address and report on the cross-cutting issues of **Gender, Participatory approaches, Advocacy, Communications and Documentation**. As a basic principle of all Council activities, **country-level collaboration** will be encouraged in all activities.

**Manila Action Programme — Activities to be undertaken by Working Groups and Networks**

	Global Initiative	MAP's Five Global Working Groups					Continuing Networks				
	<i>Global Environmental Sanitation Initiative (GESI)</i>	<i>Environmental Sanitation</i>	<i>Community Management &amp; Partnerships with Civil Society</i>	<i>Institutional Issues</i>	<i>Human Resources Development</i>	<i>Water Demand Management and Conservation</i>	<i>GARNET</i>	<i>Gender</i>	<i>Operation and Maintenance</i>	<i>Services for the Urban Poor</i>	<i>Unassigned</i>
Issues from Barbados Action Programme (WG reports)	Promote use of Sanitation kit, report feedback. Regional Sanitation Groups?		Advocate Code of Conduct, Case Studies on <i>Finance, and Indigenous water management</i> . Sourcebook Use of Ecovolunteers	Institutional models for wastewater/ sanitation. Promote capacity building	Country links, Cataloguing, Schools and non-school children. Internet learning Professional exchanges	Council dossier of good practice, policy guidelines	Consolidate LNCs, expand TNCs, electronic conferencing, document delivery	Regionalization Tool development and SARAR/PRA testing	Evaluation, Decentralization, CERFE Network Support training, pilot studies, new tools	CERFE Network support. GARNET link. Translation and dissemination. Subregional workshops	Country CLC strategies.
Africa	Workshops/seminars. Adapt tool kit.. Document Africa good experiences. Use existing networks to share sanitation experience.		Capacity building for CM. Fiscal incentives for rural entrepreneurs. Legal framework for CM. Framework for NGO/Gov/Private collaboration	Forum for consensus building. Regional info unit. Advocacy on IMO at political level	Develop documentation skills						CLC promotion. Peer networking Draft OAU resolution. Plan 1998 Forum Lusophone Initiative
Asia	IEC to promote urban and rural sanitation.	Improved technologies for household solid waste, periurban sewage disposal and sanitation	Increasing role of women in decision-making and management. Community ownership of assets	Code of Conduct to depoliticize WSS. Legal and policy options. Regional IMOs including privatization. Demand driven approaches	Develop professional skills in decentralization	Scarcity, quality issues, groundwater protection, rehabilitation of surface and groundwater				Integrating WSS and hygiene education into urbanization strategies. Sustainable systems for secondary towns and periurban areas	Set up Regional Councils/ National Focal Points (Approtech Asia) with ESA support
Latin America	Translation and promotion of tool kit. Advocacy		Management training programmes, Gender-oriented tools, promote community-based companies, and finance models.	Standardization and Certification Performance of operators (wastewater treatment). Seminars, bulletins, brochures	Training for rehabilitation Network for IMO exchange Regional training and research		Network for IMO exchange		Standardization and Certification Rehabilitation of WSS systems. Adapt tools	Rehabilitation	
CEE & NIS		Environmental degradation and public health		Transfer to market economy Decentralization, Legal framework	HRD on all key issues	Scarcity, pollution Demand management Task Force			Rehabilitation, modernization		Country sector papers, sector reviews. Support Internet access
SIDS				Develop SIWIN. Legislation/policy development.	Driller training. Capacity retention	Workshops on DM and Leak Detection. Disaster management plans. Integrated WRM. Media campaigns. Economic studies.			Retrofitting		Pilot watershed
Manila Plenary	Major thrust through advocacy, monitoring		NGO Forum. Traditional WRM	Models for serving the urban poor		Desalination UFW Guidelines	Desalination			Wider networking	Forum for Middle East
Cross-cutting issues	Gender, Advocacy, Communications, Participatory Approaches										
Tasks for Secretariat	Disseminate Council tools. Monitor and report on CLC. Prepare advocacy materials. Documentation catalogue. WSSCC flyer. INTERWATER and Council Home pages (including regions). Support establishment of Regional Chapters										

**Manila Action Programme – Activities to be undertaken by Task Forces**

	<i>Task to be undertaken</i>	<i>Remarks</i>
<b>A. Council-supported Task Forces</b>		
<b>Evaluation of the Council</b>	Retrospective and forward-looking assessment of the Council's activities, organisation, achievements and influence.	Four-person team + Steering Committee Timetable Nov97 to May98
<b>Vision 21</b>	Development of a long-term vision for the WSS sector based on trends analysis and review of failures and successes. Includes short- and medium-term sector goals.	Drafting team and Steering Committee Impact statement drafted for GSD via Harare Experts Meeting in Jan98
<b>B. Mandated Task Forces</b>		
<b>WSS and the 20:20 Principle</b>	Development of advocacy and guidelines on application of the 20:20 principle and the establishment of WSS as a prime component of basic social services.	To be assigned to member agencies
<b>Improved indicators and monitoring</b>	Recommendations for new indicators and monitoring methodologies in relation to the UNICEF/WHO Joint Monitoring Programme	Collaboration and support of all members to be sought.
<b>Disaster preparedness guidelines for SIDS</b>	Drafting of guidelines and model plans for disaster preparedness in recognition of the special vulnerability of small islands to natural disasters	
<b>Emergency measures in WSS</b>	Development of a collaborative framework bringing together agencies active in disaster relief, including analysis of existing operations by each agency.	Completion of a task begun by UNICEF as part of the Barbados Action Programme

### **3. Networks**

Four existing networks will continue to operate with a Council mandate. The networks function without direct Council support and are responsible for identifying their own funding sources. The four networks are:

1. GARNET
2. GEN-NET (Gender)
3. Operation & Maintenance
4. Services for the Urban Poor

### **4. Task Forces**

A Council Task Force is a small group formed to carry out a predefined task in a specified period of time. It requires logistical and financial support from the Council and will normally also involve a Council Steering Committee. Two such Task Forces are proposed:

1. **The Evaluation Team**
2. **A Vision 21 Team, charged with developing a long-term vision and short/medium-term goals for the sector**

In addition, the Council is seeking to mandate responsibility for a further four Task Forces to agencies able to undertake the following tasks on its behalf:

1. **Develop advocacy and guidelines on application of the 20:20 principle and the establishment of WSS as a prime component of basic social services**
2. **Development of improved indicators and monitoring methodologies in relation to the UNICEF/WHO Joint Monitoring Programme (JMP)**
3. **Drafting of guidelines and model plans for disaster preparedness in small island developing states**
4. **Completion of the work begun on Emergency Measures in WSS.**

### **5. The Workload of the Secretariat**

In addition to providing support to the five Global Working Groups, five Regional Chapters/Focal Points and two Task Forces, the Secretariat will develop and implement an Advocacy and Communication Strategy on the basis of the presentation made to the plenary and reflecting the views expressed by Forum participants. The strategy will include:

1. **Preparation of flyers, reports, press releases and leaflets on the Council and its activities and support for Global and Regional Groups in reporting, publicising and disseminating their work.**
2. **Establishment of regular communication channels, including seeking cooperation from**

**partner agencies to provide E-Mail gateways in developing countries**

3. **Further development of the INTERWATER concept and the Council's Home Page in conjunction with IRC and WEDC**
4. **Advocacy for the sector and the Council by the Chairperson and Executive Secretary and development of advocacy materials for use by all members**
5. **Liaison with the GWP, WWC and other relevant initiatives**

### **Global Environmental Sanitation Initiative**

The Council will establish a Steering Committee of 10-12 with a balance of ESA and DC membership. Some rotation of membership will broaden the opportunity for all stakeholder groups to be represented. The Council Secretariat will act as Secretariat for the Steering Committee.

Full terms of reference will be developed by the Steering Committee, but the following scope reflects the Manila discussions:

The aim is to help the many agencies with sanitation programmes to exchange information and endeavour to harmonize their programmes, avoid duplication and cover gaps. A common advocacy programme will be developed and disseminated to all parties. Common indicators will be developed for monitoring and evaluating progress (the Council will investigate the possibility of establishing and maintaining a common database of sanitation programmes). The Steering Committee will provide a neutral forum for assessing progress and discussing problems. The aim will not be to criticize or influence individual agency programmes, but to provide all agencies with fuller information about what others are doing, so that they can make their own judgements on that basis.

## 6. CLOSING SESSION

### Executive Secretary's Response

Ranjith Wirasinha expressed his great appreciation of the excellent direction given to the Council by the Manila Forum. The Manila Action Programme is an exciting and challenging agenda and the early indications of donor support for the proposed activities give confidence that there will be major steps forward in the next two years.

He recalled again the inspirational leadership given by Margaret Catley-Carlson in the Council's first six years and drew acclamation from the participants in commending Richard Jolly's Chairmanship of the Manila Forum. He relished the prospect of tackling the MAP and the new Vision for the sector in collaboration with the new Chairperson.

The transition to a regional approach had been accomplished. Now the challenge was to make the Regional Chapters work effectively. There will be new demands for financial support for regional meetings and other activities, but the mood of the meeting suggests that donors will be as supportive as possible of the new setup.

The changes suggest that the next gatherings of the Council should be regional ones, feeding conclusions into a Global Forum after three years rather than the usual two. That means Regional Meetings in 1999 and the Fifth Global Fora in the year 2000, at which there will also be a review of the 1990s.

### Outgoing Chairperson's address

Margaret Catley-Carlson received a rapturous reception from the participants. She recalled her own fond memories of the last six years, commended all those who had participated in achieving so much progress in that time. As a result, she suggested, the participants were blessed to be part of a process able to make a significant impact on the welfare of humankind.

She listed five key areas where the Council's "wisdoms" to meet the challenges to come:

#### Population growth and the supply crisis

The Council can build coalitions to ensure equitable treatment for the poor, and it can equip its members to communicate the key messages to all who need to know.

#### Women are the key, but the key is not being used

Women must be systematically included in the planning, design, execution and maintenance of WSS systems. The Council has provided the tools, now it must see that they are used.

#### Sanitation is vital, but still neglected

The new sanitation initiative is vitally important and must be made to succeed. It had to blend the health aims of promoters with the privacy and status benefits perceived by those in need.

#### The future is urban and so are the problems

From the millennium onwards more than half of the world's population will be urban dwellers. The unfavourable and deteriorating conditions in the cities have to be reversed. Again the Council has some tools and must continue to develop more.

#### Globalization and decentralization are here to stay

Meeting the enormous challenges ahead depends critically on mobilizing community power. We must tap into the energy and dynamism of the communities and help them to build their own futures.

The full text of Mrs Catley-Carlson's prepared contribution is included in Volume 2.

She was greeted with a standing ovation as she "passed the baton" to Richard Jolly and wished all the participants well in their tasks ahead.

### Vote of Thanks

Mrs Margaret Mwangola responded to Mrs Catley-Carlson's address with a vote of thanks which included many reminiscences of Maggie's unique contribution to the work of the Council and to Margaret Mwangola's own endeavours with KWAHO in Kenya. Time constraints cut short her enumeration of the other impressive inputs Maggie continues to make to the world's development agenda. On behalf of the whole Council, she expressed her thanks and best wishes for the future to a much-loved first Chairperson.

### Closing remarks

The Forum ended with closing statements from Mr Eustace Nonis, Director, Agriculture and Social Sectors Department (WEST), of the Asian Development Bank and Mr Norman Toledo, Director of the Philippines Department of Interior and Local Government.

Mr Nonis congratulated the Council Working Groups on their work leading up to the Forum and the Forum participants on the Manila Action programme they had prepared. The ADB will continue its own initiatives in the sector such as the Second Water Utilities Data Book, and was happy to be part of the collaborative process.

Mr Toledo commended the WSSCC and ADB for staging the Forum in the Philippines. The Philippines Government would be considering the recommendations in its sector formulation, and he saw them as a key contribution to progress in the coming millennium.

## **7. POST FORUM REACTIONS TO THE MANILA FORUM FORMAT**

This section to be added after review of the draft report, based on responses from participants.

The purpose is to guide the Secretariat in the planning for the next Regional and Global Fora.

Reviewers please submit your thoughts on the Manila Format in relation to:

- Advance preparations and documentation
- Information Booths
- Regional v Topic-related discussion time
- Organization and timing of Regional Sessions
- Opportunities for networking among participants
- Opportunities for open discussion of Council business
- Anything else



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## Water Supply and Sanitation Collaborative Council

### RECOMMENDED ELEMENTS OF A COMMUNICATION STRATEGY

<p><b>1. Internal Communication</b></p>	<ul style="list-style-type: none"> <li>- Develop member directories which include individual interests and preferred methods of communication (Hard copy, E-Mail, Fax)</li> <li>- Develop use of information gateways (e.g. UNDP/UNICEF/WHO local offices), willing to disseminate Council messages</li> <li>- Initiate periodic communication by mail, fax and E-mail</li> <li>- Develop Council Home Page on the Internet with a range of information of continual interest, and including Regional Home Pages</li> <li>- Stimulate networking among Working Groups and Regional Groups</li> <li>- Periodic Newsletter (or more structured use of IRC Newsletter)</li> <li>- Foster communication between members by-passing the Secretariat</li> </ul>
<p><b>2. Dissemination of documents</b></p>	<ul style="list-style-type: none"> <li>- Develop user-oriented criteria for the content and format of documents</li> <li>- Use editors/document designers to produce concise and practical documents</li> <li>- Seek support for early translation of documents</li> <li>- Coproduction with partners of publications from working groups</li> <li>- Commercial publishing where appropriate</li> <li>- Selective dissemination using member interest profiles</li> <li>- Regular updating of publications catalogue, including on Web Page</li> <li>- Use member country offices and NGOs as distribution intermediaries</li> <li>- Promote demand via flyers distributed at conferences and workshops</li> <li>- Encourage and monitor feedback on usefulness and applicability of documents</li> </ul>

<p><b>3. Putting results to work</b></p>	<ul style="list-style-type: none"> <li>- Awareness raising and promotion of Council reports, strategies and tools</li> <li>- Regular contact with members to assess opportunities for application of Council products</li> <li>- Cooperation with DC agencies and donors on incorporation of Council guidelines/tools in programmes and projects</li> <li>- Promotion at workshops and seminars (Council-sponsored and others)</li> <li>- Feedback and revision of tools in collaboration with WG coordinators</li> </ul>
<p><b>4. Sector Advocacy</b></p>	<ul style="list-style-type: none"> <li>- Develop a framework of vision and goals, based on outcome of Council Forum</li> <li>- Focus on a small number of priority advocacy objectives, for example: <ul style="list-style-type: none"> <li>- Raising the profile of water and sanitation and its importance</li> <li>- Creating awareness of the need for the right enabling policy and legislation</li> <li>- Support for community decision making, accountability, and management of integrated sanitation, water and hygiene programmes</li> </ul> </li> <li>- Agree advocacy strategy with member agencies and cooperate with other partners on sector and cross-sector advocacy</li> <li>- Feed positive results into advocacy campaigns regionally and globally</li> <li>- Mobilize and equip all members to take part in coordinated advocacy</li> <li>- Draw on available expertise in UN agencies, NGOs, IRC, etc</li> <li>- Develop a publication series specifically for advocacy</li> <li>- Target heads-of-state and top government officials, using success stories, videos, ESA blueprints</li> </ul>
<p><b>5. Public relations</b></p>	<ul style="list-style-type: none"> <li>- Develop a series of lists of newspapers, development journals and other outlets in each region, with contacts</li> <li>- Prepare regular press releases and occasional feature articles</li> <li>- Offer conference papers/presentations on the Council at appropriate meetings organized by others</li> <li>- Make available presentation materials for use by members in workshops, etc</li> <li>- Cooperate with member agencies and professional associations in promoting the sector and preparing visuals for exhibitions</li> <li>- Seek support for preparation of videos, posters, flyers for use by regional chapters</li> <li>- Take advantage of all travel to include PR opportunities through visits and/or interviews.</li> </ul>

# Water Supply and Sanitation Collaborative Council

## Record of Interests

(please complete and return this form to the Secretariat)

Name: \_\_\_\_\_ Country: \_\_\_\_\_

Job title: \_\_\_\_\_ Organization: \_\_\_\_\_

Telephone No: \_\_\_\_\_

I would like to receive regular correspondence from the Collaborative Council by:

E-mail to the address: \_\_\_\_\_

Fax to the number: \_\_\_\_\_

Regular mail to: \_\_\_\_\_

My preferred language is: English / French / Spanish

I would like to participate in or be kept informed about activities in the following region(s) and topic areas:

	Participate	Kept informed
Africa	<input type="checkbox"/>	<input type="checkbox"/>
Asia	<input type="checkbox"/>	<input type="checkbox"/>
Latin America	<input type="checkbox"/>	<input type="checkbox"/>
Central and Eastern Europe and NIS	<input type="checkbox"/>	<input type="checkbox"/>
Small Island Developing States	<input type="checkbox"/>	<input type="checkbox"/>
Environmental Sanitation	<input type="checkbox"/>	<input type="checkbox"/>
Community Management & Partnerships with Civil Society	<input type="checkbox"/>	<input type="checkbox"/>
Institutional Issues	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources Development, Education and Training	<input type="checkbox"/>	<input type="checkbox"/>
Water Demand Management & Conservation	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy and Communication	<input type="checkbox"/>	<input type="checkbox"/>
The Lusophone Initiative	<input type="checkbox"/>	<input type="checkbox"/>
Services for the Urban Poor	<input type="checkbox"/>	<input type="checkbox"/>
Operation & Maintenance	<input type="checkbox"/>	<input type="checkbox"/>
GARNET	<input type="checkbox"/>	<input type="checkbox"/>
Gender Issues	<input type="checkbox"/>	<input type="checkbox"/>
INTERWATER (Council Home Page)	<input type="checkbox"/>	<input type="checkbox"/>

Return to: Brian Appleton, Communication Officer, Water Supply and Sanitation Collaborative Council, WHO (CCW), 1211 Geneva 27, Switzerland. Fax: 41 22 791 4847; E-Mail: wsscc@who.ch



116

Page 4

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2/6

## WATER SUPPLY AND SANITATION COLLABORATIVE COUNCIL

### CONSEIL DE CONCERTATION POUR L'APPROVISIONNEMENT EN EAU ET L'ASSAINISSEMENT AS PER ATTACHED LIST

Ref: CCW/O/WG/4  
Telephone: +41 22 791 3685  
E-Mail: wirasinha@who.ch

30 January 1998

Dear Colleague,

#### The Global Environmental Sanitation Initiative (GESI)

As you are aware water supply and sanitation practitioners including many others in the larger water sector, who met in Manila during the Fourth Global Forum of the Collaborative Council were emphatic that sanitation required the highest priority in the sector on considerations of health, economics of water and the environment. The Forum recommended that the Council establish a Working Group on Environmental Sanitation and embark on a Global Environmental Sanitation Initiative to move things in the field.

The identified areas of concern for action required (i) "think tank" form activities best handled by a working group and (ii) field activities related to advocacy and promotion and for making things happen through countries and agencies. The need was to obtain the best of existing agendas and programmes of countries and agencies by eliminating unnecessary duplication and by covering gaps with each doing her thing but in concert with the others but none dominating - ie in the spirit of the Council's approach, in a collaborative manner.

On hearing that the GWP was also moving into an activity in water supply and sanitation for which John Kalbermatten had been commissioned to carry out some work and on hearing that John was to meet Dr Richard Jolly the Chair of WSSCC, I sent a Brief to Richard to help him with the discussion. I attach abstracts from that letter which pertain to this matter which suggests the division of activities between the Working Group and GESI and a modus operandi to work collaboratively. I have been informed that the discussion had been good and constructive both for sanitation as also for collaboration. That is our mission.

It is now necessary for a few of us to meet and have a brainstorming session to develop a collaborative framework and a modus operandi to move things forward. Many of those who may be helpful in such an exercise are expected to travel to Paris for the 12 and 13 of February 1998 for a preparatory Meeting for the planned March Meeting. It will therefore be opportune to meet in Geneva on preferably the Wednesday 11th February 1998 to carry out this brainstorming session.

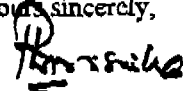
I shall be very pleased and greatly assisted if you would attend the session at the WHO Headquarters in Geneva on Wednesday 11 February 1998.

May I request an immediate response and whether you would need hotel accommodation arranged.

A list of those invited is attached.

Best regards,

Yours sincerely,

  
Ranjith Wirasinha  
Executive Secretary  
WSS Collaborative Council

3/6

Page 2

**ABSTRACT OF LETTER TO DR RICHARD JOLLY dated 23 January 1998**

Jan Janssens (World Bank) briefed me in Cape Town that the World Water Council (WWC) had asked him to prepare the Vision Statement for Water Supply and Sanitation! We both agreed that the WSSCC and the WWC would be sending the wrong messages on collaboration to the world (for that is our mission) if vision statements were to be prepared in parallel. We concluded therefore that Jan should work under your umbrella because water supply and sanitation is the responsibility of the WSSCC. I arranged for Jan to brief you on such a premise, agree on a modus operandi and accordingly left a message for you on the matter immediately I returned from Cape Town. I understand that the meeting has not taken place yet. John Kalbermatten was to be associated with Jan on this matter.

I also understand that John Kalbermatten will be meeting you on 23 January on a Sanitation Initiative by the Global Water Partnership (GWP).

The WWC and the GWP are both well aware that the WSSCC is working on a Sanitation Initiative resulting from a request made by our membership which happens to be the stakeholders in WS&S.

I hope therefore that Kalbermatten (ie GWP) will work within the Council Initiative and that his visit to you is to establish that synergy.

To help you with the required background for your discussions with Kalbermatten, I provide the following:

**Household Sanitation** - The Council had a Working Group in the periods 1993-1995 and 1995-1997 on "Promotion of Sanitation" and they developed a tool kit. This kit needs to be promoted, piloted or used and feed back provided to improve, modify and expand it if necessary. This will become part of the tasks of the new **Global Environmental Sanitation Initiative (GESI)** that the Council agreed to launch under the Manila Action Programme (MAP).

**The Global Environmental Sanitation Initiative (GESI)**

The Initiative is expressly to raise the profile and support for sanitation globally through a major thrust in advocacy, collaboration and funding.

The intention is (i) to help agencies talk to each other on their programmes, exchange information and thereby harmonize activities, remove unnecessary or excessive duplication and also cover gaps; (ii) formulate a common advocacy programme and agree on arrangements to carry it out; (iii) establish common indicators for monitoring and evaluation; (iv) agree on sharing of responsibilities/tasks that emerge from the above; and (v) agree on a schedule/strategy to meet periodically to assess progress and make adjustments as may be necessary. The intention therefore is not to intervene in any agency agenda but to support and obtain the best from each through exchange and collaboration.

To avoid the usual problems arising out of an agency assuming a dominant role and so to keep things neutral and balanced, the intention is to carry out this task under the umbrella of the Council, through a Steering Committee of about 10 to 12 with the Council Secretariat acting as the Secretariat. The Steering Committee may have a mixture of longer term and shorter term members to allow some rotation and so opportunities for more to participate in the longer term. The Steering Committee may also comprise a mixture of developing country and ESA members.

The work carried out by Kalbermatten for the GWP could be a useful input to the GESI.

.../..

4/6

Page 3

**The Working Group on Environmental Sanitation**

This group that was proposed and accepted in Manila will be co-ordinated by Roland Schertenleib of International Water & Sanitation in Developing Countries (SANDEC). From the issues presented for consideration in Manila, those which were of a "think tank" or preparatory type, which fits in well to a working group activity were solid waste management and drainage particularly in the context of the urban sector and urbanization. Also relevant are excreta disposal related to peri-urban or urban fringes and urban poor. SANDEC as an organization and Roland as an expert would be right to manage this. Roland in addition managed the Council's Working Group on Applied Research which today functions effectively under WEDC as the Global Applied Research Network (GARNET).

I intend to prepare a brief on this shortly as a proposal for circulation and comment to get the above arrangements on the way.

... A copy of the Manila Action Programme is also attached.

I hope that the above background will be helpful in your discussions with John.

With my warm regards,

Yours sincerely,

Ranjith Wirasinha  
Executive Secretary  
WSS Collaborative Council

Manila Action Programme — Activities to be undertaken by Working Groups and Networks

	Global Initiative	Major Global Working Groups					Continuing Networks				
		Environmental Sanitation	Community Participation & Empowerment (C/P/S) Study	International Issues	Urban Sanitation Development	Water Efficient Management and Conservation	GARNET	Gender	Operation and Maintenance	Services for the Urban Poor	Unassigned
Issues from Barbados Action Programme (WG reports)	Promote use of Sanitation kit, report feedback. Regional Sanitation Groups?		Advocate Code of Conduct. Case Studies on Change and Innovations were developed. Sourcebook. Use of consultants	International models for sewerage sanitation. Promote capacity building	Quality links. Cataloguing. Conclude and report. Pilot Urban. In-house training. Professional networks	Conclude/prepare of 2000 strategy policy guidelines	Consolidate LNCs, expand TNCs, electronic conferencing, document delivery	Regionalization Tool development and SARAR/PRA testing	Evaluation, Decentralization, CERFE Network Support training, pilot studies, new tools	CERFE Network support. GARNET link. Translation and dissemination. Subregional workshops	Country CLC strategies.
Africa	Workshops/seminars. Adapt tool kit. Document Africa good experiences. Use existing networks to share sanitation experience.		Capacity building for C/P/S focal individuals for rural and peri-urban. Legal framework for C/P/S. Framework for WSSCC for private collaboration	Forum for consensus building. Regional inter and sub-regional. WSSCC at political level	Develop communication skills						CLC promotion. Peer networking. Draft OAU resolution. Plan 1998 Forum
Asia	IEC to promote urban and rural sanitation.	Improved technologies for household solid waste, nonurban sewage disposal and sanitation	Increasing role of women in decision making and management. Community ownership of assets	Code of conduct to depoliticise WSS. Legal and policy studies. Regional JMOs including privatization. Demand driven approaches	Gender. International skills. Decentralization	Sanitary, quality issues. green water production. rehabilitation of studies and programmes				Integrating WSS and hygiene education into urbanization strategies. Sustainable systems for secondary towns and periurban areas	Set up Regional Councils/ National Focal Points (Approtech Asia) with ESA support
Latin America	Translation and promotion of tool kit. Advocacy		Management training programmes. Gender related tools. Monitor community based committees and financial models	Standardization and Certification. Performance of operators (vegetable treatment, semisolid, bucketing, brochures)	Training for rehabilitation. Networks for JMO exchange. Regional training and research		Network for JMO exchange	Standardization and Certification. Rehabilitation of WSS systems. Adapt tools	Rehabilitation		
CEE & NIS		Environmental degradation and public health		Transition to market economy. Decentralization. Legal framework	HRD on all key areas	Sanitary, pollution. Demand management. Task force		Rehabilitation, modernization		Country sector papers, sector reviews. Support Internet access	
SIDS				Develop SIVIN. Establishment of development	Decentralizing. Gender. Resilient	Workshops on OI and local development. Urban management plans. In-house WRM. Media campaigns. Research studies		Retrofitting		Pilot watershed	
Manila Plenary	Major thrust through advocacy, monitoring		NGO Forum. Traditional WRM	Models for solving the urban poor		Desalination. JFWS guidelines	Desalination		Wider networking	Forum for Middle East	

Gender, Advocacy, Communications, Participatory Approaches

Tasks for Secretariat: Develop Asia Down Flow Model and report on CLC. Prepare advocacy materials. Documentation catalogue. WSSCC flyer. INTERWATER and Council Home pages (including regions). Support establishment of Regional Chapters.

Manila Action Programme – Activities to be undertaken by Task Forces

**A. Council-supported Task Forces**

Evaluation of the Council  
Vision

**Task to be undertaken**

**Remarks**

**B. Mandated Task Forces**

**WSS and the 20:20 Principle**  
**Improved indicators and monitoring**  
**Disaster preparedness guidelines for SIDS**  
**Emergency measures in WSS**

Development of advocacy and guidelines on application of the 20:20 principle and the establishment of WSS as a prime component of basic social services.  
Recommendations for new indicators and monitoring methodologies in relation to the UNICEF/WHO Joint Monitoring Programme  
Drafting of guidelines and model plans for disaster preparedness in recognition of the special vulnerability of small islands to natural disasters  
Development of a collaborative framework bringing together agencies active in disaster relief, including analysis of existing operations by each agency.

To be assigned to member agencies  
Collaboration and support of all members to be sought.  
Completion of a task begun by UNICEF as part of the Barbados Action Programme